



CITY OF CLEVELAND

Mayor Justin M. Bibb



Cleveland Operational Strategic Plan

Fiscal Years 2024–2034

VOLUME I – 2024 RELEASE

To our employees, residents and partners across the city of Cleveland,

It is with great enthusiasm that I write to you today to formally unveil the City's 10-year Operational Strategic Plan to modernize how the City delivers services, fosters growth, and supports our residents.

Over the past several months, both City leadership and dedicated staff have embarked on a journey of reflection and introspection. Together, we've looked closely at where we are today, where we aspire to be in the future, and how to get from here to there. The result is a comprehensive plan with specific initiatives, implementation steps, and measures of success.

At the heart of this plan are four key focus areas: modernizing City operations, empowering City employees, enhancing the user experience of City services, and securing our City's future finances.

Through internal initiatives aimed at enhancing government operations, we aim to achieve a substantial improvement in service delivery for our residents, fostering a resident-centric city and an empowered community. Our vision for what Cleveland can be is clear. We see a future where we are at the forefront of violence prevention, where our lakefront, legacy assets, and neighborhood corridors are transformed into vibrant places of community, and where opportunities are open to all. Guided by these aspirations and propelled by steps laid out in our strategic plan, we are embarking on a journey to transform Cleveland into a model for effective, efficient, and equitable City government, admired across the nation.

Establishing a vision is the first step. This plan is about turning the vision into reality – doing the internal nitty-gritty work of government, in the back offices of City Hall, to approve building permits faster or provide staff at City Hall the appropriate training to enhance their skills and contribute to the success of our collective vision. The internal improvements outlined in the plan are the backbone that enables and empowers us to address the external challenges and opportunities our city faces. The initiatives in this plan are not all glamorous, but they are necessary for achieving our great aspirations.

I encourage you to study the details of this plan and imagine the possibilities as we strive to better our city together. It is only with collective strength, resolve, and commitment that we can make Cleveland the city we all aspire for it to be. I look forward to embarking on this journey with you, shaping a future we can all be proud of.

Sincerely,



A handwritten signature in black ink, appearing to read 'Justin Bibb'. The signature is fluid and cursive.

Justin Bibb
Mayor of Cleveland, Ohio

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Introduction

In a world where people can deposit checks using a smart phone, do taxes through an app, or get dinner delivered to one's door on a moment's notice, organizations of every type, including governments, must plan strategically and innovate to meet evolving customer expectations. In the continuously evolving modern world, the City of Cleveland recognizes the criticality of ongoing innovation and adaptability to meet the diverse needs of our residents.

The City of Cleveland, with more than 7,250 employees and an annual budget over \$2b, is a complex organization tasked with providing a diverse set of services. These services must consistently meet high standards of performance for Cleveland to achieve its ambitious growth and equity goals.

In assessing the current state of City government, we reviewed department data and talked to leadership, employees, the City Council, business owners, and community members. We learned that those who want to build and grow businesses in the City are frustrated by slow processes, employees lack training and equipment to maximize effectiveness, the City owns thousands of properties that have remained undeveloped for years, and resident confidence in the City's ability to deliver basic services is low.

The Bibb Administration has initiated several projects to modernize City government, including updating the City website, revamping 311, streamlining permitting and licensing, and

improving data management. This plan builds on initiatives such as these and provides a roadmap for City government to better serve Clevelanders.

Examples of the benefits of this strategic plan include:

- More options for customers to access services, online and in person.
- Procurement reforms that will give the City more value for the dollar and give minority-owned businesses more opportunities.
- A faster hiring process that will enable City government to better compete for talent.
- Enhanced employee training opportunities and career pathways that will lead to a more skilled and productive workforce driving the overall success of the City.
- Organizational changes that will expedite development of City-owned properties.
- Automated permitting and licensing processes that will facilitate the timely execution of capital projects.
- Greater capacity to secure grant funding for the city and to manage the distribution of grants to community organizations.

Each part of this document is the result of careful planning, deliberation, and staff input, resulting in a set of components (each defined below) that make up the 2024–2034 strategic plan to modernize City operations.





Scope

While many of the initiatives in this operational strategic plan impact all of City government, the planning process was focused on internal support functions (such as Finance, HR and IT) and most planning and service delivery units funded from general revenues. As such, the following departments were not included in the strategic plan scope and review:

- Department of Public Safety
- Department of Public Utilities
- The Port Control (CLE Airport)
- Community Development Department

This strategic plan is focused on strengthening City government operations and services. We believe that by doing so, this plan will support and advance the City's broader policy goals, as outlined in Mayor Bibb's priorities.

This plan extends its scope beyond the current mayoral administration and its specific priorities, aiming to establish a long-lasting framework that addresses the need for effective, efficient, and equitable operations and service delivery.

Several underway efforts are showcased throughout this document in sections labeled "Results in Action." In addition to the initiatives outlined and prioritized in this plan, numerous projects spanning across Departments will play a substantial role in realizing the outcomes put forth in this plan.

It is essential to recognize that this plan is the first step of a continuous strategic planning process. Throughout this ongoing process, the City is committed to regularly updating the plan, assessing the existing initiatives and identifying the need for additional ones to achieve the City's objectives and desired outcomes over the next 10 years.

Mayor Bibb's Mayoral Priorities

The Big 3

Southeast Side

Public Safety and
Violence Prevention

Shore to Core to Shore

Additional Priorities

Housing

Education and Workforce Innovation

Quality Job Growth

Modern City Hall

Neighborhood Vitality

Population Health

Sustainability and Environmental Justice

Methodology

The strategic planning process was heavily reliant on staff and leadership collaboration across City departments. Workshops, focus groups, surveys, and brainstorming sessions allowed for open dialogue and identification of City-wide priorities. Valuable input from staff engagement played a key role in developing the City's Strengths, Weaknesses, Opportunities and Threats

(SWOT) analysis. In parallel, extensive research was conducted to identify best practices and successful strategies implemented by other City governments. Insights from these various sources, in turn, informed the strategic planning process, resulting in a plan that is responsive to both internal capabilities and external opportunities.

Stakeholder Engagement Summary



100+

Interviews and Focus Groups



965

Staff Survey Respondents



1,500+

Written Survey Responses



17

Current State
Department Reviews



200+

Proposed Initiatives



8

Strategic Planning
Workshops



100+

Unique Workshop
Participants



26

Staff Feedback Sessions,
Briefings, and Open Houses



Strengths, Weaknesses, Opportunities, and Threats

As part of the engagement with stakeholders across the City, tremendous amounts of data, largely qualitative, were collected to develop a comprehensive, collective understanding of where City government stands today.

Through engagement detailed in our methodology, a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis was conducted. While different stakeholder groups have different insights and perspectives on the nature of SWOT elements, the overwhelming conclusion was clear: modernizing City government is a complex and critical undertaking, and the City is at a unique moment where leadership and resources have converged to make change possible.

Strengths

The City benefits from differentiated strengths, including an influx of new staff and leaders with fresh ideas and perspective. In aggregate, the City benefits from dedicated, mission-driven public workers committed to the City's future. Government positions offer generous health and pension benefits. The City is also financially sound, thanks in large part to an influx of federal investment.

74% of staff agree that their roles and responsibilities in City government are aligned with their personal purpose.

Weaknesses

Decades of underinvestment in service delivery modernization have frustrated staff, residents, and community partners alike. The City has struggled to attract and retain talent, suffers from inconsistent internal and external communication, and lacks formalized professional development and performance management structures. Much of the technology infrastructure is outdated and there is generally poor online accessibility of services. Inefficient or unclear processes limit the ability to assign responsibility and accountability for key workflows, which often depend on word of mouth or historical knowledge to navigate.

"City Hall struggles to perform basic services."
- Community Focus Group Participant

Opportunities

Existing assets across the city, including 18,000+ parcels of City-owned real estate, present tremendous opportunities for strategic redevelopment. While there are a significant number of vacant properties, the potential to fill those vacancies with change-making development is also a substantial opportunity. Moreover, there are strong external partners eager to engage with the City on transformative initiatives. Ongoing strategic use of remaining federal American Rescue Plan Act (ARPA) funding continues to present an opportunity.

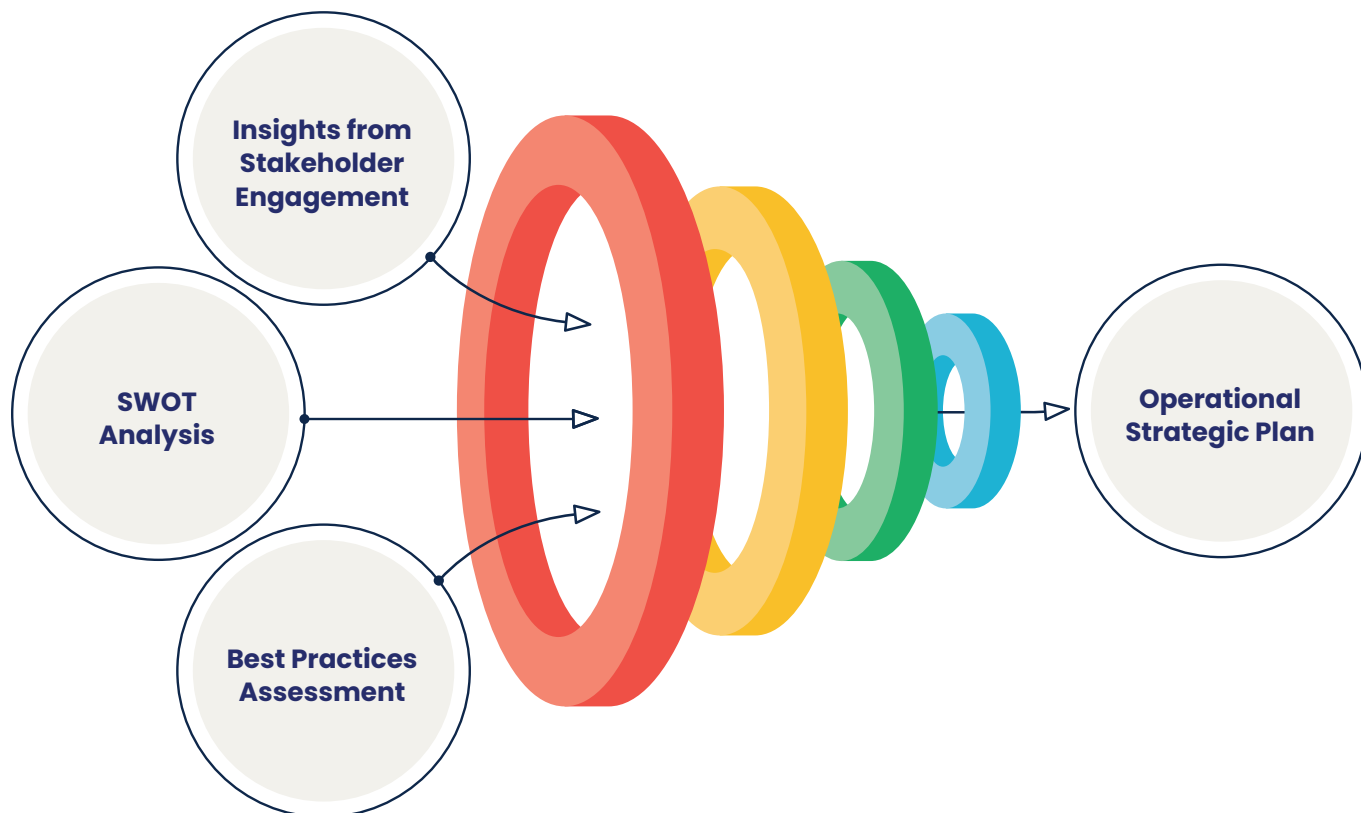
Only 28% of staff reported the City uses legacy assets to fuel growth "always" or "most of the time."

Threats

The city continues to confront challenges of urban decay and the impacts of losing population for decades. The slow return to work and reduced need for office space downtown presents a threat to a City budget dependent upon economic activity downtown. Staff turnover presents a threat to the ability of the City to retain historical knowledge, context, and expertise.

Only 29% of staff reported seeing a clear path of career growth at City Hall "always" or "most of the time."

Aggregation and Prioritization



Through extensive collaboration with City departments, gaining insights into their challenges, priorities, and desired outcomes, a purpose statement, **6** guiding principles, **4** focus areas, **15** objectives, **54** initiatives and **12** measures of success have been defined to be the focal points of this plan.

Key Strategic Plan Terminology

Purpose:

The overarching “why” and motivation for all of the organization’s work.

Guiding Principles:

Values that drive desired behaviors and describe “how” we will work together to get there.

Strategic Focus Areas:

Opportunity areas that represent the most important things for the City to achieve over the next 10 years to realize its purpose.

Objectives:

City-wide goals or desired outcomes of the implementation of a strategic plan. Objectives are often achieved through the implementation of initiatives.

Initiative:

Specific actions, projects, or programs undertaken either by an individual department/office or through a cross-department working group to achieve an objective.

Measures of Success:

Key indicators used to assess progress on the focus areas.

The City’s purpose statement, guiding principles, focus areas and objectives were defined and refined by the Strategic Plan Steering Committee and City Champions who thoroughly reflected on the key aspects to emphasize in each.

As per initiatives, departments submitted over 200 initiatives, each aligned to a strategic focus area and accompanied by a detailed description and an indication of whether they were already in progress or newly proposed. Duplicates were removed and the remaining initiatives were prioritized by considering criteria such as alignment with objectives, adherence to leading practices, potential impact, feasibility, and readiness. The Strategic Plan Steering Committee then further prioritized, reframed and refined the highest scored initiatives based on its perspectives regarding priority, resource requirements and cross-departmental impact. The strategic plan is comprised of the prioritized initiatives expected to yield the greatest impact in our community, and while the remaining initiatives proposed by departments are not the key focus of the plan, they will still play a key role in achieving the City’s vision.

Once there was a clear definition around the strategic focus areas, objectives and initiatives, considerable thought was put into what measures of success would provide a comprehensive and well-rounded assessment of performance and progress made. The initial 27+ measures of success were devised by the Strategic Plan Steering Committee and underwent multiple rounds of prioritization and refinement, involving collaboration with City staff, to select only three measures per focus area. The final assessment of these measures was carried out in collaboration with the Office of Urban Analytics and Innovation (Office of Urban AI), who will be responsible for tracking and reporting the measures.



Our Purpose

The City has adopted an aspirational and actionable purpose statement to reflect the passion, commitment, and alignment of our employees.

To inspire confidence by delivering reliable, efficient city services and **creating the conditions** for **all members** of our community to thrive.

To inspire confidence:

Our people are driven by an unwavering commitment to the City of Cleveland; we strive for all of our residents and for people across the country to have confidence in City government, whether it be confidence in simply requesting a copy of a birth certificate, or confidence in our ability to drive growth and improve quality of life across Cleveland.

Creating the conditions:

We recognize City government is not the sole actor responsible for creating a thriving Cleveland; we view our role as necessary to create the conditions for growth and well-being by having effective policies and procedures, well-maintained infrastructure, empowered employees, and resilient finances.

All members:

It is of the utmost importance to our people that every member of our community, in all 34 of our neighborhoods, especially historically marginalized populations, have equitable opportunity to take part in Cleveland's growth and prosperity.

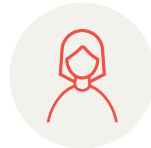
Guiding Principles

City Hall has also established guiding principles that will serve as a City-wide framework to inform decision-making and achieve its purpose statement. Through extensive collaboration and a shared sense of purpose, our staff has not only contributed to the development of these principles but has also demonstrated a commitment to upholding them in every aspect of our work. The City has adopted the following six guiding principles:



Placing Clevelanders at the Center

Across all our services, our teams strive to place our customers — the residents, visitors, and businesses we serve — at the heart of all we do. We provide user-friendly and consistent experiences with City services, in line with defined quality and timeliness expectations.



Empowering Employees to Do Purposeful Work

We clearly define roles and responsibilities, equip staff with effective tools and training, strive to provide fair compensation backed by market data, value all perspectives, and deliver candid performance feedback and recognition promptly.



Defining Clear and Pragmatic Objectives

City Hall seeks to fully understand problems before trying to solve them, seeks evidence-based solutions that balance short-term need with long-term sustainability, and makes plans that include expected results, measures of success, and specific action steps.



Leading with Trust and Transparency

City Hall communicates actively, both to inform and listen, and provides multiple channels for exchanging information. We make commitments clearly and authentically and follow through on our word. We share data openly, even when it shows room for improvement, and we admit our mistakes.



Striving for Equity in All We Do

City Hall continuously evaluates the impact of the services we offer and the resources we deploy to promote equitable access and outcomes for the people of Cleveland.



Embracing Change

City Hall recognizes the need to continuously improve service delivery and that improvement requires innovation and change. We encourage employees to bring new ideas forward. We learn from our successes and missteps.

The City will integrate these guiding principles into policies and management practices and engage staff on how to uphold them within their roles and responsibilities.



Strategic Focus Areas and Objectives

Four strategic focus areas have been identified to prioritize attention and investment on the most important areas in need of improvement based on the SWOT analysis.

These focus areas form the pillars of the strategic plan, each playing a crucial role in fulfilling our collective purpose. They are the areas where we will channel our resources, expertise, and dedication to bring about meaningful and lasting change. Every strategic focus area is supported by objectives that represent specific goals contributing to the related focus area. Additionally, each strategic focus area has a set of measures of success that will be regularly tracked to assess progress against each focus area. Details on the measures of success are included in the Operational Strategic Plan Details.



FOCUS AREA 1

Modernize and Optimize City Operations (Performance)

- Objective A: City government continuously improves processes.
- Objective B: City government strategically employs technology across operations to improve staff experiences and productivity.
- Objective C: The City’s organizational structure is designed to clarify roles, improve collaboration, and align with goals and resident, business, and stakeholder needs.
- Objective D: The City delivers efficient and effective services by tracking metrics, setting targets for improvement, and clearly communicating performance standards to residents, businesses, and other stakeholders.



FOCUS AREA 2

Create Conditions for Employees to Thrive (Culture)

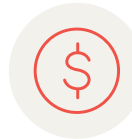
- Objective E: The City cultivates an innovative, inclusive, and purpose-driven culture across the organization.
- Objective F: The City promotes a culture of continual skills development through appropriate training and regular performance management.
- Objective G: City workspaces are configured and equipped to promote productivity and collaboration.
- Objective H: The City is an employer of choice that attracts and retains high-performing employees.



FOCUS AREA 3

Improve the User Experience with Easy-to-Access City Services (Access)

- Objective I: City facilities are welcoming, accessible to all, and effectively connect people to services.
- Objective J: City Hall conducts community outreach through trusted messengers and a convenient variety of media where residents routinely receive important information.
- Objective K: Customers have self-service options to obtain information and seamlessly do business with City Hall.



FOCUS AREA 4

Secure the City’s Future Finances (Resilience)

- Objective L: The City formulates a forward-looking financial plan that addresses emerging needs through strategic decision-making.
- Objective M: The City implements a more strategic and results-focused budget process.
- Objective N: The City maximizes revenue from non-tax sources by recovering service costs where possible, equitably enforcing fees and fines, securing grant funding, and maximizing income from public facilities.
- Objective O: The City innovates to improve productivity, promote sustainability, and manage risk.

Initiative Timeline

The 54 initiatives in this strategic plan are laid out on the execution timeline below, organized by end date. The timeline was thoughtfully crafted and prioritized by City leadership based on resource availability and interdependency considerations. For each initiative, the letter represents the objective that the initiative is tied to.

2024	2025	2026	2027
<ul style="list-style-type: none"> • C5: Job Classification Study • E1: Internal Communications • F1: Management and Leadership Training • H1: Employee Benefits Packages • J1: Ongoing Communications Strategy • K1: Open Data Portal • K2: City Hall Website Maintenance • N4: Strategic Finance Unit Creation 	<ul style="list-style-type: none"> • A1: Contract Digitization • A2: Customer-facing Workflow Digitization • B3: Grants Management • C1: Restructuring of Information Technology • C2: 311 Operating Model Integration • C3: Public Works Reorganization • H2: Enhanced Government Perception • H3: Clear Career Pathways • I2: Short-Term Physical Improvements • J2: Customized Outreach with Organizations • K4: 311 Development • L2: Reduction of City Bank Accounts • O2: Alternative Service Delivery (ASD) Working Group 	<ul style="list-style-type: none"> • A4: Centralization of Data • C4: Real Estate Consolidation • D1: Performance Indicators Monitoring • F2: Continuing Education Program • G2: Productive and Functioning Workspaces • L1: Review of Business Incentives • M1: Program Budgeting Pilot • M2: Results-Driven Solicitation Strategy • O3: Gainsharing Incentives • O4: Cybersecurity Technology 	<ul style="list-style-type: none"> • A5: Innovation Accelerator Program • B1: City-wide Intranet • B2: Human Capital Management (HCM) System • B4: Development Projects Monitoring • D2: Policy Review Committee • E2: Recognition Program • F3: Performance Management Platform • H4: Compensation Study • H5: Employee Sentiment Monitoring • J3: Multilingual Employees • K3: Self-Service for Shared Services • N5: Municipal Advertising

2028

- A3: HR Standardization
- L4: Vendor Short-Term Liquidity
- N3: Revenue Enforcement Improvement
- O5: Innovation Fund

2029

- N1: Property Disposition Standardization

2030

- I1: Transformation of Physical Spaces
- L3: Long-Term Financial Plan
- N2: Fees and Fines Revision
- O1: Sustainability Investments

2033

- G1: Enhanced Workspaces
- K5: Identification of Self-Service Options



Performance

Modernize and Optimize City Services

This focus area is dedicated to fostering a culture of continuous improvement, innovation and efficiency in the way we internally operate and deliver services to our constituents.

Today, there are too many paper-based, fragmented processes and systems to manage work flows across departments. Processes are often the result of historical ways of working rather than what would make the most sense for customers or efficient division of labor across teams. Moreover, many processes are not written down or understood by customers that need to use them, inclusive of internal shared services.

Collaboration across departments is often ad hoc or dependent upon building individual relationships rather than leveraging structures or integrated operating models. The result is a fragmented experience for residents and partners seeking City services.

Technology is not consistently utilized or employed across the organization and data does not consistently inform day-to-day decision-making. Datasets are often decentralized, managed on individual workstations rather than within a consolidated database.

Objectives

- A.** City government continuously improves processes.
- B.** City government strategically employs technology across operations to improve staff experiences and productivity.
- C.** The City's organizational structure is designed to clarify roles, improve collaboration, and align with goals and resident, business, and stakeholder needs.
- D.** The City delivers efficient and effective services by tracking metrics, setting targets for improvement, and clearly communicating performance standards to residents, businesses, and other stakeholders.

Measures of Success



% of residents who rate City services "Excellent" or "Good"

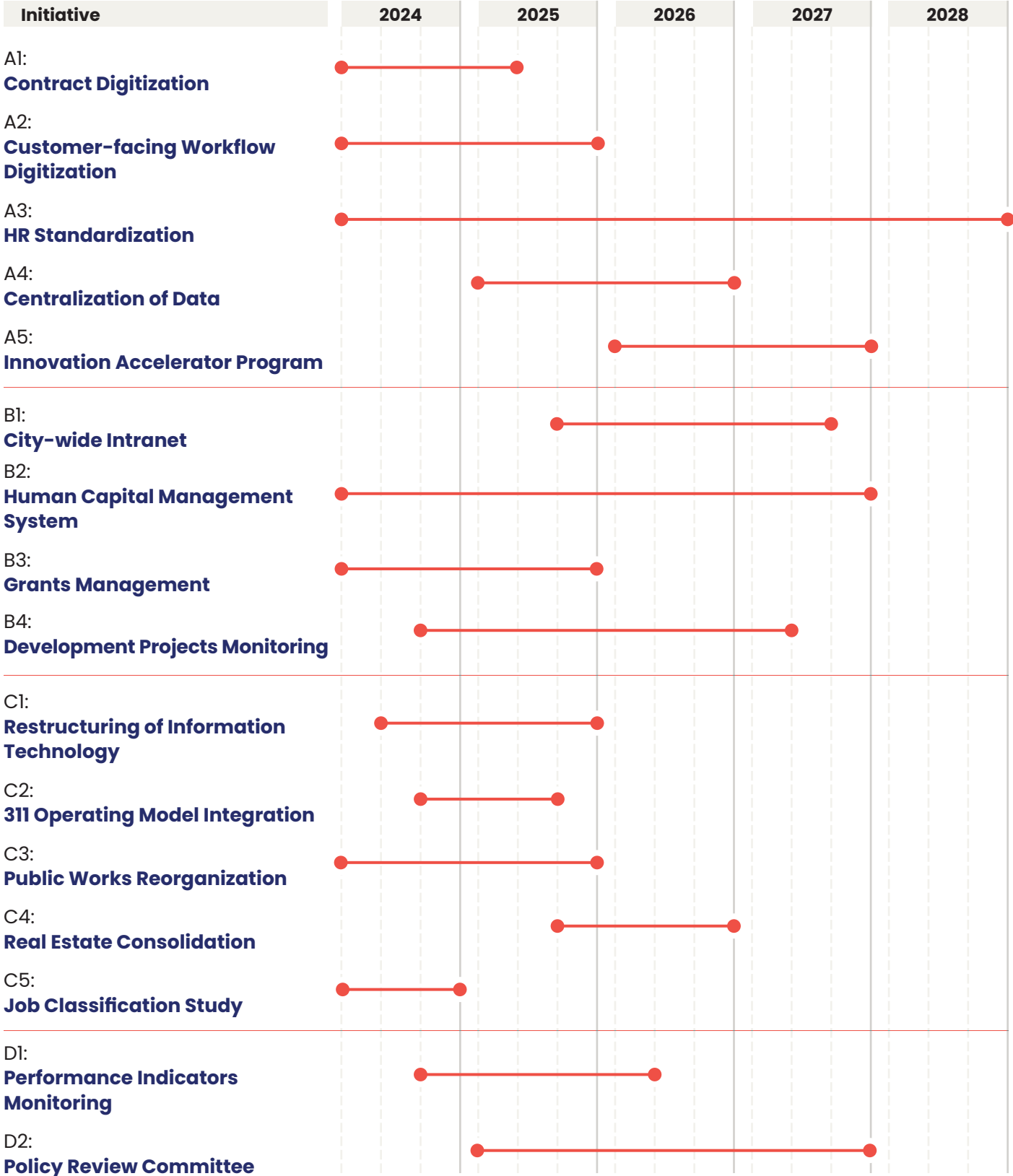


% of 311 service requests closed on time



Dollars saved from business process improvements through the Innovation Accelerator program

Timeline





OBJECTIVE A

City government continuously improves processes

Initiatives under this objective are designed to make City services more efficient by digitizing, automating, and streamlining processes, using data to inform decision-making, and promoting collaboration across departments.

INITIATIVE A1:

Streamline and digitize the end-to-end procurement process from requests for proposals (RFP) to post-award vendor payment and management

Lead Department or Office	Information Technology, Finance (Division of Purchases and Supplies)
Anticipated Timeline	Present to Q2 2025

DESCRIPTION

- The City is in the progress of a three-phase digitization of the contracting process. The goal of the initiative is to increase transparency for stakeholders (both internal and external) and general process improvements to speed up the time it takes for the City to execute a contract.
 1. The City has procured a solution to transform the RFP process; this will notify vendors every time there is a solicitation and serve as a central repository for all the information and current status of a RFP. Vendors will be able to apply directly within the portal and City staff will have a portal through which the RFP evaluation process can be managed.
 2. The City will procure a second solution to support the drafting and negotiation phase of contracting with a vendor. The platform will resemble a “pizza tracker” with real-time insights into current status of a contract or proposal, upcoming milestones, and performance metrics.
 3. The City will automate and simplify the vendor payment mechanism, which is currently reliant on paper-based processing, causing delays in vendor payments. This will enable vendor payment via ACH.
- For these automated solutions to provide value, the City will first assess its end-to-end procurement processes and policies. This assessment will identify inefficiencies and adapt processes that the City will seamlessly integrate with the automated solutions.

IMPACT

- **Quicker response to emerging needs:** A shortened procurement process will allow the City to respond quicker to time-sensitive projects with significant impact on residents; internal stakeholders will also have enhanced visibility into the status of a contract processed through the Finance Department and centralized and standardized evaluation of proposals.
- **Cost savings:** Streamlining the procurement process will eliminate duplicative steps and reduce the need for rebidding. This is expected to lead to cost savings for the City by optimizing the use of resources and easing current burdens on staff.
- **Improved vendor experience:** The streamlined process and enhanced visibility will significantly improve the vendor experience. For example, through the ACH platform, the City will provide updates on upcoming payment dates. This level of visibility could potentially increase the number of vendors willing to work with the City.
- **Increased transparency and security:** The new solutions will enable development of various reports to provide greater insights for both internal stakeholders and external partners and enable aggregate reporting on KPIs. The solutions will also enable increased security as they will minimize human errors and reduce the likelihood of staff influencing the process in ways that may compromise its integrity.

KEY NEXT STEPS

- | | |
|---|---|
| <ol style="list-style-type: none"> 1. Conduct a review of the current procurement process to identify opportunities for improvement and reform. Align all solutions to be implemented in the three-phase digitization with the reformed processes. 2. Train internal Finance Department staff on how to use the new OpenGov RFP solution for end-to-end management of solicitation and evaluation of proposals. | <ol style="list-style-type: none"> 3. Train and provide support to vendors transitioning to the new OpenGov system for RFP submission and management. 4. Select a vendor/solution for the contract negotiation and approval process; implement solution. 5. Continued implementation of the vendor payment mechanism solution; first with the planned launch of electronic bidding, then ultimately ACH payment functionality. |
|---|---|

**INITIATIVE A2:**

Digitize and automate customer-facing workflows, beginning with permitting processes through the ACCELA Reimagined Program

Lead Department or Office	Building and Housing, Information Technology
Anticipated Timeline	Present to Q4 2025

DESCRIPTION

- The City has implemented an ongoing effort to automate customer-facing processes to provide a modernized, digital resident experience. Through the ACCELA Reimagined Program, the updated ACCELA platform will enable automatic updates, offer new and improved features, and provide end users with a simplified experience.
- Applications and other resident or business-facing forms will be built out in the new ACCELA system to standardize experiences and automate processes whenever possible, reducing the number of paper-based dependencies and manual work.
- The City has started a project to overhaul its building construction permitting process, which grants official authorization for construction, renovation, and other related activities.
- As of January 2024, the City has conducted a process review of interdepartmental permitting processes. This work is focused on the Department of Building and Housing; however, 11 departments and divisions have been engaged in the process review (Building and Housing, City Planning, Mayor's Office of Capital Projects (MOCAP), Division of Fire, Water Pollution Control, Division of Air Quality, Urban Forestry, Office of Urban AI, Division of Records Administration, Information Technology Services and Public Health). The review will result in a reengineered and digitized workflow.
- The City plans to scale this initiative to all other permits and will seek out additional workflows beyond permitting to maximize value from the ACCELA platform. Potential examples include licenses for small businesses, streets and sidewalks, food safety, and parks and recreation use for events.
- For this large-scale initiative to be successful, the City will consider resourcing to manage and train department staff in responding to resident requests submitted through ACCELA and making the necessary technical configuration updates to the system as needed.

IMPACT

Improved efficiency in permitting processes: Automated permitting processes will reduce processing times, minimize paperwork, allowing teams to spend more time on strategic planning and innovative initiatives.

Enhanced customer satisfaction: Streamlining the permitting process improves the experience for residents and other partners, making it easier for stakeholders to navigate processes.

Improved economic growth for the city: A city with a reputation for efficient and business-friendly permitting processes is more likely to attract investment.

Faster capital project development: By reducing bureaucratic bottlenecks and administrative delays, streamlined permitting processes enable projects to get underway more quickly. This can lead to faster completion of construction, renovation, and development projects.

KEY NEXT STEPS

1. Review final recommendation and implementation roadmap for the construction permit process to identify lessons learned for future process reviews.
2. Finalize charter for the ACCELA governance steering committee that has been set up to oversee the implementation of the new platform.
3. Provide continuous training and support for users to maximize the benefits of the updated software.
4. Develop a list of prioritized processes for process review sprints; conduct additional process reviews in order of priority.
5. Designate appropriate resources, whether existing or new hires, for the successful and sustainable implementation of the ACCELA system. This can include resources to manage and train staff using the ACCELA system and technical resources to manage and continuously optimize and reconfigure the system at scale.

INITIATIVE A3:

Standardize HR processes, policies, and procedures

Lead Department or Office	Human Resources, Civil Service
Anticipated Timeline	Present to Q4 2028
DESCRIPTION	
<ul style="list-style-type: none"> • The City is moving towards a more centralized and standardized human resources management. In addition to some potential organizational changes (including centralization of administrative functions), the department will standardize documents, processes, policies, and procedures to create a more consistent employee experience when engaging with HR (for prospective/new staff and management alike). • These changes will support recruitment to become a distinct and specialized function within HR, with recruitment specialists fully dedicated to appropriately coordinating with applicants to secure the necessary talent all departments need to excel. • As part of the effort to standardize processes, an initial process review focused on time to hire was conducted to identify challenges and bottlenecks in the current state. This was followed by defining the ideal future state and mechanisms that would alleviate these issues and bring down the average time to hire. See Results in Action, Spotlight #1, on page 22. • Processes will be reengineered through existing technology infrastructure and be considered for automation and integration in the new Human Capital Management System detailed in Initiative B2. 	
IMPACT	
<p>Increased efficiencies for HR team: The implementation of streamlined, centralized processes will eliminate bureaucratic hurdles and result in quicker staffing and better responsiveness to organizational needs. It will also allow teams to spend more time on strategic planning and innovative initiatives.</p> <p>Improved prospective and new employee experiences: The establishment of standardized, consistent, and predictable processes, including the hiring process, will mitigate confusion, improve equitable outcomes, and generally improve perception of City government inside and outside of City Hall.</p> <p>Reduced liability to the City: Through standardization, the City’s HR practices will be consistently applied across departments, reducing liability and promoting fairness for all employees.</p> <p>Increased yield of competitive applicants: The standardization of HR processes will enhance clarity in job requisitions, create a well-organized and timely recruitment process and enhance communication with candidates, leading to a favorable impression of the City and making it more attractive to competitive applicants.</p>	
KEY NEXT STEPS	
<ol style="list-style-type: none"> 1. Implement the time to hire sprint roadmap (including training of HR leads and establishing routine monitoring of KPIs) and document lessons learned for future process redesign efforts within Human Resources. 2. Highlight successes from the revamped process to build momentum for continued progression, including messaging from the Mayor discussing the improvements and encouraging centralization. 3. Evaluate HR lead reporting structure and determine if further organizational changes would be beneficial to the departments’ (Human Resources and Civil Service) operating model. 4. Retain and/or formalize a working group of HR functional owners and department staff to oversee the continued centralization and standardization of processes, documents, and procedures. 	



Reducing the Time to Hire



The Challenge

- Cleveland experiences a longer time to hire than desirable and compared to peer cities.
- A longer time to hire and an inefficient hiring process negatively impacts talent acquisition efforts, creates a negative impression among potential candidates, and hampers the City's ability to attract and retain top talent.



Actions Taken

1. Analyzed the process to identify opportunities to reduce bottlenecks
2. Designed a new process with fewer decision points



Results Delivered

Fewer dependencies: The new process decreased the number of approvers from 12 to 6, reducing the number of potential bottlenecks.

Better use of existing technology: The new process leveraged existing capabilities to automate key steps and enable more accurate reporting.

Increased communication and transparency: By generating automatic messages for applicants and users of the system, both applicants and managers will have an easier time navigating the hiring process.

INITIATIVE A4:

Centralize data storage and management across City government to enable easy access to information and more efficient decision-making

Lead Department or Office	Office of Urban AI, Information Technology
Anticipated Timeline	Q1 2025 to Q4 2026
DESCRIPTION	
<ul style="list-style-type: none"> • The City will centralize and automate the storage and management of operational data in a standard high-quality format. Over time, data from all departments will be ingested into a single repository. • Current data quality issues are widespread across departments as teams are not utilizing core operational systems effectively to enter complete and accurate data, affecting the City’s ability to leverage data for informed decision-making. • Centralization of data management will enable easier access to internal and external stakeholders and contribute to enhanced performance management. Data will be more easily visualized in dashboards to empower City leadership and residents with data-driven insights. 	
IMPACT	
<p>Improved data accessibility: A centralized data repository will make information more accessible to different departments and transparent to external stakeholders. This enhances the efficiency of data retrieval and analysis, decreases the workload of the public records request team and bureaucratic procedures, and improves residents’ access to important data.</p> <p>Enhanced decision-making: Improved data quality and transparency will empower City employees to make data-informed decisions that will help guide long-term planning and strategy. Centralized datasets will be used to regularly measure key performance indicators, inform resource allocation, and lead to performance improvement initiatives.</p>	
KEY NEXT STEPS	
<ol style="list-style-type: none"> 1. Select data warehouse solution and configure system based on City’s requirements. 2. Build automated data pipelines from existing enterprise systems. 3. Develop standard data policy and department level plans for migrating decentralized systems and datasets to the data warehouse. 4. Develop data dashboards and visualizations to inform internal and external stakeholders on trends and indicators. 	

**INITIATIVE A5:****Establish an Innovation Accelerator Program to Improve City Processes**

Lead Department or Office	Office of Urban AI
Anticipated Timeline	Q1 2026 to Q4 2027
DESCRIPTION	
<ul style="list-style-type: none"> • The City will implement a process improvement program, including facilitation and training, to create a more efficient and customer-focused organization that delivers greater value to residents. An example of a process improvement method is Lean Value Stream Mapping, which is designed to eliminate wasteful process steps. Others are Human Centered Design and Behavioral Insights. • In addition to improving processes, this program will also eliminate any outdated non-value-adding processes that slow down operations and limit the City's agility. • The initiative will start with a pilot program to improve three selected City processes. Upon successful conclusion of the pilot, the City will have trained a cohort of staff and will develop a plan to scale and extend process improvement practices throughout City government. • The plan to scale the pilot will include the launch a cohort-based "Innovation Accelerator" training program to give employees the tools to spark innovation and process improvement throughout City government. Participants will support each other in completing improvement projects in their departments. 	
IMPACT	
<p>Improved service delivery: The program will increase efficiencies in key processes, allowing quicker turnaround times for delivering services to residents and improving satisfaction. It will also make work easier for employees, boosting morale.</p> <p>Optimized resource allocation: By identifying and eliminating wasteful practices, the City can allocate resources more effectively, making sure that personnel, time, and money are used efficiently to achieve desired outcomes.</p> <p>Increased culture of innovation: The program will empower employees to tackle issues that they face in their jobs, apply critical analyses to their work, and propose innovative ideas to improve processes that they use. This will instill a culture of critical innovation and improvement from the grassroots level at City Hall.</p>	
KEY NEXT STEPS	
<ol style="list-style-type: none"> 1. Establish mechanism for departments to nominate business processes for the Innovation Accelerator pilot. 2. Roll out pilot: Improve three selected business processes using appropriate innovation methods such as Lean, Human-Centered Design, Behavioral Insights, etc. 3. Document the lessons learned during the pilot to scale process improvement principles across City government. 4. Launch an Innovation Accelerator cohort training program available to all employees. Participants will complete "grassroots" improvement projects in their departments. 	





OBJECTIVE B

City government strategically employs technology across operations to improve staff experiences and productivity

This objective promotes the effective deployment of secure technology across departments to empower staff to better perform their day-to-day operations, resulting in an enhanced customer experience for our residents and smoother collaboration with vendors.

INITIATIVE B1

Establish City-wide and department-level intranet to serve as central repository of SOPs, policies, and reference materials for staff

Lead Department or Office	Office of Urban AI
Anticipated Timeline	Q3 2025 to Q3 2027

DESCRIPTION

- The City will develop a City-wide intranet, which is a private internal website only accessible by City employees. The intranet will be comprised of department-specific SharePoint sites managed by members of a specific department.
- The City-wide intranet will include resources such as City-wide forms, policies, and procedures, multi-departmental processes, announcements of events, training, and learning resources, and links to commonly used employee resources (ADP, Wellness Works!, etc.)
- The intranet will facilitate knowledge management and enable consistent onboarding for new staff.
- Guidance will be provided to departments to set an expectation for the content that will be maintained on the intranet for department-specific information.
- Designated individuals will regularly review and update content to reflect changes in policies, procedures, and reference materials. They will also keep track of all policies and SOPs on the intranet to make sure they comply with the latest regulations and organizational standards.

IMPACT

Streamlined internal communication: The intranet will provide a centralized platform for communication, enhancing the flow of information within the City. Employees can stay updated on announcements, news, policies, procedures, FAQs, and employee contact information.

Improved efficiencies for teams: The intranet will allow for easy access to important information. Departments will provide more efficient and accurate services to internal and external customers when they have quick access to relevant information. Additionally, the intranet will establish a reliable repository that withstands changes in personnel, enabling future employees to access historical information, contributing to continuity, and preventing knowledge loss.

Enhanced collaboration: Through the intranet, teams can share documents, collaborate on projects, and communicate more efficiently, leading to improved teamwork and productivity.

KEY NEXT STEPS

1. Continue the development and implementation of the City-wide intranet and develop an implementation roadmap.
2. Undertake a comprehensive review and optimization of the Active Directory architecture to align it with the scalability requirements of the intranet.
3. Assign an accountable mid-level manager within each department as an intranet / knowledge management designee who can be responsible for continued maintenance and updating of materials housed on the intranet (and the organization of folders, etc.).
4. Establish a governance structure outlining roles and responsibilities for intranet management within each department. Define content ownership, approval processes, maintenance responsibilities and user access management.
5. Provide training to educate City government staff on the features and functionalities of the intranet to incorporate it into their daily workflow.

INITIATIVE B2:**Implement a Human Capital Management System**

Lead Department or Office	Human Resources, Information Technology, Finance
Anticipated Timeline	Present to Q4 2027
DESCRIPTION	
<ul style="list-style-type: none"> • The City will implement a Human Capital Management (HCM) system designed to streamline and automate HR processes and enable the City to make more informed workforce-related decisions. This modern software will help manage the end-to-end lifecycle of a City government employee, including hire-to-retain and payroll processes. • Some of the main HCM business requirements include, but are not limited to, applicant tracking, onboarding management, employee record management, time and attendance tracking, payroll processing, benefits administration, performance management, leave management, and standard reporting and analytics. • For a successful City-wide HCM implementation, the City will work with technical experts with experience in HR systems and information technology to provide project management and system integration support. 	
IMPACT	
<p>Cost savings and efficiency: HCM systems lead to cost savings by reducing the need for manual paperwork, minimizing errors, and improving overall efficiency in HR processes. The time saved can be redirected to more strategic HR initiatives, such as employee development, talent acquisition, and organizational planning.</p> <p>Increase in retention of high-performing employees: HCM systems assist in succession planning by identifying high-potential employees and creating development plans to prepare them for future leadership roles. This maintains a continuous pipeline of talent within the organization.</p> <p>Improved accuracy in records management: The new platform will provide an employee master file that is the single source of truth for employee records that all other systems interact with, streamlining employee access to their data and improving accuracy of data management.</p>	
KEY NEXT STEPS	
<ol style="list-style-type: none"> 1. Review proposals and select software solution and systems integrator to develop platform. 2. Plan and execute the migration of existing HR data into the new system. 3. Review and update HR processes to align them with the capabilities of the new system. 4. Develop training resources that cover the different modules of the HCM system to support employees in using the new system. 	

INITIATIVE B3:

Develop City-wide capability for end-to-end grants management

Lead Department or Office	Finance, Information Technology
Anticipated Timeline	Q1 2024 to Q4 2025
DESCRIPTION	
<ul style="list-style-type: none"> • The City requires an effective grants management solution to manage the entire lifecycle of grants, from initial identification and pursuit to award management and reporting. • The chosen system will be a low code/no code solution, preventing the need for a cumbersome customization of a platform. • The system will facilitate the submission, processing, and award of grant applications from various projects within the city and will provide real-time visibility into the status of grant pursuits and awards. It will also enable the City to track how the recipients are utilizing the grant funds post-award. • Since multiple departments manage distribution of grant funding, there will be a solution in place with the ability to support all departments’ requirements. 	
IMPACT	
<p>Improved transparency and accountability: The system will allow real-time monitoring to make it easier to trace the flow of funds and reduce the likelihood of waste, fraud, and abuse.</p> <p>Enhanced compliance with grant requirements: The system will track and document all grant-related activities and confirms that they adhere to regulatory requirements.</p> <p>Increased efficiencies for teams that manage grants: Teams that manage grants programs will be able to spend less time manually tracking and facilitating awards and more time on strategic allocation of funds to projects that matter to the community.</p>	
KEY NEXT STEPS	
<ol style="list-style-type: none"> 1. Define the specific needs and objectives for the new grants management system. 2. Select vendor and configure system based on City’s requirements. 3. Consider the formation of a dedicated grants management team with specialized roles. 4. Plan and execute the migration of existing grant-related data into the new system and the integration with relevant existing systems. 5. Provide training to staff to use the new system effectively. 	



INITIATIVE B4:

Implement a development project management system to enable real-time monitoring of development projects from initial inquiry to ribbon-cutting

Lead Department or Office	Integrated Development Cluster, Information Technology
Anticipated Timeline	Q3 2024 to Q2 2027

DESCRIPTION

- The City will implement a system to enhance visibility into development projects and improve collaboration across all departments involved. The system will provide real-time updates and notifications to stakeholders involved in the project and facilitate information sharing.
- It will enable developers to track the progress of their projects and understand the various stages, requirements, and timelines involved.
- The current development process involves complex interactions between various departments such as Community Development, Economic Development, Planning, MOCAP, and others. These interactions encompass zoning assessments, planning reviews, evaluations of incentives qualifications, defining deal structures, and aligning on community benefits.
- With each department assigned specific responsibilities, the system will enhance accountability by monitoring task completion and tracking progress.
- The system will be integrated with the ACCELA platform for customer-facing processes such as permitting and licenses that developers would need to secure.
- Through the system, the City will also develop an accessible and user-friendly interface for the public to engage with ongoing and upcoming development projects.

IMPACT

Enhanced visibility and reduced delays: The provision of real-time updates and notifications will inform stakeholders about any changes, milestones, or critical developments in a project, allowing for quick and informed decision-making throughout the development process.

Enhanced resident awareness: The user-friendly interface offers residents and businesses easy access to information about development projects within the city, allowing them to make well-informed decisions regarding their involvement in development projects.

Improved community services: As a result of better project development practices, the community will benefit from improved services and amenities. The system will contribute to creating a more pleasant urban environment for residents.

KEY NEXT STEPS

1. Form a dedicated team with representatives from each department involved in the initiative. This cross-functional team will be responsible for guiding the implementation of the system and contributing diverse perspectives for requirements.
2. Select vendor and configure system based on City's requirements.
3. Plan and execute the migration of relevant data from existing systems to the new platform.
4. Roll out the new system and develop training programs for employees across departments, which can be tailored by department as needed. The training will cover system functionalities, data input procedures, and collaboration features.



The background of the page is a faded, yellow-tinted image of the Cleveland skyline, featuring prominent skyscrapers like the Terminal Tower and the Key Tower, and a bridge over a body of water.

OBJECTIVE C

The City's organizational structure is designed to clarify roles, improve collaboration, and align with goals and resident, business, and stakeholder needs

This objective aims to align the City on an optimized organizational structure that will allow for increased performance. This includes supporting each department in achieving adequate staffing levels to streamline operations and better serve residents. In addition, employees' roles and responsibilities will be clearly defined and aligned with the City's goals to reduce confusion, increase role transparency and accountability, and support departments to work toward a common purpose.

INITIATIVE C1:

Restructure Information Technology as a stand-alone department reporting to the City’s Chief of Staff

Lead Department or Office	Office of the Mayor
Anticipated Timeline	Q2 2024 to Q4 2025

DESCRIPTION

As part of the effort to optimize the City’s organizational structure , an initial organizational assessment review was conducted to identify challenges in the Information Technology Department current structure and define the ideal future organization that would alleviate these issues. The recommendations of the assessment are as follows:

- Before making any structural changes to the Information Technology Department, City leadership will develop a short- and long-term path forward for Information Technology and Office of Urban AI. The City will clarify the vision for the Information Technology Department and its interactions with other City departments. It will also delineate responsibilities between the Information Technology Department and Office of Urban AI to improve accountability across both organizations, clarify their purpose, reduce confusion for departments that engage with them and avoid overlap in tasks. Appropriate organizational responsibility for 311 will also be considered in the review.
- After the City is aligned on its vision, the Information Technology Department will be moved out of the Department of Finance reporting structure to operate as a separate department, resulting in an additional Chief position reporting to the Chief of Staff. This move will likely address the perception within City government that the department is focused on cost-effectiveness rather than the priorities that matter to departments and divisions.

IMPACT

Efficient decision-making: A stand-alone centralized Information Technology Department will create a streamlined reporting structure that accelerates decision-making and minimizes handoffs.

Improved accountability: The delineation of responsibilities and establishment of a clear purpose for the department will empower the new Information Technology leadership position to oversee and enforce accountability measures for staff.

KEY NEXT STEPS

1. Host a working session to understand and align on the near- and long-term vision for Information Technology Department and Office of Urban AI. These conversations will help inform additional activities such as clarifying responsibilities between the two organizations and where 311 might be best placed.
2. Create a stand-alone Information Technology Department. Additional structural changes that align with the vision of the Information Technology Department and Office of Urban AI can be made (e.g., Create a Chief Information Officer position that oversees both Information Technology and Office of Urban AI, focus Office of Urban AI on performance management and 311).
3. Consider additional operational changes to the Information Technology Department (e.g., a fee-for-service budget model).
4. Determine how to best consolidate or coordinate Information Technology functions (e.g., IT, Port Control, Public Safety). Perform an analysis to identify the costs and benefits of combining these functions. Consider whether there are intermediary steps that would improve coordination (e.g., procurement, administrative support, technology licenses).

INITIATIVE C2:

More strategically integrate management of 311 into the City's operating model and organizational structure

Lead Department or Office	Office of the Mayor, Human Resources, Information Technology, Office of Urban AI
Anticipated Timeline	Q3 2024 to Q3 2025
DESCRIPTION	
<ul style="list-style-type: none"> • The City has recently reestablished designated roles within departments with close 311 linkages in order to have a main point of contact responsible for continuously monitoring and updating business requirements for the 311 system. While the 311 call center reports into IT, the system itself is heavily dependent upon this business side collaboration to improve system performance and usability for residents. • In addition to continued utilization of the department designees, the City will designate a manager in the City responsible for defining a vision for the 311 system and integrating business-side requirements into the 311 system for its continued success. • They will be responsible for centralizing business requirements, prioritizing system enhancements and modernization goals, and fostering a seamless collaboration between the departments, IT team and call center will keep the focus on day-to-day request resolutions. • The business side lead for 311 will oversee a working group of the business owners across the departments and inform prioritization of feature development and workflow updates. The working group will regularly monitor high level data trends in service requests and measure key performance indicators (such as % of tickets closed on time and reported levels of satisfaction with the platform). The goal of this working group will be to maximize the value and usability of 311 for all residents. • Currently, the 311 system is integrated with department systems used by Public Works, Public Utilities, and Building and Housing (the ACCELA system for permitting and licensing). As systems with resident-side interactions are modernized, 311 integrations will be a key consideration and/or requirement of future development. 	
IMPACT	
<p>Enhanced resident-centric approach: A well-organized and managed 311 system will create a more user-friendly experience for residents, making it easier for them to interact with the City and obtain the services they need.</p> <p>Faster decision-making: A clear organizational structure and delineated roles enable faster 311 decision-making. When responsibilities are well-defined, staff members can make informed decisions within their areas of expertise, leading to quicker responses to resident inquiries.</p>	
KEY NEXT STEPS	
<ol style="list-style-type: none"> 1. Designate a manager responsible for business-side development of the 311 platform and performance. 2. Establish governance of the 311 business working group that outlines the responsibilities of the working group vs. each department representative, defines key performance indicators, and determines cadence and collaboration points with IT. 3. Develop regular reporting dashboards to be utilized in cabinet report outs. 	

INITIATIVE C3:

Reorganize the Department of Public Works and establish a new Parks and Recreation Department

Lead Department or Office	Operations Cluster, Human Resources
Anticipated Timeline	Q1 2024 to Q4 2025

DESCRIPTION

As part of the effort to optimize the City’s organizational structure, an initial organizational assessment review was conducted to identify challenges in the Department of Public Works’ current structure and define the ideal future organization that would alleviate these issues. The recommendations of the assessment are as follows:

- The City will reorganize the nine current Public Works divisions. This will involve moving the Division of Park Maintenance and Properties and the Division of Recreation out of the Department of Public Works and into a new stand-alone department within the Operations Cluster.
- As part of the assessment stakeholder engagement process, employees shared that the current number of divisions and functions makes the Department of Public Works difficult to effectively manage and oversee.
- The City will name a new Director of Parks and Recreation to oversee the new department.
- Comparable cities benchmarked as part of this assessment (such as Columbus, Cincinnati, Raleigh, St. Louis) had fewer functions in their Public Works or equivalent departments and tended to have stand-alone Parks and Recreation functions separate from Public Works functions.

IMPACT

Improved effectiveness and efficiency in operations: Limiting the number of functions or divisions reporting up a single chain of command will improve decision-making and ultimately enhance public works services.

Improved parks and recreation services: Establishing a stand-alone department allows for a dedicated focus on parks and recreation services, allowing for the unique needs and priorities of these functions to receive specialized attention.

Improved strategic planning: The creation of a Parks and Recreation Department will help support the legacy Department of Public Works to be better functionally aligned and enable both departments to engage in strategic planning that aligns with their specific missions.

KEY NEXT STEPS

1. Conduct a change impact analysis of moving the Parks and Recreation divisions into their own department and conduct an analysis on impact of the proposed changes on existing Public Works processes, staffing, and cost, including any shared processes or staff.
2. Conduct an in-depth organization design analysis to determine necessary staffing levels, roles and responsibilities, governance and reporting lines for both departments.
3. Create a change management plan for the establishment of the new department and gain buy-in and prepare employees.
4. Socialize new department with external stakeholders and residents who utilize Parks and Recreation services.
5. Establish KPIs for the Parks and Recreation Department to measure and monitor effectiveness of organizational performance. These may include measurement of operating costs, facility utilization rates, project completion rates, revenue generation, visitor traffic, and others the City would like to measure.

INITIATIVE C4:**Restructure and consolidate the City's real estate functions**

Lead Department or Office	Office of the Mayor, Integrated Development Cluster, MOCAP
Anticipated Timeline	Q3 2025 to Q4 2026
DESCRIPTION	
<p>As part of the effort to optimize the City's organizational structure, an initial organizational assessment review was conducted to identify challenges within the City's real estate functions currently spread out across six departments and explore opportunities for consolidation. The recommendation of the assessment are as follows:</p> <ul style="list-style-type: none"> • All Real Estate "transactions" functions and processes (acquisition, disposition, etc.) currently aligned to MOCAP, Community Development, and Economic Development will be consolidated into a Division of Real Estate that would live within the Department of Economic Development under the Integrated Development Cluster. There would no longer be a Division of Real Estate within MOCAP, however, MOCAP would retain its other current divisions. • The City will also retain the current functions of the Division of Property Management within the Department of Public Works (part of Operations Cluster). • Stakeholders acknowledged a clear functional difference between Real Estate transactions and management and agreed that the transactions functions are best aligned to Integrated Development, while management is best aligned to Operations. • As part of the organization assessment, benchmarked compatible cities showed that Real Estate transaction functions were commonly aligned to Economic Development Departments and Development 'clusters'. • The City will consider appropriate leadership positions for the newly formed Division of Real Estate and the expanded Division of Property Management. 	
IMPACT	
<p>Efficient resource utilization: Consolidating real estate functions into two departments will enable more efficient resource allocation. Shared resources and expertise contribute to optimized operational efficiency and cost-effectiveness.</p> <p>Enhanced efficiency in transaction-related activities: Consolidating the transactional elements of real estate (acquisition, disposition, etc.) under one new department will allow the City to better streamline all real estate processes and execute upon the City's real estate strategy.</p>	
KEY NEXT STEPS	
<ol style="list-style-type: none"> 1. Conduct a deeper analysis of all real estate functions and processes for consolidation into the proposed divisions aimed at better understanding the impact to the legacy departments and divisions. Using this analysis, finalize the Level 1 functions that will go into each division. 2. Develop change management strategy, roadmap, and timeline for proposed changes. Seek necessary buy-in and approvals for the change to "go-live." 3. Develop communication and collaboration protocols and SOPs to support the collaboration between the Division of Real Estate management and Division of Property Management. 4. Assess leadership of both divisions for appropriateness. 	

INITIATIVE C5:

Review job roles and conduct job classification study

Lead Department or Office	Civil Service
Anticipated Timeline	Present to Q4 2024
DESCRIPTION	
<ul style="list-style-type: none"> • The City of Cleveland is currently conducting a review and consolidation of its 870 job classifications to align them with the evolving needs of the City and its residents. • Duty statements, classifications and minimum qualifications will be refined for a more simple, efficient, and transparent organizational structure. This will involve an assessment of roles, responsibilities, skill sets, and required qualifications and/or credentials associated with each classification. In doing so, the City aims to create a classification process that is intuitive and conducive to effective workforce management. • This classification study will also aim to foster a more uniform skill set for similar roles across various departments. • Upon consolidation of job classifications, the City will find ways to improve communication of roles by maintaining a unified registry of roles (which can be integrated with the City’s Microsoft Azure Active Directory to accurately reflect employees’ titles, roles, supervisors, and reports). 	
IMPACT	
<p>Optimized organizational structure: Streamlining job classifications results in a simplified organizational structure, fostering consistency and clarity among employees regarding their roles and responsibilities.</p> <p>Improved candidate experience: Streamlined job classifications will lead to clear job postings, which contribute to a positive candidate experience. Applicants can easily grasp the primary details of positions, leading to a smoother, user-friendly application process and a favorable perception of City government.</p> <p>Enhanced talent attraction and retention: A well-structured classification process helps attract and retain skilled professionals by improving transparency and perceived fairness of rank and classification of like roles.</p>	
KEY NEXT STEPS	
<ol style="list-style-type: none"> 1. Evaluate the current classification process and conduct an examination of existing job roles, responsibilities, skill sets and required qualifications by department. 2. Conduct a comprehensive market analysis to benchmark the City’s job classification against industry standards. 3. Identify redundancies, gaps, and areas for improvements in the current classification system. 4. Update job classifications and revise job descriptions and job postings to reflect the refined framework. 	

OBJECTIVE D

The City delivers efficient and effective services by tracking metrics, setting targets for improvement, and clearly communicating performance standards to residents, businesses, and other stakeholders

This objective aims to drive continuous improvement through the implementation of a rigorous performance management process, whereby we will define performance metrics, set targets, and track progress. We will periodically gather and analyze insights from departmental data to inform decision-making and strive to achieve targets. This proactive approach will instill a culture of continual progress and accountability on a City-wide level.

INITIATIVE D1:

Reestablish a regular executive level performance management program that monitors Key Performance Indicators (KPIs) established for each value stream in every department

Lead Department or Office	Office of Urban AI, Office of the Mayor
Anticipated Timeline	Q3 2024 to Q2 2026
DESCRIPTION	
<ul style="list-style-type: none"> • In partnership with EY and the Office of Urban AI, departments will develop KPIs for each program that answer four questions: 1) How much did we do? (Output), 2) How well did we do it? (Efficiency, Effectiveness), 3) Is anyone better off? (Outcome), 4) Is everyone better off? (Equity). • Upon development of the KPIs, the City will implement regular meetings, led by the Mayor and Chief of Staff, to review and discuss performance data for departments and cross-cutting issues (such as affordable housing and pedestrian safety), set performance targets, solve problems, and celebrate success. • The performance management program will emphasize a learning culture and positive accountability for performance improvement throughout the City at every level, including middle managers. Employing a top-down management approach, leadership sets strategic goals and KPIs with managers and staff responsible for the ongoing tracking and reporting of these data measures. • Departments will be supported with tools such as Turn the Curve performance improvement planning, Lean facilitation, and rotational assignments and interns. • The success of the program will depend upon the commitment from leadership to data-driven management, driving decision-making and performance management through the program. 	
IMPACT	
<p>Improved service delivery: By closely monitoring service performance, the City will be able to identify and take action to solve problems. It will also set targets and build plans for performance and improvement and track implementation and results.</p> <p>Transparent performance tracking: The establishment of a new performance management program will allow for a transparent and systematic approach to tracking performance metrics. This transparency fosters accountability and provides residents with visibility into the City's performance.</p> <p>Develop a culture of accountability and innovation: Tracking KPIs will promote a mindset where employees are encouraged to explore new ideas and solutions based on evidence and data, fostering a culture of continuous improvement and innovation.</p>	
KEY NEXT STEPS	
<ol style="list-style-type: none"> 1. Baseline the City's current performance management practices across departments and identify gaps with best practices in other cities. 2. Establish program governance and charter for the program with the Office of Urban AI as the program manager. 3. Determine consistent KPIs to measure through the program. 4. Automate wherever possible data collection to feed into centralized dashboards that could be used during the meetings and are visible at any time to City leadership. 5. Regularly convene performance meetings and use the data to drive discussion and decision-making around how to generate better results, especially for effectiveness, outcomes, and equity KPIs lagging targets. 	

INITIATIVE D2:

Establish a policy review committee to evaluate existing policies and programs

Lead Department or Office	Office of the Mayor, Law
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Anticipated Timeline	Q1 2025 to Q4 2027
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DESCRIPTION

- The City will establish a dedicated review committee or working group, potentially in collaboration with a local university, to evaluate the City’s programs and policies. This committee or group will conduct a thorough examination of existing literature and government regulation studies pertaining to key policies and analyze available evidence that supports the policies and programs currently in place. Policies and programs will be posted on the City-wide intranet (detailed in Initiative B1) for easy employee access.
- While departments regularly evaluate policies and programs independently, this initiative proposes a centralized approach to prioritizing policy issues. The policy review committee will complement these departmental efforts by undertaking a more strategic and cohesive perspective on a City-wide level.
- Specialty committees with the relevant subject matter expertise will be formed on an ad hoc basis to review and evaluate priority specialty projects.

IMPACT

Improved evidence-based policymaking: This initiative allows policy decisions to be grounded in comprehensive research, providing decision-makers with a robust foundation for effective governance.

Increased policy and program effectiveness: By aligning with best practices and strategically implementing evidence-based policies and programs, this initiative enhances the City’s effectiveness, addressing specific community needs and optimizing outcomes.

Increased accountability and transparency in policymaking: This committee will provide clear rationales for policy and program decisions, engage stakeholders, and share transparent documentation of the decision-making process.

KEY NEXT STEPS

- | | |
|---|---|
| <ol style="list-style-type: none"> 1. Identify and appoint members with relevant expertise to form the review committee or working group and cadence for meetings, reporting, etc. 2. Clearly define the scope of the review, specifying which policies will be prioritized for examination and gather existing literature and data. 3. Determine whether a third-party contractor (such as a local university) will be engaged. | <ol style="list-style-type: none"> 4. Review policies and programming in detail, considering their alignment with the City’s charter, empirical evidence, and best practices. 5. Identify key recommendations that have the potential for immediate impact and prioritize them for implementation. 6. Create an implementation plan to execute the recommended policy adjustments. |
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Culture

Create Conditions For Employees To Thrive

This focus area is dedicated to fostering an environment that allows the City to attract the right talent and where employees can excel, grow, and contribute effectively to the City's purpose.

We are committed to creating a positive and empowering workplace culture that embraces diversity and promotes inclusivity and collaboration. We are actively working to cultivate a thriving workforce that is not just capable but inspired to exceed expectations and is motivated by a shared sense of purpose to make a meaningful impact on the lives of Clevelanders.

We aim to create a more positive image of government employment and attract, retain, and develop talent. This involves standardizing and reevaluating continuous learning and development across departments, providing opportunities to recognize good performance, creating clear pathways for career progression, and enhancing the City's compensation and benefits framework to be more competitive. Through this strategic focus area, we aspire to create an environment where employees can thrive and reach their full potential in the service of our community.

Objectives

- E.** The City cultivates an innovative, inclusive, and purpose-driven culture across the organization.
- F.** The City promotes a culture of continual skills development through appropriate training and regular performance management.
- G.** City workspaces are configured and equipped to promote productivity and collaboration.
- H.** The City is an employer of choice that attracts and retains high-performing employees.

Measures of Success



% of employees who report that they are "satisfied" with their job

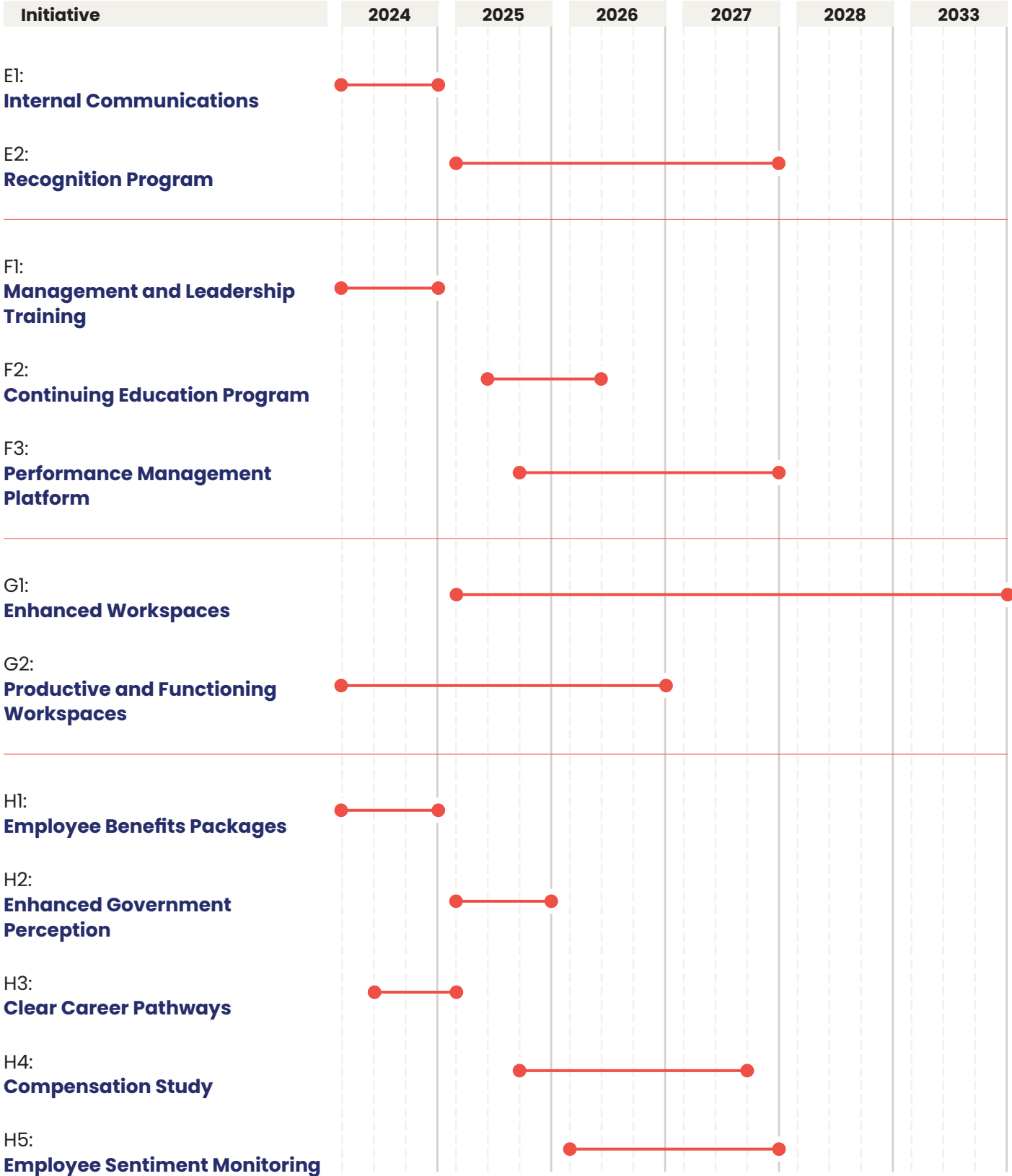


% of supervisors who have completed formal management training within the past 2 years



Average time to hire

Timeline





OBJECTIVE E

The City cultivates an innovative, inclusive and purpose-driven culture across the organization

We aspire to cultivate a workforce that embodies the guiding principles set forth in this plan; a workforce that is empowered to create change and new approaches to solving challenges and improving operations. We seek to build a culture that encourages staff to be responsive to the evolving needs of residents, committed to fostering equity, and forging a City that places the community at the center.

INITIATIVE E1:

Strengthen internal communications and interdepartmental connectivity and awareness

Lead Department or Office	Office of Communications, Human Resources
Anticipated Timeline	Q1 2024 to Q4 2024

DESCRIPTION

- The City will define an internal communications strategy as a comprehensive plan that outlines the City’s approach to communication with employees and guidelines for interdepartmental communication.
- As part of this strategy, the City will establish a variety of communication channels that facilitate the exchange of information among departments. These channels will allow information to reach the intended audience and inform departments of the roles, responsibilities, and accomplishments of their counterparts.
- The City’s communication strategy will keep employees engaged beyond traditional communication channels such as emails. Options include creating an intranet (detailed in Initiative B1), scheduling regular meetings, forums and employee town halls led by the Mayor, publishing internal newsletters or recording videos where departments can share updates, accomplishments, events, and other relevant information.
- To further interdepartmental learning and awareness, the City is planning to introduce departmental open houses for employees where departments will set up informational displays, presentations, and interactive activities to showcase their roles, responsibilities, and the services they offer to the community. In these open houses, departments will also share success stories from community initiatives to encourage the strengthening of ties with Cleveland residents. The City will coordinate with departments to draft and communicate a schedule for open houses to maximize participation on the host side and the attendees side.

IMPACT

Increased awareness of City goals: Increased interdepartmental awareness will allow employees to view their work in the broader context of the City’s mission.

Efficient problem-solving: Improved communication facilitates more efficient problem-solving. When departments are aware of each other’s challenges and accomplishments, they can collaborate on solutions and benefit from collective expertise.

Improved communication with the public: Employees who actively engage with the public as part of their roles and responsibilities will possess the knowledge required to inform the community of the wide range of services, resources, and updates that exist across the City, beyond their individual departments.

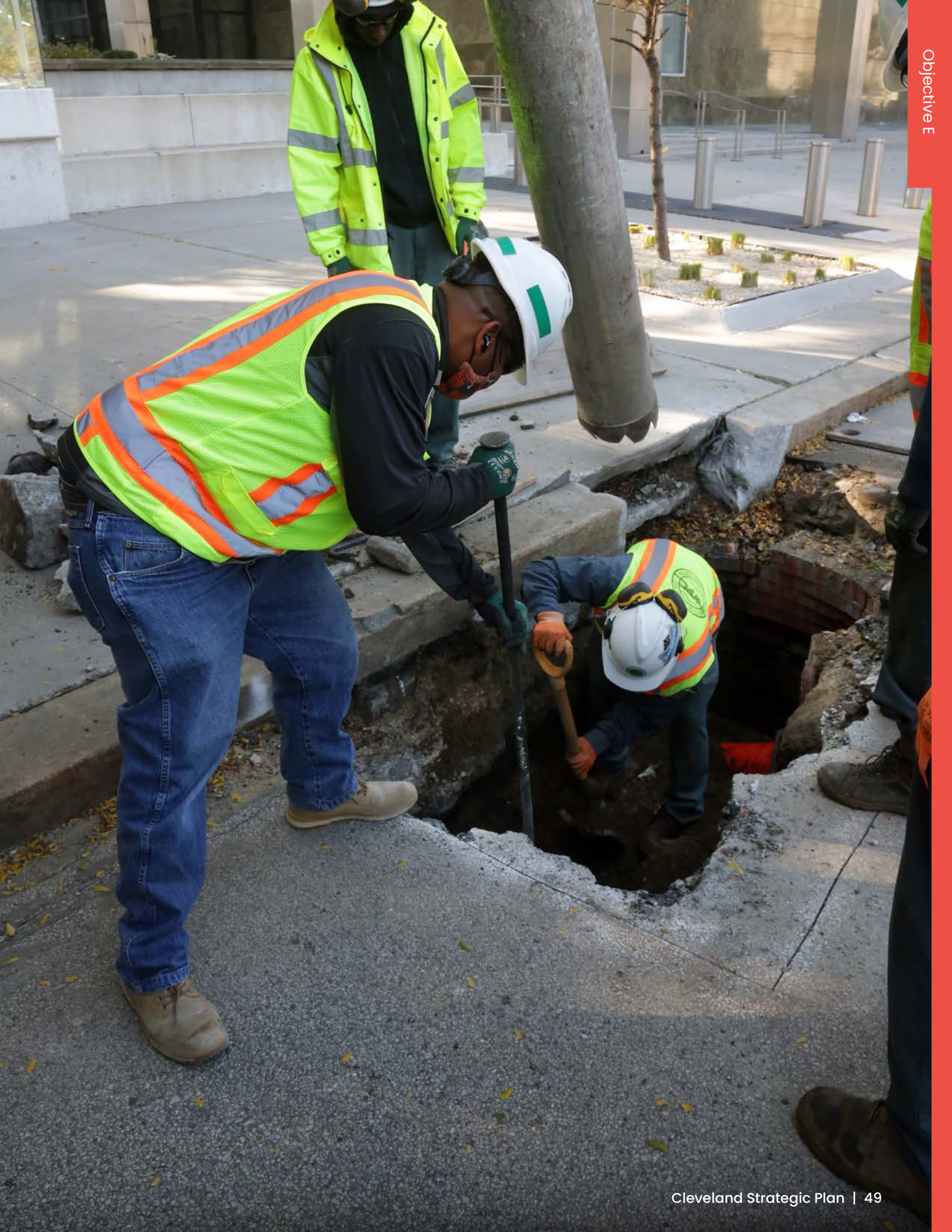
KEY NEXT STEPS

- | | |
|--|--|
| <ol style="list-style-type: none"> 1. Hire an internal communications manager. 2. Assess the current communication landscape within the City and gather feedback from employees on their communication preferences and needs. 3. Define the key types of information being shared in the City and the desired frequency and communication channel for each. | <ol style="list-style-type: none"> 4. Develop an internal communications strategy, including a plan that outlines the intended scope, target audience, communication channels and platforms. 5. Explore use of new communication tools and platforms for internal purposes. 6. Define key performance indicators (KPIs) to measure the success of the strategy and continuously monitor them to make future improvements. |
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INITIATIVE E2:

Establish an interdepartmental program to regularly recognize employees and their contributions

Lead Department or Office	Human Resources
Anticipated Timeline	Q1 2025 to Q4 2027
DESCRIPTION	
<ul style="list-style-type: none"> • The City will recognize the hard work and dedication of outstanding employees who go above and beyond their scope of work on a City-wide level, in addition to department-specific recognitions and the monthly employee spotlight in the Mayor's newsletter. • The City currently recognizes and celebrates City government employees who are known for their creativity and innovative thinking through the Mayor's Innovator Award program, which encourages employees to nominate their peers for the award. The City will introduce other recognition programs of this scale to consistently acknowledge employees' contributions to the City. • Managers will engage in simpler yet impactful gestures, such as sending kudos or appreciation letters through the Human Capital Management system (detailed in Initiative B2) or public expressions of gratitude, providing a diverse range of ways to publicly thank individuals for their noteworthy accomplishments. • The City will also consider reestablishing a reward program where managers provide recognition points to employees that they could redeem for a wide array of items available in a catalog. 	
IMPACT	
<p>Improved employee morale and retention: Regular recognition of hard work and dedication can enhance employee morale, creating a positive and motivated work environment and, in turn, improving employee retention rates.</p> <p>Enhanced team dynamics: Expressions of gratitude contribute to a culture of shared success and teamwork, fostering positive relationships among colleagues.</p>	
KEY NEXT STEPS	
<ol style="list-style-type: none"> 1. Develop a recognition framework by defining the types of achievements or contributions that merit acknowledgment City-wide and outlining the process for nominating employees for recognition. 2. Develop a communication plan to inform employees about the new recognition programs. 3. Integrate sending kudos and appreciation letters in the Human Capital Management system. 	





OBJECTIVE F

The City promotes a culture of continual skills development through appropriate training and regular performance management

Initiatives under this objective promote continuous growth and development of City employees to maintain a workforce that performs at its highest potential. By providing opportunities for ongoing learning and systems to facilitate delivery of constructive feedback, we aim to provide our employees with the necessary skills and knowledge needed to meet evolving and challenging demands.

INITIATIVE F1:

Provide comprehensive management and leadership training for supervisors across all City departments

Lead Department or Office	Human Resources
Anticipated Timeline	Q1 2024 to Q4 2024
DESCRIPTION	
<ul style="list-style-type: none"> • The City will establish a comprehensive management and leadership training program designed to equip supervisors/managers (including field staff managers, district unit leaders, etc.) with the necessary skills, knowledge, and tools to effectively lead their teams. The program will cover key managerial topics such as motivating high-performing teams, building emotional intelligence, and understanding personal working styles. The training will also encompass essential topics related to inclusivity, unconscious biases and racial equity. It will equip managers with the skills needed to promote equity in both their community engagement efforts and workplace interactions. • The program will offer cohort-based courses where a group of managers will collectively progress through a series of courses, engaging in a collaborative learning experience that promotes accountability. • After completing a course, participants will be asked to provide feedback on their perceived benefits of the course, allowing the City to make the necessary improvements to the overall program in the upcoming years. • The goal of the program is to develop a highly skilled and effective management team that can drive organizational success, foster employee engagement, and deliver exceptional services. • Rotational opportunities will also be provided to expose supervisors to various functions of the City, fostering a well-rounded understanding of operations, challenges, and management practices. 	
IMPACT	
<p>Baseline management competency across all departments: The training program will create consistency in leadership development across all City departments. This consistency will help nurture existing leadership and allow emerging leaders to be equipped with the same foundational skills and knowledge.</p> <p>Improved performance of supervisors and teams: Structured training to support managers at this level will create higher performing teams, better staff experiences, and improved service delivery to residents.</p> <p>Community building and networking: Cohort-based trainings create a sense of community among diverse participants who go through the training together. This camaraderie fosters collaboration, peer support, and shared learning experiences.</p>	
KEY NEXT STEPS	
<ol style="list-style-type: none"> 1. Conduct a needs assessment and gather feedback from employees to identify specific areas where supervisors would benefit from management and leadership development. 2. Design a comprehensive training curriculum that covers essential management and leadership skills. 3. Determine the most effective delivery methods for the training. 4. Conduct a pilot program with a representative cohort of supervisors to test the effectiveness of the training curriculum. Gather feedback from participants and make adjustments to the program as needed. 5. Once the pilot is successful, roll out the training program to all supervisors across City departments. 	

INITIATIVE F2:

Establish a City-wide continuing professional education program that allows for customization by departments

Lead Department or Office	Human Resources
Anticipated Timeline	Q2 2025 to Q2 2026

DESCRIPTION

- The City will develop a continuing professional education program for all City government employees, regardless of rank, division, or department. Trainings will build upon the existing infrastructure and programming currently offered by individual departments and develop programming tailored to the learning needs of each individual department.
- All trainings, including extracurricular learning activities, onboarding trainings, and the management and leadership training detailed in Initiative F1, will provide employees with hour credits and contribute towards meeting training requirements.
- To centrally manage the program, there will need to be designated staff within Human Resources to develop and oversee the program. Courses and/or trainings will be facilitated through a learning management system module within the new Human Capital Management system (detailed in Initiative B2) and be integrated with relevant content libraries (e.g., Udemy, Coursera) for staff to customize learning journeys. The program will include online or in-person trainings in or outside of City Hall.
- The available training library will have a set of core modules covering essential skills applicable to all employees, such as communication, diversity and inclusion, time management, and ethical decision-making. The trainings will also include public sector and industry trends impacting the city.
- Departments will be able to identify unique training needs specific to their teams and submit customized training plans for specific roles.

IMPACT

Strong learning culture: The continuing professional education program will foster a culture of continuous learning and enable employees to advance their professional development and career growth beyond day-to-day, on-the-job training.

Creating mechanisms to learn from other organizations at scale: While there are currently select opportunities for some staff to attend conferences and learn from other cities, there is not a way for City staff, at scale, to incorporate lessons learned and industry trends from other cities and public entities. By requiring continuous learning, more staff will benefit from these experiences and identify opportunities to innovate at every level of the organization.

KEY NEXT STEPS

1. Collaborate with department heads to conduct a thorough needs assessment to identify specific training requirements, preferences, and challenges within each department.
2. Develop a centralized training framework that includes core modules applicable to all employees, as well as customizable components for each department.
3. Determine the most effective delivery methods for the training, design the curriculum, and set a City-wide minimum number of training hours requirement for all employees, regardless of rank, division, or department.
4. Conduct a pilot program with a representative group of employees from various departments to test the effectiveness of the training curriculum. Gather feedback from participants and make adjustments to the program as needed.
5. Once the pilot is successful, roll out the training program to all employees across City departments. Consider a tiered implementation of the minimum hourly requirement per year.

INITIATIVE F3:

Introduce a unified employee performance management platform and develop a training and role expectations framework across all departments

Lead Department or Office	Human Resources
Anticipated Timeline	Q3 2025 to Q4 2027
DESCRIPTION	
<ul style="list-style-type: none"> • The City will employ a comprehensive employee performance management system that centrally manages documentation of written and quantitative performance feedback. Performance management will be seamlessly integrated into the City’s Human Capital Management system (detailed in Initiative B2). • The system will have tools to acknowledge good performance as well as tools to both identify causes of poor performance and mitigate it with performance improvement measures. • Employees will be provided with a clear and consistent rank expectations framework for completing job duties and tasks and adhering to the City’s guiding principles, including quality of work, setting a good example for other employees, commitment to customer service, etc. • Employees will be incentivized to perform at high standards through certain programs, such as City-wide recognition programs (detailed in Initiative E2) or gainsharing (detailed in Initiative O3). 	
IMPACT	
<p>Improved feedback and communication around performance: A unified performance management platform will facilitate regular feedback and communication crucial for identifying strengths, addressing weaknesses, and fostering a culture of continuous improvement.</p> <p>Enhanced performance-related decision-making: With a centralized platform, managers and HR personnel can make better informed employee management decisions based on performance data. Examples of decisions include promotions, compensation changes, succession planning and need for performance improvement plan.</p> <p>Embodiment of City’s core values: The incorporation of adherence to guiding principles in performance evaluations will foster a culture where the City’s core values become an integral part of employees’ professional conduct and decision-making processes.</p>	
KEY NEXT STEPS	
<ol style="list-style-type: none"> 1. Conduct a comprehensive assessment of the organization’s current performance management processes and identify specific needs, challenges, and areas for improvement. 2. Evaluate and select an appropriate employee performance management platform. 3. Define and develop clear rank expectations for various roles within the organization. 4. Customize the performance management platform to align with the City’s specific performance metrics, goals, and evaluation criteria. 5. Implement training programs to familiarize employees, managers, and HR personnel with the new platform and framework. 	



OBJECTIVE G

City workspaces are configured and equipped to promote productivity and collaboration

We recognize the need for our workspaces to be well-maintained in order to improve employee well-being and productivity. As such, initiatives aligned to this objective will improve City workspaces to create productive work atmospheres, foster collaboration, and inspire creativity.

INITIATIVE G1:

Enhance employee workspaces to improve teamwork, well-being, and creativity

Lead Department or Office	Operations Cluster, Finance
Anticipated Timeline	Q1 2025 to Q4 2033
DESCRIPTION	
<ul style="list-style-type: none"> • The City has conducted a space assessment of City-operated downtown office spaces to identify opportunities to optimize their configuration. This involves enhancing staff office spaces. The City is currently performing a cost-benefit analysis to evaluate which aspects of this assessment will provide the maximum value to employees and residents. • The assessment considers the needs of a flexible work environment and proposes a shift away from rigid structures to more adaptable and dynamic workspaces. Implementation of flexible spaces will support easy adjustments in the future, allowing the office environment to evolve with changing work patterns. • The City will explore new types of modernized workspace layouts that will vary by departments and consider open floor plans where appropriate, with easy access to kitchen spaces and clean drinking water. The new layout will include larger collaborative workspaces across the office to foster teamwork and creativity. Breakout areas will be designated for activities such as phone calls, providing employees with dedicated spaces for focused work. Furthermore, conference spaces will be equipped with the right technology to enable hybrid teaming, such as conference calls. • In the design of the workspace layout, the City will consider inclusive spaces such as a mother’s room for pumping, a prayer or meditation room, dedicated quiet spaces for neurodiverse employees, and will expand access to gender neutral restrooms. 	
IMPACT	
<p>Cost savings from optimized use of space: Consolidated office spaces will lead to reduced leasing costs, maintenance expenses, and utility bills. Underutilized spaces can be repurposed for more meaningful activities, maximizing the value of the City’s real estate and providing improved experiences for both employees and residents.</p> <p>Increased operational efficiency: Employees will have easier access to resources and collaboration, reducing time wasted on navigating between dispersed locations.</p> <p>Enhanced employee productivity: The implementation of flexible workspaces aligns with the needs of a modern workforce and will boost employee productivity.</p> <p>Improved collaboration across departments: Improved office spaces can lead to better collaboration and communication among employees. Open layouts, collaborative workspaces, and strategically located meeting spaces can foster teamwork and collective problem-solving.</p>	
KEY NEXT STEPS	
<ol style="list-style-type: none"> 1. Determine which recommendations from the space assessment have maximum feasibility and impact, with optimizing staff workspaces as a key consideration. 2. Collaborate with relevant departments to create a detailed implementation and funding strategy for the recommendations. 3. Develop a communication plan to inform employees about the upcoming changes and the benefits of the initiative. 	

INITIATIVE G2:

Create clean and productive work environments with properly functioning and maintained equipment, supplies, and furniture

Lead Department or Office	Operations Cluster, Information Technology, Finance, Public Works, MOCAP
Anticipated Timeline	Q1 2024 to Q4 2026

DESCRIPTION

- In addition to the workplace upgrades being considered in the space assessment (detailed in Initiative G1), the City will also enhance procedures and systems for maintaining equipment, supplies, furniture, and general building maintenance.
- In order to increase visibility and enable tracking of employee needs, the City will implement a mechanism for employees to submit work orders and concerns regarding workplace conditions through a centralized system(s).
- The City will create clear protocols for the prioritization and prompt resolution of physical workplace concerns (e.g., safety, cleanliness, infrastructure), outlining the step-by-step processes, roles and responsibilities of team members, and timelines for resolution.
- The City will commit to safeguarding the longevity of equipment and providing employees with reliable tools and resources essential in carrying out their daily responsibilities. The City will implement routine inspections and timely repairs of office equipment and IT and will embrace innovative technologies and upgrades to remain in line with industry standards. The City will also inspect field equipment such as vehicles, lawn mowers, jack hammers, ladders, rakes, etc.
- The City will also conduct regular assessments of tools and technologies to evaluate their relevance and efficiency in meeting employees' evolving needs. For example, traditional desk phones are less essential for most day-to-day communications as employees are widely using Microsoft Teams and other collaborative platforms as a more efficient and integrated alternative.

IMPACT

Inclusive and supportive workplace culture: A process for reporting workplace concerns will allow employees to feel valued and empowered to openly voice their opinions and their concerns.

Enhanced visibility into status of concerns: This process will provide real-time updates into the status of concerns raised. This transparency will foster trust among the City and employees, demonstrating the City's commitment to addressing concerns promptly and efficiently.

Enhanced productivity and collaboration: Reliable and efficient equipment will allow employees to complete their tasks without unnecessary interruptions, leading to increased productivity and sense of accomplishment. Efficient IT systems will foster seamless collaboration among employees, improving teamwork and communication in the City.

KEY NEXT STEPS

1. Collaborate with employees from various departments to get a better understanding of the working condition issues they are experiencing and their perception of the current processes in place to manage these issues.
2. Initiate an audit of all office and field equipment City-wide to assess their current state and solicit feedback from employees regarding their experiences with equipment.
3. Develop new process for submitting, tracking, and managing employee concerns. Allow for seamless integration with existing HR and IT systems. Initiate an impact assessment of potential increases in call volume on staffing.
4. Promote the new process to maximize awareness and encourage employees to voice their concerns.
5. Introduce a separate continuous performance monitoring mechanism for critical office equipment.





OBJECTIVE H

The City is an employer of choice that attracts and retains high performing employees

Recognizing that the City government's strength lies in the talent and dedication of its workforce, initiatives under this objective aim to create an environment that fosters professional growth, job satisfaction, and a sense of purpose among employees.

INITIATIVE H1:**Offer benefits packages to attract and retain employees**

Lead Department or Office	Human Resources
Anticipated Timeline	Q1 2024 to Q4 2024

DESCRIPTION

- The City will offer flexible benefits packages that cater to the diverse needs and preferences of employees, making the City a more desirable workplace.
- In July 2023, City Council passed new legislation allowing up to 12 weeks of parental leave and updating vacation policy for new employees, making them eligible for two weeks of paid vacation after completing one month of service with the City. Employees are also eligible for 10 hours of paid sick leave per month.
- Among other benefits, the City also offers competitive and comprehensive health care insurance plans and free parking in the municipal lot.
- The City will expand on its Employee Assistance Program (EAP) to support employees experiencing personal or work-related challenges. Components of the EAP will include counseling and resources to support, among others, with mental health, personal development, and financial issues.
- The City is looking to explore additional benefits and policies that prioritize employee health and wellness. These could include flexible work arrangements (e.g., 5/4/9 work schedule, flexible start and end times), subsidized public transportation passes, after-hours or emergency childcare and additional benefits that support a healthy work-life balance to enable employees to thrive both personally and professionally.
- To further invest in the professional growth of employees, the City is looking to explore partnership opportunities for tuition reimbursement programs to support employees' educational pursuits. The City will also explore work-study partnerships to assist employees without a high school diploma in obtaining their GED.
- These benefits, combined with a highly functional and inclusive workspace, will serve as key attraction and retention factors for talent within the City.

IMPACT

Increased competitiveness with the private sector: By improving its benefit standards, the City can attract and retain talent, and remain a competitive and desirable employer for the workforce.

Residual costs savings: Additional investments in employee benefits will contribute to increased retention and lower turnover rates, minimizing the costs associated with losing employees and recruiting and onboarding new ones.

Increased employee engagement: The City's commitment to employee well-being will lead to a more motivated and productive workforce.

KEY NEXT STEPS

1. Conduct a thorough needs assessment to identify the specific areas of improvement in the current benefits structure. Gather input from employees through surveys or focus groups to understand their priorities.
2. Benchmark the existing benefits against public and private sector organizations and research best practices to determine which benefits are most valued and effective in attracting and retaining talent.
3. Revise benefits policies and update and document them in a clear and accessible format. Distribute this documentation to employees, enabling transparency and easy reference.
4. Integrate any changes into existing HR and payroll systems.
5. Regularly monitor the impact of benefits on employee satisfaction and retention.

INITIATIVE H2:

Enhance the perception of City government employment both within Cleveland and beyond

Lead Department or Office	Office of Communications, Human Resources
Anticipated Timeline	Q1 2025 to Q4 2025
DESCRIPTION	
<ul style="list-style-type: none"> • The City will elevate the perception of City government employment and services and convey the positive impact government employees have on the community. Investing in the City's brand will improve its ability to attract talent motivated to serve Clevelanders, leading to improved service delivery for residents. • The City will highlight its commitment to innovation, inclusivity, and public service excellence, and will showcase employees as dedicated stewards of the community, spotlighting their impactful contributions to the well-being of Cleveland residents. • The City will expand the use of social media platforms and leverage partner agencies or earned media strategies to showcase the impactful contributions of its employees, and will establish regular touchpoints for the Mayor and senior leaders to engage with students and local colleges and universities. • The City will also consider the feasibility of partnering with a vendor to create official and exclusive Cleveland City merchandise in a physical store and/or online website. As an example, the CityStore in New York is the City's official store for New York-related gifts located in the Manhattan Municipal Building. The City will also consider setting up pop-up shops in various neighborhoods as a promotional activity (e.g., promote City-branded items). • The Office of Communication is the City's hub for strategic messaging regarding the work and progress of the City administration and will lead this effort. In fact, the City is currently working with a third-party vendor to deliver more engaging multimedia content to the public, part of a comprehensive communications strategy. 	
IMPACT	
<p>Increased talent attraction: A more positive government brand will attract talented individuals, including skilled professionals passionate about public service.</p> <p>Greater civic and employee pride: The campaign aims to instill a sense of civic pride among current and potential employees, fostering a strong connection to the community they serve.</p> <p>Positive public perception: A well-crafted marketing campaign will positively influence how the public perceives City government, contributing to increased trust and confidence in its operations.</p>	
KEY NEXT STEPS	
<ol style="list-style-type: none"> 1. Conduct research and stakeholder interviews to understand the current perception of City government employment. Identify key areas of concern and misconceptions. 2. Collaborate with partner agencies, community organizations, educational institutions, and third-party vendors to plan for various outreach efforts. 3. Clearly define the target audience of different outreach efforts. 4. Identify the most effective communication channels to reach the target audience for each outreach effort. 5. Develop compelling content that demonstrates that employees are making a positive impact on the community and execute outreach efforts. 	

INITIATIVE H3:

Create clear and efficient pathways for internal promotions and transfers to retain talent

Lead Department or Office	Civil Service, Human Resources
Anticipated Timeline	Q2 2024 to Q1 2025
DESCRIPTION	
<ul style="list-style-type: none"> • The City will standardize internal HR processes across departments to simplify internal procedures, clearly articulate processes, and increase transparency. When proper approvals have been secured, the process itself is relatively simple, however, additional work will be required to increase awareness of opportunities among staff. • The City will establish transparent criteria (and corresponding documentation with simple messaging) for transfers to allow employees to have a clear understanding of the qualifications required for other roles at City Hall, either within their department or elsewhere. Through this documentation, the City will establish more clear pathways to career growth that outline the steps and milestones required for career advancement for specific roles and departments. These pathways will be aligned with the updated job classifications detailed in Initiative C5. • The City will also encourage supervisors to support and approve internal transfers as new roles become available, as one of the ways to provide clear paths to upward mobility within the City and alternative roles, which may be more aligned to an individual’s skills and interests. • In addition, the City will also develop rotation programs to enable employees to temporarily move to different roles or departments. These rotations will allow staff to acquire new skills, whether they return to their original role or opt for a different career path within the City. 	
IMPACT	
<p>Reduced turnover: Employees will be more likely to stay with an organization with clear internal processes for internal progression. Increased retention of employees will be critical for cultivating high-performing teams and preserving institutional knowledge over time.</p> <p>Dynamic workforce: Cross-departmental mobility leads to a more versatile and adaptable workforce capable of addressing evolving challenges. As individuals transition from one role or department to another, they carry with them a valuable skill set that can be leveraged in their new role.</p>	
KEY NEXT STEPS	
<ol style="list-style-type: none"> 1. Conduct an assessment of existing HR processes related to career pathways, promotions and internal mobility and identify areas for improvement. 2. Outline well-defined pathways for career growth, detailing the steps and milestones necessary for advancement in specific roles and departments. Develop resources and materials to guide employees on their professional journeys. 3. Streamline the approval process for internal transfers by clarifying the necessary steps and reducing unnecessary bureaucracy. 4. Develop a comprehensive communication plan to inform employees about the changes. Offer training sessions to employees and managers to familiarize them with the new internal processes, criteria, and career pathways. 	

INITIATIVE H4:

Conduct cross-departmental compensation study to improve pay equity for all employees

Lead Department or Office	Human Resources, Finance
Anticipated Timeline	Q3 2025 to Q3 2027
DESCRIPTION	
<ul style="list-style-type: none"> • The Human Resources Department is collaborating with the Finance Department to confirm that job positions and employees receive the compensation that accurately reflects responsibilities and contributions, rectifying issues stemming from an outdated compensation structure. • This initiative involves a meticulous examination of compensation structures across various departments to identify and address any potential disparities in pay. The study is not designed to yield immediate pay increases for employees, which may not be feasible in the short-term. Rather, it will establish a foundation for more equitable compensation practices, more competitive within the local labor market. • The study will encompass a comprehensive analysis of job roles, responsibilities, and skill requirements to establish a consistent framework for salary structures. It will also consider criteria such as years of experience, education, and professional certifications that contribute to variations in pay. • This initiative aims to understand the current landscape of salary challenges in the City. Subsequent steps in this initiative will be contingent upon budget considerations and will be conducted as part of an ongoing effort to continually improve compensation practices. The City will conduct a cross-departmental compensation study on a regular basis. 	
IMPACT	
<p>Increased transparency in salary determination: The City will communicate findings of the compensation study to employees, providing insight into how salary decisions are made.</p> <p>Enhanced talent attraction and retention: A well-structured compensation system helps attract and retain skilled professionals. More competitive salaries for City job positions make the City more appealing to qualified candidates in the job market. Additionally, a competitive compensation structure will lead to increased employee satisfaction and morale and lower turnover rates.</p> <p>Data-driven decision-making: The study relies on benchmarking against industry standards and comparable cities, providing valuable context for understanding the competitiveness of the City's compensation practices and a compelling basis for recommendations.</p>	
KEY NEXT STEPS	
<ol style="list-style-type: none"> 1. Consider engaging with third-party vendors to assist in the cross-departmental compensation study. 2. Compile detailed documentation on the City's current compensation practices. 3. Compare the compensation practices of the City with industry standards for specific roles by benchmarking against other cities. 4. Create a comprehensive compensation report summarizing the study's methodology, findings, and recommendations. 5. Develop a detailed plan for implementing the recommended changes, including a timeline, required budget, communication strategy, and any necessary training for HR professionals and managers. 	

INITIATIVE H5:

Routinely monitor employee sentiment and promote leadership conversations around findings

Lead Department or Office	Human Resources, Office of Urban AI
Anticipated Timeline	Q1 2026 to Q4 2027

DESCRIPTION

- In order to appropriately measure the change in employee sentiment over time, the City will establish routine mechanisms to gather a representative data sample of employee sentiment regarding key workplace metrics. The data can be gathered through a regular staff climate survey, exit interviews, or be appended to required forms and processes.
- The City will track the trends in identified problem area sentiment over time as communicated by employees and regularly reassess the approach in addressing them. The City will also look to employees to propose realistic approaches to solving problem areas. Regular pulse or climate surveys will seek to hone in on specific needs rather than general sentiment (e.g., assess how well staff feel supported by internal tools and technology, how well staff feel they receive regular feedback and performance management).
- Most importantly, City leadership will promote dialogue about the findings of each survey on a periodic basis. While sentiment is expected to change slowly, it will be important to continually acknowledge the challenges staff face and provide leadership data on how sentiment is changing over time.
- The City will also explore building an Organizational Health Dashboard to track measures that will be a regular part of senior leadership internal strategy sessions and departmental performance discussions. These measures will provide insights into areas such as employee morale, diversity, safety, wellness, skills, and labor-management relations.

IMPACT

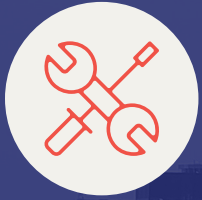
Responsive, data-driven decision-making: By tracking sentiment and monitoring problem areas, the City can make informed and timely decisions to improve staff and resident experiences. The Organizational Health Dashboard will allow City leadership to track key employee well-being data and work collectively to understand and solve problems impacting the employee experience and organizational health.

Improved inclusivity in the workplace: Tracking and responding to employee sentiment will create an environment where all employees feel heard, valued, and motivated.

Increased talent retention: By actively seeking and addressing employee feedback, the City is likely to increase employee satisfaction and retain its talent.

KEY NEXT STEPS

1. Establish a dedicated team responsible for collecting, analyzing, and interpreting employee sentiment data.
2. Collaborate with key stakeholders, including HR professionals and department heads, to develop an approach for gathering employee sentiment data at the department level and potentially on a City-wide basis.
3. Identify appropriate sentiment analysis tools or platforms.
4. Conduct training programs for managers and leaders on the importance of understanding and responding to employee sentiment and implementing positive changes within their teams.
5. Develop a plan for sharing results with employees and relevant stakeholders.



Access

Improve the User Experience with Easy-To-Access City Services

This focus area embodies our commitment to transform the way Clevelanders interact with City services, providing a physical and virtual environment where accessing and utilizing City services becomes an intuitive and seamless experience for every resident across all services the City provides. Our initiatives aligned to this focus area will build upon the Performance focus area initiatives (which includes streamlining processes) by doubling down on the part of processes that interface with the general public. These customer-experience focused initiatives will be executed in tandem with efforts to eliminate red tape and simplify processes wherever possible.

Today, residents, businesses, and developers alike are frustrated with unclear process steps or “lost in the system.” Initiatives in this focus area build upon ongoing initiatives to reimagine

service delivery in every way; this includes creating welcoming office and reception designs, streamlined “wayfinding” for City services, and enabling self-service options for getting information and conducting business. The new 311 system will serve as a preferred centralized intake of resident requests and concerns across a diverse set of City services.

Improving access to City services also requires improving awareness of resources across all communities regardless of how individuals access information, with the aim to meet our community members where they are. In order to achieve this, the City will have to continuously evaluate the effectiveness of legacy and new communications channels and improve its ability to get information out to residents who need it most.

Objectives

- I. City facilities are welcoming, accessible to all, and effectively connect people to services.
- J. City Hall conducts community outreach through trusted messengers and a convenient variety of media (e.g., online, print) where residents routinely receive important information.
- K. Customers have self-service options to obtain information and seamlessly do business with City Hall.

Measures of Success



% of customers who are “satisfied” with the digital self-service options

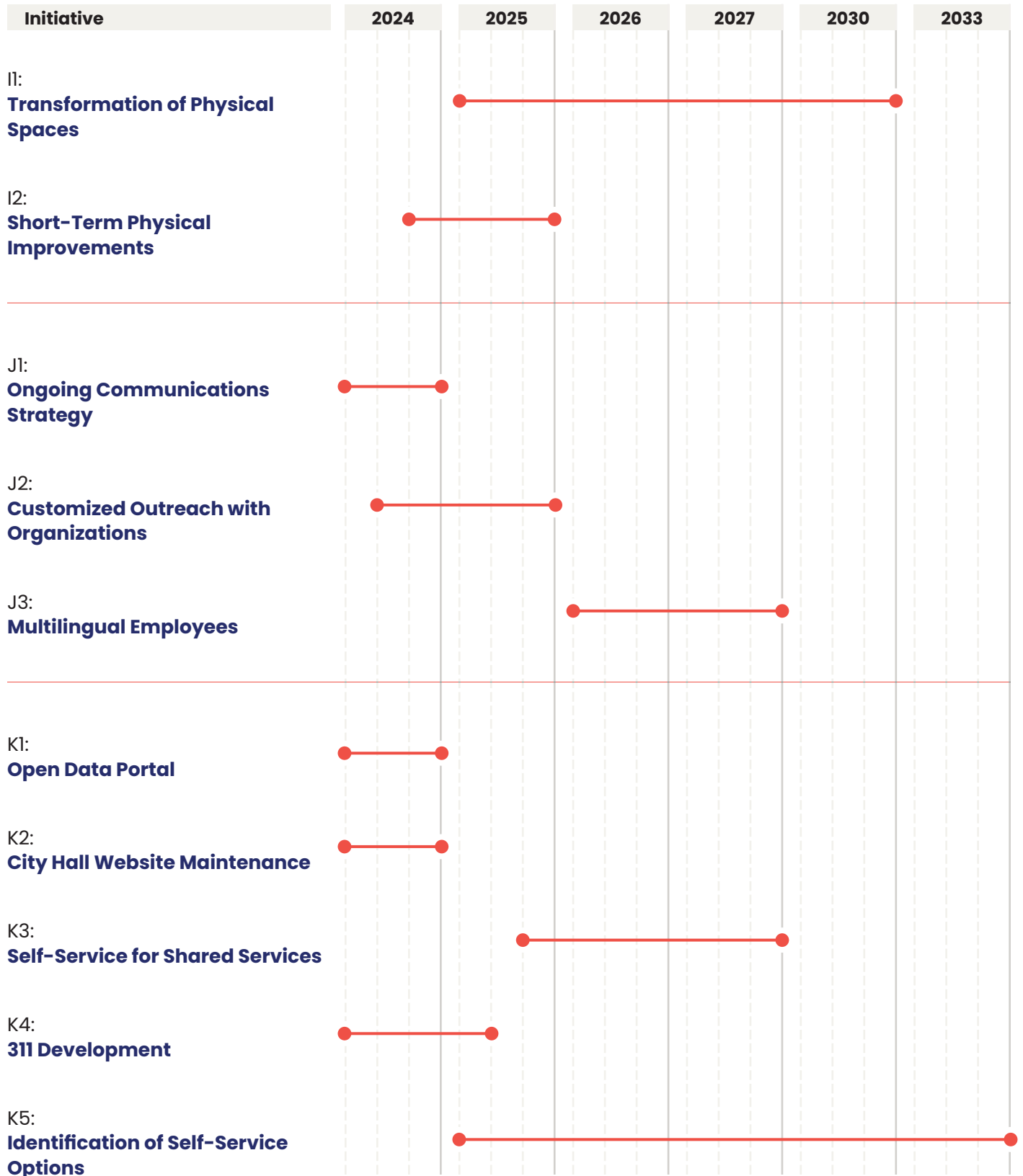


of City services with digital self-service option



% of core City services available in multiple languages

Timeline



A photograph of two women walking together at an outdoor event. They are both wearing t-shirts that say "Cleveland Senior Walk 2022" and "2023". The woman on the left is wearing a dark t-shirt and a cap with sunglasses on top. The woman on the right is wearing a light-colored t-shirt. They are smiling and talking. In the background, other people are visible, some wearing similar event t-shirts. The scene is outdoors with a railing in the foreground.

OBJECTIVE I

City facilities are welcoming, accessible to all, and effectively connect people to services

We are dedicated to creating welcoming and customer-centric office environments that seamlessly connect residents to services for those who choose to do business in person. These initiatives seek to identify short term “quick wins” for physical space improvements and longer-term high value capital investments to reimagine City government spaces.

INITIATIVE II:

Transform physical spaces owned by the City to create a highly accessible environment and elevate the resident experience

Lead Department or Office	Operations Cluster
Anticipated Timeline	Q1 2025 to Q4 2030

DESCRIPTION

- As referred to in Initiative G1, the City conducted an assessment of City-operated office space to determine improvements that could be made for City staff. The space assessment also explored opportunities to streamline physical access points and intake for residents and businesses. The City will seek to implement key recommendations from the assessment, including consolidating the City real estate portfolio and establishing one building as the main entry point for customers to do business with the City across multiple departments.
- The City intends to upgrade various structural elements of City Hall, including accessibility upgrades. This involves adapting facilities to accommodate individuals with disabilities, including accessible restrooms, signage, and pathways.
- As part of the planned structural renovations, the City will also explore ways to open up City Hall for unofficial business and provide access in close proximity to services beyond the traditional administrative functions. This will involve exploring opportunities to incorporate public dining, a coffee shop, or appropriate retail within or adjacent to the City Hall building and create vibrant areas and civic spaces with amenities around the building to make it more appealing to the public.
- Some examples of City Hall buildings with mixed use retail include Philadelphia, which utilizes nearby park space for seasonal events including a holiday market, ice skating, and promotion of City Hall tours, and Boston, which uses its courtyard for farmers markets, concerts, and events. Other cities have shops within the City buildings as well, which can be considered in future remodel plans to open up the building.

IMPACT

Streamlined accessibility of City services: Consolidation of spaces and centralized intake of requests will simplify the customer experience, offering a more cohesive and efficient approach to engaging with City services.

Improved resident experience: Consolidated access points reduce confusion, making it easier for residents to navigate services and find the assistance they require. Additionally, renovating for accessibility demonstrates the City’s commitment to inclusivity and creating an equitable environment for everyone.

Increased community engagement and pride: Redefining City Hall as community-centered space and expanding services fosters engagement and creates a sense of pride among residents, reinforcing the notion that City Hall is a shared and welcoming space.

KEY NEXT STEPS

- | | |
|---|---|
| <ol style="list-style-type: none"> 1. Develop a detailed and comprehensive implementation plan for the consolidation of City-owned spaces. 2. Determine which recommendations from the space assessment regarding upgrades of design and infrastructure have maximum feasibility and impact, with simplifying accessibility as a key consideration. | <ol style="list-style-type: none"> 3. Determine the budget the City is willing to allocate to make these upgrades and develop a procurement plan to select vendors in alignment with budget 4. Develop a communication plan to inform City officials, department heads, staff, and community members about the upcoming changes and the benefits of the initiative. |
|---|---|

INITIATIVE I2:

Make short-term improvements to physical spaces managed by the City to create a welcoming environment and enhance the overall experience for visitors

Lead Department or Office	MOCAP, Information Technology
Anticipated Timeline	Q3 2024 to Q4 2025
DESCRIPTION	
<ul style="list-style-type: none"> • Optimize the navigability of City Hall through a comprehensive wayfinding signage and paint program to create a welcoming environment. This program includes noninteractive informational digital signage with the support of IT-managed technology to push out helpful information for staff and visitors. • Place new furniture within the City Hall common areas to foster comfort, collaboration, and conversation among staff and visitors. • The City will staff a welcome desk where a concierge will be stationed to serve as a central point for assistance and guidance for customers who enter City Hall and require support. 	
IMPACT	
<p>Improved visitor experience and perception: These short-term improvements will foster a more welcoming and engaging environment for residents and establish a more positive image of City government.</p> <p>Increased navigability: Residents will be able to find the desired department and access services more quickly through the help of a concierge and wayfinding signage.</p>	
KEY NEXT STEPS	
<ol style="list-style-type: none"> 1. Recruit concierge and provide training on City Hall layout, services, and customer service skills. 2. Continue procurement of interior signage and related paint improvements for City Hall. Define procurement process for City Hall common area furniture. 3. Ensure compatibility of City Hall signage with existing systems and accessibility standards during implementation. 	





OBJECTIVE J

City Hall conducts community outreach through trusted messengers and a convenient variety of media (e.g., online, print) where residents routinely receive important information

The City strives to reach residents and other stakeholders where they are with outreach and information that meets their needs. Recognizing the community's diversity in age, gender, race, socioeconomic status, language spoken, ethnic background, and education level, these outreach efforts aim to create a comprehensive and equitable approach to information dissemination that caters to the varied needs and preferences of all residents. Whenever possible, communications and messaging will be strategic, multilingual, and multimodal.

INITIATIVE J1:

Develop an ongoing communication strategy to reach all Clevelanders through a diverse range of platforms

Lead Department or Office	Office of Communication, Community Relations
Anticipated Timeline	Present to Q4 2024

DESCRIPTION

- The City will develop and employ a strategy to disseminate information effectively and inclusively. This strategy will guide the City to communicate important updates and initiatives and to inform residents, businesses, and vendors in Cleveland of services available to them and prevent stakeholder segments with unique needs from being left out of communications.
- The City will employ different types of platforms to engage the audience, including social media channels, official websites, newsletters, press releases, podcasts, community events, community canvassing (e.g., visiting neighborhoods, attending local events, and conducting surveys to better understand the concerns and wishes of residents), traditional television news, and other communication mediums.
- The Office of Communications will contract a third-party vendor to evaluate its capabilities to deliver engaging multimedia content and propose recommendations for consolidating media talent into a cohesive media communications office. The goal of the evaluation and recommendations is to revamp the City’s outdated media strategies, including TV20 Cleveland, the City’s television station that broadcasts public meetings, community events, and government-related content to keep residents informed about local governance and civic activities.
- The communication strategy will be designed with inclusivity in mind. Special consideration will be given to seniors, with the strategy accommodating their unique communication preferences and accessibility requirements. Additionally, the strategy will acknowledge the linguistic diversity present in the community and incorporate measures to effectively reach multilingual and non-English-speaking residents. The City will also adhere to ADA accessibility practices in its communications efforts by providing auxiliary aids and services (e.g., qualified interpreters, closed caption decoders, braille materials, videotext displays, exchange of written notes).
- The City will also use the youth narrative framework in the development of communications and marketing materials to amplify the youth perspectives.
- The team will execute a robust 311 public relations campaign in partnership with the Office of Urban AI to highlight the simplicity of using the 311 online platform compared to visiting City Hall in person or calling a representative. It will emphasize the types of requests and inquiries that can be addressed through 311 and the different ways the community can access 311.

IMPACT

Informed and engaged community: Through this communication strategy, Clevelanders will be well-informed about available services, initiatives, and updates, maintaining an engaged and knowledgeable community.

Diverse reach and equitable access: Utilizing various communication channels and considering the different demographics’ needs will enable information to reach a broad and diverse audience and be comprehensible to all residents, fostering inclusivity and equity.

KEY NEXT STEPS

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|---|---|
| <ol style="list-style-type: none"> 1. Engage third-party vendor to conduct an evaluation of the communication landscape and the City’s multimedia capabilities. 2. Based on the evaluation, develop a plan to consolidate media talent into a cohesive Multi-media Communications unit. Designate resources and equipment for content creation, social media management, and other communications roles. 3. Formulate a communication strategy for ongoing information dissemination. Key elements include | <p>defining the target audience for each type of communication, selecting communication channels, and determining key performance indicators (KPIs) to evaluate success.</p> <ol style="list-style-type: none"> 4. Develop a process for continuous reevaluation of target audience communication preferences or requirements, including the appropriateness of formats and the optimal dissemination location and time of materials to guarantee easy accessibility for everyone. |
|---|---|

INITIATIVE J2:

Partner with a diverse set of community organizations to conduct customized outreach initiatives

Lead Department or Office	Community Relations, Office of Communications
Anticipated Timeline	Q2 2024 to Q4 2025

DESCRIPTION

- Recognizing its diversity, the City seeks to strengthen community bonds and enhance inclusivity by collaborating with organizations that intimately understand the unique needs and preferences of various demographic groups.
- Community development corporations (CDCs), churches, recreation centers, block clubs and Cleveland Public Library branches will be utilized to fill gaps and provide information about City resources to residents in their own neighborhoods. Partners like these are also often better positioned to communicate with people in their neighborhoods in a way that resonates with them. Further, partners that work with specific populations, such as immigrant and refugee agencies, LGBTQIA+ organizations, or organizations supporting the unhoused, are sometimes better situated to translate and communicate what City services and resources are available to the people they serve. They will therefore play a key role in achieving the City's communication strategy (detailed in Initiative J1) and outreach goals.
- The City will also identify and partner with nontraditional neighborhood champions and influencers in promotional activities. These can include individuals like a store clerk at the neighborhood corner store or a grandmother who has been providing childcare to her community's residents.
- Through this initiative, the City will develop a strategy for engaging diverse communities, by supporting them with the appropriate community liaisons and resources. This strategy will encompass educating these groups about City Hall's services and tailoring services more effectively to their specific needs. The strategy will also consider utilization of existing City technology, such as the CivicPlus platform (manages recreation center point of service delivery and resident engagement) currently being implemented in the the Mayor's Office of Prevention, Intervention and Opportunity for Youth and Young Adults (PIOYAA). The City will define KPIs to measure the engagement of a specific communication initiative's target audience. Indicators can include initiative or event subscription, attendance, repeat forms of engagement, satisfaction levels, etc.

IMPACT

Improved inclusivity and access to services: Through collaboration with community organizations, the City can identify and address specific needs within diverse communities. This can result in more effective service delivery and increased access to resources for underrepresented populations.

Tailored communication: Customized outreach allows information to be conveyed in a culturally sensitive manner and in accessible formats, leading to better reception and understanding. Additionally, collaboration with community organizations allows the City to gain a deeper understanding of the diverse demographic groups within the population for future outreach efforts.

Enhanced civic engagement: By leveraging the expertise and trust in these community partnerships, the City aspires to create a more connected and culturally responsive civic environment that resonates with all residents.

KEY NEXT STEPS

1. Identify credible local community organizations that have a track record of working with multicultural groups or regions.
2. Work collaboratively with community partners to develop a customized outreach strategy.
3. Provide training for City staff and community organization members on cultural competence, effective communication, and collaboration.
4. Start with small-scale pilot programs to test the effectiveness of outreach initiatives.

INITIATIVE J3:

Attract multilingual employees and provide access to and information about services in multiple languages

Lead Department or Office	Human Resources, Community Relations
Anticipated Timeline	Q1 2026 to Q4 2027

DESCRIPTION

- The City seeks to break down language barriers by providing multilingual City services, disseminating information in multiple languages and employing multilingual staff members who can communicate with residents in their preferred language.
- While there are staff across various departments, including Community Relations, that provide support for residents without English as their primary language, this support is often provided ad hoc. The City seeks to formalize this support by establishing translation services through on-call staff and partnering with organizations. This assistance will be available to all departments with resident-facing services and will include translation of important documents, forms, and other communications.
- City-owned websites and external communications will provide information in multiple languages (as determined in the language needs assessment) and implement a multilingual 311 service, where residents can access information and assistance in their preferred language and/or accommodate other community needs (e.g., hearing impairment).
- The City will hire or designate an individual within City Hall to serve as the Language Access Coordinator to oversee the “on call” program and partner support organizations. This individual should also be tasked with reviewing and contributing to external communications strategy and collateral.
- In order to recruit and retain a diverse workforce with proficiency in multiple languages, the City will also introduce an incentive program through which it will offer a compensation premium to employees. Employees eligible for “on call” roles and/or frontline staff positions will be eligible for this incentive.

IMPACT

Improved access to City services: Breaking language barriers will allow residents with limited English proficiency to access City services without communication challenges.

Enhanced civic engagement: By disseminating information in multiple languages, the City promotes greater civic engagement. Residents are more likely to participate in community events, attend public meetings, and stay informed about City initiatives when information is accessible in their preferred language.

KEY NEXT STEPS

1. Update policies and procedures in the language access plan to reaffirm prior plan guidelines and procedures (e.g., how website sections should be translated, when in-person interpreters should be utilized).
2. Conduct a refresh of the biennial language needs assessment to identify the languages spoken by the community and the specific services and information that require translation to prioritize languages and services.
3. Conduct a gap assessment of the current vs. required staffing levels required to provide effective “on call” staff support for resident needs; this assessment should review back office and resident-facing roles.
4. Develop and implement the incentive program for employees in designated positions that require providing services in a second language (including due diligence to determine necessary legislation). Clearly communicate the program details, eligibility criteria, and the additional compensation structure to employees.



OBJECTIVE K

Customers have self-service options to obtain information and do business with City Hall

The initiatives under this objective demonstrate the City's dedication to making the experience of our residents and stakeholders as easy and convenient as possible. We will increasingly provide self-service options, including streamlined service request and delivery through 311, to allow for efficient access to services and data.

INITIATIVE K1:

Establish an open data portal to provide the public with easy access to valuable City information

Lead Department or Office	Office of Urban AI
Anticipated Timeline	Present to Q4 2024

DESCRIPTION

- Create a user-friendly open data platform that will serve as a centralized repository for Public City Data, offering residents convenient access to a wealth of cross-department information in the form of tabular, spatial, and visualized data.
- Develop appropriate staff training and standards for public data, including clear guidelines for what data can be shared, as well as processes to efficiently release new data on the platform.
- Departments will share accurate and complete data in a consistent and timely manner and provide appropriate documentation and metadata to explain the meaning and structure of the datasets that residents will be able to search for.
- Upon development of the open data portal, additional data sets will be shared as integrations are developed and new requirements are identified.

IMPACT

Increased transparency and public trust: Residents will gain access to City information (often through the media who will regularly access the platform), fostering a clearer understanding of how the City functions and increasing confidence in the accuracy and reliability of the data.

Data-driven innovation: Researchers, developers, and entrepreneurs within the community can leverage the open data portal to create innovative solutions or services that address civic needs.

Alleviated burden on staff responding to data requests: By encouraging residents to utilize the open data portal for common requests, staff can focus on more specialized requests and residents can get the information they need more efficiently (including the Law Department which has to manage lawsuits due to delays or inability to fulfill data requests).

KEY NEXT STEPS

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|---|--|
| <ol style="list-style-type: none"> 1. Identify routine public records for initial inclusion in the open data portal. These will be records that do not require legal processing or redaction and will be easy to include. 2. Implement the necessary technical processes for the automatic migration and integration of identified records onto the open data portal. | <ol style="list-style-type: none"> 3. Determine process for updating data and reviewing data quality. 4. Consider a pilot rollout of the initiative with a select set of records or departments. 5. Gradually migrate other records from additional departments and data types. |
|---|--|

INITIATIVE K2:

Continuously update City Hall website and maintenance processes and standardize department websites

Lead Department or Office	Information Technology, Office of Communications
Anticipated Timeline	Present to Q4 2024

DESCRIPTION

- Develop a standardized and streamlined process for City departments to “self-service” updates to department website content (incorporating necessary communications approvals). The goal of website maintenance will be for information on the site to be continuously updated, resolving current issues related to outdated data. This initiative will also address the lack of standardization in design and navigation structure across all department websites.
- Due to the number of stakeholders involved across all departments, website management will need to be more decentralized. Individuals within each department will be designated as web content owners and liaison with the Communications Office (through a cross-department web team). These web content owners will be trained on how to update basic text (including things like updating facility hours based on schedule changes and/or seasonal holidays) and ideally have limited permissions to conduct minor updates to content (with appropriate communications team review).
- The Communications Office will also designate a website manager (likely delegating to an existing role) to serve in a nontechnical role responsible for managing content on the website and tracking web traffic data to measure performance of pages. Content updates are currently managed through the IT division, which will continue to require a website manager to support the communications website manager with any technical development beyond text or graphics updates.
- The IT-side website team will continue to integrate departments with external websites into the www.clevelandohio.gov City platform as several departments (including Economic Development) are housed on legacy web platforms.

IMPACT

Consistency in information: Standardizing department websites will result in a consistent and coherent presentation of information. Visitors navigating different department sites will encounter a unified style and structure, promoting clarity and ease of understanding.

Efficient and faster maintenance: Creating streamlined maintenance processes will lead to more efficient and cost-effective website management. Simplified procedures can reduce the time and resources required for routine updates, allowing staff to focus on strategic improvements.

Enhanced resident experience: Continuous updates to services and information on websites will result in a more user-friendly interface, facilitating easy access to essential services and resources.

KEY NEXT STEPS

1. Finalize the website integration and maintenance plan (underway), including timeline, technical requirements, and coordination efforts needed to seamlessly bring all departmental websites under the centralized City platform.
2. Designate a website manager within the Communications team to formalize the website maintenance and content approval process.
3. Develop a communication plan to inform all departments about the upcoming changes in website maintenance, enhancement, and new content requests.
4. Pilot the new process with a select group of departments before full implementation.

INITIATIVE K3:

Enable self-service options for staff engaging with City shared services by enhancing the shared service (IT, HR, Finance, Law) support processes

Lead Department or Office	Information Technology
Anticipated Timeline	Q3 2025 to Q4 2027

DESCRIPTION

- Empower staff to handle common issues and requests on their own through user-friendly, and (where possible) automated, self-service options and rely less on calling or emailing the City’s Helpdesk.
- The City is in the process of developing an internal IT self-service portal to support employees in getting help by reporting issues through chat with virtual live agents, finding documentation about solutions for common problems or submitting requests for applications and approvals. The portal will also be used for digitizing the onboarding/offboarding IT processes and requesting new technology hardware/software (e.g., laptops for new employees, licenses).
- The City will also consider and prioritize development of “self-service” capability for staff to manage other City shared services such as finance and accounting (e.g., making changes to retirement elections or direct deposit or seeking assistance with time and expenses) and human resources (e.g., onboarding support, benefits enrollment and updates, payroll inquiries and leave requests, which will be enabled through the new Human Capital Management system detailed in Initiative B2).
- The Law Department will also implement a digital docketing system that will improve case management and simplify the process of employees filing and reviewing legal documents.
- All self-service options, once developed, will have well documented, regularly updated, and easily accessible standard operating procedures (SOPs) or process flows to easily explain how to utilize self-service functionality. These SOPs will be hosted on the City intranet (detailed in Initiative B1).

IMPACT

Efficient issue resolution: The introduction of user-friendly, automated self-service options allows for quicker and more efficient issue resolution. Employees can find solutions to common problems promptly, contributing to increased productivity.

Cost savings: The initiative can potentially lead to cost savings by reducing the need for extensive IT support resources to handle routine and repetitive tasks, allowing IT personnel to focus on more complex issues and enterprise strategy.

KEY NEXT STEPS

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| <ol style="list-style-type: none"> 1. Conduct a needs assessment to identify specific requirements, challenges, and preferences of employees regarding self-service options and IT support. 2. Based on the needs assessment, clearly define the functionalities of the self-service portal. This includes determining what types of issues can be resolved, what requests can be submitted, and the overall user experience. | <ol style="list-style-type: none"> 3. Choose a suitable platform for the self-service portal (e.g., low-code application platforms). 4. Integrate the platform with existing IT systems to create a cohesive and interconnected IT environment and create the relevant documentations for common issues and solutions. 5. Develop a training program for employees to familiarize them with the self-service portal. |
|---|---|

INITIATIVE K4:

Continue the strategic development of the 311 system to maximize value provided to residents and streamline service requests

Lead Department or Office	Information Technology, Office of Urban AI
Anticipated Timeline	Present to Q2 2025
DESCRIPTION	
<ul style="list-style-type: none"> • Currently, residents can call the 311 telephone number to request information or ask for support for select City services. While call-in functionality is always available, the City is working to implement a 311 online platform that will allow residents to also submit and track requests online without calling. The online platform will also enable tracking of call resolution and a knowledge management tool to help call takers better answer questions without call forwarding. • Services currently handled by 311 include services from certain divisions of Public Works, Public Health and Building and Housing. The City intends to expand to additional departments after the implementation for the initial departments is stabilized. • Data tracked by the 311 system will provide insights to the volume of requests, frequently asked/reported topics, and time to completion, which will allow staff to identify bottlenecks and improve processes. • Successful implementation of this initiative will also require building confidence in the system among council members who will require a degree of visibility to requests within their ward. Council members ideally will be able to refer residents to the 311 system with confidence their requests will promptly be addressed. 	
IMPACT	
<p>Increased efficiency and responsiveness to residents' needs: Automated workflows and routing to the appropriate department will allow residents' requests to be processed and resolved more efficiently, accurately and in a timely manner.</p> <p>Improved resident satisfaction with City services: A unified 311 system provides a convenient and accessible platform for addressing concerns and supports the residents in achieving improved well-being.</p> <p>Improved data tracking: This initiative will enable more informed decision-making based on real-time insights. By closely monitoring tickets throughout their lifecycle, the City can leverage this data to recognize patterns, identify trends, and pinpoint areas requiring service enhancements (including measuring variable utilization across neighborhoods).</p>	
KEY NEXT STEPS	
<ol style="list-style-type: none"> 1. Work with City departments to establish standardized procedures for handling common requests. Define specific criteria for routing requests to the appropriate department or personnel based on the nature of the inquiry. 2. Finalize the configuration and roll out the 311 online platform. 3. Develop a promotional campaign to raise awareness about the 311 system and online platform. 4. Provide training to 311 staff on procedures to handle requests and communicate with residents. 	

INITIATIVE K5:

Evaluate City services on a yearly basis to identify, prioritize, and implement automated self-service options

Lead Department or Office	Information Technology, Office of Urban AI
Anticipated Timeline	Q1 2025 to Q4 2033
DESCRIPTION	
<ul style="list-style-type: none"> • Establish a user experience task force to conduct an annual evaluation of City services to identify opportunities and update prioritization of self-service functionality. Service journeys will be prioritized based on certain criteria such as impact on residents, operational efficiency gains, and feasibility for successful self-service integration. • The City will develop a mechanism through which all staff may submit recommendations to the task force. Successful self-service options will have fully automated workflows. Key components will include an intuitive interface, be mobile-friendly, provide secure payment options and allow residents to track the progress of their service requests or inquiries through established self-service channels (either through 311 or ACCELA-based systems). • As an example, the City created an online platform for the purchasing of birth and death certificates using Permittium software. Residents simply need to submit basic personal information to request certificates and can track the status of their requests. • Additional candidates for self-service options are block party and special events permits, tax filings and reimbursements, specialized program applications, recycling enrollment, and general support functions for FAQ. • The City will regularly explore integration and utilization of next generation self-service solutions (e.g., chat bots capable of triaging resident needs), in which Artificial Intelligence can be used to anticipate resident needs and proactively provide relevant information that align with needs. 	
IMPACT	
<p>Enhanced ease in accessing services: Residents will have access to more self-service options that are intuitive and easy to use. This will lead to a more positive experience interacting with City services.</p> <p>Cost savings for the City: Automation of routine processes and the shift towards self-service will lead to cost savings for the City government by reducing the need for manual labor and paperwork.</p> <p>Creating culture of continuous improvement: By creating forums focused on continuous improvement, staff will be more empowered to identify and implement process improvements within their departments.</p>	
KEY NEXT STEPS	
<ol style="list-style-type: none"> 1. Form a dedicated task force with representatives from relevant departments to lead this effort. 2. Evaluate the existing landscape of City services to identify areas suitable for self-service options. 3. Define criteria to prioritize services for self-service functionality. 4. Explore collaboration opportunities for the development and integration of self-service functionalities, such as with technology partners. 	



Online Self-Service Birth and Death Certificate Requests



The Challenge

- Cleveland residents have several ways to purchase birth and death certificates: in-person at City Hall, by mail, over the phone or online.
- The Department of Health created an online, self-service option to purchase birth and death certificates, using a platform system procured through Permitium.



Online self-service portal overview

Both in-person visits and online requests incur a fee of \$5.14, making it more practical for residents to opt for online ordering. Residents can use the online Permitium portal to order certificates online whether for mailed delivery or for in-person pick-up.



Considerations for future improvements

To improve the user experience, the City will work on the following:

- Transition Department of Health website to the new web platform used by City Hall
- Reduce the number of clicks to get to the Permitium portal
- Enhance the clarity of links and buttons to better guide residents on where to click





Resilience

Secure the City's Future Finances

This focus area identifies opportunities to put the City of Cleveland on firm financial footing, allowing the City to make transformational investments by promoting fiscal discipline, tying funding decisions to results, and maximizing the use and maintenance of City assets.

The City of Cleveland, like other municipalities of its size, manages a variety of complex assets and funding streams. The City is unusual in that it also manages the region's primary international airport and public utilities as administrative functions of the City in addition to its traditional municipal

government responsibilities. The City also owns a large percentage of real estate through various departments and the City-operated land bank, which adds to complexities of financial management. Given the City's broad responsibilities, it is essential that the City strategically manage its assets and cashflows.

Through these initiatives, the City strives to become an innovative leader for municipal financial management and secure the financial future of the City for generations to come.

Objectives

- L.** The City formulates a forward-looking financial plan that addresses emerging needs through strategic decision-making.
- M.** The City implements a more strategic and results-focused budget process.
- N.** The City maximizes revenue from nontax sources by recovering service costs where possible, equitably enforcing fees and fines, securing grant funding, and maximizing income from public facilities.
- O.** The City innovates to improve productivity, promote sustainability, and manage risk.

Measures of Success



Recurring revenue from assets and other nontax sources

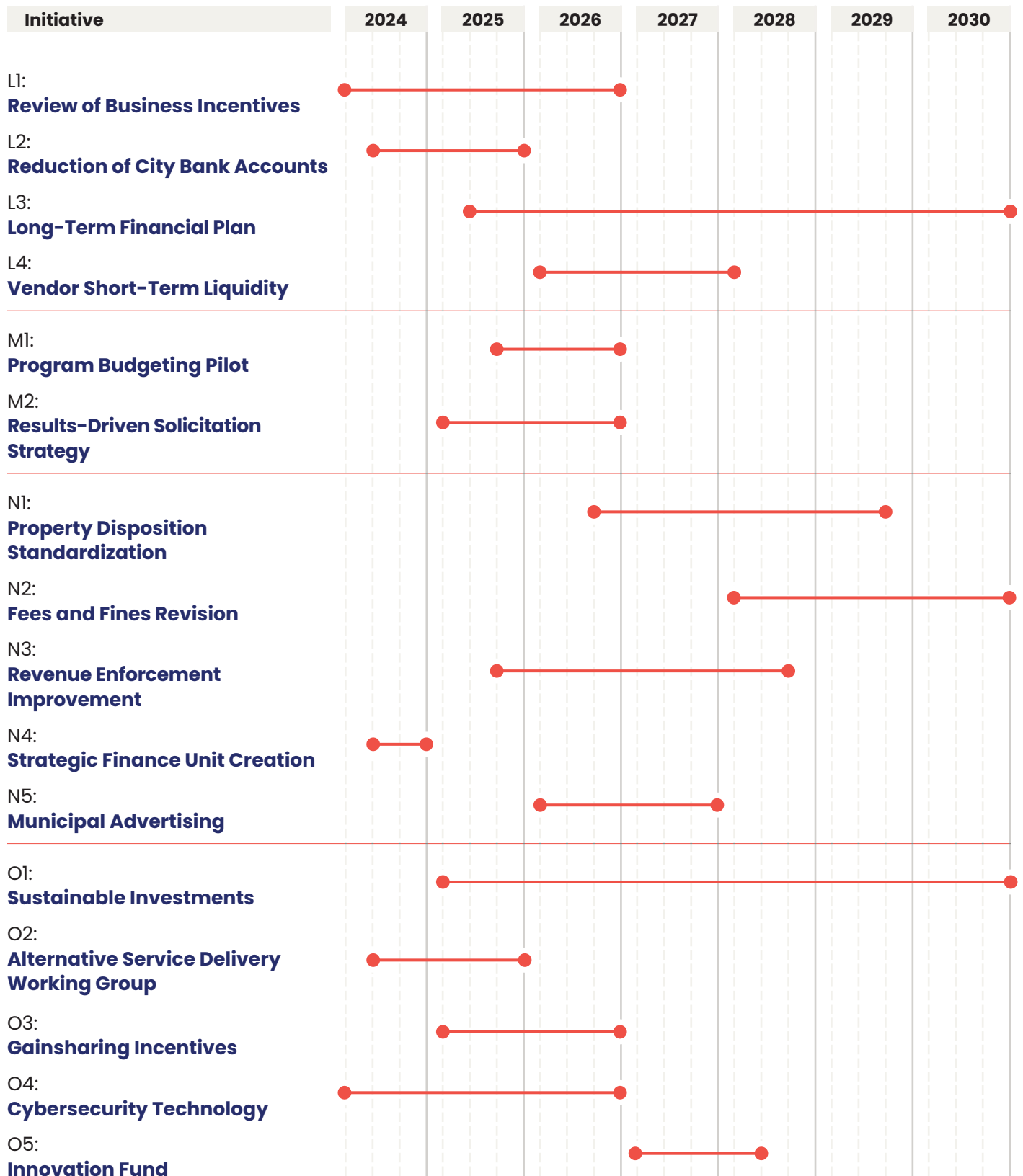


General Obligation Bond Rating



Net revenue from City-owned properties

Timeline



The background of the page is a solid green color with a faint, semi-transparent image of hands holding a pen and a calculator over documents. The hands are positioned as if working on a task, with the pen held in the upper left and the calculator in the lower right. The documents are spread out across the surface.

OBJECTIVE L

The City formulates a forward-looking financial plan that addresses emerging needs through strategic decision-making

The City will build upon existing financial planning processes by conducting a review of current procedures and creating new ways to prepare for fiscal and economic uncertainty. These new and updated procedures will help inform long-term funding decisions for core services and necessary strategic investments.

INITIATIVE L1:**Review incentives to attract businesses to the city**

Lead Department or Office	Economic Development
Anticipated Timeline	Present to Q4 2026
DESCRIPTION	
<ul style="list-style-type: none"> • The City engaged Baker Tilly to review current economic development incentives and develop a framework for a new economic incentives model with the goal of promoting more equitable and inclusive growth through a refined incentives application review process. While the City currently does not have an objective process for determining which development projects to fund, the new process, including the utilization of a City Investment Scorecard, will aim to guarantee that the projects that are awarded financial assistance from the City deliver community benefits that are aligned with the City's priorities, and that the projects will result in a strong return on investment for the City. • Incentives provided through tax credits and abatements are expenditures of public funds and should be scrutinized in the same way as line items in the budget. The Baker Tilly review is intended to provide visibility into the goals of each incentive, incentive costs, actual benefits generated and the distribution of benefits, and the efficiency with which benefits are produced. Community Benefits Agreements (CBAs) will be part of this review. CBAs are incentives to development projects to promote equity and public value through minority business participation, amenities such as green space, affordable housing, etc. • The new incentive review process and scorecard tool will also provide greater transparency for developers. The City's priorities and scoring will be clear and available to the public, which will support developers in putting together projects that align with the City's goals. 	
IMPACT	
<p>Economic growth and competitiveness: Incentives can stimulate business investments, leading to increased economic activity in Cleveland. This growth can manifest in the form of new businesses, job creation, and expanded commercial and housing development. These incentives can also make the City more competitive, drawing businesses and individuals away from neighboring areas and positioning the City as a favorable location for investment and growth.</p> <p>Increased tax revenue: A growing business environment can lead to increased tax revenue for the City coming from corporate net profit taxes and personal income taxes, property taxes, and other taxes related to business activities. Additional tax revenue can be used for strategic investments in the delivery of basic City services.</p>	
KEY NEXT STEPS	
<ol style="list-style-type: none"> 1. Develop a detailed implementation plan that outlines the specific actions and timelines for addressing the recommendations from the Baker Tilly Review. This will include milestones, responsibilities, and performance metrics to measure progress. 2. Revise existing policies related to incentives based on the recommendations. The revised policies will align with the goals of transparency, equity, and economic growth. 	

INITIATIVE L2:**Reduce the number of City bank accounts**

Lead Department or Office	Finance (Division of Treasury, Division of Financial Reporting & Control)
Anticipated Timeline	Q2 2024 to Q4 2025
DESCRIPTION	
<ul style="list-style-type: none"> • Over time, the City has accumulated 267 unique bank accounts across all departments, which poses challenges in terms of tracking and reporting City finances and making informed and timely financial decisions. Historically, bank accounts have been set up as an accounting mechanism, which is not necessary with modern financial technology. • To simplify financial operations and save money, the City will eliminate excess bank accounts and consolidate existing ones, resulting in a reduced number of accounts that are easier to monitor and maintain. • This effort will be a phased approach by department to minimize potential disruptions to current operations and payments. Changes will have to be made in financial reporting, which will require updates to processes and how the City utilizes its financial technology. 	
IMPACT	
<p>Cost savings: By eliminating excess bank accounts, the City will realize cost savings associated with account maintenance fees, transaction costs, reconciliation, and other related expenses. These savings can be redirected toward more strategic priority areas.</p> <p>Increased financial visibility: By reducing the number of bank accounts, the City will have a clearer and more consolidated overview of financial transactions, making it easier to track and manage funds.</p> <p>Streamlined financial decision-making: A reduced number of bank accounts will facilitate more efficient decision-making processes, allowing for quicker responses to emerging fiscal challenges and opportunities.</p>	
KEY NEXT STEPS	
<ol style="list-style-type: none"> 1. Appoint staff dedicated to managing this effort and conduct a thorough inventory of all existing bank accounts held by departments. 2. Engage with departments to assess the necessity and usage of each account. Categorize accounts based on their purpose, transactions, and relevance to the City's financial operations. 3. Develop a consolidation strategy that categorizes and prioritizes bank accounts and identifies the ones in excess. 4. Begin the phased closure of identified excess bank accounts in coordination with respective departments. 5. Provide training sessions and support to staff members involved in financial transactions to adapt to the consolidated banking structure. 	

INITIATIVE L3:**Establish a strategic long-term financial plan for the City**

Lead Department or Office	Finance (Office of Budget Management)
Anticipated Timeline	Q2 2025 to Q4 2030
DESCRIPTION	
<ul style="list-style-type: none"> • The City's current long-term financial plan is not strategic. It is a set of financial policies and a 5-year general fund forecast that understates the cost to maintain current services by assuming no salary and wage increases. • A more strategic financial plan would provide a realistic assessment of budget and other fiscal challenges and specific steps to address them. • The City will draft a long-term financial plan (10 years) that will serve as a roadmap for sustainable fiscal management. It will help maintain the City's financial health and stability over the long-term and navigate economic uncertainties. • The financial plan will clearly articulate its goals and set of actions and reforms and will include measures of success to track results. • Key components of the plan will include revenue and expenditure projections under multiple economic scenarios, a long-term debt management strategy, options for increasing revenue and reducing costs, a review of financial policies, and a capital financing plan. 	
IMPACT	
<p>Improved financial stability: A well-crafted long-term financial plan will provide a roadmap for financial stability. It will help the City anticipate future revenue streams, budgetary needs, and potential challenges, fostering resilience against economic uncertainties.</p> <p>Strategic resource allocation: A long-term financial plan will enable the City to strategically allocate resources over an extended period and allow funds to be directed toward critical priorities.</p>	
KEY NEXT STEPS	
<ol style="list-style-type: none"> 1. Establish a task force composed of departmental leads to develop the long-term financial plan and potential third-party resources for execution of this initiative. 2. Conduct a review of the City's current financial health, including revenues, expenditures, debt levels, and reserves. Assess the City's financial Strengths, Weaknesses, Opportunities and Threats (SWOT). 3. Define clear and measurable financial goals aligned with the City's purpose. 4. Create the long-term financial plan including a multiyear budget forecast that outlines expected revenues, expenditures, and capital needs. Consider various scenarios. 5. Present the long-term financial plan to the City Council for approval. 	

INITIATIVE L4:**Develop vendor short-term liquidity initiative**

Lead Department or Office	Finance (Division of Treasury), Office of Equal Opportunity
Anticipated Timeline	Q1 2026 to Q1 2028
DESCRIPTION	
<ul style="list-style-type: none"> • One of the barriers to achieving the City's small businesses contracting goals is that some of these businesses have insufficient cash flow to start up and maintain operations on the City's billing/payment cycle. As a result, the City receives fewer bids, and thus less competition, which in aggregate increases costs to taxpayers. • This initiative would establish a revolving short-term loan program with a partner banking institution to support vendors in bridging cashflow gaps. • The program will be managed by the third-party bank, which will be responsible for carefully screening and monitoring applicants. Vendors in the program will receive training and technical assistance to successfully scale their businesses and improve financial management. • As of late 2023, some initial planning was conducted, but put on hold while the Finance department works through process digitization. Upon completion of this digitization effort (which includes speeding up vendor payments), the short-term liquidity initiative will be revisited. • More detailed planning on the implementation of the program (including vendor requirements and necessary legislation) will be required. 	
IMPACT	
<p>Increased local and small business contracting: This initiative will enable more small and local businesses to compete for City contracts.</p> <p>Improved vendor performance: Vendor short-term liquidity will maintain uninterrupted service delivery by vendors, minimizing disruptions that could impact critical City operations.</p> <p>Economic growth: This initiative will support the growth of local businesses by providing them with the resources they need to scale up their operations, take on larger projects, and achieve financial sustainability.</p>	
KEY NEXT STEPS	
<ol style="list-style-type: none"> 1. Initiate discussions with potential banking institution partners to explore opportunities for collaboration and definition of favorable terms for vendors. 2. Announce the program and provide information and training to the vendor community. Select initial cohort of vendors for the program. 3. Initiate discussions with selected vendors and the Law Department to negotiate flexible payment terms that accommodate their specific needs and constraints (upon a select vendor's award of a City contract). 4. Regularly review the initiative's effectiveness and make adjustments based on changing economic conditions and vendor needs. 	





OBJECTIVE M

The City implements a more strategic and results-focused budget process

The City is committed to strategically allocate resources to initiatives that yield measurable results and positive impacts on the community. Desired outcomes will be clearly defined and allow the City to prioritize financial decisions such as departmental budget proposals and key procurements based on their contribution to these outcomes.

INITIATIVE M1:**Establish Program Budgeting Pilot**

Lead Department or Office	Finance (Office of Budget Management)
Anticipated Timeline	Q3 2025 to Q4 2026
DESCRIPTION	
<ul style="list-style-type: none"> • The City has taken steps to define the programs it funds, but does not present budget and performance data at the program level. Further, the City follows a traditional budgeting process, which orients the budget to past spending patterns instead of future needs and priorities. • This initiative establishes a framework for allocating resources based on the outcomes and impact of programs, fostering a more strategic and results-oriented budgeting approach. • The City will define desired outcomes in collaboration with residents, develop plans for achieving the outcomes, and allocate funding to each outcome. • The Finance Department will be tasked with identifying and prioritizing programs based on performance and alignment with outcomes. Departments requesting funding for programs will have to show how each program will contribute to achieving the desired outcomes. • The Program Budgeting Pilot will encourage departments to measure the performance of each program. In the long-term, the City aims to have every program and operational function define and track performance metrics and report progress. 	
IMPACT	
<p>Outcomes-based resource allocation: Being focused on outcomes, program-based budgeting will allocate resources to programs that align with the City's priorities and contribute to its strategic goals.</p> <p>Increased departmental accountability: The program budgeting approach integrates performance metrics, tying financial allocations to specific program outcomes. This will promote accountability as departmental programs will be evaluated based on their effectiveness in achieving desired results.</p> <p>Increased transparency for residents: Outcomes-based budgeting tends to be easier to communicate to residents. Traditional budgeting shows funding levels by funding units (either departments or divisions) which will have a diverse set of outcomes goals that are often difficult to distinguish.</p>	
KEY NEXT STEPS	
<ol style="list-style-type: none"> 1. Form a dedicated cross-functional team that includes representatives from Finance, Office of Urban AI and relevant departments. This team will be responsible for planning and executing the pilot. 2. Identify one or two City-wide outcomes and develop key indicators and action plans for each outcome. 3. Map programs from multiple departments to the outcome. Define performance metrics for these programs and establish an approach for collecting the required data. 4. Develop program budgets that link funding to desired outcomes and performance metrics. 5. Conduct regular evaluations of the pilot's progress. Assess whether the desired outcomes are being achieved and whether adjustments to the program budgeting approach are needed before expanding the pilot to other outcomes. 	

INITIATIVE M2:

Implement a results-driven solicitation strategy that provides greater freedom for vendors to innovate

Lead Department or Office	Finance
Anticipated Timeline	Q1 2025 to Q4 2026
DESCRIPTION	
<ul style="list-style-type: none"> • Today, a standard City contract or grant specifies a set of tasks and deliverables expected from the vendor; monitoring focuses on completion of tasks and adherence to budget, rather than the results generated and measurable positive impact generated by the tasks and deliverables of the contract or grant. • This initiative will implement performance-based contracts and grants that specify desired results and measures of success, giving vendors more freedom to propose creative and cost-effective solutions and manage to overall budgets without line-item oversight. Successful examples of this approach include Boston's website redesign and Seattle's contracting for homeless services. • The City will develop a framework for monitoring contract and grant performance against predefined standards and expectations. This framework will inform future contracting decisions, including the replacement of underperforming vendors and the selection of strategic high value procurements that have the potential to yield improved outcomes. • Contracts and grants will articulate specific and measurable outcomes, enabling the City to evaluate vendor performance and providing vendors with real-time visibility into their performance to adapt strategies accordingly. • The City will leverage an existing partnership with What Works Cities, which has a key focus area on results-driven solicitations, in order to implement this initiative. 	
IMPACT	
<p>Cost savings due to increased focus on value delivery: A results-driven procurement will prioritize the delivery of desired outcomes, which will provide vendors more flexibility to achieve results (thus likely increasing the number of bidders), guaranteeing that the City obtains the best value for investments.</p> <p>Enhanced procurement accountability: Clear and measurable outcomes will create a transparent framework for accountability, holding both the City and vendors responsible for meeting established standards and delivering results.</p> <p>Informed data-driven decisions: Access to data and real-time visibility into performance will allow decision-makers to make informed choices throughout and after the contract lifecycle.</p>	
KEY NEXT STEPS	
<ol style="list-style-type: none"> 1. Conduct a review of existing procurement policies and revise them to incorporate performance-based elements that align with the City's strategic objectives. 2. Work with legal experts to create a standardized performance-based contract template. This template should include clear service-level agreements, performance-based clauses, and mechanisms for measuring and evaluating vendor performance. 3. Define key performance indicators (KPIs) that align with the desired outcomes of each procurement contract and grant agreement. These KPIs will be specific, measurable, achievable, relevant, and time-bound (SMART). 4. Develop a framework for assessing vendor and contract performance against KPIs. 5. Provide training programs for procurement and grant staff to familiarize them with the new performance-based approach and how to structure contracts to focus on outcomes. 	





OBJECTIVE N

The City maximizes revenue from nontax sources by recovering service costs where possible, equitably enforcing fees and fines, securing grant funding, and maximizing income from public facilities

Initiatives under this objective showcase different ways the City will diversify revenue streams and take action to collect money in an equitable way, employing a multifaceted approach that encompasses the recovery of service costs, equitable enforcement of fees and fines, and optimization of income derived from City-owned assets.

INITIATIVE NI:**Standardize the property disposition function to enhance governance, simplify procedures, and clarify roles and responsibilities to gradually decrease the amount of City-owned land**

Lead Department or Office	Integrated Development Cluster, Community Development, MOCAP
Anticipated Timeline	Q3 2026 to Q3 2029
DESCRIPTION	
<ul style="list-style-type: none"> • The City is estimated to own one-third of Cleveland's land, the majority (~18,000 parcels) of which are held by the Community Development Land Bank. • In addition to the bank-owned owned properties, there are additional City-owned properties under the control of multiple departments and authorities. These properties have little consolidated planning and a patchwork of bureaucratic processes for disposition. The Land Bank, which does have standardized procedures and delegated authority over parcels in its possession, is only disposing an average of ~300 properties per year. • In order to maximize the public value of properties through sale, lease, development, renovation, and reuse of City-owned land, the City will develop a governance framework and standardized decision flow. The governance framework will include clarified roles and responsibilities for each type of property being considered for disposition (including industrial sites eligible for funding through the newly established Site Readiness for Good Jobs Fund). • As part of this initiative, the City will also consider organizational changes to consolidate real estate functions (including the disposition function) into a centralized function (detailed in Initiative C4) to more centrally manage this process and limit the number of dependencies. The City will also standardize and consolidate data management by developing a regularly updated inventory of available parcels, which can serve as a "source of truth" for properties owned by the City. 	
IMPACT	
<p>Increased revenue: The initiative provides opportunities to monetize underutilized or surplus properties, turning them into revenue-generating assets for the City.</p> <p>Reduced maintenance costs: By actively offloading surplus real estate, the City can lower associated maintenance costs associated. This frees up budgetary resources for other critical needs and infrastructure projects.</p> <p>Standardized processes and clear roles: The consolidated function will allow for the deduplication of deposition activities that currently exist among the various departments. Additionally, this allows for a single unified strategy for real estate transactions in the City.</p>	
KEY NEXT STEPS	
<ol style="list-style-type: none"> 1. Define roles and responsibilities for each stakeholder involved in the property disposition process and specific roles transition activities to appropriate functions and owners. 2. Develop comprehensive manuals and guidelines for the property disposition process. 3. Develop a plan for communicating changes to affected staff and relevant training. 4. Establish a framework to assess performance of individuals involved in the property disposition process. 	



Simplifying City-owned land disposition



The Challenge

- Approximately one-third of Cleveland's land is publicly owned.
- Four groups, Economic Development, MOCAP, and Community Development (Land Bank and non-Land Bank), are engaged in the sale of properties. Disposition of these properties is highly decentralized with different groups managing similar disposition functions.
- The City is not disposing of properties quickly enough, with only a few one-off transactions for Department owned properties; the Residential Land Bank is only disposing an average of ~300 properties per year while intaking over 1,000 per year.



Actions Taken

1. Assessed the current functions and decision flows in the sale of City properties
2. Developed standardized decision-making framework for departments involved in the disposition of land



Results Delivered

Efficient management of properties: The new decision-making framework eliminates the duplication of disposition activities that currently exists among the various departments and creates a unified customer experience.

Opportunity to generate revenue: Through a more consolidated land disposition function, underutilized properties will be disposed of more quickly and efficiently, turning City-owned land into revenue-generating assets for the City.

INITIATIVE N2:**Revise the City's fee and fine structure for enhanced efficiency, equity, and transparency**

Lead Department or Office	Finance
Anticipated Timeline	Q1 2028 to Q4 2030
DESCRIPTION	
<ul style="list-style-type: none"> • The City will conduct an assessment of the fee and fine structure across City services aimed at identifying opportunities to enhance transparency and efficiency. This involves analyzing the costs associated with fee-based services and establishing a fee policy that balances cost recovery and equitable fee incidence. • The City will explore the introduction of segmented pricing to reduce fee and fine costs for low-income residents to a level that accommodates their ability to pay and increases collection rates for the City. The City will also engage partner organizations to provide financial counseling to residents with unpaid fees and fines and refer them to other services as needed. • As part of this review, the City will also review the technology used to collect and process fees to improve efficiency, reporting, and enforcement. 	
IMPACT	
<p>Predictable revenue streams: A well-structured fee and fine system provides predictability in revenue streams, enabling better financial planning for the City. This predictability supports long-term budgeting and strategic allocation of resources.</p> <p>Affordable access to services: An effective fee revision maximizes revenue while considering the affordability of services for residents. It will allow essential services to remain accessible to a broad segment of the population, promoting inclusivity and community well-being.</p> <p>Enhanced accountability and transparency: By providing clear and accessible fee descriptions, the City empowers residents and businesses to understand the basis for fees, fostering trust and accountability in the City's financial practices.</p>	
KEY NEXT STEPS	
<ol style="list-style-type: none"> 1. Identify the specific services and departments to be included in the assessment. 2. Engage with key stakeholders, including residents, businesses, and community organizations. Gather input on current fee and fine structures, their impact, and desired improvements. 3. Collect data on the cost of delivering services, historical revenue, and user demographics. Use this information to inform the revision process. 4. Benchmark the City's fee and fine structure against industry standards and practices in comparable municipalities. Identify best practices and successful models that can be adapted to enhance the City's fee and fine policies. 5. Develop clear guidelines, principles, and considerations for establishing and revising fees and fines. 	

INITIATIVE N3:**Improve revenue enforcement from taxes, fees, fines, rents, and other sources**

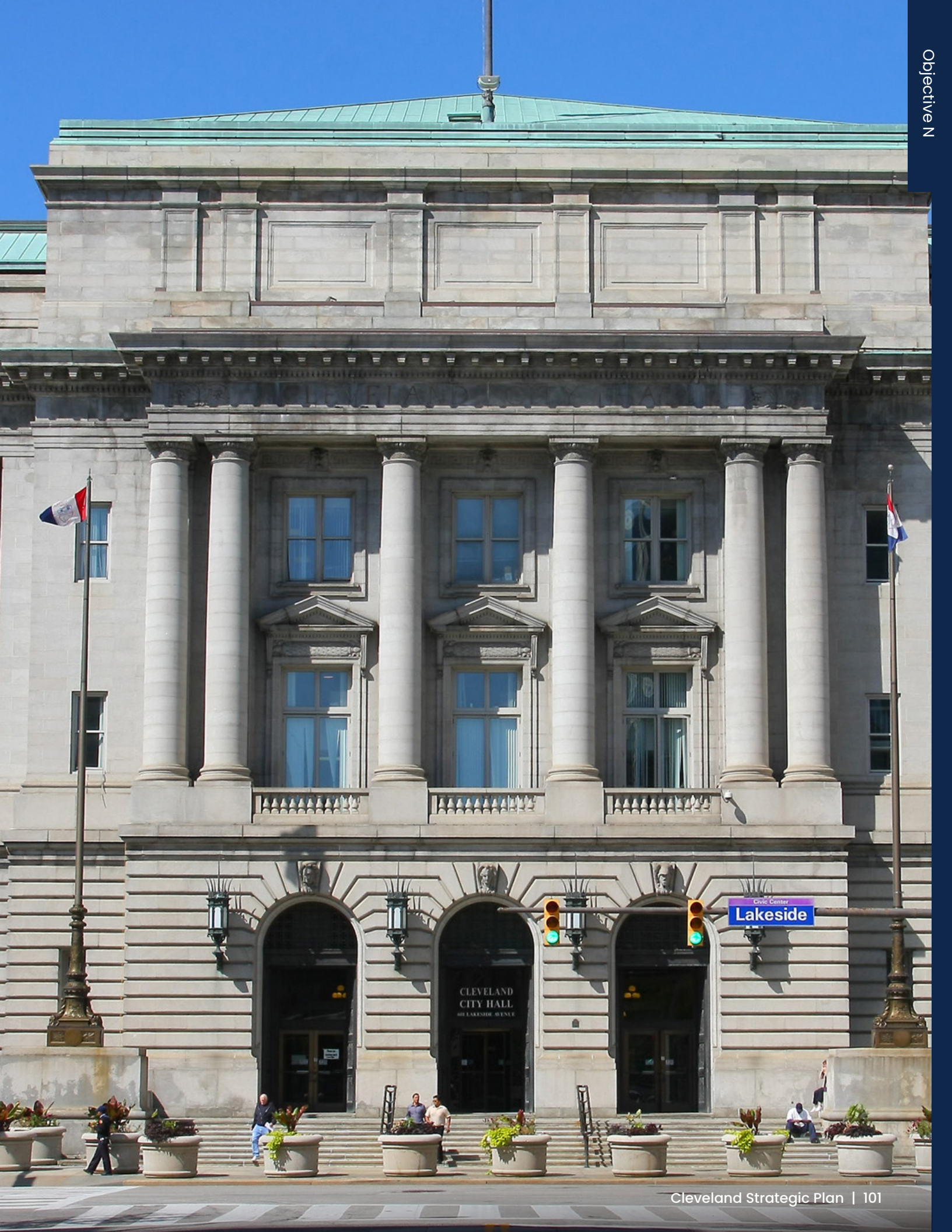
Lead Department or Office	Finance, Law, Public Works
Anticipated Timeline	Q3 2025 to Q3 2028
DESCRIPTION	
<ul style="list-style-type: none"> • This initiative will improve revenue enforcement through better use of data, technology, contracts, and personnel, with the goal of promoting efficient and effective collection of revenues owed to the City by both residents and commercial entities. • For example, the City will use advanced data techniques to identify noncompliance, such as finding parking tax outliers based on mapping tax payments per space across the city or identifying restaurants past due on permit fees. • The City will explore budget structures that encourage optimal investment in revenue enforcement, allowing recovered revenue to be reinvested to the point of diminishing returns (the point at which we would be spending more on enforcement than we would be collecting in revenue recovery). • The City will also review the cost and performance of collection contracts to secure maximum value. 	
IMPACT	
<p>Increased collection rates: Improved enforcement measures lead to higher rates of revenue collection, contributing to financial sustainability and the City's ability to deliver essential services without raising taxes or fees.</p>	
KEY NEXT STEPS	
<ol style="list-style-type: none"> 1. Analyze existing data related to taxes, fees, fines, rents, and other revenue sources to identify patterns of noncompliance and areas with potential for improved revenue collection. 2. Develop early intervention strategies for cases of noncompliance and a communication plan to encourage timely payment to the City. 3. Implement or upgrade technology systems for tracking, monitoring, and managing revenue collections, streamlining workflows, and minimizing manual efforts. 4. Develop a strategy for reinvesting recovered revenue into areas that yield the maximum impact. 	

INITIATIVE N4:**Create a Strategic Finance unit within the Department of Finance**

Lead Department or Office	Finance, Human Resources
Anticipated Timeline	Q2 2024 to Q4 2024
DESCRIPTION	
<ul style="list-style-type: none"> • The City will create a unit within the Finance Department to address future needs of the City of Cleveland. This unit will work closely with the Office of the Mayor and Government Affairs team and with relevant departments to prioritize, solicit, and oversee investments from philanthropy, private, state, and federal government to support priority projects within the City. • The unit will be responsible for developing strategies to fund major initiatives, manage grant applications and compliance, and support City projects with grant-writing and pursuit assistance. It will oversee the requirements and deployment of the end-to-end grants management system (as detailed in Initiative B3) in coordination with the Information Technology Department. • It will also expand innovative financing options such as Public-Private Partnerships, Social Impact Bonds, energy efficiency contracts, Green Bonds, outcome-based financing, carbon credits, Tax Increment Financing, tax incentives, etc. • Due to the current influx of federal funds into the City, promptly establishing the unit will better position the City to secure these funds. • The unit will build strong relationships with funders to attract diverse sources of funding and with the community to gather input on financial priorities. 	
IMPACT	
<p>Strategic allocation of resources: With a dedicated unit focusing on funding major initiatives, the City can strategically allocate resources to priority projects, aligning financial investments with the City's goals and community needs.</p> <p>Increased competitiveness for funding: By engaging funders, cultivating relationships and managing grant applications, the unit will enhance the City's competitiveness for funding opportunities and improve the likelihood of securing financial support.</p>	
KEY NEXT STEPS	
<ol style="list-style-type: none"> 1. Create an implementation plan that outlines the timeline, tasks, and milestones for establishing the new unit with staffing, budget, and other resource requirements. 2. Appoint a qualified leader to oversee the new unit as well as other key positions and define their roles and responsibilities. 3. Integrate technology systems to support the unit's functions, including grant management, and other finance and reporting systems and create SOPs for the unit's key functions. 4. Conduct community outreach to inform residents about the new unit, its goals, and how it will engage with the community. 	

INITIATIVE N5:**Expand municipal advertising**

Lead Department or Office	Public Works, Law
Anticipated Timeline	Q1 2026 to Q4 2027
DESCRIPTION	
<ul style="list-style-type: none"> Utilize City-owned spaces and assets for advertising to generate incremental revenue for the City with no new taxes or fees and little-to-no additional cost as it will be collecting money from existing structures and right-of-way. The City can lease advertising rights to third parties for flat or contingent fees or can charge monthly or annual fees to companies to place their logos or ads on City-owned assets and assets purchased and maintained by the vendors (such as solar-powered trash cans). A key municipal advertising venue is street furniture, which includes public trash and recycling receptacles, benches, light poles, tree pits, traffic barriers, bollards, fire hydrants, parking meters, etc. Other advertising options include City-owned sanitation trucks and other vehicles, trash and recycling bins, parking garages, digital signs or billboards, banners, inserts in water or tax bills, naming rights, and the City's website. Municipal advertising will be carefully regulated to preserve the authenticity of Cleveland's character and landscape and minimize visual clutter. Cities such as Chicago and Boston have implemented street furniture programs (e.g., automatic toilets, bus shelters, info kiosks and telephone pillars in Boston) In addition, the City of Chicago has various municipal advertising programs where the City leases advertising rights to third parties for flat or contingent fees, such as on digital billboards. 	
IMPACT	
<p>Financial boost for the City: Allowing advertising on City-owned assets can provide an additional revenue stream for the City. Advertising partnerships can generate income that can be used for critical strategic projects.</p> <p>Reduced taxpayer burden: Income generated from municipal advertising can help offset operational costs associated with maintaining the City assets, reducing the burden on taxpayers.</p> <p>Supporting the local economy: Allowing local businesses to advertise on municipal assets can promote and support the local economy. It provides businesses with a platform to reach a broader audience, fostering economic growth within the community.</p>	
KEY NEXT STEPS	
<ol style="list-style-type: none"> Conduct a detailed inventory of potential advertising spaces, including street furniture and other identified locations. Create clear advertising guidelines, which includes defining acceptable content standards to be approved by the Law Department (to consider potential issues related to the first amendment, rights of third parties, enterprise funds, and ads prohibited under codified ordinances). Establish an approval process for advertisements to maintain the City's integrity. Develop and release requests for proposals (RFP) to solicit bids from qualified advertising vendors or companies. Allow vendors to submit comprehensive proposals outlining their services and pricing structures. Launch a marketing campaign to inform the public about the initiative's objectives and benefits and attract potential vendors' attention. Seek any necessary legislation. 	



Civic Center
Lakeside

CLEVELAND
CITY HALL
401 LAKESIDE AVENUE



OBJECTIVE O

The City innovates to improve productivity, promote sustainability, and manage risk

Initiatives under this objective collectively underscore the City's efforts to reduce costs through responsible asset stewardship, financial sustainability, risk mitigation, and the cultivation of an environment that encourages efficiency and innovation. The City will pursue environmentally sustainable practices that will reduce operating costs in the long-run, explore less expensive nontraditional ways to deliver services and empower employees to implement cost-saving and avoidance measures.

INITIATIVE 01:**Make sustainability investments with long-term financial benefit**

Lead Department or Office	Office of Sustainability, Operations Cluster	
Anticipated Timeline	Q1 2025 to Q4 2030	
DESCRIPTION		
<ul style="list-style-type: none"> • The City is committed to prioritizing sustainable investments that not only yield long-term cost savings but also account for the long-term environmental impacts linked to City assets, operations, and the health of the community and employees. • As part of this initiative, the City will establish a Sustainable Purchasing Policy that drives decarbonization and circular economic practices. The City is committed to the reduction of greenhouse gas emissions and waste in every step of a product's or service's lifecycle with the goal of reducing long-term extractive costs such as environmental degradation of air, land, water, and human/animal health. In alignment with industry-leading standards such as LEED and WELL Building Standards, the City aims to increase environmentally conscious and socially responsible development and building practices. • Examples of short-term actions the City will take to reduce costs include: digitizing paper-based processes to reduce paper purchasing and waste; installing publicly available filtered water-dispensers in City facilities; installing LEDs with lower color temperature to avoid employee and visitor discomfort and reduce energy use; inspecting and testing of all newly installed equipment to enable proper and efficient operations. • Examples of medium-term actions the City will take to reduce costs include: employing energy efficiency measures and standards in equipment repairs and purchases related to building renovations and construction; embedding the comprehensive Sustainable Building Policy into capital project planning and funding applications; exploring ways to save energy and extend the lifespan of buildings and equipment; implementing building automation systems for increased building performance. • Examples of long-term actions the City will take to reduce costs include: converting to zero emission vehicles; converting to physical renewables such as local and/or onsite solar or wind power; purchasing healthy materials for building cleaning and construction projects including zero-Volatile Organic Compound (VOC) emitting and low-hazard emitting materials to protect health of workers and visitors. 		
IMPACT		
<p>Long-term cost savings: By prioritizing sustainable investments, the City is poised to achieve long-term cost savings and economic resilience. Implementing sustainable and energy-efficient practices that reduce waste and promote a more efficient use of resources contributes to a reduction in operating costs in the long-term.</p> <p>Improved environmental stewardship: Sustainable practices showcase the City's commitment to adopting environmental and social responsibility. This commitment will lead to a reduction in key metrics such as energy use and cost over operating lifetime, waste, waste management and purchasing costs and CO2 emissions which result in decreased carbon footprint for City operations.</p> <p>Improved long-term health and wellness: The City's sustainability investments collectively contribute to improved health outcomes for its employees, including a reduction in health expenses and days missed of work.</p>		
KEY NEXT STEPS		
<ol style="list-style-type: none"> 1. Complete Climate Risk and Vulnerability Assessment analysis for City properties. 2. Engage key stakeholders such as directors and departmental decision-makers in the review of the current Municipal Action Plan (MAP) goals, greenhouse gas emissions status and the Climate Risk and Vulnerability Assessment analysis. 3. Propose updated Municipal Action Plan goals and discuss feasibility in terms of current and needed resources and tools to achieve goals, prioritizing decarbonization, human health risks and benefits, 	<ul style="list-style-type: none"> asset risks and benefits, immediate financial cost and savings and long-term financial operations costs and savings. 	<ol style="list-style-type: none"> 4. Finalize draft goals and tools/strategies and execute initial short-term steps to enable goal implementation such as sustainable building and purchasing policies. 5. Socialize draft goals with broad City stakeholders, including City Council members with a 10-year timeline. Complete MAP dashboard tracker and publish both the plan and the tracker.

INITIATIVE 02:

Establish a working group to assess Alternative Service Delivery (ASD) potential

Lead Department or Office	Finance, Public Works
Anticipated Timeline	Q2 2024 to Q4 2025
DESCRIPTION	
<ul style="list-style-type: none"> • Cities deliver services in a variety of ways, including directly with City employees and through Alternative Service Delivery (ASD) models, such as grants or contracts with nonprofit organizations, contracts with private vendors, and service agreements with other governments. Some cities, most notably Indianapolis and San Diego, have expanded the use of ASD to functions traditionally performed by City employees. • This initiative would create a working group to explore the feasibility and benefits of expanding ASD in Cleveland. The working group will be composed of representatives from relevant City departments and subject matter experts. • One key ASD option is managed competition where in-house service units of City government compete with external service providers in a controlled or managed process that maintains fairness to City employees. • Another option is shared service where the City can partner with other public service providers, such as Cuyahoga County or neighboring municipalities, to minimize cost and maximize asset use. • ASD can be applicable to Cleveland's Internal Service Funds, such as printing. It can also be applied to fleet maintenance, trash collection, and various other services. • The Administration is committed to minimizing potential impacts of ASD on employees and will support affected personnel through reassignment, reemployment, early retirement incentives, and other means. 	
IMPACT	
<p>Cost savings and efficiency gains: Through the assessment process, the working group can identify areas where ASD models may lead to cost savings.</p> <p>Enhanced service delivery: ASD can lead to improvements in service quality. By exploring alternative models, the City can discover approaches that better meet the needs of residents, such as leveraging external expertise and resources, leading to higher satisfaction levels.</p> <p>Increased flexibility: ASD models are often more flexible and adaptable to changing circumstances. Through ASD options, the City can adjust service delivery strategies in response to evolving community needs and economic conditions.</p>	
KEY NEXT STEPS	
<ol style="list-style-type: none"> 1. Assemble a cross-functional working group with diverse expertise and perspectives to evaluate potential ASD opportunities. 2. Conduct an inventory of City services to identify areas with potential for ASD. 3. Research and benchmark best practices in ASD from other municipalities. Identify successful case studies and lessons learned to inform the City's approach to ASD. 4. Perform a financial feasibility study of potential ASD models for selected services. 5. Based on the benchmarks and feasibility study, develop recommendations for specific ASD models and create an implementation roadmap. 	



Exploring New Methods of Delivering Services

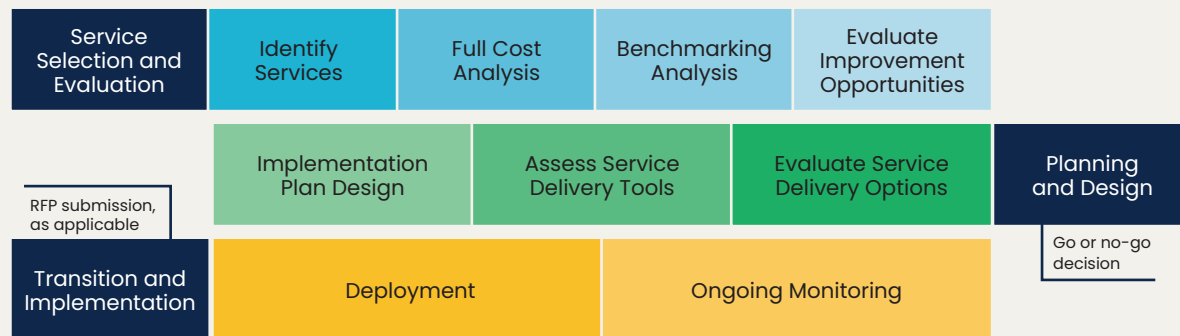


The Challenge

- The City wanted to explore cost-effective service delivery models including partnerships with third-party service providers to better serve residents.
- A roadmap was developed with detailed steps to guide the City in identifying and implementing ASD models for relevant services. These steps provide a means for the City to compare cost of current service delivery against costs of ASD options.
- By applying this roadmap, initial recommendations were developed for the Division of Printing and Reproduction.



ASD Roadmap Key Steps



Results Delivered

- Under a shared services model, the City would jointly provide printing services with the County or other municipalities.
- A shared services model was recommended for the Division of Printing and Reproduction, whereby the City and other municipalities would jointly provide services.
- Through shared services, the City's Printing and Reproduction Division can increase the customer base (revenue) with only minimal increases to costs due to current excess machine capacity.

INITIATIVE 03:
Incentivize employees with gainsharing

Lead Department or Office	Finance, Public Works, Law
Anticipated Timeline	Q1 2025 to Q4 2026
DESCRIPTION	
<ul style="list-style-type: none"> • Employ gainsharing, a labor-management partnership in which cost savings from improved productivity are shared with employees. The City will incentivize higher performance to save costs and in return, employees will receive a share of the savings as additional income based on achieving specific performance goals, such as achieving cost savings or operational efficiencies. • Other cities, including Baltimore, Memphis, and Indianapolis, have successfully used gainsharing across several functions. In Baltimore, gainsharing in the fleet division reduced outsourcing of vehicle maintenance work and resulted in \$2,000 payments to every fleet employee in the first year. Memphis' sanitation gainsharing program dramatically reduced absenteeism among other benefits. • The Division of Streets' resurfacing services in the Department of Public Works is a candidate for gainsharing. The goal would be for the Division employees to complete more work in-house, rather than hiring external contractors. If successful, the employees would receive a portion of the cost differential between in-house and contracted projects. • The City would pair gainsharing with training on business process improvement techniques (as detailed in Initiative A5), such as Lean, to assist departments in achieving cost-saving efficiencies. 	
IMPACT	
<p>Improved employee engagement and performance: Employees are likely to become more engaged when they have a stake in the financial success of the City. This increased engagement can lead to higher levels of productivity, innovation, and commitment to the organization.</p> <p>Cost savings and operational efficiencies: Gainsharing programs involve identifying and implementing cost-saving measures. As employees may receive additional compensation for achieving these goals, they become motivated to find more efficient ways of operating, leading to overall cost savings for the City.</p> <p>Reduced absenteeism: Due to financial incentives, gainsharing programs can lead to a more positive work environment where employees will be motivated to self-enforce behaviors that lead to higher productivity and performance.</p>	
KEY NEXT STEPS	
<ol style="list-style-type: none"> 1. Determine which City divisions or departments and which services will be candidates for gainsharing. 2. Define the objectives of the gainsharing program, including improving efficiency, reducing costs, and achieving specific performance metrics. 3. Engage relevant labor unions to codesign the gainsharing program. 4. Determine key performance metrics that will determine the financial incentives for employees based on their contributions and a baseline to serve as a reference point for measuring improvements and determining the financial gains to be shared. 5. Design a fair incentive structure for each service. 	

INITIATIVE 04:**Strengthen the City's cybersecurity technology to reduce vulnerabilities**

Lead Department or Office	Information Technology
Anticipated Timeline	Q1 2024 to Q4 2026
DESCRIPTION	
<ul style="list-style-type: none"> • As cyber threats evolve and mature, the City is determined to maximize the fortifications of digital infrastructure. Through this initiative, the City will enhance security capabilities against emerging cyber threats, digital, and online attacks. • The City will create a resilient, secure, and technologically advanced environment through programs employing zero trust fundamentals, enablement of a 24x7 Security Operations Center (SOC), and installation of a Security Information and Event Management (SIEM) platform. Collectively, these enhancements will enable the advanced monitoring, identification, and mitigation of cyber risks, events, and intrusions. • As an additional layer of protection, the City will explore the purchase of cybersecurity insurance to provide financial safeguards in the event of a cyber incident and improve the City's ability to recover and respond effectively. 	
IMPACT	
<p>Increased data protection and public trust: Strengthening the City's cybersecurity to enhance safeguarding resident data and government/civic assets against various cyber threats, leading to an increase in public trust. Citizens, City partners, and other state/local government entities will feel more confident in engaging with Cleveland's online platforms for various transactions, knowing that their personal information is secured and protected.</p> <p>Reliable City services: A more secure and resilient digital infrastructure will allow the continuity and reliability of essential City services that residents depend on. This also supports and promotes Cleveland's efforts to close the digital divide in the communities it serves.</p>	
KEY NEXT STEPS	
<ol style="list-style-type: none"> 1. Refresh the City-wide cybersecurity assessment (last assessment took place in December 2022) to identify vulnerabilities and evaluate existing security measures. This assessment will be inclusive of the Department of Public Utilities and Port Control systems. 2. Collaborate with local, county, and state officials to develop collective requirements of a 24x7 Security Operations Center. 3. Evaluate options for procurement and deployment of a Security Information and Event Management (SIEM) capable platform. 4. Develop and standardize cybersecurity training programs for City employees, focusing on essential cybersecurity practices and awareness. 	

INITIATIVE 05:**Establish an Innovation Fund**

Lead Department or Office	Finance, Office of Urban AI
Anticipated Timeline	Q1 2027 to Q2 2028
DESCRIPTION	
<ul style="list-style-type: none"> • The City will establish an internal revolving loan fund to provide seed money for projects that promise to reduce costs or generate new revenue over 3–5 years. • Savings or revenue achieved through funded projects will first repay the loan and then be shared with the implementing departments and the General Fund. • Departments will submit proposals for projects with details around description, expected costs, goals, and implementation plan. Projects will be evaluated based on criteria such as quality of proposals, expected outcomes, cost savings and/or new revenue potential, equity impacts and risks. • Examples from Baltimore's Innovation Fund include electronic plans review, generating revenue from tree waste, making surface parking lots safer and more attractive, and installing DriveCams in fire trucks to reduce accidents. Process improvement projects that are part of the Innovation Accelerator Program (as detailed in Initiative A5) will qualify to receive funding from the Innovation Fund. • If successful, the City could seek private funding for innovative projects. 	
IMPACT	
<p>Cost savings and new revenues: Savings generated through the implemented projects will contribute to the financial efficiency and sustainability of City operations. The redirected funds can be reinvested in additional cost-saving initiatives or revenue-generating projects, allowing for a continuous cycle of improvement.</p> <p>Encouraging creativity: City employees are empowered to propose innovative projects. This fosters a culture of creativity, where employees feel encouraged to contribute to the improvement of municipal services.</p>	
KEY NEXT STEPS	
<ol style="list-style-type: none"> 1. Establish an evaluation committee with representatives from relevant departments, Finance, and other key stakeholders. 2. Clearly define eligibility criteria for project proposals. 3. Launch a communication plan to inform departments about the fund and the proposal submission process. 4. Design budgeting and accounting protocols to properly track expenditures and resulting savings and revenue. 5. Secure City Council approval for the fund and an initial capital appropriation. 	

A photograph of a man in a pinstriped suit and glasses speaking into a microphone at a conference table. Other people in business attire are visible in the background, some looking at documents. The scene is set in a professional meeting environment.

Our Path Forward

This comprehensive and forward-thinking strategic plan reflects our commitment to propel Cleveland toward a brighter future by modernizing City operations, empowering City employees, enhancing the user experience of City services, and securing our City's future finances. We have started and will continue to develop the necessary skills, technological infrastructure, and mindset to execute this plan. Throughout this journey, we remain committed to uphold our purpose and adhere to our guiding principles.

Looking ahead, the City will execute the initiatives outlined in this plan with full transparency and provide regular progress updates for the plan as a whole and individual initiatives. This will allow our community to remain well-informed about accomplishments, challenges and ongoing efforts and involved in the realization of the City's vision for the future.

Your input and feedback will continue to be of high value as we work to empower our community and foster a resident-centric, efficient, and equitable City government.

Acknowledgments

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Thank you to our Strategic Plan City Champions for your role in developing the strategic planning framework, identifying initiatives, and promoting engagement within your departments.

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