



2015 Overview



They say when you are doing something you love, time flies. And so it does! This has been a whirlwind of a year and together with our many private and public partners, we have achieved so much in a short time.

Even as we inherited very significant budget challenges along with a \$68 million budget hole, we worked collaboratively with our County Council to deliver (early!) a balanced, sustainable budget that supports our vision for the future of our county. And we did it without raising taxes, cutting services or borrowing.

At the same time, we also worked diligently to successfully move our county ahead.

I am very pleased to share with you this year-end review of our Administration's first year of service. You will find highlights of what we have accomplished this past year and stories of the impact our work has had for our residents, businesses and partners. But we also wanted to give you a sense of what drives us, from our strategic priorities to the good work that has been done to move them forward to, literally, what inspires some of the members of our team.

The county's reach is both broad and deep. We value the trust you have placed in us to address the critical needs of our residents, support job creation and keep our county moving forward. We know that we cannot be satisfied with the status quo.

2016 promises to be another busy year. I can truly say that I and your county team look forward to the work ahead, and another successful year working with and serving you in 2016.

We are laser focused on three top strategic priorities: job growth and opportunity, fairness and equity and providing you a County government that gets results.



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County Executive Message

COUNTY OF CUYAHO

Job Growth and Opportunity

We take a multifaceted approach to job growth and opportunity. We work to support business growth and profitability in northeast Ohio by making our workforce a competitive advantage for our region. We are committed to increasing the number of good jobs available at all skill levels to county residents by supporting growth of existing businesses, new business starts, and attraction of businesses to the region, and to helping our residents get the training and skills they need to compete for good jobs and advance in their careers.

Last year, we supported traditional job creation by supporting the attraction and expansion of local business opportunities. We also adopted a new focus on innovation and entrepreneurship, with a concentration on small businesses, start-ups and early stage technology businesses. Additionally, with our place-making and sustainability efforts, we recognized the crucial role of both in creating a sense of place that is attractive to businesses and employees alike.

We are working to develop our workforce into a competitive advantage for northeast Ohio by working with others to design a coordinated workforce system that delivers a sufficient and steady supply of qualified candidates at all skill levels to keep jobs filled; that helps residents with employment barriers become skilled workers pursuing career and wage pathways; and that builds alignment among public, private and philanthropic funders.



Heinen's Ribbon Cutting



COFS Polaris



Hilton Cleveland Downtown



ECDI Loan Recipient



COFS Polaris Career Fair

“I believe we have the opportunity to create real, lasting, positive change at scale through effective, innovative government and am honored to work with so many others to make it happen in Cuyahoga County.
”

- Sharon Sobol Jordon, Chief of Staff

GCHI/Convention Center/Hilton

Over the last few years, downtown Cleveland has been experiencing a resurgence, one that led to Cuyahoga County seeking and winning the bid to become the host city for the 2016 Republican National Convention.

One of the most high-profile changes is the addition of the Hilton Cleveland Downtown, which is on track to open in advance of the Republican Convention. The hotel, located on Lakeside Avenue, is connected below ground to the Huntington Convention Center of Cleveland and to the Global Center for Health Innovation. Together, the three county-owned buildings serve as a center for innovation, collaboration, and a platform for large events. They put Cleveland in position to compete on a national and international level for trade shows and convention business.

“It’s exciting to be a part of such a momentous time for our region,” said Cuyahoga County Executive Armond Budish. “Our downtown is experiencing a renaissance and I can’t wait for the world to see. Due to collaborative efforts in the public and private sector we can bring projects to downtown Cleveland, attracting visitors from across the globe and increasing the economic impact for our residents and region.”

These three facilities serve as the catalyst for bringing new economic activity to Cuyahoga County, all while strengthening the region’s national reputation and laying a new foundation for continued development.

- The Huntington Convention Center of Cleveland offers 225,000 square feet of exhibit space, a 32,000-square-foot Grand Ballroom, 35 meeting and breakout rooms, a robust technology package, an expansive truck loading dock, and a 12.5-acre green roof with spectacular views of Lake Erie.



Cleveland Convention Center

The Huntington Convention Center of Cleveland has hosted more than 500 events, with an estimated economic impact of \$230 million since opening its doors in the summer of 2013. The center has become a nationally-known facility for hosting significant events, conventions, trade shows, and meetings across multiple disciplines such as healthcare, education and manufacturing. It hosted sporting events, including the National Senior Games and International Gay Games 9 and the USA Fencing Junior Olympic Championships. Other events held at the convention center included: the Wizard World Comic Con; President Barack Obama’s City Club of Cleveland address; Case Management



Cleveland C

Cleveland Convention Center

GCHI/Convention Center/Hilton

Society of America; Healthcare Convention & Exhibitors Association; American Institute of Aeronautics and Astronautics; Content Marketing World; IHE North American Connectathon; Cleveland Clinic Medical Innovation Summit; Cleveland Browns NFL Draft Night Party; National Association of Biology Teachers; Industrial Supply Association; Advanced Manufacturing Expo and the United Church of Christ General Synod. It will serve as the media center for the upcoming 2016 Republican National Convention.

With nearly 200 conventions, trade shows, and meetings scheduled over the next five years, the convention center will host hundreds of thousands of out-of-town visitors and spark millions of dollars in economic impact to Northeast Ohio.

- The Global Center for Health Innovation, which opened in 2014, is the only facility in the world that displays the future of health and healthcare innovation, technology, education and commerce through state-of-the-art spaces, programs and virtual offerings.

The Global Center serves as a catalyst for fundamental improvements in health and in healthcare quality, access, and cost through four floors of technology-driven showroom spaces, meetings and programs.

The Global Center was built with the goal of hosting year-round healthcare industry conventions, trade shows, association meetings and events to bring together stakeholders and promote innovation in the health care field.

The Global Center for Health Innovation is sponsored by Vitamix, Sherwin Williams and Sisters of Charity Health System and currently occupied by: BioEnterprise; Cardinal Health; Case Western Reserve Weatherhead School of Management; Chemusultants; Cisco; Cleveland Clinic; Connexient; DHG Healthcare; Forbo; GE Healthcare; Glass Slate; Gleeson; Healthcare Information & Management Systems Society; Hyland – OnBase; Johnson Controls; MetroHealth; Philips; RelateCare; Siemens; Smartshape; Steris; TeamNEO; and University Hospitals.

The Healthcare Information & Management Systems Society (HIMSS) Innovation Center collaborators include Alego Health; Cerner, Federal Health Architecture; HealthIT.GOV, MCPc; Cleveland Clinic Innovations; Dell; Direct Consulting Associates; ICSA Labs/Verizon; Integrating the Healthcare Enterprise; NetScout; OnX Enterprise Solutions; Calfee; Halter & Griswold LLP; Cardinal Health; CDW; John Carroll University; Juniper Networks; Red Hat; ScriptPro; Sectra and Total Voice Technologies.



GCHI/Convention Center/Hilton

- Hilton Cleveland Downtown, scheduled to open in July 2016, brings together both the Global Center for Health Innovation and the Huntington Convention Center of Cleveland. With the new Hilton Cleveland Downtown in place, the Huntington Convention Center of Cleveland attendee experience will be world-class.

The hotel will feature a 32-story tower filled with 600 guest rooms positioned atop a four-story podium of ballrooms, meeting space, retail space, and lobby. Situated on the site of the former Cuyahoga County Administration Building, the \$272 million project is employing 2,800 workers on the construction job and will offer more than 350 full-time jobs at the hotel.

These three facilities serve as the catalyst for bringing new economic activity to Cuyahoga County, all while strengthening the region's national reputation and laying a new foundation for continued development.



Hilton

Hilton Cle

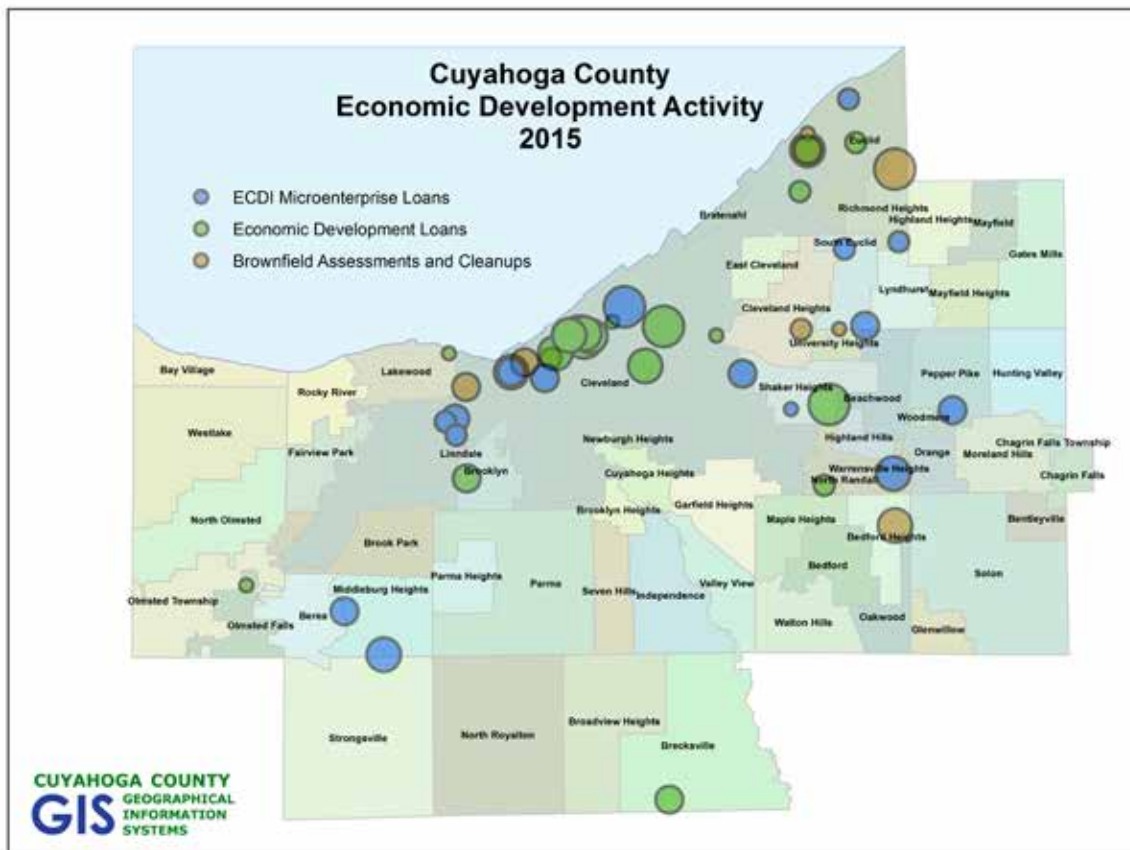
Hilton Cleveland Downtown

Hilton Cleveland Downtown

Economic Development Highlights

In 2015, the county invested \$16.4 million creating 1,192 new jobs.

Economic Development is a core element of Cuyahoga County government's focus on Job Growth and Opportunity. Loans span many areas, from traditional attraction to a new concentration on innovation and entrepreneurship, with a focus on small businesses, start-ups & early stage technology businesses.

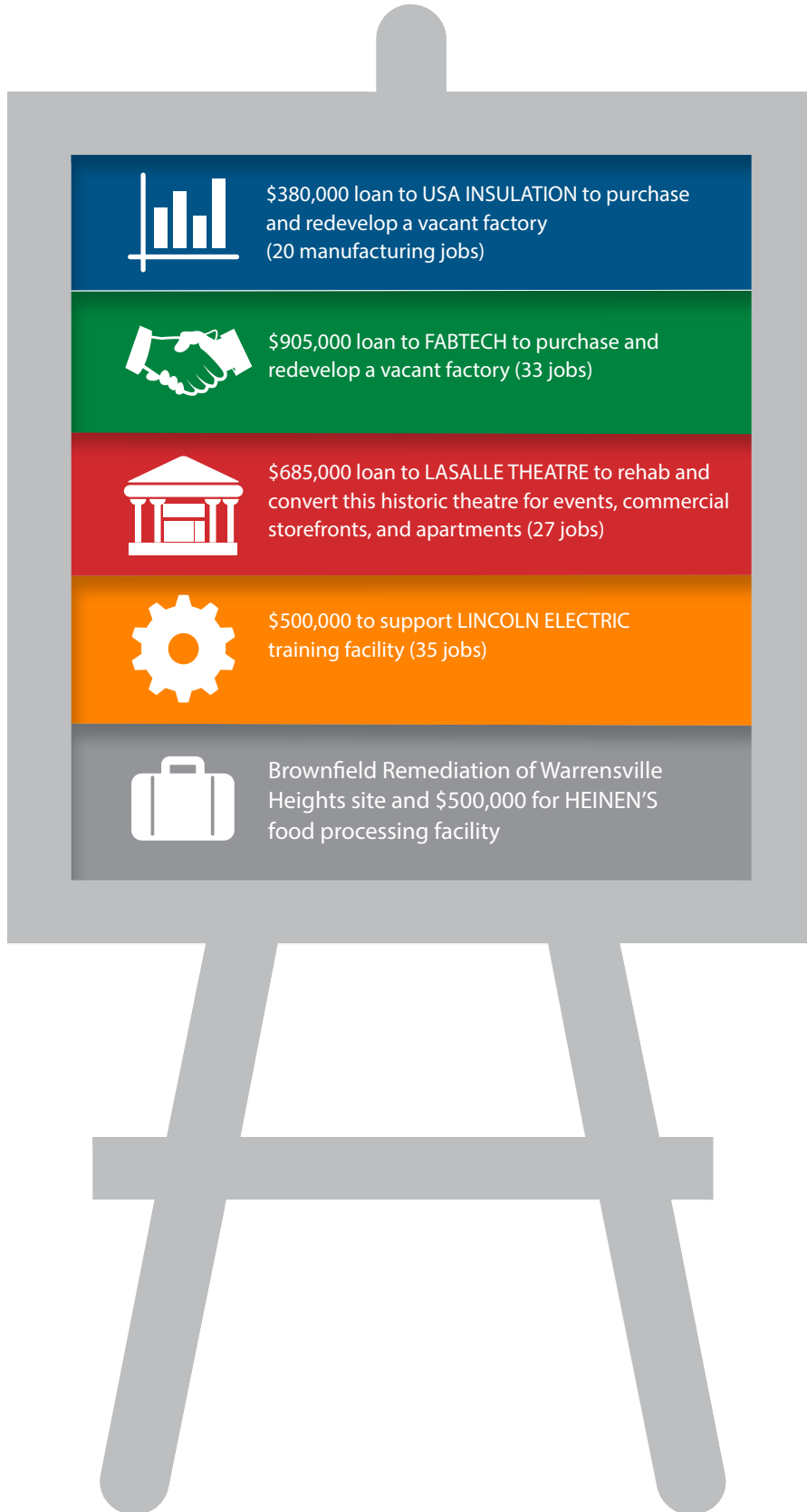


**Plot point sizes are based on dollar amounts ranging from \$3,000 to \$4.5 million*

“Our responsibility as a leader in job growth and opportunity is to support business development, to provide meaningful impact to our communities and residents, and to contribute to the competitiveness and vitality of Cuyahoga County.”

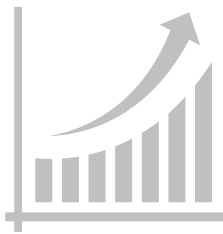
- Ted Carter, Chief Economic Development Officer

Economic Development Highlights



The county supported traditional job creation through the attraction and expansion of local business opportunities

Economic Development Highlights



The county's focus on innovation and entrepreneurship brought support to small businesses, start-ups and early stage businesses



In 2015, the County's Microenterprise Loan Fund Program through ECDI awarded \$517,017 in loans to 18 small businesses

\$665,000 in Northcoast Opportunities (NCO) Technology Program loans made to six early-stage technology companies



\$4.5 million in loans to JumpStart for start-up and early stage tech/biomed companies

\$1 million appropriation to the Grow Cuyahoga County Fund for SBA backed loans to mid-size businesses



Funded three Innovation Centers in partnership with Cuyahoga County Public Library

Helping Small Businesses Launch and Thrive

In 2015, Cuyahoga County Executive Armond Budish announced a two-year agreement with the Economic and Community Development Institute's (ECDI) Cleveland Office to provide up to \$2 million in small business loans to qualified microenterprises and entrepreneurs throughout Cuyahoga County. The Cuyahoga County Microenterprise Loan Program is designed to provide access to capital and technical counseling to aspiring new business owners who might otherwise find it difficult to obtain traditional financing. The program provides microloans ranging from \$10,000 to \$100,000 to qualified small businesses, funding that can help set them up to obtain a more traditional loan within three to five years. The county's Department of Development negotiated the agreement with ECDI to administer the program and provide specific technical assistance to both start-ups and established small businesses toward achieving these objectives.

"The Microenterprise Program is an important effort to grow the number and size of enterprises owned by economically disadvantaged populations, expanding access to capital for underserved local communities and creating economic opportunities for all residents," said Budish.

The Plum Café & Kitchen

In 2015, Jonah Oryszak received a \$58,000 loan from ECDI to assist with The Plum Café & Kitchen. The Plum Café, located in Ohio City, is committed to using local food artisans, the produce of local farmers, and their own on-site greenhouse. The Plum Café & Kitchen (café by day, bar and restaurant by night) offers a simple light lunch and dinner menu with a focus on serving seasonably fresh herbs, fruit and vegetables.

Toast

Jill Davis came to ECDI in 2013 in hopes of opening a wine bar in the Gordon Square Arts District of the Detroit Shoreway neighborhood. ECDI provided a working capital loan, and Davis's vision became a reality. Her wine bar, Toast, features wines from Spain, Italy, France, California and the Northwest as well as hand-crafted cocktails and an ever-changing menu of small plates. Regarded as an expert in the food and wine industry, Ms. Davis operates Toast with her partners Chefs Joseph and Jennifer Horvath. Toast received an additional loan in 2014 to expand. As a pioneering establishment of the Gordon Square Arts district, Toast has experienced strong growth since opening.

"ECDI loaned me money for inventory when I knew there was no way I could have gotten a loan from a traditional lender. Plus, I feel like ECDI really cares about my success. The staff knows me when they see me, they support my business. Not to sound too clichéd, but it really does feel like I'm part of a community," said Davis.



County Executive Armond Budish and ECDI representatives present Jonah Oryszak, owner of The Plum Café & Kitchen, with a loan for his start-up.

Helping Small Businesses Launch and Thrive

A Chiropractic Healing

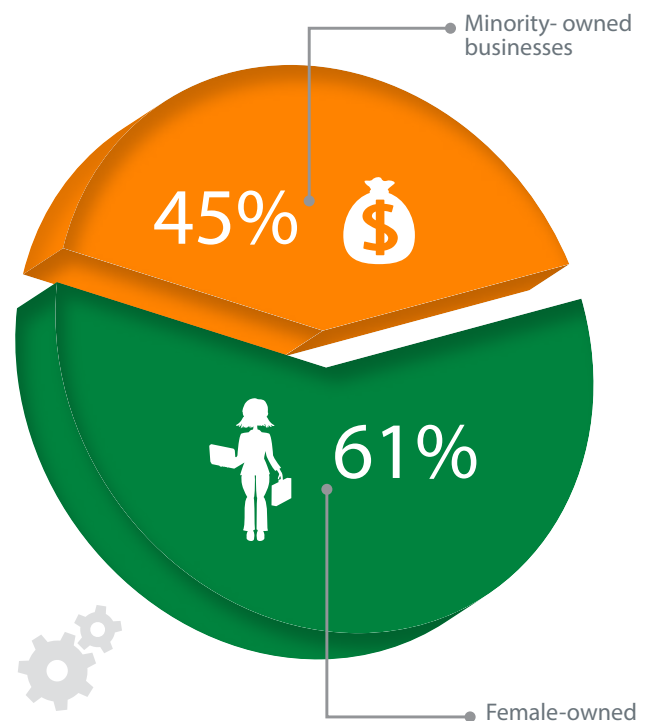
Dr. Ashley Jackson and her husband Dr. Byron Jackson opened A Chiropractic Healing in 2014 to provide optimal health and performance for clients through exercise, nutrition and care of the body's musculoskeletal system. A Chiropractic Healing offers quality chiropractic services to people of all ages and specializes in family wellness. The center, located in Mayfield Heights, focuses on treating joint misalignments of the spine and body which, according to Doctors Jackson, can cause interference with the nervous system resulting in pain and other ailments. ECDI was able to assist A Chiropractic Healing by lending \$25,000 for working capital and additional equipment. The Jackson's practice now services more than 200 patients.

"We are grateful that companies like ECDI exist and are thankful for the favorable support of Cuyahoga County. Since doing business with ECDI in 2014, A Chiropractic

Healing has made a positive impact in the lives of hundreds of patients and has steadily progressed in its mission of providing excellent service and quality care," said Dr. Byron Jackson.

To date, the Cleveland ECDI office has capitalized on the county's Microenterprise Loan Fund Program and provided \$1.6 million in high priority loans to a wide range of small enterprises throughout Cuyahoga County. There have been 62 loans to 56 businesses - of which 45% are minority-owned and 61% female-owned. The program has also created 128 jobs, retained 129 jobs, and provided over 2,000 hours of technical assistance.

The Cleveland ECDI Office has capitalized on the County's Microenterprise Loan Fund Program and provided \$1.6 million in high-priority loans to a broad host of small enterprises throughout Cuyahoga County.



Placemaking is Key to Attraction

Van Aken Project

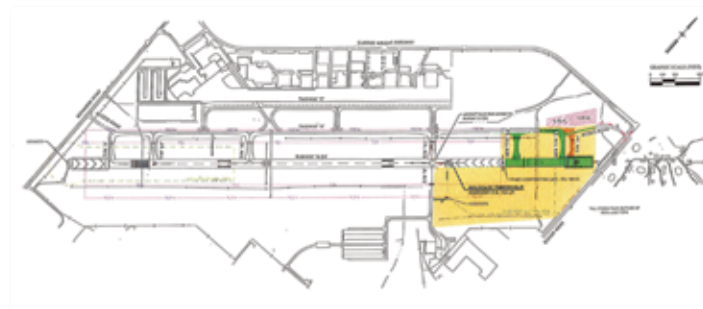
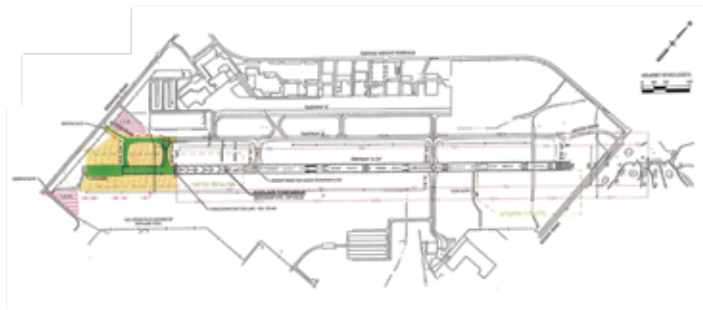
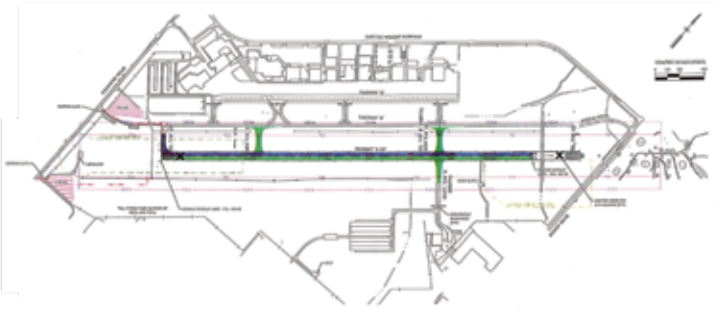
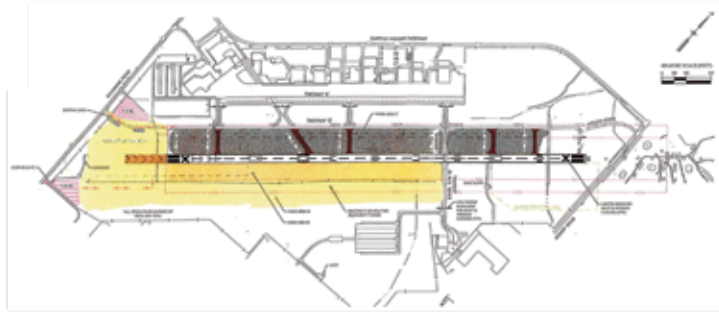
Public Works completed the reconfiguration of the six-legged intersection at Warrensville/Van Aken/Chagrin and Northfield roads in 2015. This \$91.1 million project was designed to improve the operation of one of the county's busiest intersections and the future site of a major new economic development in the city of Shaker Heights.



Placemaking is Key to Attraction

Cuyahoga County Airport Project

The county received final approval from Federal Aviation Administration (FAA) for our Environmental Assessment Study at the county airport. This has allowed us to receive about \$10,000,000 of federal funds to begin reconstruction of our 30 year-old runway. This improvement is the first of four projects that will add up to \$40,000,000 of federal funds coming to our airport.



Placemaking is Key to Attraction

Martin Luther King Jr. Blvd. Project

In 2015, the county completed a \$9,000,000 improvement to the Martin Luther King and East 105th Street area in University Circle. This removed the confusing traffic circle that was the cause of many accidents. The completed project now has a much more traditional intersection that greatly improved the traffic flow, reducing the number of accidents in this area.



Reentry Programs Making a Difference

Job Growth & Development is a key priority for Cuyahoga County Executive Armond Budish. That means investing in workforce development programs that create opportunity for sustained employment, and economic mobility for ALL residents.

The Cuyahoga County Office of Reentry works to increase opportunities and teach new skills to those who are transitioning from prisons or jails back into the community.

Recently, the Office of Reentry teamed up with Lutheran Metropolitan Ministry (LMM) and the Ohio Department of Rehabilitation and Corrections (ODRC) to launch “*Chopping For Change*”, an innovative county funded program which focuses on minimizing challenges that occur with reintegration to society by providing offenders training, work experience, and wrap-around services all in one location.

Chopping For Change draws upon the collaborative strengths of integrating corrections, reentry and workforce development. Program participants learn basic food prep including “chopping” and cutting fruits and vegetables for the LMM ‘Central Kitchen’ program, gaining experience they need to help them transition into the workforce upon release.

Central Kitchen Culinary Training Program offers three months of culinary lecture and lab classes and two months of kitchen work experience to develop skills to

use in the production of nearly 2,000 meals per day for area homeless shelters. *Chopping For Change* participants also receive therapeutic and case management services designed to reduce recidivism.

“I believe that good County government is one that takes care of the neediest but one that also works to get the County and its residents ahead. My goal is to provide individuals with barriers to employment with opportunities to move from poverty to work”, said County Executive Budish during a visit to the LMM office where he met with *Chopping For Change* participants. While there, Budish had the opportunity to meet Ms. Poole who was formerly incarcerated and is now a full-time salaried *Chopping For Change* supervisor.



Malika Poole

Reentry Programs Making a Difference

Armed with a strong recommendation from Ohio Department of Rehabilitation and Corrections, Poole officially joined the LMM staff leading and managing all program participants through to graduation.

“Working at Lutheran Metropolitan Ministry is a wonderful opportunity to help people who are homeless or who have experienced incarceration”, said Poole. “I’m thrilled to be able to show other women who will soon be released that it is possible to be successful and do something positive.”

Pending successful graduation from the three month program, participants may enroll in ‘Central Kitchen’, a social enterprise hard skills culinary arts training program developed through a public/private partnership between Cuyahoga County Office of Reentry, LMM, and the Cleveland Foundation.



Malika Poole

“Every day, people walk through our doors asking if we can help them because they have nowhere else to go. Cuyahoga Job and Family Services ensures that working poor families, seniors, children, and disabled have food, temporary assistance to stay housed or keep a job, medical coverage, child care, and child support services. Thousands are helped – kids eat, seniors get the medications they need to live independently, and families keep working in pursuit of the “American Dream” because of our services. I am honored to work with the staff of Cuyahoga Job and Family Services; women and men who respond to the needs of our residents by providing access to a wide range of programs and services that is Cuyahoga County’s safety net.”

- David Merriman, Cuyahoga Job and Family Services Administrator

Bike Share Program

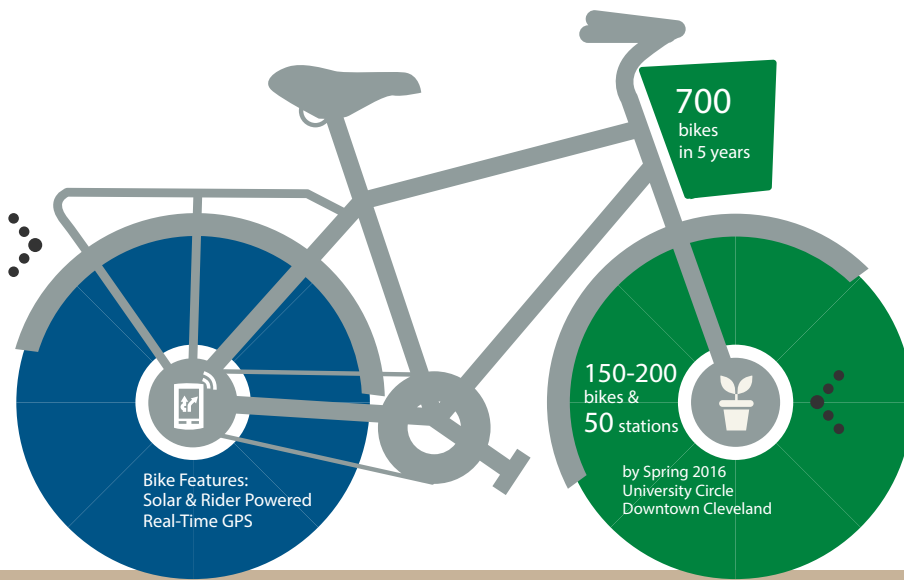
The Cleveland Cuyahoga Bike Share Program represents a unique opportunity for our region. As a transportation system, it offers options for economic growth, job creation as well as providing considerable health benefits and transportation convenience.

- Mike Foley, Director of Sustainability

- Working with Bike Cleveland, Cuyahoga County was awarded a \$357,000 grant from NOACA to bring a formal bike share system to Cleveland. Cuyahoga residents, and tourists will be able to have access to bicycles through self-service kiosk locations located throughout the community.



CycleHop-SoBi was selected as the bike share vendor; they run Bike Share programs in Tampa, Santa Monica and Ottawa, Canada.



Benefits



Health: Biking reduces the risk of heart disease, stroke, and other chronic and life-threatening illnesses.



Economic: Relatively inexpensive compared to other transportation modes.



Environmental: County bike share stations will be solar powered; bike sharing offers a transportation alternative that is virtually carbon neutral.

Fatherhood Initiative Connects Dads to Jobs

Research has consistently shown a direct correlation between a father's absence and risk factors that perpetuate the cycle of poverty including poor school performance, substance abuse problems, delinquency, criminal activity, and teenage pregnancy.

Many fathers believe that if they don't have a job, then they don't have anything valuable to contribute to their children's lives. That's why it's critical to help dads understand their importance and provide them tools they need to get and keep a job, which will help them feel valuable to their children and to society.

Through the Cuyahoga County Fatherhood Initiative, the county is committed to creating opportunities that allow every child in Cuyahoga County to grow up with a loving, nurturing, and involved father or father figure. This includes partnering with agencies that help connect dads to both fathering skills and to jobs.



The Cuyahoga County Fatherhood Initiative partnered with Passages Inc. and funded "Jobs For Dads", one of several Fatherhood Initiative programs that promote workforce development, which is one of the county's most important strategic priorities.

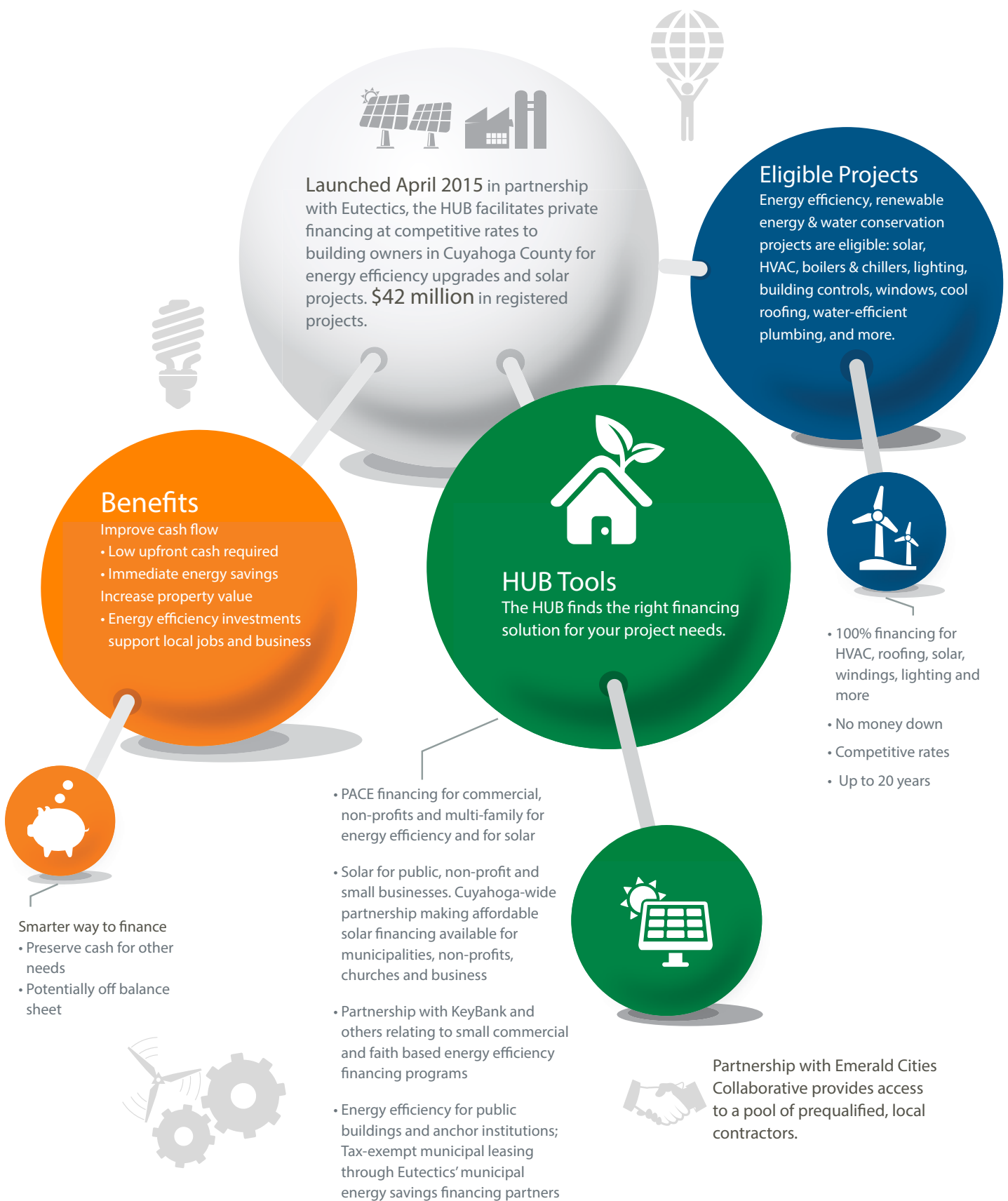
In 2015, "Jobs For Dads" graduated 100 fathers, placing 42 men into full-time employment which contributed more than \$850,000 in taxable income to the county. As a result all graduates are now in a better position to be employed and be responsible fathers.



"It's a great example of a program funded by the Fatherhood Initiative to help dads meet both the financial and emotional needs of their children", said Al Grimes, Fatherhood Initiative Director. "I know the county is having a significant impact on the community by increasing the number of responsible fathers who are involved in the lives of their children."

One "Jobs For Dads" graduate, Damon A., stated, "I have landed two jobs. One starts tomorrow, and the one that I really wanted starts on the 17th; there is so much potential to grow with the company. I can only thank you for getting me to believe in me. So many doors have closed in my face, and the time has come with faith that the trials I went through have loosened their grip and allowed someone to give me a second chance to show the person I am. I am thankful that I was able to get with a group of people that are making things happen. I can't wait to start! As a direct result of completing the program, I have strengthened my relationship with the mother of my child and now I understand the importance of being a father. I see my daughter every day and I am saving for a down payment on a house."

Cuyahoga Clean Energy Finance Hub



Fairness & Equity

All County residents deserve to be treated fairly and equitably. Cuyahoga County must be a safe, healthy place for all of us to live and thrive. We must protect and lift up our most vulnerable residents.

We are committed to keeping the “American Dream” alive and well in Northeast Ohio. To us, this means that where we start should not determine how far we go in life. We believe that every one of our children should live to see their first birthday. That every one of our children should have a real opportunity to graduate college and pursue a career, and that the path begins with a high-quality pre-kindergarten experience in the first 2000 days of life. Justice should be administered fairly for all of us.

Our efforts involve aligning strategies across health and human services, education, economic development as well as the justice system, understanding that each plays a crucial role in the ability for our residents to thrive.

“If we do our jobs well, we can make life better for our fellow residents and the community, every day.”

- Matt Carroll, Chief of Economic Opportunity & Growth



Weights and...



Senior Day at the Playhouse



Children and Family Services Walk



... at the Playhouse



Weights and...



Children &



Summer Youth

Children & Family Services Employee Spotlight

Child Protection Specialists are a vital part of the safety net for families in Cuyahoga County. At the Division of Children and Family Services (DCFS), Child Protection Specialists and Child-Centered Recruitment Specialists are committed to keeping children safe and strengthening families. Their mission doesn't end at the office door or a time on the clock. These workers often go above and beyond to comfort a child in a difficult situation. It's more than a job. Workers carry children's names and stories in their hearts.

“It is a privilege and honor to lead an Agency that advances and supports both child protection systems and the development of staff to provide a safety net for our most vulnerable children and families.”
- Thomas Pristow, Administrator
Division of Children & Family Services



Shawana Prude

For Child Protection Specialist Shawana Prude that means volunteering for a long drive to reunite a little girl and her dad. After a mother brought her four-year-old daughter to Cleveland from Cincinnati without approval, the little girl's father and local police were ready to issue an Amber Alert. The mom and daughter eventually came to DCFS but the dad could not afford to make the trip to Cleveland to pick up his little girl. Instead of traumatizing the child by taking emergency custody, Ms. Prude volunteered to drive her all the way back to Cincinnati to be reunited with her father.

Although not every story has a happy ending, workers often show love and compassion to vulnerable children in the worst of circumstances. Child-Centered Recruitment Specialist Tori McCurdy-Teague spent many hours at the hospital with a medically fragile four-year-old boy. Through several hospital stays she would read, sing and spend time with him. Because his foster parents (who lived out of state) were unable to be there with him, McCurdy-Teague would bring him gifts and stay until he fell asleep, so he wouldn't be alone in the hospital. "Being a Child-Centered Recruitment Specialist is rewarding as it gives me the opportunity to get to know a child by spending valuable time with him," said McCurdy-Teague. "The time is essential when recruiting for an adoptive family who can best meet the child's needs." Tragically, the little boy passed away before he could be adopted but Tori, along with other adoption workers and foster parents, made sure he was loved and cared for in every way.



Tori McCurdy-Teague

Justice Services Highlights

- The Cuyahoga County Corrections Center assisted Northeast Ohio Voter Advocates (NOVA) in registering 543 inmates to vote, the largest total ever registered in the jail.
- In January 2015, Cuyahoga County opened the Family Justice Center. Although there are approximately 120 centers across the United States, Cuyahoga County's Center is the second in Ohio, and the first in an urban area of Ohio. The Family Justice Center is a service and protection center for victims and survivors of family and interpersonal violence including domestic violence, sexual assault, child abuse, elder abuse, and stalking. Safety is the first priority! The goal is to help victims feel comfortable in a specially designed facility while providing them with the comprehensive services that can help break the cycle of violence. The Family Justice Center was opened in partnership with the City of Cleveland and multiple nonprofit partners who all share space at the Family Justice Center. All services are free and open to any resident in Cuyahoga County.

The county executive's initiative of fairness and equity for all, is a simple right and we take great pride in making it happen for every Cuyahoga County resident.

- Frank Bova, Chief Safety Officer

- Cuyahoga County's Witness/Victim Service Center received an award from the U.S. Department of Justice to implement a Domestic Violence High Risk Team. The award was one of only four in the country. By starting a Domestic Violence High Risk Team, Witness/Victim hopes to reduce homicides that happen as a result of domestic violence. In order to do this, professionals from multiple points in the criminal justice system, ranging from law enforcement to prosecutors to probation officers, will work together to identify high risk cases and then approach those cases with extra attention, communication and information sharing. The goal is to increase both victim safety and offender accountability.

The true rewards of public service stem from being part of something bigger than ourselves; it's not "just a job". The commitment, drive and dedication to serving others demonstrated by our employees is inspiring and humbling. They selflessly respond without hesitation to ensure safety of others. Their courage fuels my motivation and enthusiasm for our future.

- Kenneth Mills, Director, Regional Corrections

County Invests Millions in Universal Pre-K

Right now, sixty-four percent of Cuyahoga County children enter unprepared for kindergarten. County Executive Armond Budish wants that to change.

“The science is clear: children who experience high-quality pre-kindergarten do better in third grade reading and math, they graduate at a higher rate from high school, are more likely to graduate from college and are more likely to get jobs once they do graduate,” says Budish.



The county launched a high quality Universal Pre-K program 9 years ago. Back then, the vision was to take it to scale – to truly provide universal access to all of the county’s neediest children. Research both nationally and in Cuyahoga County shows that while all children benefit from high quality preschool, low-income children realize the greatest gains. Unfortunately, this vision was not realized.

Now, County Executive Budish in partnership with County Council has taken the next big step towards realizing an expanded vision by investing an additional \$10 million toward Universal Pre-kindergarten. Universal Pre-K is expensive and it will take millions more to create the important network of high-quality schools. So the county has raised \$12 million in public/private money

creating the new *High Quality Pre-Kindergarten* Education Fund, a donor advised fund managed by the Cleveland Foundation.”

It is stories like those of parent Rebecca Barchanowicz that prove the transformation a high-quality Pre-K experience can provide a young child. With the support of county funding the Barchanowicz family received a scholarship making it possible for their daughter, Brynne to attend a high-quality preschool.

The Barchanowiczs’ saw an immediate difference in their daughter.

“She was using full sentences, she was expressing herself, there was so much more influence that she was gathering from the entire classroom setting,” said Barchanowicz.

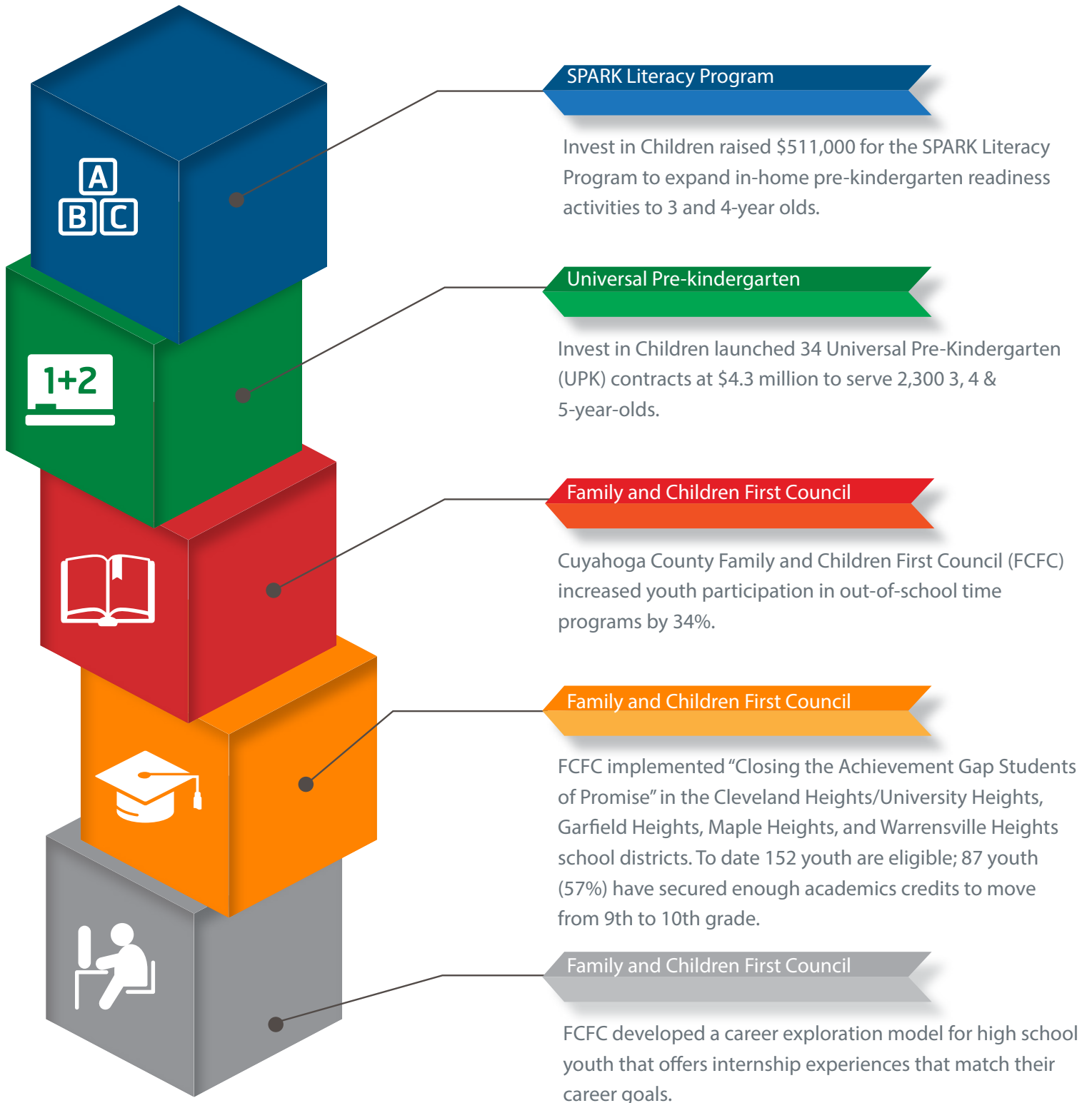
“It was a complete blossoming.”

Budish’s goal is to make high quality preschool options available to as many families as possible.

“There is nothing more transformative for our county than the expansion of Universal Pre-K,” says Budish.

“This investment will allow us to build on the solid foundation of UPK, offering more scholarships to families in need, and attract the level of private and public investment needed to scale UPK 2.0 in a sustainable way.”

Countywide Education Highlights



Graduating Foster Care Youth Pursue College

In Cuyahoga County more than 1,700 children are in foster care. Each year approximately 120 of those young people turn 18 and “age out”, which means they become adults in the eyes of the state and lose the crucial financial, social and educational supports they counted on. While their peers in the general population get support from their families as they become adults, young people who leave foster care without a permanent family in place usually experience an abrupt change instead of a gradual transition. That can have serious adverse outcomes. Nationally, fewer than three percent will earn a college degree by age 25, compared to 28% of all 25 year olds.

Fortunately, in Cuyahoga County Cleveland State University began to address the huge obstacles that exist for these young people who want to pursue a college degree.

With the generous support of two local families and the careful coordination between Cleveland State University (CSU) and the Cuyahoga County Division of Children and Family Services (DCFS), there is now a path and support for college success. In 2014, CSU announced a \$2.3 million donation to establish the Sullivan-Deckard Scholars Opportunity program, a full education scholarship specifically for youth who have aged out of the county’s foster care system.

“This is a huge step forward in providing the kind of critical supports our young people need”, said Division of Children and Family Services Administrator, Thomas Pristow. “We’re continually working to expand our network of support for this population so more receive better options that lead to a successful start at life.”

In 2015, ten students who emancipated from county custody became the first recipients of the Sullivan Deckard Scholars Opportunity program. They received full academic scholarships and year-round housing, meals, fees, and work-study employment. This exciting scholarship program provides for the unique needs of emancipated teens including a place to live while school is not in session.



CSU Student MaryAnn Dowdell

MaryAnn Dowdell, CSU freshman and former foster youth, shared, “This experience has been like being stripped away from all you knew into something so much better! I plan to take advantage of every opportunity so I can achieve my goal of becoming a high school teacher.”

The CSU Sullivan-Deckard Scholars Opportunity program is a terrific example of community partners convening to create innovative solutions that prioritize future scholars. This year a new round of scholars will be selected as the program works to build a legacy for young people and give them an opportunity for an education, job success and a brighter future.

Mobilizing Community Support for Foster Teens

Imagine turning eighteen and being set free to live on your own as a young adult without the support of family to help you learn and grow through the process. Every year that is what happens to approximately 120 teens who age out of foster care in Cuyahoga County.

“Young people at eighteen are not prepared. And, unfortunately, a young person who ages out of foster care may not have a mom or an aunt or some other adult supporter,” said Danielle Green-Welch, Emancipation Unit Supervisor for the Division of Children and Family Services. Understandably, many of these teens struggle with the transition and need social supports to help them along the way.



That is why the Cuyahoga County Division of Children and Family Services (DCFS) began the Purple

Umbrella Initiative. Its purpose is to improve the availability of and access to community services and supports for teens who have aged out of foster care. The initiative is focused on developing a stable resource network of community partners that is sensitive to the challenges facing the youth who are now “living on their own, but not alone.”

So far, sixty five community partners have signed on to support our teens. They range from small local businesses and private landlords, to mental health providers, faith-based organizations and the United Way 211 First Call for Help.

Bessie’s Angels is one organization involved in the initiative. It offers workshops and mentoring to young women, teaching them how to dress and speak on job interviews along with other soft skills teens would normally learn from a parent, relative or mentor. “We want them to be able to communicate with people in such a way that they can be successful,” said Tonya Perkins Stoudermire, Founder of Bessie’s Angels. The goal is to help nurture and empower young women who age out of care.

Robert F. Kennedy once said, ‘Each time a man stands up for an ideal, or acts to improve the lot of others, or strikes out against injustice, he sends forth a tiny ripple of hope, and crossing each other from a million different centers of energy and daring, those ripples build a current which can sweep down the mightiest walls of oppression and resistance.’

Everyday around here I witness one ripple of hope after another. How great is that?

- Robert J. Triozzi, Law Director

The Purple Umbrella Initiative is broadening the reach of community support for our young adults. “Our young people need our support,” said Green-Welch. “It takes a village to raise a child and support a young adult - our foster youth are no exception.”

Seniors Living Independently Get County Help

In 2010, 21.3% of Cuyahoga County's population was comprised of seniors 60 and over. This number is expected to increase to 31% of all county residents by 2030.

In 2015 alone, the Cuyahoga County Division of Senior and Adult Services (DSAS) served more than 30,000 disabled or older persons with the promise to serve more in the coming years.

Across the county seniors, including those with severe disabilities and high dependency on others, primarily live in private households. Many depend on services like home delivered meals, heating and healthcare assistance, and other home care support that make it possible for them to live independently in their homes.

For senior Sharon Vokaty it means being able to save money and live independently in her home by using services offered through the DSAS Options for Independent Living program. The assistance she receives allows her to get the care she needs and remain safe and secure.

Vokaty shared, "It's like having a real angel helping me. I cannot do the things that I used to do. Now I can stay in my own home. People need this. This helps people. I'm glad Options is out there."



"The vast majority of those we serve rely on an annual income of \$35,000 or less. Our programs prevent costly emergency room visits and hospitalization and conclusively provide meaningful regular engagement that contributes to the overall health and welfare of the clients we serve in Cuyahoga County," said Division of Senior and Adult Services Administrator, Dr. Richard Jones.

Through programs and services like Options for Independent Living, DSAS is working to meet the growing level of demand so that more seniors can access the help they need in order to lead an independent life.

It is personally rewarding to work with an outstanding group of team members who are committed to ensuring that seniors in Cuyahoga County can access a range of programs and services that enable them to age successfully as well as preserve their dignity and independence.

- Dr. Richard Jones, Administrator,
Division of Senior and Adult Services

Division of Senior & Adult Services Highlights

The Division of Senior and Adult Services (DSAS) works to empower seniors and adults with disabilities to age successfully by providing resources and support that preserve their independence.

Key Performance Measures	2012	2013	2014	2015	Levy Funded Services	DSAS Program
Adult Development (Hours of Service)	149,038	167,116	168,840	183,477	Yes	Community Social Services Program
Transportation (1-way rides)	95,784	120,658	109,786	114,058	Yes	Community Social Services Program
Congregate Meals	27,494	37,884	43,652	69,908	Yes	Community Social Services Program
Home-Delivered Meals	81,858	62,491	94,037	113,565	Yes	Options for Independent Living
Homemaker Services	67,049	54,826	76,968	80,397	Yes	Options for Independent Living and Home Support
Emergency Response System (clients served)	721	694	700	1,168	Yes	Options for Independent Living
Personal Care Assistance (hours of service)	9,088	7,536	8,809	9,278	Yes	Home Support
Medical Transportation (Number of 1-way rides)	5,756	3,901	4,159	5,940	Yes	Options for Independent Living

The Centralized Intake Hotline ensures a “One Call Does it All” approach. The number is the gateway to access all DSAS programs. DSAS assists potential consumers calling for help as well as caregivers and other professionals who seek expertise and support. In 2015, the hotline received more than 20,000 calls.

Top 10 Reasons for Contacting the DSAS Centralized Intake Hotline

Home Health Aide

Home Delivered Meals

Transportation

Emergency Response System

Self-Neglect (Adult Protective Services)

Financial Exploitation (Adult Protective Services)

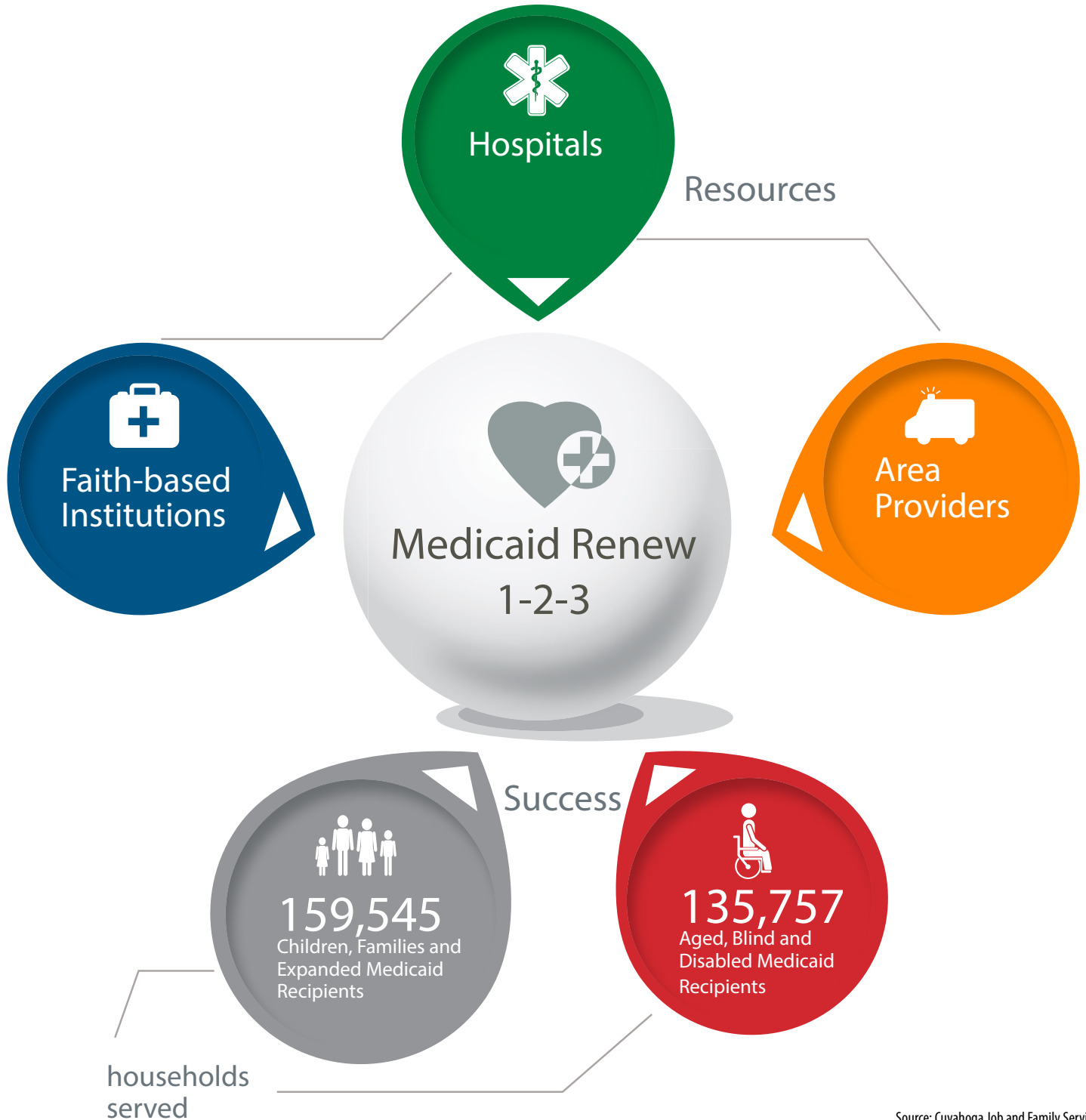
Neglect (Adult Protective Services)

Mental Health Services

Bed Bugs/Pest Control

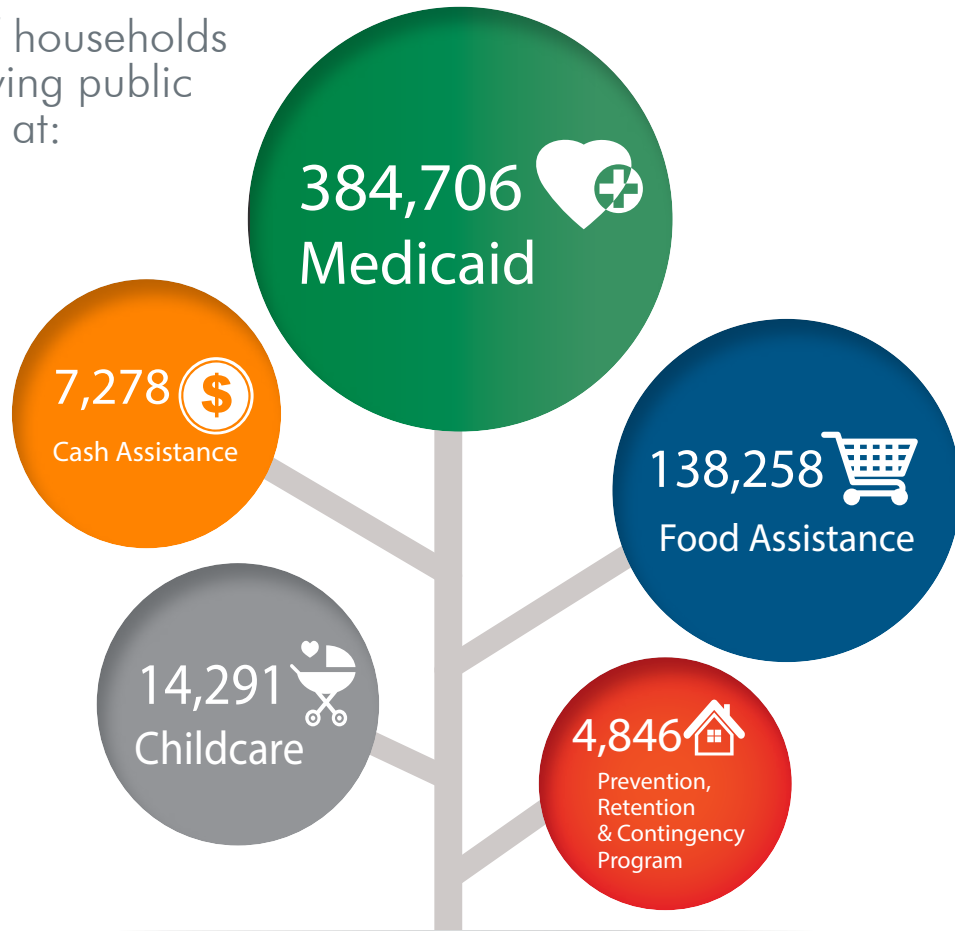
Medicaid Renew 1-2-3

Cuyahoga County kicked off the “Renew Medicaid 1-2-3” program by working with medical providers and leaders from local government, non-profit, faith and the communities to encourage eligible residents to reapply for Medicaid benefits so they wouldn’t lose their healthcare.



Cuyahoga Job and Family Services Benefits

The number of households currently receiving public benefits stands at:



By the close of 2015, Cuyahoga Job and Family Services served **683,255** county residents.



Medicaid: 384,706 eligible recipients



Childcare: 14,291 households;
25,628 recipients



Food Assistance: 258,992 recipients



Cash Assistance (families as well as children placed with family members):
13,676 recipients



Prevention, Retention & Contingency Program emergency cash assistance: totaling 4,846 issuances with \$1,914,420 in funds distributed. Approximately, 70% of the assistance went towards utilities

Volunteers Help Residents Get Tax Credits

The enterprise-led Cuyahoga Earned Income Tax Credit (EITC) Coalition provides free tax preparation services as part of the Volunteer Income Tax Assistance Program. The free tax preparation services assist low to middle-income families with properly claiming the federal benefits that they've earned, such as the Earned Income Tax Credit and the Child Tax Credit.

"The EITC is an outstanding program that coordinates hundreds of volunteers to help thousands of county families receive Federal tax credits they have earned," said David Merriman, Administrator, Cuyahoga County Jobs & Family Services. "Last year, more hard working families received the credits than in the past, and millions of tax dollars returned to our community."

At the beginning of each year and through April 15th, Cuyahoga County residents get prepared to file their taxes with the Internal Revenue Service.

The EITC program is held at twenty-five free tax preparation sites throughout Cuyahoga County and is supported by Cuyahoga County Job and Family Services, United Way Services of Greater Cleveland, Internal Revenue Services, Third Federal Savings & Loan, KeyBank, Ohio Savings, PNC Bank, and Citizens Bank.

The 2015 program completed 13,234 tax returns, contributing \$18,200,216 in refunds to the community, up \$4 million from 2014. Those who are eligible for the Earned Income Tax Credit and who participated in the program claimed a total of \$6,799,196 in EITC refunds for 4,360 program users.

The success of the EITC program is partly attributed to the volunteers who contribute their time and knowledge to assist residents in properly filling out their tax forms. "Volunteers are the greatest asset of the Cuyahoga EITC Coalition," said Kathy Matthews, Program Director, Enterprise Community Partners, Inc.

It is because of [our volunteers'] dedication and tireless efforts to provide free tax preparation for low-income families that we are able to serve more than 13,000 families each year.

Bob Simoneau, a resident of Cuyahoga County volunteers regularly with EITC. Simoneau, a retired NASA mechanical engineer in his 10th year of service, says he looks forward to meeting and getting to understand a variety of people and their circumstances. Bob volunteers at the same two tax preparation sites year after year and has a number of repeat clients, which demonstrates the level of trust that residents have with the EITC program volunteers.

"It is fulfilling to know that we are able to offer high quality tax service to families who need it, all for free," said Simoneau. "Additionally, just the fact that there is such an organization, recognized in the community, says that there are people who care about the financial needs of our citizens, the "working poor," and are willing to do something about it."

Helping Residents Receive Income Tax Credits



Protecting Our Residents

“We help consumers resolve tough problems with businesses every day. And we love it,” said Sheryl Harris, Director of Consumer Affairs, Cuyahoga County.

In a recent case, Cuyahoga County resident Tom Salopek was referred to the Department of Consumer Affairs to assist with an ongoing problem he was having with his home in Richmond Heights.

Salopek was frustrated that he couldn't get a line of credit against his Richmond Heights home. His former bank never provided the county with proof that an old lien was paid off years ago. Complicating things, the lien was from a credit union, which closed in 2010.

After some difficulty in obtaining the mortgage release from the bank, Don Roy, with the Fiscal (Recorder's) Department referred Salopek to Consumer Affairs to assist with locating the relevant documents needed to prove that the lien was paid.

Consumer Affairs Investigator Jim Sturgeon tracked down the credit union's old records, which had been sent to the National Credit Union Association (NCUA) for safekeeping.

NCUA sent Salopek proof the lien had been paid off, allowing the county recorder's office to update its records.

“For six months I tried obtaining the necessary documents and was met with nothing but unwillingness. With Don's research and Jim's guidance, I was able to

obtain my mortgage release within days. I am grateful for the assistance of knowledgeable professionals such as Don and Jim,” said Salopek.

Educating and protecting the residents of Cuyahoga County and its visitors is the primary goal of the Cuyahoga County Department of Consumer Affairs.



Protecting Your Home

The Department of Consumer Affairs was created by ordinance in December 2012, and is responsible for promoting consumer and financial literacy; investigating alleged violations relating to weights and measures; educating consumers and businesses; mediating disputes between consumers and businesses; and collaborating with business, non-profit organizations, and government agencies on programs relating to consumer affairs.

Government That Gets Results

We are committed to running a government that is efficient, effective and that gets results. This means establishing “no wrong door” policies that make it easier for you to access your county government and for us to serve you.

We believe that promoting innovation and inclusion in every corner of county government is key to our ability to be a better partner, lead and drive toward results.

This year, we have made great strides in collaboratively supporting our communities so that they can serve you in a cost-efficient and effective manner. Within county government, we have saved taxpayers millions of dollars and attracted new revenue without reducing service levels or raising taxes. Driving innovation is a core tenet of our administration. We believe that by identifying opportunities to modernize, professionalize and improve performance of our operations that we will significantly affect your experience with county government. We will hold ourselves accountable through a county-wide innovation plan measured and supported through metrics.



Cuyahoga County Sheriff's Dept.

“Cuyahoga County will lead in innovation. Together with our community, we will relentlessly address the root causes of our challenges and confront the most brutal facts of our current reality. We will prevail by embracing data-driven, evidenced-based practices. We are committed to innovation AND performance.”

- Daro Mott, Chief Innovation Officer

Animal Shelter Thrives with Help of Volunteers

The Cuyahoga County Animal Shelter (CCAS) is a temporary home for dogs that are found loose or unattended throughout the county by the County Dog Wardens. Dogs are held for 72 hours allowing time for the owner to claim them. Unclaimed dogs may be available for adoption after the holding period.

Ensuring that the Animal Shelter is running properly is a big task. The shelter relies on dozens of dedicated volunteers to help with numerous activities including cleaning cages, walking dogs, bathing and grooming dogs, doing laundry, following up with adoptions, helping with fundraisers and community education.

Kathy Patton, an employee of the Cuyahoga County Board of Elections, has been a volunteer with the Cuyahoga County Animal Shelter since August 2010. Patton first discovered the Animal Shelter when she picked up a stray dog. After reluctantly turning the dog over to the Animal Shelter she was so positively impressed by the facility that she decided to volunteer.

The appreciation Kathy gets as a volunteer is her best reward. When Kathy approaches their cages, excited dogs know they're going outside for a walk or are in for some quality play time. Grateful staff depend on Kathy as well. But best of all? Seeing a dog walk out the front door with his or her new family.

In addition to volunteering with the Animal Shelter, Kathy assists an Indiana based animal rescue group that transports dogs from Indiana to other areas of the country. In her spare time, Kathy enjoys jazzercise classes, walking her dog ("Omar Vizquel", a CCAS alum!) and participating in a book group.

"Volunteers play a vital role in the operation and success of CCAS," said Mindy Naticchioni, Director of the Cuyahoga County Animal Shelter. "Not only do they ensure the dogs get daily exercise and enrichment, they become the loving family to the animal while it awaits a new home. Without the hard work and dedication of volunteers like Kathy, CCAS would not be able to achieve as many positive outcomes."

Without the hard work and dedication of volunteers like Kathy, we would not be able to achieve as many positive outcomes.



Kathleen Patton, Animal Shelter Volunteer

Electronic Monitoring Unit

The average cost to house an inmate in the Cuyahoga County Correction Center is \$85 a day. Alternative methods which promote efficiency and at the same time safely reduce the correction center population are always being explored.

Taking a citizen out of their community for any length of time can have great costs, to their families and the county. Because of a prolonged absence from their responsibilities, an offender might lose a job, might not be able to support dependents, or may not be able to take care of their family's medical needs.

Recognizing that there might be a more efficient and safe approach for low-level nonviolent offenders, the Cuyahoga County Sheriff's office launched a pilot of an enhanced Electronic Monitoring Unit (EMU). After six months of testing, the EMU was opened to the full judicial bench on October 30th, 2014 and fully implemented in 2015.

"This proactive approach was in recognition that for some low-level offenders, keeping them incarcerated would mean that they would lose employment and the ability to support themselves or their families," said Frank Bova, Chief Community Safety and Protection Officer for Cuyahoga County. Bova also pointed out that because the EMU allows certain offenders to maintain employment and communities, the program can help decrease recidivism.

The EMU uses Global Positioning System (GPS) ankle bracelets to monitor the location of an offender. The monitoring ensures that the offender is adhering to all

location restrictions imposed by a judge. The sentence is at the discretion of the judge, but can be recommended by a probation officer at a violation hearing. The monitoring options (whether the offender may go to work, take their children to school, etc.) are based upon the court approved activities of those sentenced.

The goal of the program is to safely allow offenders to maintain productive routines while at the same to keep residents of the county safe. Since the monitored offenders are being tracked, the program also provides crime prevention, lessening the risk of a sentenced individual offending again.

Six hundred fifty two people have been sentenced to the program since it started. Of those, 445 (68%) for probation violations, and 207 (32%) at pretrial. There were 208 participants as of December 31st, 2015. The goal is to have 340 people in the program by the end of 2016.

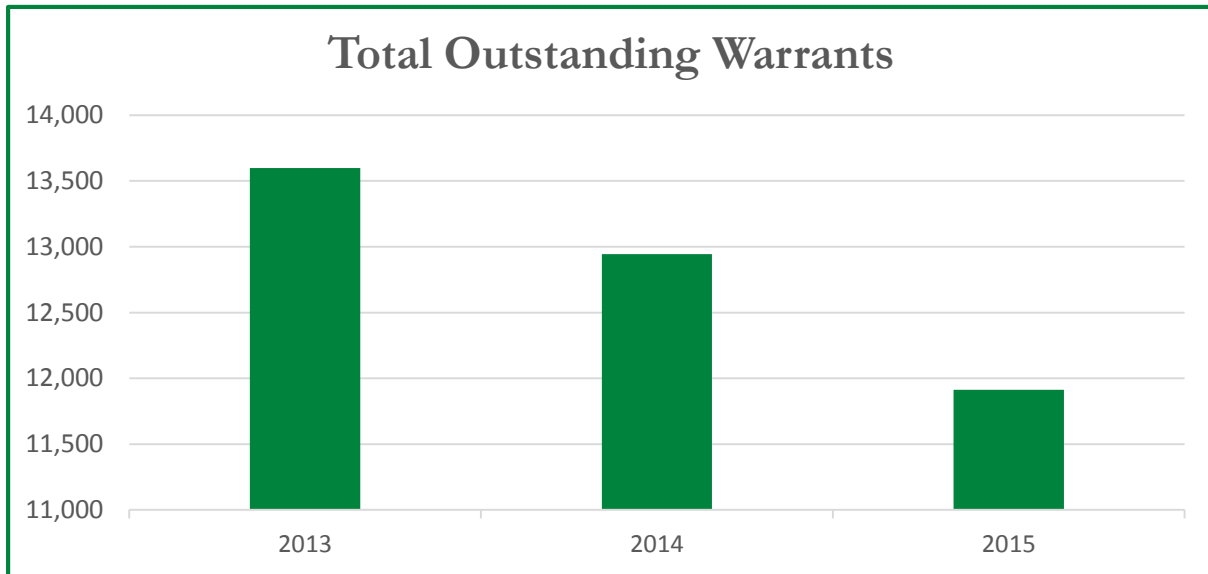
This proactive approach was in recognition that for some low-level offenders, keeping them incarcerated would mean that they would lose employment and the ability to support themselves or their families.

Sheriff's Office Accomplishments



Outstanding Warrants

One of the Sheriff's key initiatives in the past few years has to been reduce the number of outstanding warrants.



The focus on warrants stems from our commitment to have a safe community. Fairness and equitable treatment of all citizens is paramount to the safety of our community. We will continue to serve our residents in a fair and impartial way. We are in this together.

- Cliff Pinkney, Cuyahoga County Sheriff

Reentry Key Performance Measures

The Office of Reentry works across many different programs to help ex-offenders reenter society so they can attain more education, job training, employment and secure housing.

Key Performance Measures - Office of Reentry Sponsored Programs			
Measure	2014 Actual	2015 Estimate	2016
North Star - Number of New Members	1,750	1,800	1,750
Project Learn - Number of Students Enrolled Minimum of 12 Hours	194	194	194
Towards Employment - Number of New Job Placements	216	200	200
Towards Employment - Number Achieving 180 Days of Continual Employment	30	75	150
Y-Haven/YMCA - Number of New Residents	69	70	70
Y-Haven/YMCA - Number Securing Safe Housing	34	30	35
Reentry Court - Number of New Participants	34	42	50

911 Services Receive Much Needed Upgrades

An assessment of the Cuyahoga County 911 system, which was completed in 2013, revealed that the average age of the 911 technology in Public Safety Answering Points (PSAPs) was nearly ten years old. Much of the 911 equipment in use was no longer manufactured, was decaying or was at the end of its useful life. All the dispatch centers across the county that receive 911 calls are part of this critical network.

On November 10 2015, Cuyahoga County Executive Budish announced that all Public Safety Answering Points within Cuyahoga County were now operational with new technology and infrastructure for emergency 911 call handling.



Every primary dispatch center in the county and two secondary dispatch centers (37 centers overall), received new equipment as part of this project and are now “live” on the system. The total project cost over ten years is approximately \$15 million.

Chief Safety and Protection Officer Frank Bova said, “Modernization and regionalization of communication between law enforcement agencies is imperative for the safety of all the citizens of Cuyahoga County. The difference between life and death may be seconds. This new technology brings us to the forefront of services we can provide to our communities.”

The entire county is now networked as one 911 system; previously, each entity was independent. Now, if a PSAP has to be evacuated or is unavailable, dispatchers can go to any other PSAP location, log in, and be able to dispatch for their respective cities. The system is built with significant room for expansion so that others, including contiguous counties, can also become part of the system.



911 Equipment



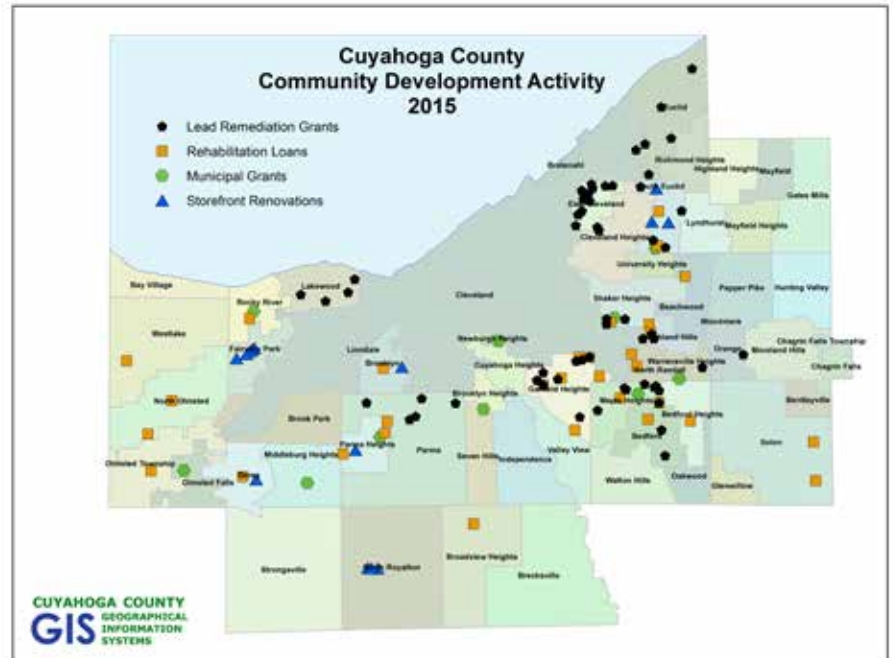
911 Systems

Community Development Activity

Cuyahoga County, through its Department of Development, gives financial support and technical assistance to municipalities, commercial property owners, rental property owners, and homeowners to maintain and improve each community's infrastructure, retail businesses, and housing.

In addition to the activities listed above, Cuyahoga County's Department of Development provides:

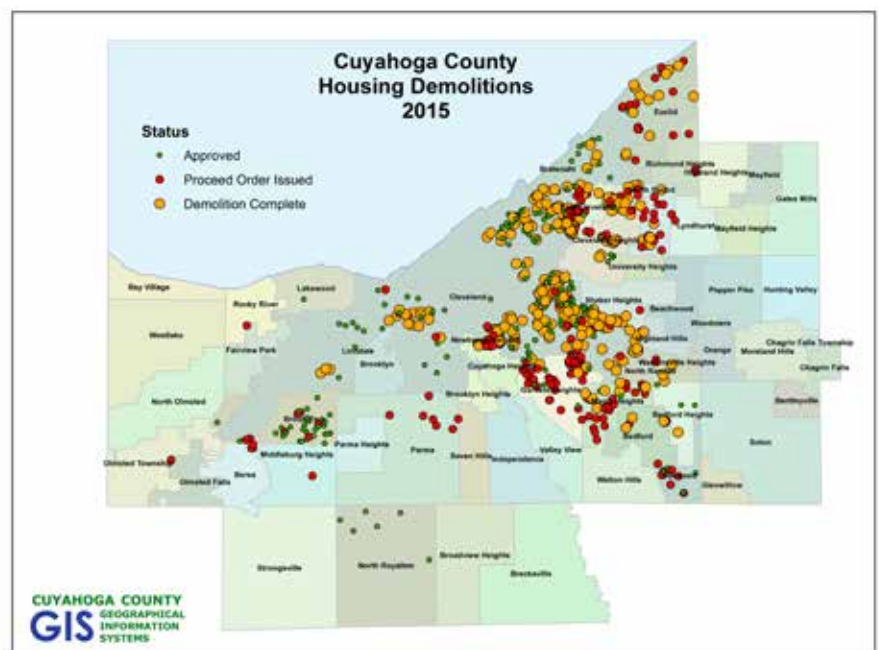
- Rental housing project assistance
- Homebuyers assistance
- Furnace repairs



Housing Demolitions

The county awarded \$15 million to 22 communities and the County Land Bank in 2015 to support the program.

In 2015, the county's new Housing Demolition Fund which serves to help communities eradicate blight and to set the stage for redevelopment, completed 209 demolitions, with 183 more in process at year-end.



New Solutions That Pay Off



*Auto Title Division Manager
Dave Schaeffer came up with
a plan that paid off*

County Executive Armond Budish believes every employee is a public servant who can contribute to an efficient, effective county government that gets results. Auto Title Division Manager Dave Schaeffer got the message loud and clear and came up with a plan that will increase business and revenue in Cuyahoga County.

Schaeffer noticed that dealers on the “Bedford Auto Mile” were getting their titles and processing thousands of registrations in Lake and Summit counties, costing Cuyahoga County revenue of about \$800,000 per year. The dealers told Schaeffer they moved their business to those counties because they got faster, better service and if he wanted their business back, improvements needed to be made. He was determined to develop a way to recapture that money and improve the service in Cuyahoga County.

Thanks to Dave’s initiative we’re providing better service and we expect to recover hundreds of thousands of dollars in revenues. It’s a great example of government getting results.

A “one-stop shop” that included improved customer service, extended hours and courier service with 24-hour turn-around time under one roof seemed like the perfect solution to Schaeffer. Dealers could save time and increase their business. The change would be good for residents, too. A buyer can now complete an auto title transaction at the same location where she can also obtain vehicle registration, license plates, take the driver’s exam, and get an Ohio driver’s license.

Schaeffer made the suggestion to Executive Budish and the idea became a plan. “Dave’s suggestion made sense immediately.” said Executive Budish. “It’s a big idea that required a modest investment and planning, and I appreciated that he brought it to me. Thanks to his initiative we’re providing better service and we expect to recover hundreds of thousands of dollars in revenues. It’s a great example of government getting results.”

In October of 2015, work began on a 3,600 foot space in Golden Gate Shopping Center in Mayfield Heights. The new Golden Gate Auto Title Office opened Monday January, 4 2016. Schaeffer hopes to replicate this vision and level of customer service to and residents of the south east portion of the county.

Medical Examiner Highlights



Regional Collaboration

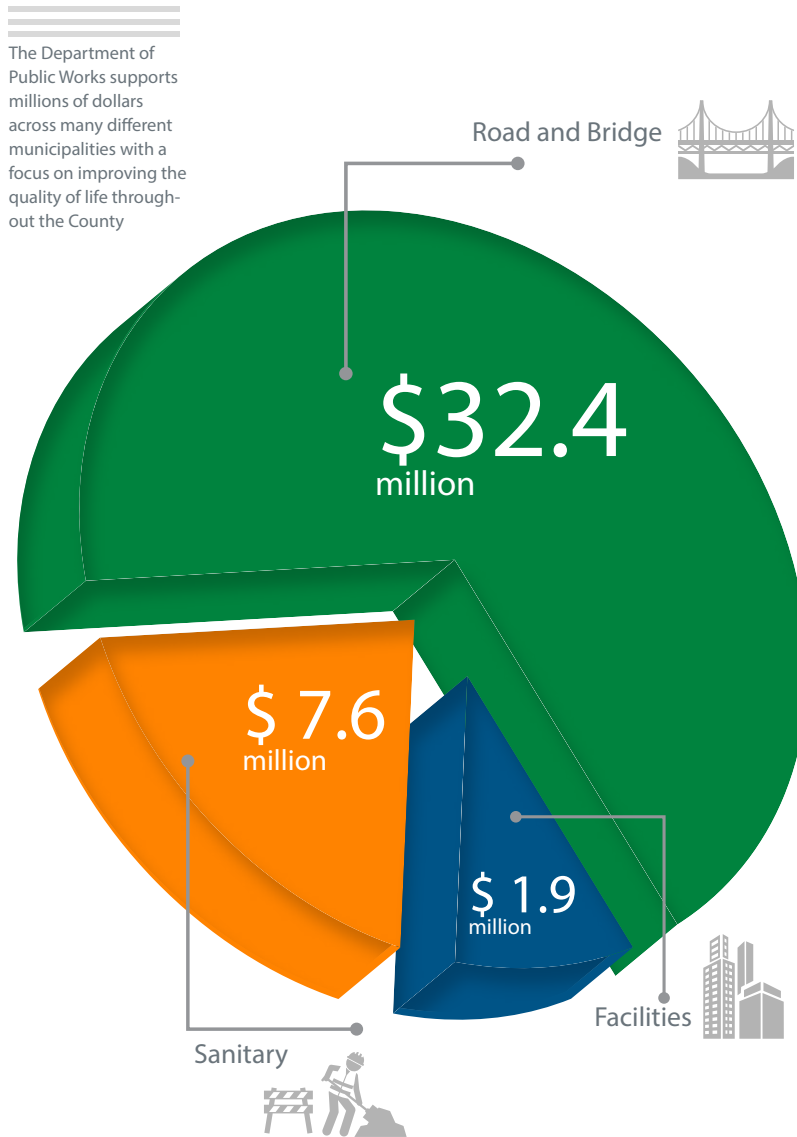
A core responsibility of our Cuyahoga County Government is to identify opportunities for shared services across the 59 municipalities that lie within the county and then to work collaboratively with those communities to implement the programs.

- Our Public Works Department provides sewer maintenance and road work to approximately 35 communities.
- The County Planning Commission provides master plans for communities throughout the area.
- The Information Technology Department provides an array of services for communities, including web design, development, hosting and GIS sharing.
- The Medical Examiner's office opened a Regional Crime Lab in 2015 that provides enhanced fingerprinting and ballistics capabilities free of charge to area law enforcement.
- We continue to consolidate the Public Safety Answering Points (County 911 system) by encouraging communities to join Regional Dispatch Centers.
- Our Justice Services/Public Safety group continues to upgrade emergency assistance throughout the county by helping communities deploy "ReadyNotify" and by certifying communities in emergency response.

Regional Collaboration is not just a job for me but a passion. Building on existing relationships and strengthening strategic partnerships is critical for our community to grow and prosper together. We must continue to find ways for communities to partner on shared services, for businesses to locate and grow in our community and to enhance equitable resources no matter what community you call home. Whether it is public safety, transportation, housing policy, sewer maintenance or community planning, our collaborative work builds bridges throughout the region allowing us to highlight our assets and share in our resources.

- Edward Kraus, Director of Regional Collaboration

Regional Collaboration



Source: Department of Development

“Growing up in the Cleveland area and now having the opportunity to be an integral part of the tremendous growth that is shaping the future of our region motivates and humbles me.”
- Michael Dever, Director Public Works

Regional Collaboration

The County offers various key IT, public works and safety services to municipalities across the region, allowing municipalities to benefit from the county's information systems.

Supporting our Municipalities						
Cities	Web Design, Development and Hosting	Sewer Lining	Lateral Repairs	ReadyNotify	Cyber Security	GIS Sharing
Bay Village				✓		
Beachwood			✓			✓
Bedford						✓
Bedford Heights				✓		✓
Berea	✓			✓	✓	
Bratenahl	✓				✓	
Brecksville			✓			✓
Broadview Heights		✓	✓	✓		✓
Brooklyn	✓	✓	✓		✓	✓
Brooklyn Heights	✓				✓	✓
Cleveland					✓	✓
Cleveland Heights			✓	✓		✓
East Cleveland			✓			✓
Euclid						✓
Fairview Park				✓		
Garfield Heights			✓	✓		✓
Gates Mills			✓			✓
Highland Heights						✓
Highland Hills			✓			✓
Lakewood				✓		✓
Linndale						✓
Lyndhurst			✓			✓
Maple Heights	✓	✓	✓	✓	✓	✓
Mayfield Heights			✓			✓
Mayfield Village			✓			✓
Middleburg Heights		✓	✓			✓
Moreland Hills	✓				✓	
Newburgh Heights			✓			✓
North Randall						✓
North Royalton	✓			✓	✓	
Oakwood Village			✓			✓
Olmstead Falls			✓	✓		✓
Olmstead Township		✓	✓	✓		✓
Orange Village			✓			✓
Parma	✓	✓	✓	✓	✓	✓
Parma Heights	✓	✓	✓	✓	✓	✓
Pepper Pike			✓			✓
Richmond Heights	✓	✓	✓	✓	✓	✓
Rocky River				✓		
Seven Hills	✓				✓	✓
Shaker Heights				✓		✓
Solon				✓		✓
South Euclid			✓	✓		✓
Strongsville				✓		
Walton Hills	✓				✓	✓
Warrensville Heights		✓	✓			✓
Westlake						✓
Woodmere Village						✓

Saluting Our Valued Team

Cuyahoga County has great employees, people who work hard to provide excellent service to residents of Northeast Ohio. The Employee Spotlight series tells the stories of the impactful work of county offices through the words of dedicated employees. Each month an employee is highlighted in a video shared with county employees, online and on social media for the public to see.

January 2015:

Frank Bova, Chief Community Safety & Protection Officer

All county employees come to work to serve our fellow citizens, being acknowledged for this service is really an acknowledgment of our calling as public servants. It was an honor to be featured in the employee spotlight and I would like to thank our County Executive for creating this system where our behind the scene work is spotlighted for the public we serve.

February 2015:

Harry Conard, Development Administrator, Compliance, Department of Development

I was deeply honored to be selected for the Employee Spotlight and awaited each new monthly honoree to learn of others contributions to the county. As an employee, we get the opportunity to make a difference in improving the lives of our fellow residents and it does not get any better than that.

March 2015:

Darlene Wade, Deputy Administrator, Division of Senior & Adult Services, Health & Human Services

For me the Employee Spotlight was not only the highlight of my year, but it showed how much Cuyahoga County employees are appreciated. It also emphasized

how important The Division of Senior and Adult Services are to the seniors in our community, as well as the contribution every social worker makes to the citizens of Cuyahoga County.

April 2015:

Suzanne Britt, Lateral Services Supervisor, Sewer Maintenance/Sanitary Engineers Division, Department of Public Works

I feel that being recognized as a successful female supervisor in a complex field, not only boosted the moral of the supervisors in my field, but also for all supervisors on my level. It's nice to see the county have some recognition for hard work.

May 2015:

Laura Comiskey, Support Officer Team Lead, Office of Child Support, Department of Job & Family Services

I was pleased to be the Employee Spotlight for May 2015. The video provided a platform for educating other county agencies on the collaborative efforts our employees engage in to provide timely and consistent child support payments.

Saluting Our Valued Team

June 2015:

Eric Lavins, Toxicology Supervisor, Regional Forensic Science Laboratory, Medical Examiner's Office

It was a real honor as a Forensic Toxicologist to be selected as the representative for the June Employee Spotlight from the Medical Examiner's Office and Cuyahoga County Regional Forensic Science Laboratory. This has been and continues to be a great career and I am so grateful of the opportunity to be part of this organization.

I know each staff member here is committed to provide excellent forensic services to the community and its clients by ensuring accuracy, completeness and timeliness in all the analyses conducted by the laboratory.

July 2015:

Jonathan Wagner, Deputy Dog Warden, Animal Shelter

It is nice to know that my hard work is being noticed. It shows the public and volunteers all the duties that the Deputy Dog Wardens perform and how much we care about the dogs at the shelter.

August 2015:

Michelle Legat, Child Protection Specialist, Division of Children & Family Services, Health & Human Services

I was like a little kid again excited to tell my family of the selection for the August 2015 Employee Spotlight. I am proud to be an employee of Children and Family Services because of the services and dedication that we provide to our clients in Cuyahoga County. The work that our social workers and staff provide to our families on a daily basis still amazes me.

September 2015:

Darlene Palumbo-Hanna, Senior Clerk, Division of Weights and Measures, Department of Consumer Affairs

Being acknowledged in the Employee Spotlight has helped me to see how my role makes a difference for consumers of Cuyahoga County and how I'm appreciated. Thank you.

October 2015:

Donna Carter, Fiscal Officer Supervisor, Homestead Exemption, Fiscal Department

Being selected as employee of the month was quite an honor. The Fiscal Officer Homestead Department is fully dedicated to working hard to assist Cuyahoga County residents.

November 2015:

Mark Christie Jr., Chief Planner, Office of Emergency Management, Department of Public Safety and Justice Services

The opportunity to serve the citizens and Public Safety community of Cuyahoga County is a great honor. Obtaining recognition of this service through the Employee Spotlight Program has been a humbling experience.

December 2015:

Adreane Russell, Payroll Administrator, Department of Human Resources

I was surprised and humbled for being recognized and featured in the Employee Spotlight for processing the payroll for Cuyahoga County employees, a career I enjoy. We should at all times do our very best even if we believe no one is watching.

Looking Forward

This past fall we submitted a balanced sustainable budget to County Council. But it wasn't just balanced. Believe it or not we would have deemed that a failure. We believe as County Government that we cannot let our residents down by being content with the status quo – we are committed to building a better life for all of you.

Following are just some of the transformative initiatives that the 2016-2017 budget funds:

The Job Creation Fund

Allows for strong economic development throughout the region so we can continue to attract and support businesses and job growth.

Cuyahoga Works

We believe that the definition of a successful jobs program is not simply placing an unemployed person in a job but supporting them to develop a career path so that they may prosper.

Universal Pre-K Fund

Our \$10 million funding allows us to substantially increase our already successful pre-kindergarten program so that all three and four year olds below 300% of poverty throughout Cuyahoga County have the opportunity to attend a high-quality pre-kindergarten.

Infant Mortality

Cuyahoga County suffers from one of the worst infant mortality rates in the country. We are committed to giving every baby in the county the chance to live to see their first birthday.

Office of Transformation and Innovation

Innovation and “Government that Gets Results” is core to us; the first order of business for our new office of transformation and innovation will be to find efficiencies and cost-savings throughout our operations.

These are just a few of our many initiatives which you will be hearing more about in the coming months. It takes a great team to take on such an ambitious set of goals and I am pleased to say that my leadership team is in place and they are ready to serve you. I have included their names and contact information on the following page and I urge you to reach out to us with your concerns and thoughts.

In 2016 we will continue to focus on our strategic imperatives – Job Growth and Opportunity, Fairness and Equity and Government That Gets Results, so that we can work to build a better life for all of you.

Stay tuned and keep in touch,



Armon Bush

Staff Directory

Last Name	First Name	E-Mail	Title
Bova	Frank	fbova@cuyahogacounty.us	Chief Community Safety and Protection Officer
Byrd	Nailah	nbyrd@cuyahogacounty.us	Clerk of Courts
Carroll	Matt	mpcarroll@cuyahogacounty.us	Interim Director Health and Human Services
Carter	Theodore (Ted)	tcarter@cuyahogacounty.us	Chief Economic Development Officer
Dever	Michael	mdever@cuyahogacounty.us	Director Public Works
Dykes	Douglas	dmodykes@cuyahogacounty.us	Chief Talent Officer
Foley	Michael	mfoley@cuyahogacounty.us	Director Department of Sustainability
Gilson	Dr. Thomas	tgilson@cuyahogacounty.us	Medical Examiner
Glassburn	Chris	cglassburn@cuyahogacounty.us	Senior Policy Advisor
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JOB Growth &
OPPORTUNITY

Fairness &
EQUITY

GOVERNMENT *that gets* RESULTS

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