



Cuyahoga County
Together We Thrive

Overview 2016



County Executive Message

By any measure 2016 was a terrific year for Cuyahoga County. NBA championship? Check. Over a million people celebrating peacefully downtown? Check. RNC convention with 50,000 visitors and 15,000 journalists exposed to our great, vibrant community? Check. Our Indians delivering to us the American League Championship and a nail-biting world series? Check.

I hope this overview which highlights just some of the great work we are doing on behalf of our residents, businesses and municipalities gives you a flavor of all of the great work being done.

We can't do it alone. They say it takes a village, I say it takes a county! On these pages you also will read about just some of our private, public and philanthropic partnerships. I'd like to take this opportunity to thank each and every one of the partners and employees who are helping make our vision of a prosperous, vibrant community a reality. We know that by working together, we can all make real change. So that together, we can all thrive.

We here at your Cuyahoga County government have been hard at work executing on our strategic priorities: Economic Growth and Opportunity, Fairness and Equity and Government That Gets Results.

Armond Budish,
County Executive



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Looking Ahead



Sharon Sobol Jordan
Cuyahoga County Chief of Staff

Where are we going?

Together we have talked a lot about this question. Our answer comes after months of listening and learning from each other. From understanding the hopes and dreams we share for ourselves and our families. From tackling our common challenges and aspiring to achieve more for our neighbors and community. Our answer is our north star. Our vision:

We are a vibrant and prosperous region where everyone thrives and all things are possible

How do we get from here to there?

We in county government believe, "To change a situation, we first are challenged to change ourselves." What does this mean to us? Transforming our region includes transforming our county government.

We have asked important questions about our core purpose: What is county government uniquely positioned to do? Best at doing? How can we most effectively serve our residents, businesses, partners and region? What should we prioritize and invest in to make a meaningful, sustainable, scalable difference? How can we work well with others to lead and support change? The answers sharpened our focus on our distinctive purpose. Our mission:

To drive regional growth, economic opportunity and individual well-being by mobilizing cross-sector resources and providing superior services

"If you don't know where you are going, you might wind up someplace else."
Yogi Berra

"When we are no longer able to change a situation, we are challenged to change ourselves."
Viktor Frankl

With this clarity of purpose, everything we do is now focused on achieving these results:

1. Our region is economically competitive
2. Our businesses are growing and profitable
3. Our community is vibrant, dynamic and diverse
4. Every child is ready for school on the first day of Kindergarten
5. Every student stays in school and has the support needed to graduate high school ready for postsecondary completion and career success
6. Every resident is on a path to upward income mobility and career advancement
7. All residents are safe, supported and able to care for themselves
8. All people have equal access to justice
9. All are valued, respected and heard

We believe that, to be an effective change driver and partner, we need to employ new tactics and skills. We have raised the bar on what county government must get right:

1. Drive collaboration among regional partners
2. Co-create systems-level solutions
3. Make a difference in everything we do
4. Maintain financial strength and operational efficiency
5. Provide a superior customer experience
6. Make Cuyahoga County an Employer of Choice

As we move forward, we are committed to living our values: Integrity, Courage, Teamwork, Innovation and Results. These values convey who we are and what can be expected from us.

"The most effective people are those who can "hold" their vision while remaining committed to seeing current reality clearly."
Peter M. Senge

"It's not hard to make decisions when you know what your values are."
Roy E. Disney

What's next?

We believe these aspirations can be our reality. We are dedicated to doing our part. We are focused on the results we must achieve together, and what we must get right to catalyze change in our community. Together our work continues. Together we are transforming our region. Together we thrive!

"People who are truly strong lift others up. People who are truly powerful bring others together."
Michelle Obama

Our Strategic Plan

VISION

We are a vibrant and prosperous region where everyone thrives and all things are possible



Integrity | Courage | Teamwork | Innovation | Results

VALUES

GOALS



REGIONAL GROWTH

Our region is economically competitive.
Our businesses are growing and profitable.
Our community is vibrant, dynamic and diverse.



ECONOMIC OPPORTUNITY

Every child is ready for school on the first day of Kindergarten.
Every student stays in school and has the support needed to graduate high school ready for post-secondary completion and career success.
Every resident is on a path to upward income mobility and career advancement.



INDIVIDUAL WELL-BEING

All residents are safe, supported and able to care for themselves.
All people have equal access to justice.
All are valued, respected and heard.



MOBILIZE CROSS-SECTOR RESOURCES

Drive collaboration among regional partners.
Co-create systems-level solutions.
Make a difference in everything we do.



PROVIDE SUPERIOR SERVICES

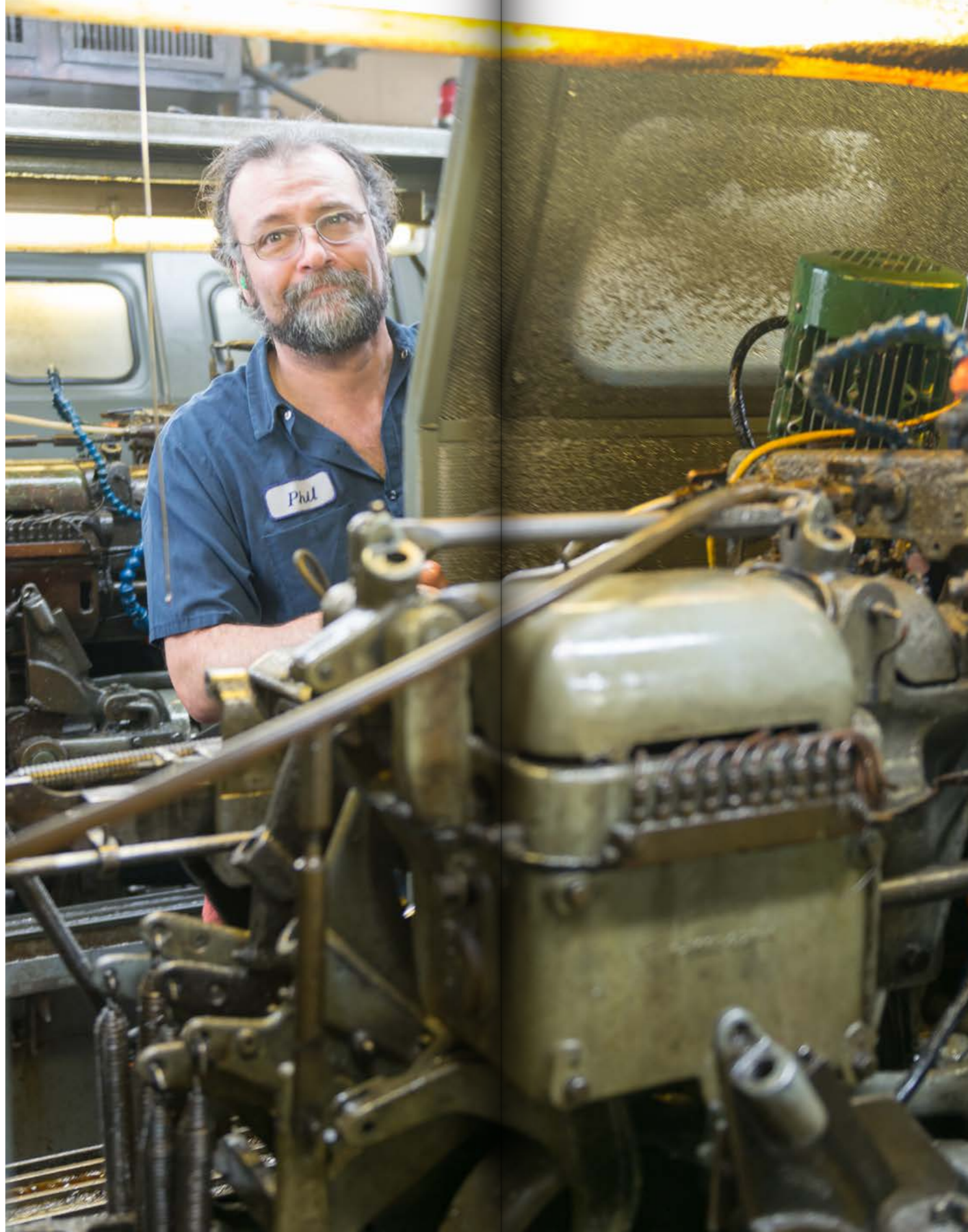
Maintain financial strength and operational efficiency.
Provide a superior customer experience.
Make Cuyahoga County an Employer of Choice.

Economic Growth & Opportunity

Fairness & Equity

Government that Gets Results

PRIORITIES



ECONOMIC GROWTH
AND OPPORTUNITY



Investing in What Works

The research is clear: high-quality early education is a significant predictor of future success. At-risk children who receive first-rate preschool experiences are far more likely to have greater educational achievements, higher vocational aspirations, and greater societal contributions later in life than their peers not afforded the same quality programs.

Last year, County Executive Budish made it a priority to expand Invest in Children's the successful UPK program continuing its goals of:

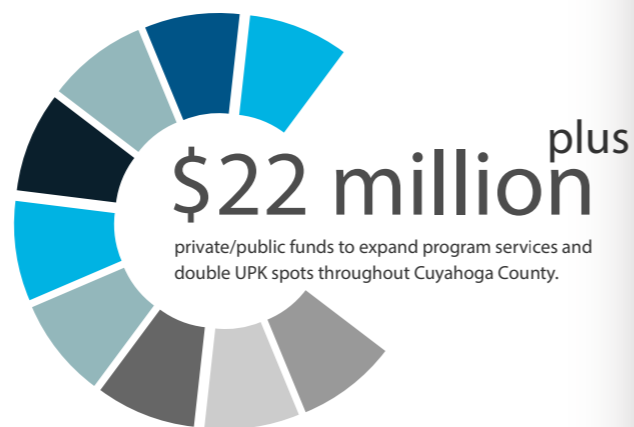
- Creating a new gold standard of high-quality preschool in our community
- Making this very high - quality experience accessible to low and moderate income families
- Improving school readiness among disadvantaged children.

Viewing the expansion of high - quality preschool as transformative for our children and the future of our communities, Cuyahoga County, along with significant help from private and philanthropic partners, raised over \$22 million in private/public funds to expand program services and double UPK spots throughout Cuyahoga County. The initiative is staffed by the Office of Early Childhood.

Some of those dollars helped The Centers for Families and Children to open their new Glenville Early Learning Center. In this center alone, 40 new UPK spots were opened, providing more access for

low to middle income children and families in the Glenville community. "Providing access to high quality universal pre-kindergarten is an essential step toward preparing our community's children. Cuyahoga County is helping us achieve that." – Elizabeth Newman, Centers for Families and Children President & CEO

"Glenville Early Learning Center has been great for my family. My daughter comes home with a smile and is thrilled to tell me what she did in school – it's always fun and different!" – Tonya Maze



Getting Residents Back to WORC

Delivering on a fundamental priority for county government - to promote the economic well-being and prosperity for all county residents - Cuyahoga Job and Family Services (CJFS) opened the new Workforce Opportunity Resource Center (WORC).

The new WORC location offers free education services, occupational training, and supportive services such as financial literacy and career counseling for residents who struggle with unemployment and underemployment. The new space joins partners so that clients can receive critical services in one convenient area.

Demonstrating the power of collaboration, the resource center provides services from partners Catholic Charities of Cleveland, Cleveland Public Library, TechCentral MakerSpace, Ohio Means Jobs, and Dress for Success. Together they provide integrated case management, increased accessibility to services, and focused training and classes.

"We are excited to have the opportunity to collaborate with the County in the shared goal of educating our residents and supporting them in their search for careers and career development," said the Director of the Cleveland Public Library, Felton Thomas.

"Our digital literacy curriculum that is always available in TechCentral at the Main Library is now being offered at the county Workforce Opportunity Resource Center with experienced and knowledgeable staff to conduct the courses."

The one-stop full-service hub targets its support toward residents who have struggled with high rates of poverty and unemployment. WORC aims to serve approximately 1,400 clients every year to help them train and reconnect to the job market.

One WORC client stated, "My client experience was great. I found my workers engaged me in a dialogue that helped me to identify my strengths and how to articulate those strengths during 30-second practice interviews. They assisted me with developing my resume and I felt they were genuinely concerned about my success."



Strategically Funding Entrepreneurs through Public/Private Partnerships

Job growth and opportunity remain a core strategic initiative for Cuyahoga County.

Cuyahoga County is committed to improving the county's global competitiveness through partnerships and strategic investments that foster economic growth and create vibrant and welcoming places for businesses.

Through a collaborative partnership with Jumpstart, the county provides funding to assist with loans to businesses. The funding offers gap financing to support job creation and job retention while contributing to economic growth.

Heureka Software, a Cleveland startup company offering clients the ability to extract intelligence from "dark data", received \$250,000 from the Evergreen Fund. The Evergreen Fund allowed Heureka to continue building out its software platform stack and incorporate new functionality requested by customers, in addition to adding new jobs.

"It isn't easy being an entrepreneur in this region," said Ron Copfer, founder and chairman of Heureka Software.

"Fortunately, we were able to gain access to the startup funding ecosystem with the support of Cuyahoga County and Jumpstart who recognized the lack of innovation funding from risk capital owners."

THREE JUMPSTART FUNDS FOR ENTREPRENEURS



COUNTY EARLY STAGE (NEXT) FUND LOAN PROGRAM

\$20M for-profit venture fund focused on early-stage technology startups located in Ohio. The fund is designed to make Series A investments, typically in the range of \$500k to \$1.5M. Cuyahoga County invested \$2M in the program.



COUNTY PRE-SEED (EVERGREEN) FUND LOAN PROGRAM

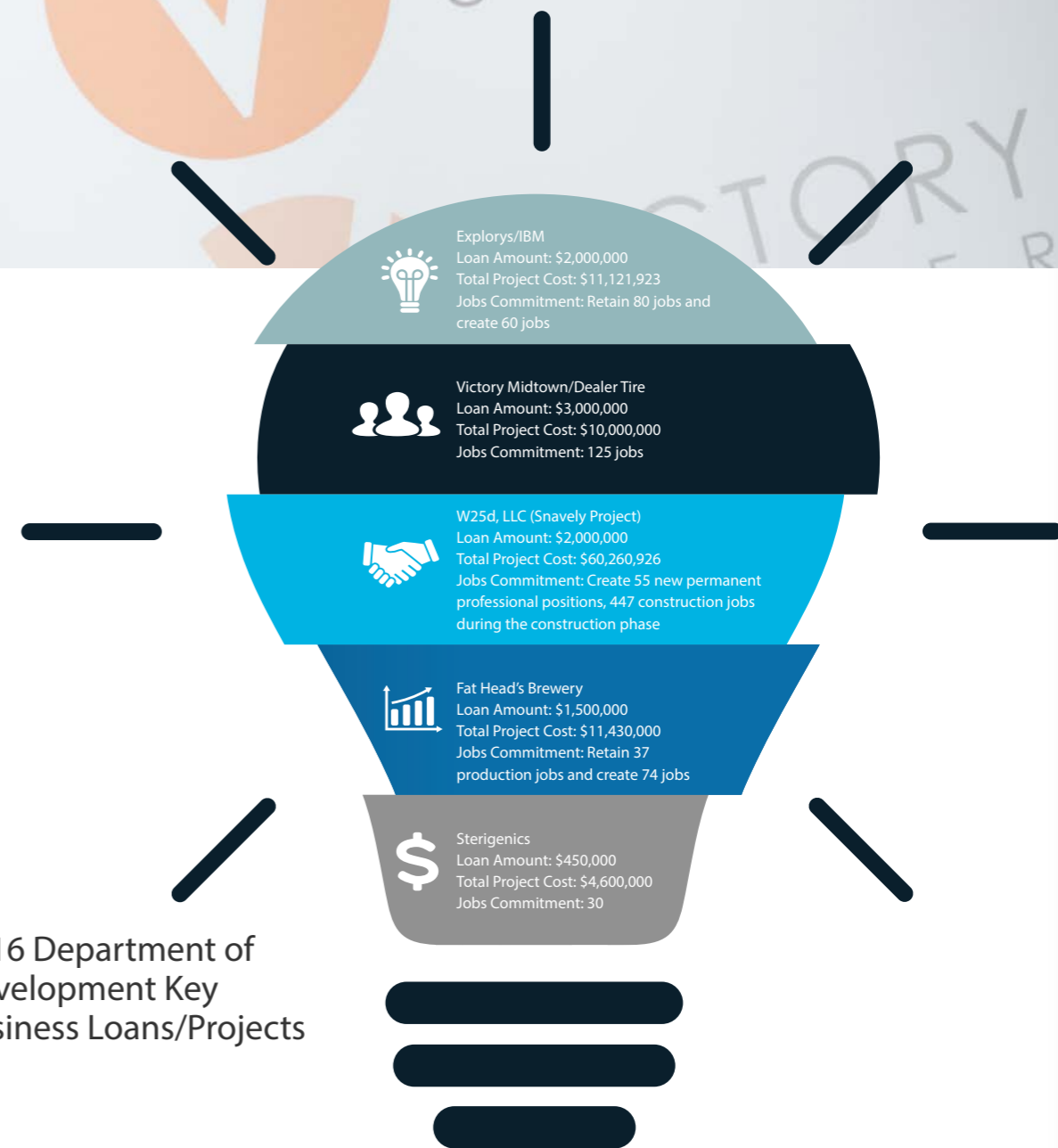
\$10M nonprofit fund, invests seed capital in the highest potential companies in the 21 counties of Northeast Ohio. Investments start at \$250,000. Cuyahoga County invested \$2.5M for county companies.



COUNTY PRE-SEED (FOCUS) FUND LOAN PROGRAM

\$10M non-profit fund invests seed capital in tech based companies led by African American, Latino, and female entrepreneurs. Loans start at \$250,000. Cuyahoga County invested \$1.25M in the program.

2016 Department of Development Key Business Loans/Projects



Breaking Reentry Barriers

In the last decade, prisoner reentry has emerged as an important topic in public policy. Often ignored by the public and lawmakers, prisoner reentry largely stayed in the domain of courts, prisons, the faith community, prisoners themselves, and their families.

Decades of “tough on crime laws”, mandatory sentencing, and mass incarceration policies combined to swell prison populations – and costs to taxpayers - across the county.

However, ninety-five percent of all incarcerated people eventually are released. Many returning citizens face real barriers to successful reentry. They have served their time but come home to find that the sentence lasts forever in the form of severely limited resources and opportunities, as well as the shame and stigma of a criminal record.

Out of 88 counties in Ohio, Cuyahoga County continues to send the largest number of people to prison and receives the largest number back. The fact is that citizens return from jails and prison back to every community in Cuyahoga County.

That’s why in April, 2016, the Cuyahoga County Corrections Center (CCCC) extended its services by opening a voluntary pre and post release employment and job readiness program for male adult individuals serving court sentences with the county jail.

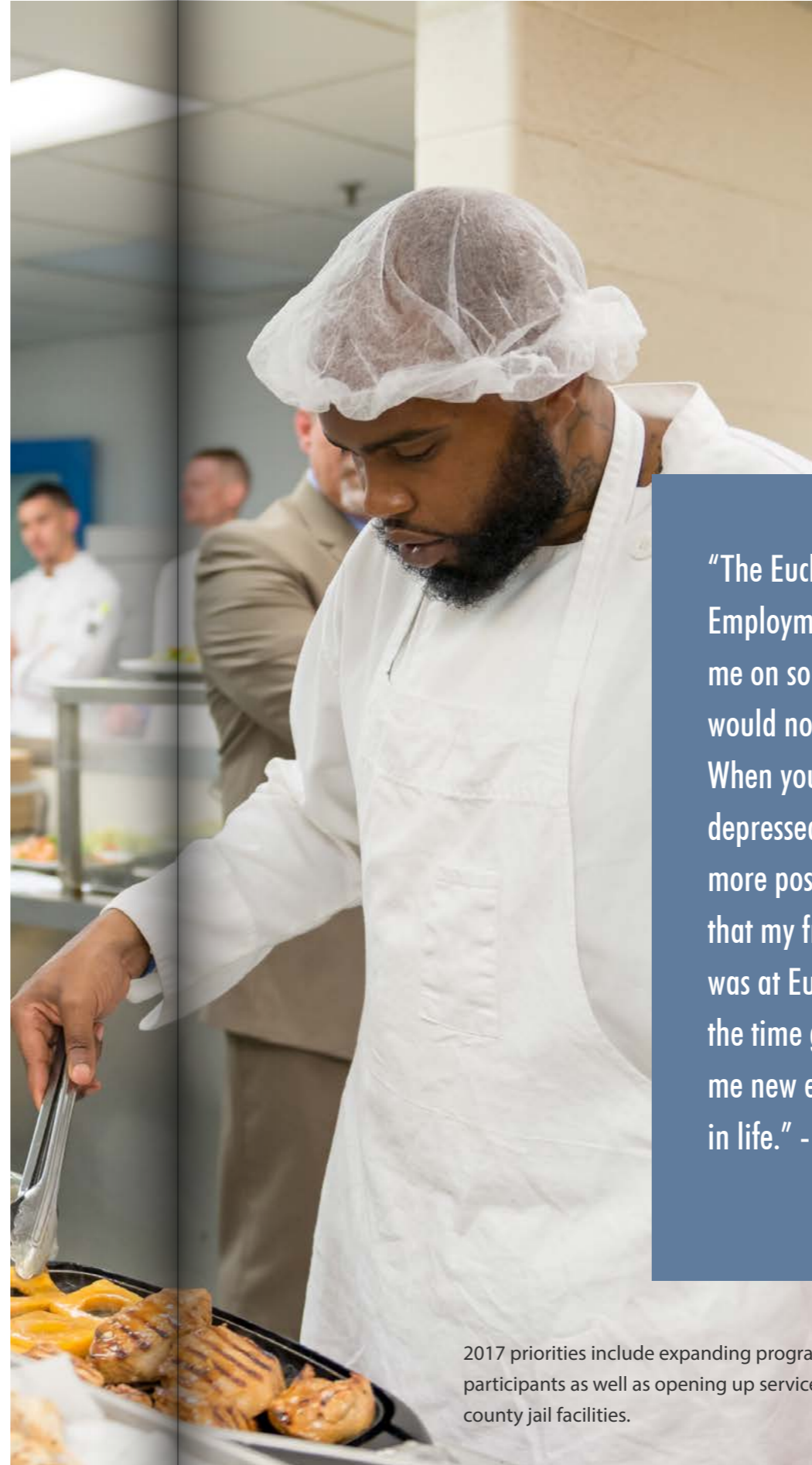
Comprehensive Reentry Services (CRS) provides sentenced offenders housed at the Euclid jail the education (GED), employment assistance, job skills and substance abuse

treatment they will need in order to successfully reenter into their communities.

The center provides a positive learning environment for inmates nearing release, and continues the support after release. Services are provided through collaboration with Ohio Means Jobs, the Office of Reentry, Recovery Resources, Towards Employment, Project Learn and other program service providers.

Recognizing the employment barriers offenders encounter during reentry, CCCC, in partnership with Edwin’s Leadership and Restaurant Institute, established a culinary arts program to complement Comprehensive Reentry Services programming. The program is focused on assisting offenders with gaining employment by providing the basic culinary skills and certification necessary for entry into the industry. Culinary Arts Program participants have the opportunity to receive a two-year Food Handler ServSafe certification after week four of the nine week course.

David Armstrong, a former Euclid comprehensive reentry services participant, completed both culinary arts and a six week Towards Employment job readiness program while at Euclid. When he left Euclid, he completed a two week Towards Employment program and immediately gained employment.



“The Euclid culinary and Towards Employment program has benefited me on so many levels. I most likely would not have lasted without it. When you have no job, you get depressed, and this has given me a more positive outlook in life. I know that my freedom was gone while I was at Euclid, but the program made the time go faster as well as giving me new experiences and confidence in life.” - David Armstrong

2017 priorities include expanding programming to graduate more participants as well as opening up services to women inmates entering county jail facilities.

Cuyahoga County Is Doing its Part to Reduce Greenhouse Gases

Key projects are helping to improve lives and transform our region's energy production and consumption.

Ohio is a state still largely reliant on carbon intensive forms of electricity generation to power our lights and computers and machines. Over 80% of our state's electricity generation comes from fossil fuels with around 60% coming from coal, which produces a significant amount of carbon dioxide (Co2), the gas that is primarily responsible for global warming. We in Cuyahoga County have an opportunity and a responsibility to help make this county a better place to live, work and play. To that end, we are taking steps to improve lives and to transform our region's energy production and consumption.

Producing clean energy is a vitally important endeavor. Climate change is a dramatic disruption of the living conditions on earth. From rising sea levels to new forms of diseases, from dramatically changing ecosystems, to extreme drought and heat; climate change is enormously destabilizing and dangerous.

Nine of the top 10 hottest years in history have occurred since 2000. Arctic ice is melting at a record pace. Land mass ice in places like Greenland is doing the same. Carbon dioxide (Co2) levels are at their highest level in over 650,000 years!!! August 2016 was the hottest month of any August in recorded history. And it was the 16th time in a row that we could say that about the preceding month. It is a depressing and scary list of ever-increasing firsts.



In 2016, the county made significant progress on two projects which we know will contribute to reducing greenhouse gases:

OFFSHORE WIND/VACANT LAND SOLAR

In August 2016 we officially launched our efforts to help develop two projects which will add up to 25 megawatts of renewable energy to the county in the next two years. The LEEDCo offshore wind project which will begin to be built in 2018 about 9 miles off the shores of Cleveland in Lake Erie, will consist of 6 wind turbines producing about 21 mw's of power a year in Phase 1 of the project.

The hope is that in 10-15 years 100-150 wind turbines will be in the lake generating clean energy and producing lots of local jobs.

The county provided funding for the initial research to prove out the potential for the project and now has stepped up to become a major customer for the new energy source. We will buy 1.8 mw's of power and will feed that electricity into 17 of our buildings.

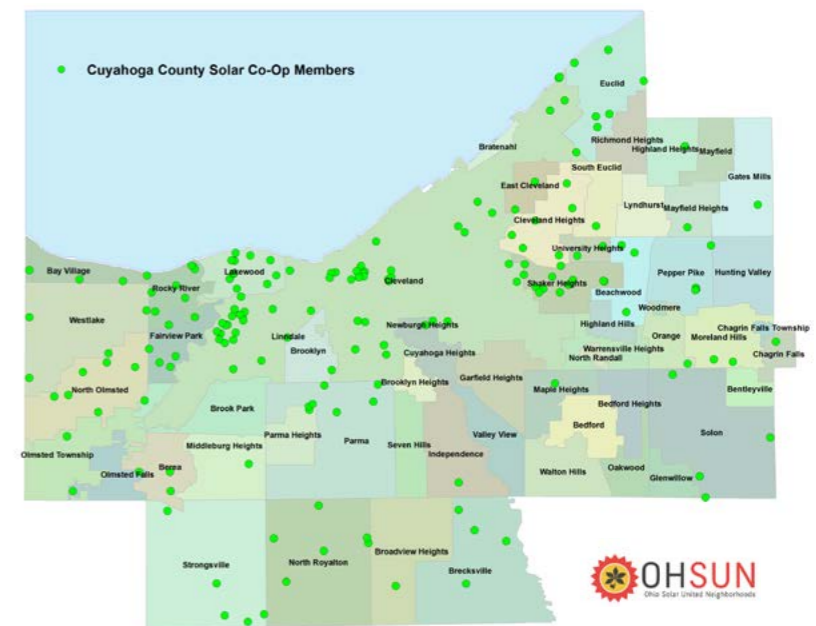
Secondly, we are working with developers, the City of Brooklyn and Cleveland Public Power (CPP) to place up to 15,000 solar panels on a closed and capped landfill in the City of Brooklyn. This will generate 4 mw's of electricity and also be fed into our buildings through CPP lines. We will put non-productive land back into productive use and turn brown fields into green fields for one of the first projects like this in an urban environment in Ohio.

THE CUYAHOGA SOLAR CO-OP

The Cuyahoga Solar Co-op is a program formed to make it easier and more affordable for residents to "go solar".

Together with the City of Cleveland and others, we are working to encourage as many participants as possible to get educated and sign up for roof top solar and to take advantage of group purchasing and group procurement through the co-op. In 2016, we had more than 200 individuals sign up for initial assessments and will likely have about 40-50 actually install panels on their homes by summer 2017.

Here in Cuyahoga County government we are committed to scaling up projects for greenhouse gas reductions. We know our work is crucial and we are focused on developing impactful programs and initiatives that will improve our residents' quality of life.



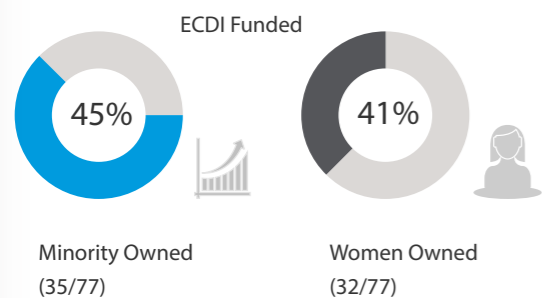


Moving the County Forward One Small Business at a Time

THE ECONOMIC AND COMMUNITY DEVELOPMENT INSTITUTE (ECDI)

In January 2013, Cuyahoga County created the Microenterprise Loan Fund Program for the purpose of providing access to capital and financial counseling to microenterprise businesses and entrepreneurs unable to obtain traditional financing for their small business ventures. The program, administered by the Economic and Community Development Institute (ECDI), provides microloans to promising small businesses.

The Microenterprise Loan Fund Program is an effort to grow the number and size of enterprises owned by economically disadvantaged populations, expand access to capital for underserved local communities, and sustain a capital system that generates economic opportunities for all residents. In addition to lending, the program provides training, technical assistance and mentorship to these small businesses.



In 2016, Pedro Quintana, owner of Quintana and Son, Inc., received an \$87,500 loan through ECDI. Located in South Euclid, Quintana and Son is a full-service commercial and residential construction and remodeling company that specializes in hardwood flooring and building additions to kitchens, bathrooms, decks and garages.

“ECDI and Cuyahoga County came in at the right moment to help me with a line of credit, and are still helping me today with my business,” said Pedro Quintana. ”

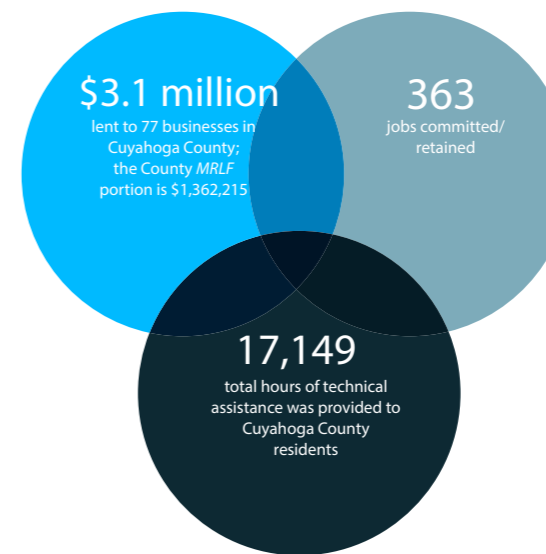
“By ECDI helping my company, that goes down the line; I’m able to help my employees put food on the table, and I’m able to create more jobs. It helps not only my company, but also whoever works with us.”

Originally from Chile, Pedro fled the country as a political refugee in the late 1970’s. Pedro and his family then traveled to Cleveland through a church affiliated refugee program to build their new life, which included working in a number of positions within the Cleveland area.



This eventually led Pedro to fulfill his dream of becoming a business owner and to do what he enjoys most: carpentry. Today, Quintana and Son is a well-known business on Cleveland’s east side.

ECDI 2013-2016



CAPITAL ACCESS FUND OF GREATER CLEVELAND (CAF)

“Small business creation and jobs in our neighborhoods is a top priority for this administration. We are all about fostering meaningful, good paying jobs throughout the county, and small businesses and entrepreneurs create the majority of this region’s jobs, as they do throughout the country.”
- County Executive Armond Budish.

With our Grow Cuyahoga County Fund’s financing contribution to the CAF program, Cuyahoga County is continuing to lead the way as a great place for minority-owned businesses to be competitive and to grow.

In 2016, Cuyahoga County, along with the National Urban League’s Urban Empowerment Fund (NUL-UEF), Morgan Stanley, National Development Council (NDC), and the Urban League of Greater Cleveland (ULGC) launched the Capital Access Fund of Greater Cleveland (CAF), a small business lending program to help African American and minority businesses create and maintain

jobs for residents, and build community wealth, with a focus on bringing capital to underserved groups. With a goal of creating or maintaining a minimum of 300 jobs within three years, CAF already has completed 8 loans totaling \$1.4 million helping to create or maintain 89 local jobs.

The Grow Cuyahoga County Fund (GCCF) and the Community impact Fund are the two sources of capital within CAF. GCCF is a NDC small business lending program funded in part by the county and operated along with the Cuyahoga County Department of Development. An average loan for CAF ranges from \$300,000 to \$700,000.

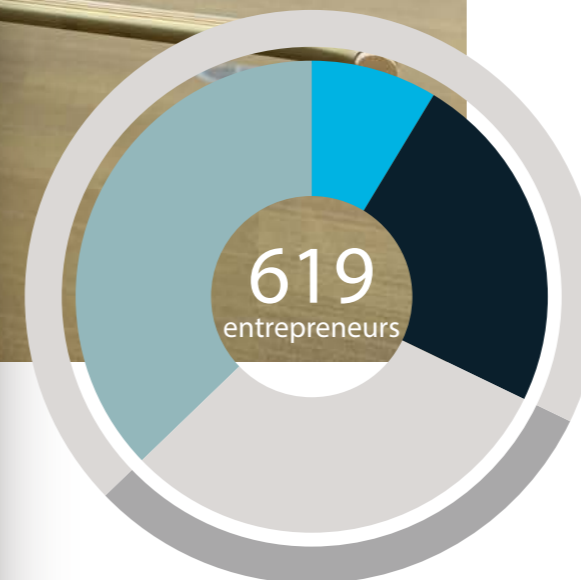
In 2016, Cuyahoga County contributed funds to two local, minority-owned businesses through CAF - Learning to Grow, Inc. and JIT Services, LLC. Learning to Grow serves families with a substantial need for traditional and non-traditional child care in two locations, Cleveland and North Randall. Through CAF, Learning to Grow has created 5 jobs and retained 40. JIT Services, LLC provides contract staffing and operations management to industries focused on trucking, warehouse management, packaging, parking and marine areas. JIT Services created 10 jobs and retained 34 through CAF.

Library Innovation Centers – The Changing Face of Entrepreneurship

The Library Innovation Centers, available to all county residents, offer targeted programming for early-stage entrepreneurs. Residents have access to cultivating edge technology and software, and are able to design, prototype, and test new ideas. Significantly, fifty-four percent of residents using the innovation services make less than \$40,000 annually. Supporting innovation and entrepreneurship can be a path to stability and increased income. The goal is to inspire and drive entrepreneurs who utilize the Innovation Centers to successfully graduate to incubators and accelerators like ThinkBox, BioEnterprise, MAGNET or Jumpstart.



- Provided at the Innovation Centers are
- Free access to 3D printing
 - Laser engraving
 - Vinyl cutting
 - Professional-grade embroidery machinery
 - Mac & PC computer stations equipped with Adobe Creative Suite design software



- 619 orientations for early-stage entrepreneurs
- 57% women
- The majority aged 35-64 years
- Twenty-five percent 18-34 years old

In February 2016, the Cuyahoga County Public Library (CCPL), with the support of Cuyahoga County Executive Armond Budish and The Cleveland Foundation, opened the first of three Innovation Centers at the Garfield Heights Branch. Since then, two more Innovation Centers opened, one at the Parma-Snow branch, another at the Mayfield branch. Each provides early-stage entrepreneurs the support and tools needed to turn promising ideas into successful businesses.



Bike Share Program

"Such a smooth and sturdy ride - UHBikes are the only way to travel in the city!" - Matt Carroll, Chief Economic Growth and Opportunity Officer

At the launch of the bike share program, Mike Foley, Director of the Department of Sustainability joked that he and his team barely knew where the bathrooms were at the county's administrative headquarters before Bike Cleveland knocked on their door. They wanted to partner with the county on a federal grant to make their 3-year dream of a bike share program a reality.

County leadership saw UHBikes as an opportunity to address health and equity issues throughout the community. Fourteen percent of county residents are without a car, a number that increases to 25% for Cleveland residents.

Being newbies to the county, the Department of Sustainability thought by getting the \$357,000 grant from

Northeast Ohio Areawide Coordinating Agency (NOACA), with Bike Cleveland raising matching grant dollars and with the city of Cleveland kicking in some funds, the bikes would appear out of thin air. That is not what happened.

This is how government gets results: the Department of Procurement & Diversity helped to issue a request for bike share operators; the state of Ohio's Department of Transportation helped with requirements; community members selected CycleHop-SoBi as a vendor; and finally, the Law Department negotiated contracts.

Oh, and we needed a title sponsor! Doubling down on their commitment to health, wellness and their community, University Hospitals entered into a new partnership with CycleHop-SoBi.



1,915 members



7,706 trips



14,542.32 miles



4,506h 47m

Want to join the fun? Here is How UHBikes Works

- 1

To rent a bike, enter your account number or tap your member card on the bicycle keypad. You can also download the Social Bicycles mobile app to find and reserve a bike.

RESERVE
Book a Bike
- 2

Once prompted, just enter your 4-digit PIN code using the keypad on the bicycle. To release the bike pull out the yellow lock bar and place it in the holder.

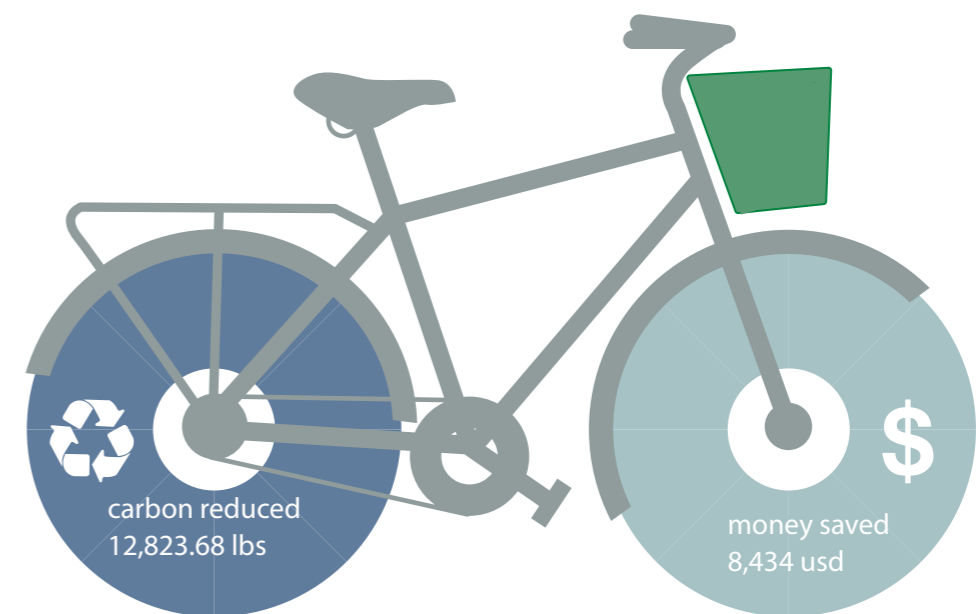
RELEASE
Quick & Easy
- 3

Adjust height and check brakes before riding. For quick stops during your ride use the "HOLD" button and secure the bike to any rack. To unlock again enter your 4-digit pin code.

RIDE
Get Around
- 4

To end your trip, just return and lock the bike to a station, or a rack within 100 feet if the station is full. You can lock to any other public bike rack for a small fee. Check screen on the bike for confirmation.

RETURN
Lock & Go



Vs. Driving

581,692

GOVERNMENT THAT
GETS RESULTS



Improving the Tax Process

If you want to improve government services you have to tackle complex issues. Sometimes even something as seemingly simple as a long line can be a challenge to overcome.

In county government we have made a promise to ourselves and to the residents of the county that we want to improve government services. We want to make them faster, more accessible, better.

Which is where our tax collection experience comes in. Twice a year the fiscal department is charged with collecting real estate taxes.

While the real state tax collection process includes seven different ways to pay, there are still many property owners who choose to pay their taxes in person.

Last year, residents who came downtown to the county administration building experienced limited space in our lobby, system outages, unclear communication about the process, stressed out county staff and lines that extended outside the county building - all these factors contributed to a bad customer experience.

We knew that the real estate tax collection experience was broken. After investigating other county tax collections systems to look for best practices, we discovered that this is an issue all around the country.

We pulled together a cross-functional team of senior leaders to address the customer experience. The group decided the goal was to improve both the employee AND the customer experience by ensuring that no taxpayer waited outside of the county building at any point in time.



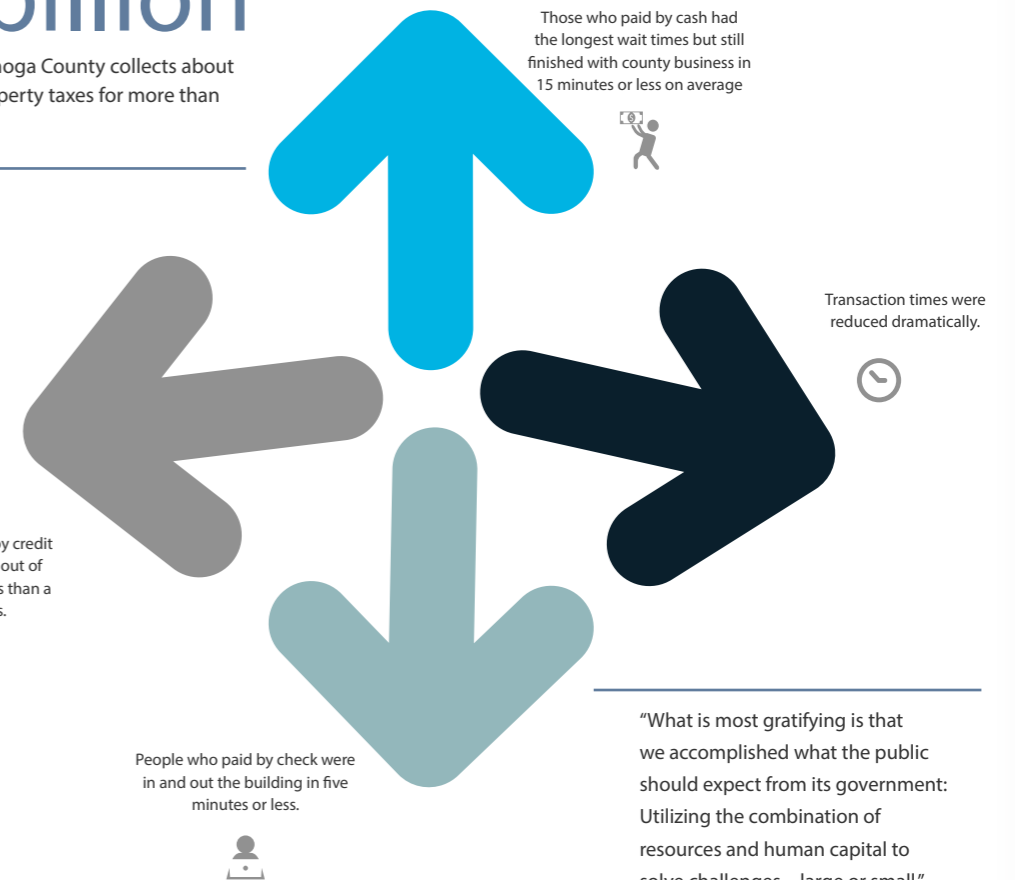
Innovation and collaboration key to improvement:

- The Fiscal Office created a separate station for credit card payments.
- The Cuyahoga County Treasury established separate stations for handling cash and checks.
- The Public Works Department designed rope lines to ensure for the smooth flow of our residents through the line.
- The Communications Office created easy to read, frequently asked questions (FAQs) and partnered with the Department of Consumer Affairs to advertise the FAQs via social media.
- The Department of Senior and Adult Services provided volunteers who answered questions.
- The Department of Information Technology ensured that the printer stations were working properly for tax bills and IT staff were available for any potential system outages.
- The Department of Human Resources provided volunteers and worked to address staffing issues.

The results

\$2 billion

Each year Cuyahoga County collects about \$2 billion in property taxes for more than 500,000 parcels.



“What is most gratifying is that we accomplished what the public should expect from its government: Utilizing the combination of resources and human capital to solve challenges – large or small.”
Treasurer, Chris Murray

Senior Center Innovation Takes Center Stage

As Cuyahoga County continues to see rising numbers of seniors, the Cuyahoga County Division of Senior and Adult Services (DSAS) is committed to finding innovative ways to provide critical services.

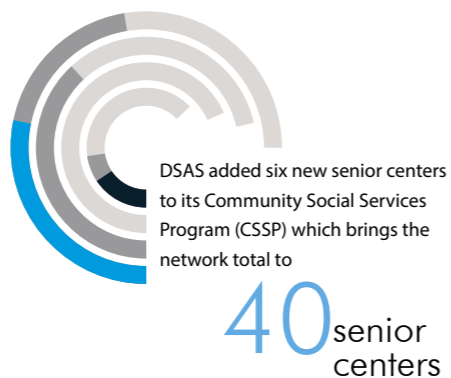
In February of 2016, DSAS launched the Cuyahoga County Senior Center Innovation Project (CCSCIP), and awarded planning grants of \$25,000 to four senior center collaboratives. This project was launched to challenge, and also support, Cuyahoga County senior centers to re-imagine how they do business and serve seniors in their neighborhoods.

The CCSCIP not only encourages innovation, it also provides funding and technical assistance to support newly created senior center collaboratives as they develop transformative programming for 21st century older adults. With a neighborhood senior center at the hub, these collaboratives took seven months to develop plans for taking their senior center to the next level. Two centers were awarded the innovation grants because they focused on collaboration and inventive cost-effective ways of delivering services to older adults.

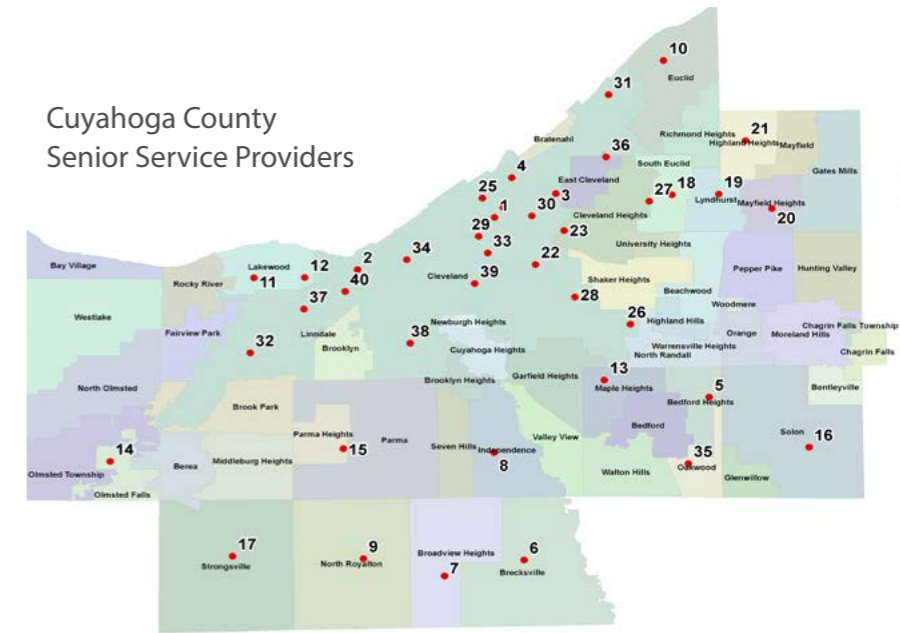
The first, **The Coordinated Programming Initiative (C.P.I.)**, is a pilot project led by Rose Centers for Aging Well, LLC, a division of Benjamin Rose Institute. The C.P.I. model will offer a central repository for a variety of evidenced-based informed programs that are accessible to senior centers and other community-based organizations. The Coordinated Programming Initiative will for the first time allow senior centers access to ready-made evidenced-based programs without taking on the high administrative costs related to research, program design, and implementation.

This strategic partnership includes the city of Cleveland, ESOP (Empowering and Strengthening Ohio's People), Fairhill Partners and the Greater Cleveland Food Bank.

The second recipient, **Communities Assisting Residential Elderly (C.A.R.E.)**, is led by the Community Partnership on Aging, and is a collaboration bringing together eight cities in the region, including Cleveland Heights, Highland Heights, Lyndhurst, Maple Heights, Mayfield Heights, Mayfield Village, South Euclid and Solon. This project offers home repair with a personalized service plan. Seniors will receive home maintenance and modification at a low cost allowing them to age in place safely and independently. C.A.R.E. stresses collaboration among various partners enlisting corporate, non-profit, civic, school and faith-based partnerships to recruit and train volunteers, as well as utilizing staff from the partner agencies to provide services.

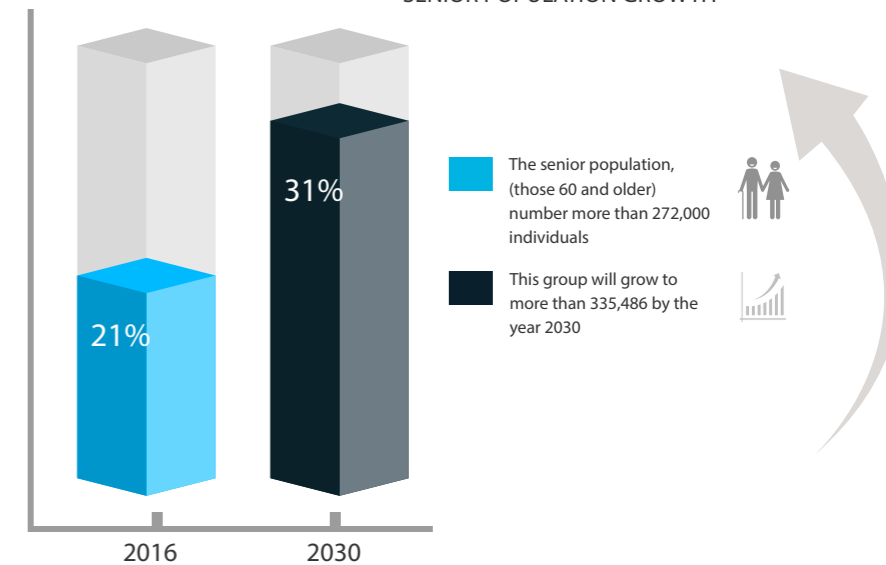


Cuyahoga County Senior Service Providers



1. Catholic Charities Corp. on behalf of the Fatima Family Center, 2. Catholic Charities Corp. on behalf of the Hispanic Senior Center, 3. Catholic Charities Corp. on behalf of the St. Martin de Porres Family Center, 4. Catholic Charities Corp. on behalf of the St. Philip-Neri Family Center, 5. City of Bedford Heights
6. City of Brecksville - Brecksville, 7. City of Brecksville - Broadview Heights, 8. City of Brecksville - Independence, 9. City of Brecksville - North Royalton, 10. City of Euclid, 11. City of Lakewood - Lawther Center, 12. City of Lakewood - Fedor Manor, 13. City of Maple Heights, 14. City of Olmsted Falls, 15. City of Parma Heights, 16. City of Solon, 17. City of Strongsville, 18. Community Partnership on Aging - South Euclid, 19. Community Partnership on Aging - Lyndhurst, 20. Community Partnership on Aging - Mayfield Heights, 21. Community Partnership on Aging - Highland Heights, 22. East End Neighborhood, House Association, The, 23. Eldercare Services Institute, LLC, 24. Eliza Bryant Village, 25. Goodrich Gannett Neighborhood Center, 26. Harvard Community Services Center, Inc., The, 27. Mandel Jewish Community Center of Cleveland, The, 28. Murtis Taylor Human Services System, 29. Phillis Wheatley Association, The, 30. Rose Centers for Aging Well - Ernest J. Bohn, 31. Rose Centers for Aging Well - Paul Alandt Lakeshore, 32. Rose Centers for Aging Well - Gunning Park, 33. Rose Centers for Aging Well - King Kennedy, 34. Rose Centers for Aging Well - James H. Woods, 35. Rose Centers for Aging Well - Oakwood Village, 36. Rose Centers for Aging Well - East Cleveland, 37. Salvation Army, The, 38. Senior Citizen Resources, Inc., 39. University Settlement, Inc., 40. West Side Community House

SENIOR POPULATION GROWTH





New Gun Lab Aims to Curb Gun Crimes

Homicides in 2016 reached 185 - most involved firearms. Cuyahoga County's new ballistics lab is an analytics-based effort to solve crimes and prevent violence.

Located inside the Cuyahoga County Medical Examiner's Office, the new ballistics lab is the final section that completes the Cuyahoga County Regional Forensic Science Laboratory. The ballistics lab includes state-of-the-art technology to aid law enforcement in solving gun crimes.

Laboratory features include an indoor range, ballistics water tank, and a remote firing device which allows the firing of a firearm that may not function or be safe to fire by hand.

The lab also includes a firearms and ammunition library. Ballistics professionals can use the extensive catalogue to compare shell casings in old or recent crimes with firearms which were believed to have been used. It is a tool that assists in the investigation of new or cold cases.

Finally, the laboratory has access to the National Integrated Ballistic Information Network (NIBIN), a national database that includes digital images of fired bullets and cartridge casings that were found at crime scenes or test-fired from confiscated weapons.

Since this is a national database, this means that our examiners can potentially link guns used in our county to crimes that occur outside of the county or state.

Here is an example of how it works:
Law enforcement officers collect cartridge casings at the scene of a crime in Cuyahoga County, and that evidence is submitted to our ballistics lab.

Days later, a separate crime occurs and those casings are submitted to the lab as well. A week later, a suspect is arrested for armed robbery, and the gun found on the suspect is sent to our gunlab for testing, and it reveals the same gun was used in the two previous crimes. The suspect can now be charged in the two previous shootings.



Through collaboration with the Cuyahoga County Sheriff's Department, Cleveland Police Department, and Bureau of Alcohol, Tobacco, Firearms, and Explosives, the lab will allow Cuyahoga County to increase and expand public safety efforts throughout the county.

"With gun violence on the rise nationally and an ongoing source of concern locally, we look forward to using this laboratory to promote the safety of our citizens." said Cuyahoga County Medical Examiner Dr. Thomas Gilson.

The lab opened in two phases.

Phase I

Transitioned casework from the Cleveland Police Department to the new lab, focusing on test firing and data entry casework.

Phase II

Expanded casework submissions to local law enforcement agencies throughout the county. The Cuyahoga County Sheriff's Department provides courier services for local law enforcement when they have evidence that needs to be submitted to the lab.

By The Numbers

Since the lab opened, we have received over:

1,376

NIBIN submissions of ballistics evidence, including spent cartridge cases and crime guns.

152

NIBIN leads, linking evidence entered to other crimes.



'Just Say Throw'...Unused Rx Pills into a Drug Drop Box

It's no secret that heroin and opioids are devastating communities nationwide including Cuyahoga County. The over-prescription of pills to treat pain has contributed to the current heroin epidemic.

If someone becomes addicted to prescription opioids what happens if they no longer have access to those prescription opioids? They may look for other options – cheaper options such as heroin.

The Cuyahoga County Sheriff's Department, and local law enforcement agencies within the county, strongly encourage residents to safely dispose of their prescription drugs.

The Sheriff's Department has provided Drug Drop Boxes to over 42 municipalities across Cuyahoga County in an effort to prevent the transition from prescription drug abuse to heroin abuse.

Drug Drop Boxes are a safe and environmentally responsible way to dispose of your unused and unwanted prescription drugs.

In 2016, Cuyahoga County Drug Drop Boxes collected over 10,000 lbs. of prescription drugs.

Since the program started in 2013, over 35,000 lbs. of prescription drugs have been collected and destroyed.

Even if you haven't been affected directly by an opioid overdose, there are easy ways you can help fight the epidemic.

Addiction does not discriminate. By taking these 5 simple steps, you can help protect yourself and your family and prevent a tragedy.

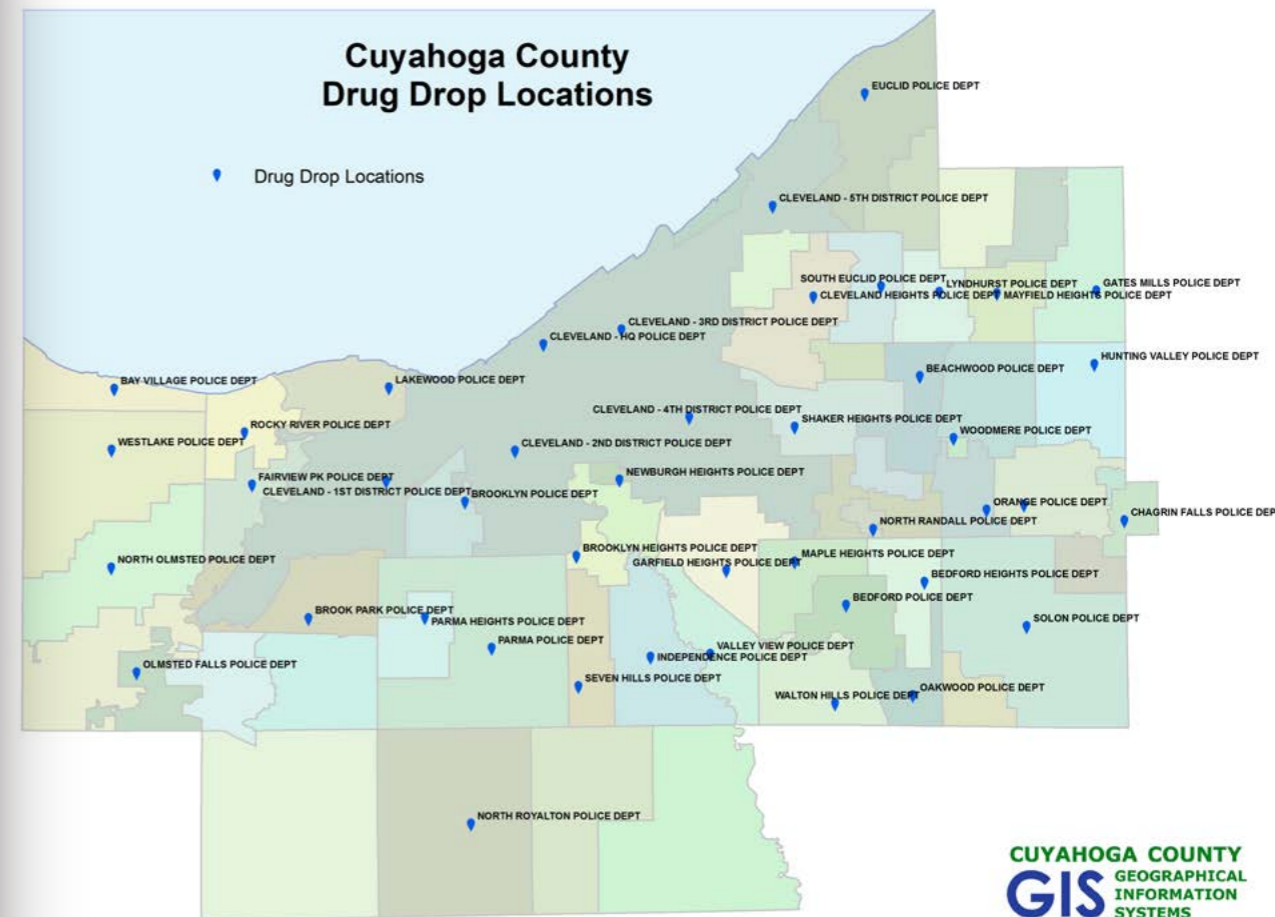
1 Take inventory of your prescription and over-the-counter medicine and make sure no one has tampered with them.

2 Secure your medicine. Store your medications out of the reach of children and visitors to your household.

3 Dispose of your unwanted, unused, and expired medicine at one of the Drug Drop Boxes located throughout Cuyahoga County.

4 Do not share medicine that has been prescribed to you, and do not take medicine prescribed for others.

5 Talk to your children, family and physician about the dangers of prescription drug abuse.



CUYAHOGA COUNTY
GIS GEOGRAPHICAL INFORMATION SYSTEMS

To locate a Drug Drop Box near you, visit: <http://arcgis/2k8IBV1>



Nearly **half** of all U.S. opioid overdose deaths involve a prescription opioid.

Overdose deaths involving prescription opioids have **quadrupled** since 1999.

2 million

In 2014, almost 2 million Americans abused or were dependent upon prescription opioids.

1,000 people

Every day, over 1,000 people are treated in emergency departments for misusing prescription opioids.

The County offers a variety of public works, safety, master planning, and information technology services to municipalities throughout the region.

Shared Services

Supporting Our Municipalities

Cities	Public Works			Emergency Management and Sheriff's Department		County Planning Commission	Information Technology
	Road and Bridge	Sewer Services	ReadyNotify	Emergency Management Certifications	Sheriff's Department Impact Units	Master Planning	Web Design, Development and Hosting
Bay Village	✓		✓	✓			✓
Beachwood		✓				✓	✓
Bedford				✓			
Bedford Heights			✓				
Bentleyville	✓						
Berea	✓		✓				✓
Bratenahl	✓						
Brecksville	✓						
Broadview Heights		✓	✓				
Brooklyn		✓		✓			✓
Brooklyn Heights	✓	✓					
Brook Park						✓	
Chagrin Falls	✓						
Cleveland	✓					✓	
Cleveland Heights		✓					✓
East Cleveland	✓	✓					
Euclid							
Fairview Park		✓	✓				
Garfield Heights		✓	✓				
Gates Mills	✓	✓					
Glenwillow	✓			✓			
Highland Heights	✓	✓					
Highland Hills	✓	✓					
Independence	✓			✓		✓	
Lakewood	✓		✓				
Lindale		✓					
Lyndhurst	✓	✓				✓	
Maple Heights	✓	✓	✓				
Mayfield Heights		✓		✓			
Mayfield Village		✓					
Middleburg Heights	✓	✓					
Moreland Hills						✓	✓
Newburgh Heights	✓	✓					
North Olmsted	✓						
North Randall	✓	✓					
North Royalton	✓		✓				✓
Oakwood Village	✓	✓		✓			
Olmsted Falls	✓	✓	✓	✓			
Olmsted Township		✓	✓	✓			
Orange Village	✓	✓				✓	
Parma	✓	✓	✓				✓
Parma Heights	✓	✓	✓				✓
Pepper Pike	✓	✓	✓	✓			
Richmond Heights	✓	✓	✓				✓
Rocky River	✓	✓	✓				✓
Seven Hills	✓						✓
Shaker Heights	✓	✓	✓				
Solon			✓	✓			
South Euclid				✓			
Strongsville	✓		✓				
University Circle						✓	
University Heights							✓
Walton Hills	✓			✓			✓
Warrensville Heights	✓	✓	✓				
Westlake	✓						
Woodmere Village	✓	✓	✓	✓			



Road and Bridge Maintenance

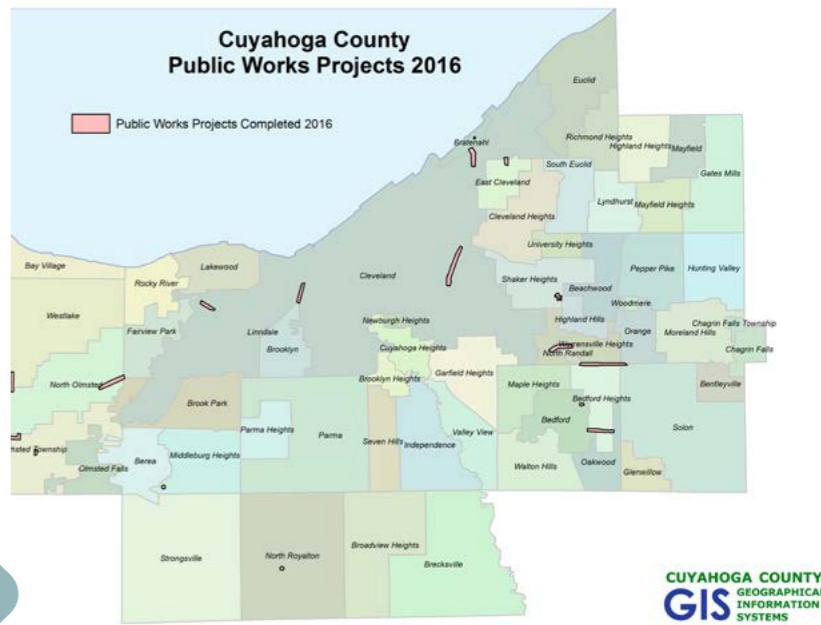
The County Road Maintenance Reimbursement Program is designed to spend county dollars wisely by funding preventative maintenance so projects will last longer and not require larger capital projects in the near future. 2016 was the second award year and saw an increase in cities participating from 19 in 2015 to 33 in 2016. In 2017, the total money allocated to the program increased to \$1,500,000.

\$32.5 million

In 2016, the County spent \$32.5 million on a total of 11 road and bridge construction projects

2016 County Road Maintenance Reimbursement Program

City	Amount Awarded	City	Amount Awarded
Bay Village	\$9,750.00	Newburgh Heights	\$5,000.00
Bedford Heights	\$6,800.00	North Olmsted	\$26,000.00
Bentleyville	\$25,000.00	North Randall	\$30,865.00
Berea	\$16,790.00	North Royalton	\$10,064.00
Bratenahl	\$4,410.00	Oakwood	\$51,000.00
Brooklyn Heights	\$51,750.00	Olmsted Falls	\$10,000.00
Chagrin Falls	\$4,000.00	Orange	\$11,150.00
Gates Mills	\$80,000.00	Parma	\$69,028.00
Glenwillow	\$48,500.00	Pepper Pike	\$49,500.00
Highland Heights	\$91,725.00	Richmond Heights	\$39,000.00
Hunting Valley	\$12,500.00	Rocky River	\$16,000.00
Lakewood	\$18,000.00	Seven Hills	\$20,659.00
Lyndhurst	\$75,000.00	Shaker Heights	\$41,351.00
Maple Heights	\$35,000.00	Strongsville	\$96,581.00
Middleburg Hts.	\$20,087.00	Walton Hills	\$6,000.00
Moreland Hills	\$46,000.00	Woodmere	\$5,000.00
Total: \$1,032,510.00			



To locate a Public Works Projects, visit: <http://arcg.is/2loVqOP>

Adoptions

Within Cuy County **73%**
 Outside Cuy County **27%**
 Outside Ohio **12**
 Furthest **Montana**



2016 Statistics

Intake: 2,267
 Placed: 1,486 or 65% of Intake
 RTO: 231 or 10.1% of Intake
 Euth: 202 or 8.9% of Intake
 Transfer: 363 or 16.0% of Intake
 Live Release Rate: 91.8%
 Save Rate: 91.1%
 Avg LOS: 18.0 Days
 Highest Intake Wk: Oct 8th – 63 Dogs Impounded
 Highest Intake Mo: August - 219 Dogs Impounded
 Total Volunteer Hours: 18,939.32 or 9 FTE

Animal Shelter



Cuyahoga County Animal Shelter is a temporary home for dogs that are found on the streets by the county dog wardens. Dogs are held for 72 hours in order for the owner to claim them. After the holding period, unclaimed dogs may be available for adoption.

Top Five (5) Adoption Cities

City	Adoptions
Cleveland	648 or 44%
Lakewood	53 or 4%
Bedford	45 or 3%
North Royalton	41 or 3%
Independence	39 or 4%



Medical Relief Fund

2016 Revenue	\$91,930.77
2016 Expenses	\$8,293.46
2017 Starting Balance	\$215,133.99
2017 Revenue thru 1/31	\$12,586.30
Current Balance	\$227,720.29



Best Friends Medical Relief Fund

Our Best Friends' Medical Relief Fund was started in 2005 with a \$5,000 donation from the Best Friends' Animal Society in Utah and support from our good friend, Dick Goddard of Fox8 News. The fund was set up to provide veterinary care for those dogs and puppies that arrive at our shelter sick or injured so that they too may have a second chance at a happy life. Since its inception, the fund has provided a new "leash on life" for countless dogs with heartworms, broken bones, and traumatic wounds.



Adoptions by Day

1. Saturday
2. Sunday
3. Tuesday
4. Friday
5. Wednesday



Top Five (5) Breeds



1. Pit Bull Mixes 390 or 17%
2. Boxers 190 or 8%
3. Shepherds 162 or 7%
4. Retriever 155 or 6%
5. Terrier 105 or 4%

Population

Highest 11/10/16 **149**
 Lowest 03/20/16 **79**
 Average **113**





20 Years of Recovery with START

As Cuyahoga County and much of the nation tackles the opioid epidemic and the impact on children and families, the Division of Children and Family Services is drawing on the lessons learned from previous drug crises to help addicted mothers in recovery keep their babies and children safe.

This year marks the 20th anniversary of the Sobriety Treatment and Recovery Teams (START) at DCFS.

START was implemented in 1997 as a response to the cocaine epidemic and overall rising drug problem in the community. START provides special intensive interventions to families referred to DCFS who have confirmed chemical dependency problems. Participation in the program is based upon either a mother's positive toxicology screen during the second or third trimester of pregnancy, or at the time of delivery, or at an infant's positive toxicology at birth.

START's use of family advocates is a vital part of the treatment approach. Parents are sometimes in denial about the impact their drug or alcohol use is having on their life and the care of their child. While child protection specialists focus on the safety of the child, advocates focus on the sobriety of the parent.

Mission

Protect children exposed to drugs from abuse and neglect.

Goals

Keep children safe.

Develop a safe, nurturing, stable and timely living situation for children born exposed to drugs.

Help drug addicted parents overcome their drug problems.

Advocates, many of whom are in recovery, bring real-life experiences and firsthand knowledge to each case. They also bring hope for moms and dads and show that they can get sober, stay sober, and build a future.

An advocate is "a person that they can talk to that's kind of been there, done that," said Alecia Hankins, START advocate. Advocates connect parents with drug detox and treatment programs, 12-step programs, resources to prevent or treat domestic violence, mental health services, and counseling. "We try to go past the agency and ask what are you going to do with your life?" said Hankins.

Time is of the essence in many cases, and parents in crisis need immediate help to begin recovery. START relies on solid community partners like the ADAMHS Board and local treatment providers to ensure timely access to assessments and treatment. Staff also work with the Drug Court for regular drug testing and treatment updates to keep recovering parents on track.

Prior to a case being closed, risks to the child must be reduced to "low" or "no risk." A family team meeting must be completed to ensure that the family is linked to community resources.

DCFS is seeing an increase in positive toxicology infant referrals over the last 4 years. The majority of the cases in the START unit are due to marijuana. Opioid involved cases have increased approximately 14%. It's a contributing factor in a 7% increase in child custodies overall.

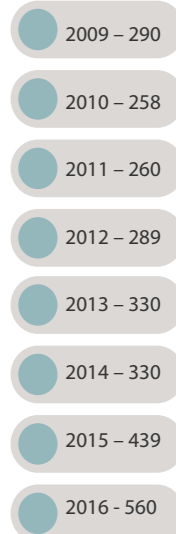
Moms addicted to heroin and other opiates need intense treatment and attention to keep from relapsing. Previous research has shown that mothers involved in START were 1.8 times more successful in achieving sobriety than those not involved in START.

For START advocate Alecia Hankins, her work is an extension of her own sobriety. "Step 12 is to stay sober and help others," she says.

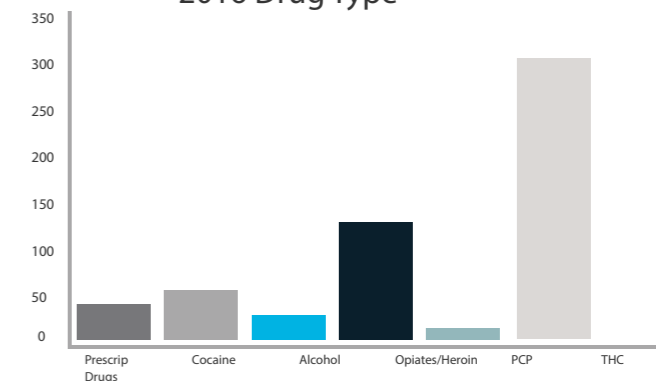
Hankins has been sober for 24 years and was one of the very first family advocates to join the START team when it began 20 years ago. Hankins has this message for the moms: "I'm going to show you the way. This is something you can do to better your life. You can be sober and take care of your kids."

And the work pays off. Recently, Hankins saw a former client at an AA event. Today that mom she helped has been sober for 18 years and her son is graduating from high school.

Positive Toxicology Referrals



2016 Drug Type



Partnering for Family Success

The vision of a family may seem impossible for those families separated because of homelessness, housing insecurity or foster care.

Many social, economic, and personal factors can lead to families becoming homeless or housing insecure. Substance abuse, domestic violence, and untreated mental health issues are some of the factors that lead to unsafe family situations and result in children needing to come into foster care. When homelessness is coupled with safety concerns for children, the result can be that the Division of Children and Family Services (DCFS) must remove the children from the family in order to keep them safe. While reuniting the family is our goal, it can be especially difficult when there is no home to which the child can return.

For the past two years DCFS has partnered with FrontLine Service and Enterprise Community Partners to pilot an innovative collaboration aimed at stabilizing and reuniting homeless parents with their children in a safe and timely manner.

The program, called Partnering for Family Success, focuses on providing a more coordinated system of care in order to reduce the amount of time children of homeless mothers spend in foster care. The program provides an avenue for close and unprecedented collaboration between DCFS and FrontLine caseworkers. In the absence of this program, FrontLine and DCFS may serve the same family, but do not have the opportunity to communicate regularly and coordinate care for the child(ren) and the caregiver.

DCFS and FrontLine Service work together with the parents and children, providing counseling, mental health and addiction

services, parenting guidance, and many other services to deal with the causes of the family's crisis. Most importantly, the program offers housing through Cuyahoga Metropolitan Housing Authority and other housing agencies. After all, how can parents deal with any of those hard issues when they don't even know where they'll sleep at night?

The Partnering for Family Success program is innovative not only because of this holistic approach to the family, but also because of its funding model. Cuyahoga County is the first county in the United States to implement a Pay For Success model.

Here's how it works: private and philanthropic investors provide up-front funding to the county to operate a social program that can ultimately save money. Traditionally, philanthropic grants are paid out in order to effect social change but there is no expectation of the funders getting their money back. Pay For Success programs treat the funding like an investment. Knowing that the county can save millions of dollars by reducing the amount of days children are in foster care, the county has agreed to pay the funders back based on specific outcomes. The funders receive a return on their investment, the county spends less of our tax payer's money, and families are reunited sooner. It's a win-win-win and the potential is game-changing. This model encourages funders to recoup outlays and create even more sustainable, ongoing funding.

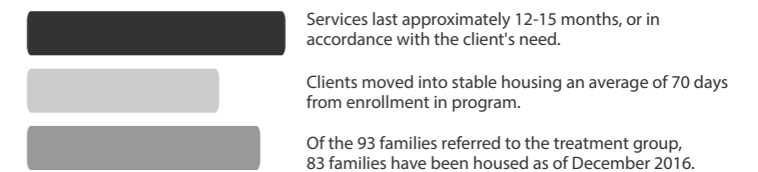


Several private and philanthropic organizations are funding this five-year pilot program including the Reinvestment Fund, Nonprofit Finance Fund, Cleveland Foundation, the George Gund Foundation and the Sisters of Charity Foundation of Cleveland. Case Western Reserve University is evaluating and tracking the results of the program. At the end of five years they will evaluate whether the program was successful in reducing the number of days children spend in foster care.

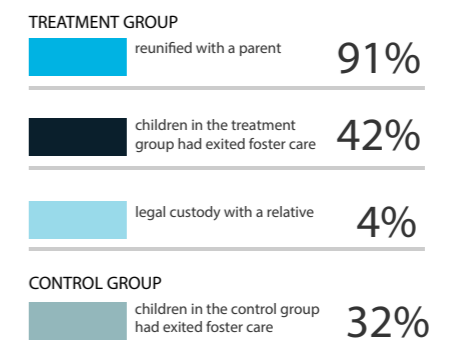
While the overall success of the program is yet to be determined, we're already seeing the value of the collaborative work with families. In order to keep families together after reunification, FrontLine Services remains engaged with them for several months. This after-care service is critical to ensure that parents have the support they need to use the skills they learned while their children were in foster care. The therapy provided after reunification for children and the parents is an important component of the program because it helps the family build trust and learn new ways of functioning.

Another profound lesson? The shift in our thinking about homelessness and housing insecurity. In the past, government and nonprofit programs operated on the idea that homeless people had to be "ready" for housing; sober enough, mentally healthy enough, employed enough, etc. But in recent years this has changed. Safe, stable housing is essential to the success of families – it should come first. It impacts their safety, health, education, employment and much more. Imagine trying to keep your child safe, fed, in school, and on the right track while living in your car or bouncing from one friend's couch to another.

This new approach to serving Cuyahoga County families requires collaborative partners to ask critical questions about outcomes that make a difference in families' lives, use data to measure performance, and use feedback to drive improvements in practice. We're only two years into the program and Partnering for Family Success is already paying dividends.



As of December 2016





100-Day Challenge to End Youth Homelessness

The 100-Day Challenge is an innovative approach to try to solve youth homelessness through collaboration among government, nonprofit and philanthropic organizations. Cleveland was one of three sites chosen by the Rapid Results Institute for the challenge.

When you turned 18-years-old were you ready to be on your own? Most people aren't. But what happens if you've been in foster care and have no family support when you become an adult?

When Josh turned 18 and left foster care, he thought he was on his own. He tried living with his mother but that didn't work out. Then he went to New York to live with his sister, but that didn't last either. He found himself homeless and living in a shelter until he moved back to Cleveland at age 19.

"I was homeless. I absolutely had nowhere to go. I was at Public Square with my stuff", said Josh. That's when he found out about the network of support available to help homeless youth like him at 'A Place 4 Me'. Josh's navigator, Christy, was a huge support while he worked and looked for a place to live.

Josh is just one of the youth helped by the county's participation in the 100-Day Challenge to end youth homelessness.

A Place 4 Me worked with Cuyahoga County Department of Health and Human Service staff, several community partners, and youth who've experienced homelessness, to strengthen support systems to prevent homelessness among youth who have aged out of the foster care system.

The goal was to house 100 homeless youth in 100 days. The project surpassed the goal, housing 105 homeless teens and young adults.

"We're always looking for new and creative ways to use our resources. The 100-Day Challenge is a perfect example of how we can make a real impact, and I look forward to our continued collaboration," said Thomas

D. Pristow, Director, Cuyahoga County Department of Health and Human Services. Nadim Matta, President of the Rapid Results Institute, praised Cleveland's results and the lasting community partnership. "Moving 105 homeless young people to stable housing in 100 days is a big deal" said Matta. "But what is even more exciting is to see agencies and providers working together in new ways, building trust and strengthening their relationships as they pursue their joint goal. This is the lasting legacy of the 100-Day Challenge and what will help Cleveland keep going until youth homelessness in the community is rare, brief and non-recurring."

In addition to housing 105 young people, the 100-Day Challenge achieved some systemic accomplishments that will keep the work going even after the challenge ended.

Key Accomplishments:

- Standardized, youth-specific assessment tool
- Established 12 navigators to support youth in the transition to housing
- Created a fund for beds, lodging kits, food cards, bus tickets, etc., to support housing stability
- Doubled Emancipation Unit staff to work with youth after aging out
- Developed new relationships with landlords willing to rent to young adults
- Created the resource guide to support client access to services necessary for housing stability

"Identifying housing-unstable young adults and youth, and linking them with housing and services will reduce homelessness overall in our community", said Ruth Gillett, Administrator, Office of Homeless Services. "Youth-focused interventions are an opportunity to leverage resources from several systems that come in contact with youth: public school systems, child welfare, youth employment, juvenile justice, and community health centers, all can assist young people before they become homeless."

"Housing is a need and getting a fresh start and some assistance without judgement is powerful", said Kate Lodge, Executive Director, A Place 4 Me. "Once they have stable housing, then there is the ability to engage youth in the opportunities that will assist them in maintaining their housing. Youth have expressed a sense of relief at having housing, and they are staying in contact with support staff to link them to employment and services they need to remain in stable housing."

For Josh, the 100-Day Challenge meant having something he never thought would happen - his own apartment to call home. "My first night sleeping here I did feel really at ease knowing it was my place", said Josh. "The peace of mind that comes with having your own place is like, a really big deal breaker for me. I don't have to worry about people telling me to get out or that they don't feel like having company."

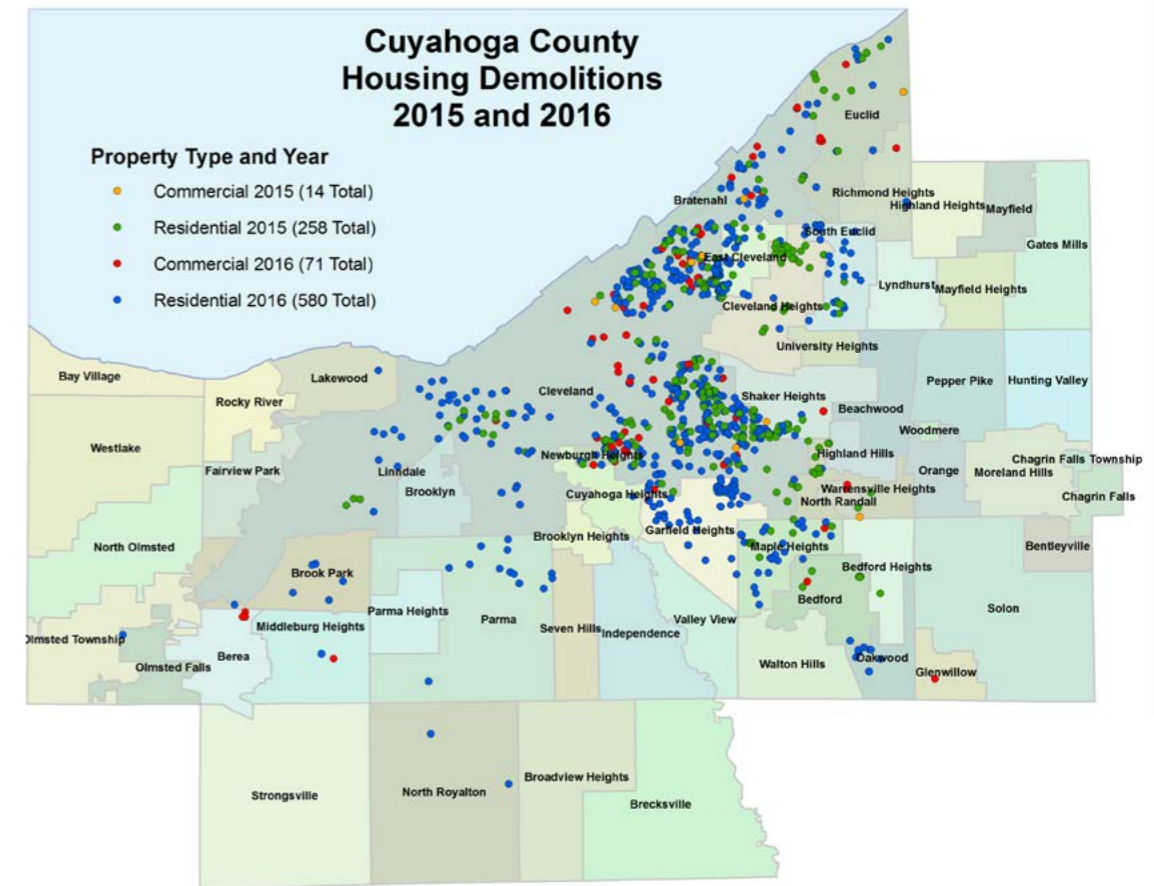
Josh has lots of ideas for his future, including going to school and traveling, but first he wants to gain some financial security since he doesn't have family to fall back on. "I'm only 19. The only thing important to me right now is my financial goals, putting 6-8 months of bills in the bank, and keeping my apartment clean and getting it furnished."



- ADAMHS Board
- Bellefaire JCB
- Cleveland Metropolitan School
- District's Project ACT
- Cuyahoga County Division of Children and Family Services
- Cuyahoga County Jobs and Family Services
- Cuyahoga County Office of Homeless Services
- EDEN Inc.
- FrontLine Service
- LGBT Community Center of Greater Cleveland
- Sisters of Charity Foundation of Cleveland



Housing/Commercial Demolitions



\$12.8 million

The County has spent \$12.8 million in 23 communities to support the program.

FAIRNESS AND
EQUITY



SCAM SQUAD
MEETING
ROOM 8-007

Who you Gonna Call? Scam Squad

People of all ages get scammed, but scams can be particularly tough on older Americans.

Seniors often are on fixed incomes, so it's harder for them to recover from a financial loss. They sometimes are afraid to tell anyone, fearing scammers' threats or the family's reaction. Or if they do tell someone, their complaint may not make it to the enforcement agency best suited to investigate.

In Cuyahoga County, we're changing the way we fight frauds that rip off our seniors.

We've created Scam Squad, a task force that unites the social service and nonprofit agencies that work with the county's older residents with the local, state and federal enforcement agencies that investigate fraud.

Scam Squad members include the U.S. Federal Trade Commission, Ohio Attorney General's Office, Cuyahoga County Division of Senior and Adult Services, Cleveland Department of Aging,

Cuyahoga County Sheriff's Department, Cleveland Police Department, AARP, Better Business Bureau Serving Greater Cleveland, Benjamin Rose Institute, ESOP, U.S. Postal Inspection Service, Legal Aid Society of Cleveland and the Cleveland Office of Fair Housing and Consumer Affairs.

"Scam Squad is a high-energy partnership working to fundamentally change the way organizations across the county respond to scams," "We want older Americans to know they are not alone if they've been scammed, and their stories can help others." said Sheryl Harris, Director of the Cuyahoga County Department of Consumer Affairs.



We believe that by working together, we can:

- Rapidly identify current fraud threats to older residents
- Ensure scam reports reach the appropriate enforcement agencies
- Make sure victims get a "warm hand-off" if they must be referred
- Encourage victims and near-victims to report scams
- Arm seniors with information they need to spot and avoid scams



Helping Incarcerated Veterans Get the Services They Need

At the Cuyahoga County Corrections Center (CCCC), we work with a multitude of people with various backgrounds and experiences.

Given the large varied inmate population, we try to identify similarities among inmates, and offer services to those different groups. Take veterans. Transitioning from military life to civilian life can be challenging for some veterans, and may include some unique challenges such as addiction, mental health, and incarceration.

That's why the Cuyahoga County Corrections Center established a Veterans Housing Unit – a specialized housing unit for incarcerated veterans. Through collaborative partnerships with the Cuyahoga County Veterans Treatment Court, Veterans Administration, and several local providers, the Veterans Housing Unit aims to provide the best services for veterans during and post-incarceration.

The unit provides an additional opportunity to involve our veterans and provide treatment and other programs

sooner than the traditional approach of waiting until they are on probation before commencing the services.

Collaborative efforts make it possible for the specialized unit to provide a variety of services tailored specifically to veterans. Partners and service providers provide weekly programming centered around homelessness prevention, job development planning, mental health, and substance abuse.

An inmate who wishes to join the Veterans Housing Unit needs to identify himself as a veteran upon entering the facility. Once identified, the Veteran Affairs Liaison will meet with the inmate to complete a

questionnaire which confirms his military service and identifies needs.

After the questionnaire is complete, reviewed, and the inmate is determined eligible, he will be placed in the Veterans pod. Current inmates also have the opportunity to join the Veterans pod using the same steps.

Currently, there is no waiting list and the pod has been able to accommodate all eligible inmates. Housing inmates with shared military experience enables veterans to connect while they are serving their time. Research and studies show this connection is one of the contributing factors that reduces the likelihood of re-offending in the future. "We hope that those services, coupled with camaraderie of being housed with others of similar experiences, assists with making a successful transition back into the community," said Mills.

"It's our responsibility to assist those who have fought for and served our country, regardless of their circumstances," said Cuyahoga County Corrections Center Director Ken Mills.

COMING SOON

Alcoholics Anonymous (AA), Narcotics Anonymous (NA), Cocaine Anonymous (CA)	First Step - reflection group (Sister Dion)
GED (Project Learn)	Houses of Healing - reflection group (Sister Judith Cauley)
Moms First (NEON Health) for pregnant inmates	Survivor Skills (Cleveland Rape Crisis Center)
Childbirth Education (MetroHealth)	Mentoring for first time offenders (Vanessa Campbell, Catholic Diocese)
DCFS Liaison services (Office in the Jail)	Daddy Bootcamp (Fatherhood initiative-Passages, Inc) for Fathers with newborns
Parenting/Prime for Life/Smarter Choices (Recovery Resources)	Courage to Change (Mentoring) for males
Substance abuse for pregnant inmates (MetroHealth)	Mental Health and Developmental Disabilities Liaison services and case management (Offices in the Jail)

82,000

estimated veteran population
in Cuyahoga County

500

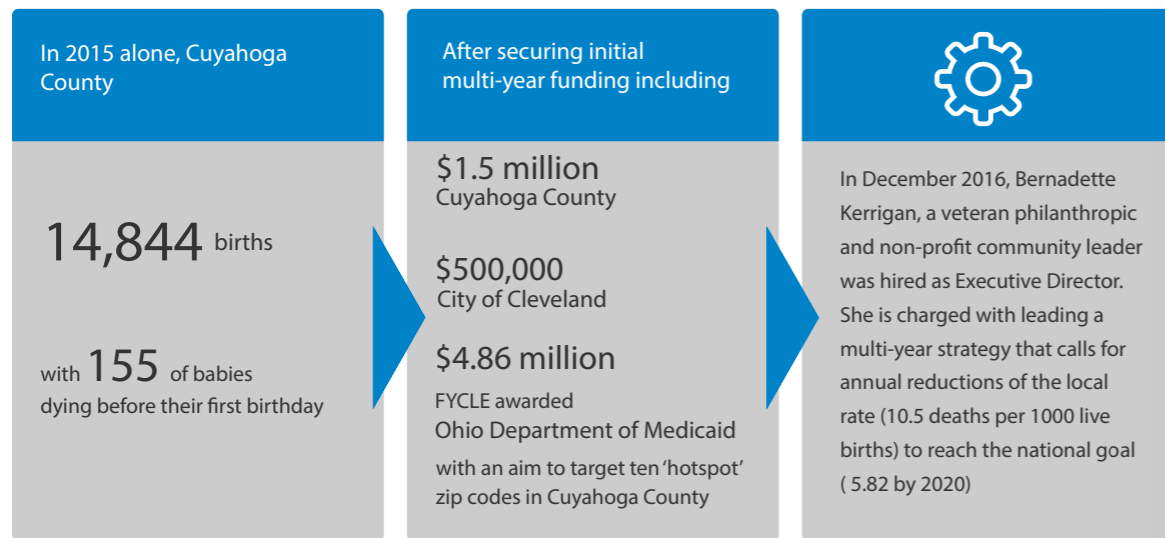
veterans are booked into the
Cuyahoga County Corrections each year.



Infant Mortality

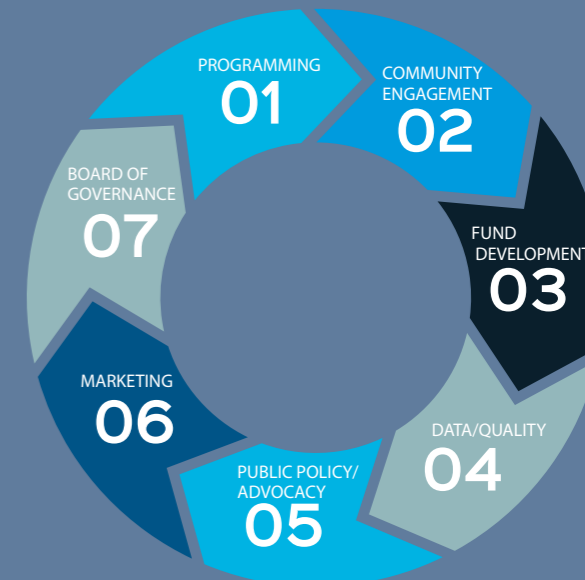
Cuyahoga County suffers from a disproportionately high infant mortality rate, one that County Executive Budish has declared cannot stand.

Pledging to work together, Budish joined Cleveland City Council President Kevin Kelley and area government agencies, healthcare providers, educational institutions, community and faith-based organizations, corporate and philanthropic leaders to form First Year Cleveland (FYCLE) - a non-profit aimed at reducing the infant mortality rate in the City of Cleveland and throughout Cuyahoga County.



FYCLE

In effort to develop internal capacity to meet the countywide issue, FYCLE began the process of incorporating as a 501(c)(3) organization and developing bylaws while also forming seven (7) standing committees to anchor the internal structure of FYCLE:



2017 PRIORITIES



FYCLE is continuing its focus on engaging the public and building community trust and investment. A result of this goal came as County Executive Budish and Council President Kelley hosted three open-to-the-public community meetings in which seventy-nine organizations and many individuals participated.

FYCLE was also successful in co-hosting the Ohio Department of Health's Infant Mortality Summit: Aiming for Equity, which was attended by over 1,000 members of the public as well as academic, healthcare, and community organizations.

2017 priorities include seeking an additional \$1.9 million to expand proven interventions, now pending review by Ohio Medicaid. FYCLE, in partnership with Mount Sinai Healthcare Foundation, the Cleveland Foundation, the George Gund Foundation, and local hospitals, is supporting projects such as the Nurse Family Partnership Initiative, Greater University Circle Initiative, Birth Spacing and Planned Pregnancy Initiative, Progesterone Therapy, Centering Pregnancy and prenatal care.



Quality Parenting Initiative

Every child deserves a safe, loving, nurturing family, regardless of the circumstance into which they are born. At the Division of Children and Family Services social workers try every day to keep children safe within their own families. When that's not possible, we need quality foster families to step in and fill the gap. It can be challenging for foster parents to take traumatized children and teens into their home and provide the kind of support needed so they can heal, grow, and thrive. Foster or relative families must be able to provide the loving, committed, skilled care that the child needs, while working effectively with the child welfare system to achieve the best possible permanency option for that child.

DCFS launched the Quality Parenting Initiative (QPICuyahoga) in order to train and support quality foster parents so they are equipped to provide the best possible care for children, and so that children in foster care have a fair chance to reach their potential - from childhood and into young adulthood. The objective is for caregivers, agency staff, and birth parents to work as a team to support children and youth. Caregivers receive the support and training they need to work with children and families and know what is expected as well as what to expect. Systems are then able to select and retain enough excellent caregivers to meet the needs of each child for a home and family.



Training & Support

In addition to the state-mandated training already provided to potential and current foster parents, QPICuyahoga provides a valuable resource called *Just in Time Training*. It's an online resource designed to connect foster parents, relatives or other caregivers with video training, peer experts, answers to questions, and practical solutions to difficult situations. The video library includes training on topics like attachment, behavior, teenagers, early childhood development, safety, substance abuse, trauma, and working with biological families.

"When parenting children in foster care questions often come up in terms of 'what should I do' or 'how should I handle' a particular situation or challenging behavior," said Jacqueline McCray, Deputy Director for Resources and Placement, DCFS. "Caregivers don't always have the time or luxury of waiting until the next training class to get the answers or practical guidance for those pressing questions at hand. Just in Time empowers caregivers by providing support in real time, letting caregivers access the information they need precisely at that moment."

Normalcy for children and teens in foster care

One of the work groups of the QPICuyahoga initiative has worked tirelessly to engage teens and young adults who were once in foster care; getting their insight into how to improve foster care and

help children have a fair chance at a more normal childhood.

Simple things like easing restrictions and permission requirements for extracurricular activities, sports, clubs, vacations, and outings with friends can go a long way to helping children and teens feel normal.

"Being a child in foster care changed my life so much for the better, I've establish long term relationships with some of the greatest people this world has to offer," said Desmond.

New statewide rules and training help reinforce this change in thinking. Another very basic but profound shift is in how we refer to children in foster care. They are not "foster children" - they are children in foster care. The group designed posters being shared by QPI communities nationwide to spread the message. Desmond, a youth co-chair of the work group, shared his personal story in a letter to staff:

"The stigma that I thought it carried in my earlier years, led me to sacrifice my happiness and growth in order to avoid being classified as a FOSTER child." In my opinion, I feel more than proud to be a former child of foster care because life has only gotten brighter than I could've ever visualized. I issue a challenge to society, to discontinue this myth, that children in foster care did something to get put into foster care. In closing, we urge the world to get to know us for who we are and not what we may seem to be, because we are the future."

In September DCFS hosted the Quality Parenting Initiative National Conference, welcoming more than 300 child welfare experts from across the country. The conference focused on the latest research in child development, brain science, child welfare policy and practice in

order to help children have a normal childhood, help foster and birth parents work together, and allow teens to have a say in their foster care placement.

"The QPI community embraces excellent parenting as the best and most critical intervention caregivers can provide to children in foster care," said McCray, "QPI seeks to change what foster parenting, including kinship care, means to our community, not simply by changing a logo or advertisement but by changing the core elements."

Labels are for clothes, not kids



Don't say the "F" word

Please join the movement to end the Foster Child label



Fostering an Inclusive Culture for Local Businesses

In 2013, Cuyahoga County commissioned a disparity study and procedure report which examined county buying practices, policies and bonding requirements. The results pointed to a clear need for change. Between 2009 and 2012, minorities received \$9.3 million of Cuyahoga County combined subcontracting and prime contracting awards, a value equal to 1.4 percent of all awards made by the county. Revenue for women owned businesses (WBE's) were 42 percent lower revenues than firms owned by men.



Fast forward to 2016 - Cuyahoga County Council and County Executive Budish took action to tackle the challenges addressed in the disparity study. New legislation led to the creation of an Inclusion Officer role to monitor, track, and enforce fair and equitable practices as well as to significantly change the way the county chooses and works with businesses.

Since passing the legislation the county has focused on education, outreach and communicating upcoming contracting opportunities.

The county is working to ensure that the local business community better understands how to work with key county personnel and is informed about all procurement and contracting opportunities. Cuyahoga County will continue its focus on understanding the challenges faced by minority and woman-owned companies who want to do business with the county, so that opportunity is available to all.



NEW LEGISLATION AND ADMINISTRATIVE ACTIONS



Addition of a Minority Business Enterprise (MBE) and Woman Business Enterprise (WBE) certification to the County's current Small Business Enterprise (SBE) program;



Set-aside projects for Small Business Enterprises;



Performance bond waiver in the amount of \$250,000 or less for contractors or vendors who pre-qualify;



Addition of "Cuyahoga County Business Economic Inclusion Program" which gives the opportunity to match the lowest bid, within two percent, by businesses demonstrating utilization of MBE/WBEs in at least three projects, and/or who employed a diverse workforce based on payroll records within the past two years;



Speedy Pay/Swift Payment Protocol requires the prime contractor with the County to pay its subcontractors within 10 days of receiving payment for that subcontractors work from the County;



Utilization of pre-bid conferences open to the public for request for bids, request for proposals, and request for qualifications; issued by the County.

Establishment of Cuyahoga County Diversity and Inclusion Advisory Committee.

Office of Child Support Services

MISSION

To encourage responsible parenting, family self-sufficiency and child well-being, the Office of Child Support Services assists families with locating parents, establishing paternity (legal fatherhood), establishing, modifying and enforcing support obligations, and obtaining child support for children.

The Office of Child Support Services (OCSS) has provided family support services for 397,545 participants including parents, caretakers and children as of December 2016.

Annually, the child support program touches the lives of 145,546 children in Cuyahoga County.

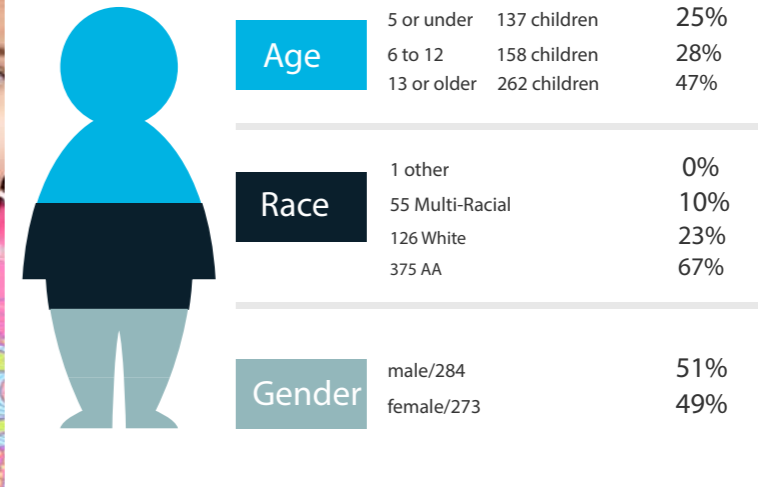
In the 2016 program year, OCSS collected \$238,335,102 in child support payments.

Nearly 63% of the child support paid is paid during the month that it is due.



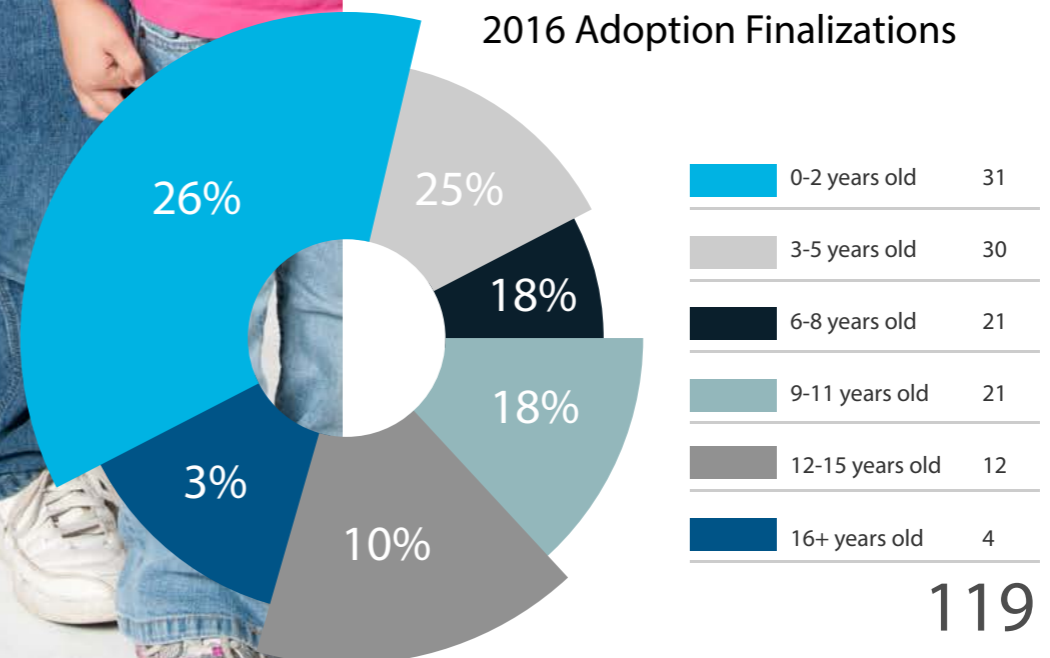
Adoption in Cuyahoga County

There are many children, especially teens and sibling groups in the permanent custody of Cuyahoga County who need true heroes in their lives, who can provide guidance, stability and a loving home.



By the end of 2016, the Division of Children and Family Services had **557** children awaiting a forever family.

2016 Adoption Finalizations



119



Paternity Establishment at 95.32% in FFY 2016



Support Order Establishment at 89.59% in FFY 2016. During the FFY 2016, parents paid \$153,874,104 in child support on-time



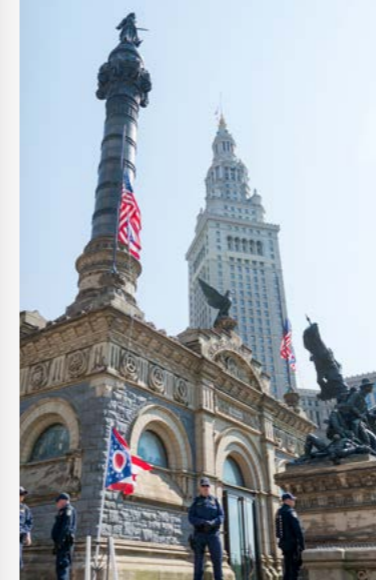
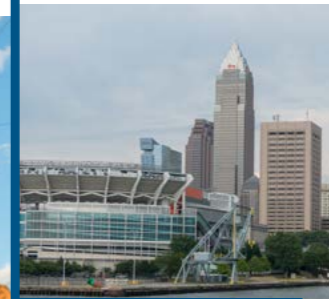
Current Support Collections at 62.79% in FFY 2016



Arrears Collections- 58.21% in FFY 2016

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