

# IMPACT

Overview 2018



Cuyahoga County  
Together We Thrive

# OUR IMPACT

Each year, Cuyahoga County publishes an Annual Overview. This is our presentation to you, the residents of Cuyahoga County, of just some of the great work that our County employees do to help make our region a better place to live, work and thrive.

Our theme this year is Impact with an emphasis on tangible results and outcomes. The County is responsible for addressing some of our society's most deep-seated and difficult issues – poverty, child abuse, safety, climate change. But rather than becoming overwhelmed by the task, we are energized and challenged to bring new, innovative approaches to our work. If we aren't seeing the results we need and expect then we are modifying our approaches; if we don't have all the answers then we are looking for best practices and implementing them here.

I am proud of the work that we here at the County are doing for you day in and day out. Read on and you will see why.



Armond Budish,  
County Executive



Armond Budish

# TABLE OF CONTENTS

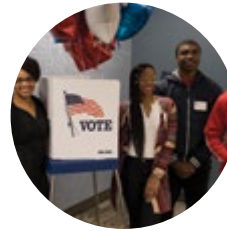


## 4 Regional Growth

- 6** Strategic Place-Based and Mixed-Use Development Promotes Economic Growth:
  - IMS Medical, LLC
  - Church+State
  - The Athlon
  - Cleveland Rocks Holding LLC
  - The Lumen
  - Covia Holdings, Inc
- 10** Investing in Entrepreneurship and Inclusive Innovation
- 14** Clean Growth
- 16** Helping Our Residents Live in Clean, Safe, Stable Housing

## 18 Economic Opportunity

- 20** SkillUp Service Supports Motorcars Honda
- 22** Workforce Connect: Increasing The Talent Pipeline
- 24** Universal Pre-Kindergarten (UPK)
- 26** Back to School
- 27** Opportunity Zones



## 28 Individual Well-Being

- 30** Focus on Our Children's Welfare
- 31** Finding his Forever Home
- 32** The Need for Foster Parents
- 33** Child Support Services
- 34** Working to Keep Our Babies Healthy and Thriving
- 36** Supporting Our Neediest
- 38** Home is Where Their Hearts Are
- 39** Fostering Pride+Positivity
- 40** Protecting Consumers
- 41** A Unified Front to Address Human Trafficking
- 42** Internship Program Gets Revamped
- 43** Access to Higher Education Through Say Yes to Education Cleveland

## 44 Mobilize Cross-Sector Resources

- 46** Funding Innovative Approaches to Supporting Our Seniors
- 48** Cuyahoga County Criminal Justice Council Focuses on Bail Reform
- 49** Supporting Rescue Task Force Teams Across the County
- 50** Fighting Crime and Terrorism
- 51** New Code Enforcement Program Drives Efficiencies and Cost Savings



## 52 Superior Services

- 54** Shared Services
- 56** Road and Bridge Work
- 58** Tracking Our Progress, Improving Processes
- 59** Consolidating and Improving County Systems
- 60** Fiscal Stewardship
- 61** Cuyahoga County Awarded Regional and National Attention
- 62** Cuyahoga County Archives Building Opens in a New Facility
- 63** One Call Can Do It All
- 64** Adult Protective Services
- 66** Award-Winning Death Investigation Training
- 68** Veterans Memorial Bridge and Subway Tour
- 70** Contact Us

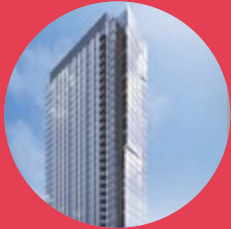




# REGIONAL GROWTH

# IMPACT

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



# Jobs Created and Retained Through:

Direct Loans

1361

---



Infrastructure leverage

3000

---



Partner Organizations

515

---



# Strategic Place-Based and Mixed-Use Development Promotes Economic Growth

The Department of Development is focused on implementing the County’s economic development mission by investing in entrepreneurship, innovation and technology, physical revitalization and redevelopment, business competitiveness and growth and the encouragement of strategic place-based and mixed-use development. The Department’s programs are focused in three primary funding areas: Business Growth and Attraction Lending, Real Estate Finance Lending and Business Special Attraction Incentivization (Forgivable Loans). In 2018 the Department’s signature projects were funded using specific loan products within those areas:



1

## Business Growth and Attraction Lending

This program area offers businesses and projects an array of gap-financing loan products at favorable below-market interest rates and terms.

### IMS Medical, LLC

Cuyahoga County approved a \$300,000 loan to MO Professional Building, LLC to support the expansion of IMS Medical, LLC from Arizona to its new Midwestern U.S. headquarters in the City of Parma Heights, Ohio.

In 2018, IMS Medical grew from a local medical distributor to one of the top national distributors within the medical device industry.

The 64,000 square-foot Heritage Building at 6500 Pearl Road, which is a key building in Parma Heights that was previously underutilized, is undergoing a \$935,000 renovation and will be occupied by IMS Medical Supply/Doc’s Medical Repair as well as other small business tenants.

The project is bringing 20 new medical equipment repair, refurbishment and sales jobs to the city and is expected to bring \$36,000 per year in new income taxes to the community and \$14,000 per year in new property and sales tax revenue to the county and the Greater Cleveland Regional Transit Authority.

---

**\$300,000**

---



2

## Real Estate Finance Lending

This program area offers real estate development projects and their borrowers a gap-financing loan product that provides low-cost loans for new development, redevelopment and renovations, and brownfield clean-ups that make the projects competitive and viable.

### Church + State: A New Dynamic Neighborhood Place

In 2018, Cuyahoga County approved a \$2 million loan to Project 29 Partners LLC to help finance its \$60 million urban mixed-use project known as Church and State. Located at the intersection of West 29th Street and Detroit Avenue in Cleveland's Hingetown neighborhood Church and State is in a part of Ohio City that is seeing rapid growth.

The development will consist of two mixed-use buildings featuring 161 residential units, with 20,000 square feet of ground floor retail, parking, bike-storage space, and quality public space. The project is slated to create 40 new neighborhood-based jobs in retail and facilities management.

---

**\$2 Million**

---



CHURCH

PROMOTING WALKABILITY,  
MULTIMODAL TRANSPORTATION  
AND SUSTAINABILITY.



STATE

A TRANSIT-ORIENTED DEVELOPMENT  
THAT IS THE FIRST LEED CERTIFIED  
PROJECT ON CLEVELAND'S WEST  
SIDE AND WILL HOUSE THE LARGEST  
GROUND-FLOOR BICYCLE GARAGE IN  
THE REGION.

**The Athlon: Second Life for the former Cleveland Athletic Club**

Cuyahoga County approved a \$2 million loan to CAC Project Developer LLC to help finance its \$62 million redevelopment and adaptive re-use of the historic Cleveland Athletic Club (CAC) building at 1118 Euclid Avenue.

The Athlon project creatively transforms the former CAC, which was vacant and blighted for nearly 12 years, maintaining the historic charm of the original structure while also integrating modern-day amenities. It will feature 163 new rental apartments and 16,000 square feet of offices and commercial retail space with 40 basement parking spaces.

The project will create 25 new jobs as a result of the redevelopment. Additionally, Great Lakes Financial, which must relocate from its current downtown Cleveland location, will relocate into the finished property with its 50 employees.

---

**\$2 Million**

---



**Ohio City Masonic Center Structure Reimagined**

Cuyahoga County approved an \$80,000 loan to Cleveland Rocks Holding LLC to support the early stages of redeveloping the historic Ohio City Masonic Center at 2831 Franklin Boulevard.

Cleveland Rocks Holding LLC plans to redevelop the complex into a rock climbing gym, office space, and “makerspace”, providing community access to 3D printers, laser cutters, software development classes, youth-based coding camps, and access to mentors.

The County’s \$80,000 USEPA-funded Brownfield Redevelopment loan will be used for remediation of lead paint and asbestos contamination within the structure.

The completed full-scale project is expected to create 18 jobs for the Ohio City neighborhood.

---

**\$80,000**

---

**The Lumen: Largest Downtown Residential Project in Forty Years**

Cuyahoga County approved a \$10 million development loan to the Playhouse Square Foundation for the construction of The Lumen, a major new \$138 million residential complex.

Set to become a distinct addition to the Cleveland skyline, The Lumen will promote continued growth of the Playhouse Square District in 2020. It will host 318 apartments and amenities will include a yoga studio, fitness center, pool, business center and ground floor reception area. The building will also feature street-level retail and a 530-car parking garage.

The project is expected to create 10 new jobs in property management, parking and retail operations.

---

**\$10 Million**

---





3

## Business Special Attraction

This program area has specialized incentivization products for unique opportunities to attract companies that bring high paying jobs and national/worldwide corporate presence to the county and the region.

### Attraction of New World Headquarters

Cuyahoga County approved a \$500,000 million loan to the newly formed Covia Holdings, Inc., keeping this major corporate presence in Ohio and bringing the headquarters to the county.

Built through the merging of two major organizations, Fairmount Santrol of Geauga County and Unimin Corporation of New Canaan, Connecticut, Covia is a leading provider of minerals and material solutions for the industrial and energy markets.

The project is bringing 79 high-paying corporate headquarters jobs into the City of Independence and is expected to produce \$390,000 per year in new income taxes to the community and \$57,000 per year in new sales tax revenue to the County and the Greater Cleveland Regional Transit Authority.

---

**\$500,000 Million**

---



# Investing in Entrepreneurship and Inclusive Innovation

Regional growth is a top strategic priority for Cuyahoga County, and the County is dedicated to ensuring our businesses are growing and profitable by promoting and investing in entrepreneurship and inclusive innovation. We are committed to helping businesses flourish, as business growth adds new jobs to Cuyahoga County, helping more County residents earn the money they need to support their families.

We are especially focused on supporting microenterprises, minority-owned and women-owned businesses as well as start-ups and early stage technology businesses.



### Capital Access Fund

In 2016, Cuyahoga County along with the National Urban League’s Urban Empowerment Fund, Morgan Stanley, National Development Council and the Urban League of Greater Cleveland launched the Capital Access Fund of Greater Cleveland, 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.

- In 2018:**
- Projects funded: 9**
- Minority owned: 8**
- Women owned: 7**
- Jobs created: 33**
- Jobs retained: 44**
- Total funding: \$1,365,500**

### Economic and Community Development Institute

In 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, provides microloans ranging from \$10,000 to \$100,000 to qualified small businesses that can be helped toward attaining more traditional loans within three to five years and provides specific technical assistance to both start-ups and established small businesses.

- In 2018:**
- Projects funded: 31**
- Minority owned: 22**
- Women owned: 19**
- Jobs created: 32**
- Jobs retained: 48**
- County contribution: \$455,044**

### The SBA-County-Municipal Initiative

The SBA-County-Municipal Initiative, created in partnership with Cuyahoga County, participating municipalities, and the U.S. Small Business Administration, is a supplemental investment program designed to assist small business growth and job creation. Project funding consists of an SBA-backed loan from a participating lender and a performance grant/forgivable loan from the program’s participating municipality and owner equity.

- In 2018:**
- Projects funded: 12**
- Jobs created: 100**
- Jobs Retained: 107**
- County contribution: \$189,489**



### Growth Opportunity Partners

The Cuyahoga County Accelerated Growth Program for Small Business Lending administered by Growth Opportunity Partners, was created to identify, encourage and develop small to medium-sized businesses and to further their realistic growth plans more efficiently and effectively and with less risk. Growth Opportunity Partners administers the County loan proceeds of up to \$2 million, which provides businesses necessary capital to accelerate growth goals and will provide technical assistance and loans in a manner that is expected to best facilitate the borrowing businesses' growth, job creation and market expansion activities.

**In 2018:**  
**Projects funded: 7**  
**Minority owned: 2**  
**Women owned: 3**  
**Jobs created: 10**  
**Jobs retained: 139**  
**County contribution: \$827,000**



### Business Growth Collaborative of Greater Cleveland Partnership's Commission on Economic Inclusion

Cuyahoga County provides operating support to the Business Growth Collaborative of Greater Cleveland Partnership's Commission on Economic Inclusion. In the last year, the Business Growth Collaborative has collectively serviced over 100 businesses and drastically changed the resource environment in our region. Whereas before, an entrepreneur had to have 11 different conversations and determine herself which organization provided the best services for her needs, the BGC reduces "the noise" and ensures business owners are immediately directed to the right person. The primary purpose of the BGC is to place the needs of the business-owner at the forefront, and work as a wrap-around system to address her needs efficiently and meaningfully.

**In 2018:**  
**Projects funded: 131**  
**Minority owned: 124**  
**Women owned: 80**  
**County contribution: \$50,000**



### JumpStart, Inc.

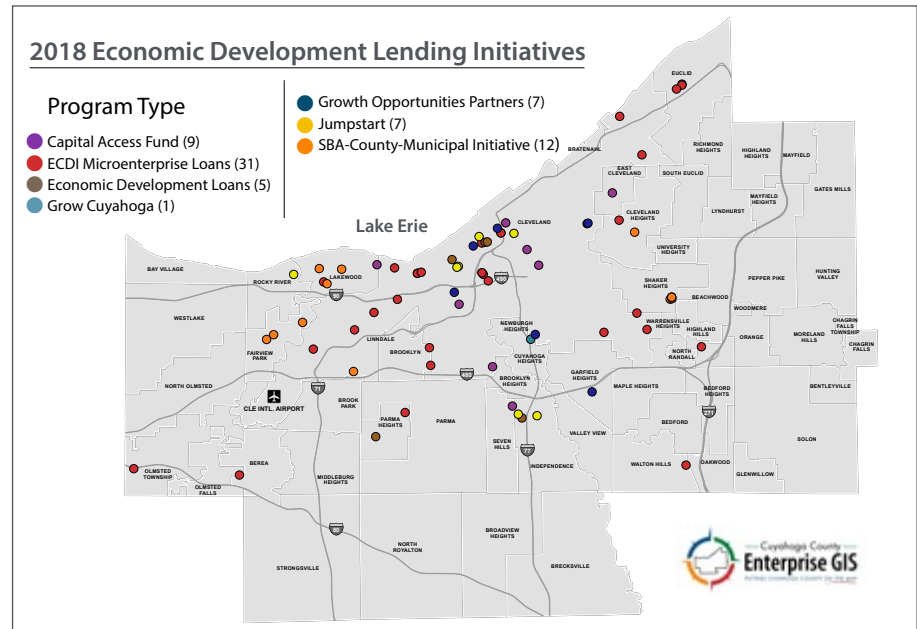
Through two collaborative partnerships with Jumpstart, Inc., known as Pre-Seed Capital Fund and Early Stage Loan Fund, the County provides seed capital investments and loans to assist early high growth businesses. The funding programs offer early-stage financing to support job creation and job retention while contributing to economic growth.

**In 2018:**  
**Projects funded: 7**  
**Women owned: 2**  
**County contribution: \$500,000**

### Grow Cuyahoga Fund

Since 2014, the Grow Cuyahoga Fund has consistently been a valuable and effective leveraging/lending mechanism for the County to help small and mid-sized businesses obtain private sector debt financing.

**In 2018:**  
**Projects funded: 1**  
**Jobs created: 7**  
**Jobs retained: 23**  
**County contribution: \$81,000**



## SBA-County-Municipal Initiative Helps Small Businesses Thrive

In the summer of 2018, Cuyahoga County provided \$37,550 in funding toward a \$50,000 forgivable loan made to Gone to the Dogs, a premier dog daycare and salon that has called the City of Fairview Park, Ohio home for 20 years. The forgivable loan was provided through Fairview Park's Lorain Road Loan Program, which was funded through the SBA-County-Municipal Small Business Initiative Program.

In partnership with the Cuyahoga County Department of Development and the Small Business Administration, Fairview Park offers this program to small business owners and start-ups who are looking to locate and/or expand within the City. The gap-funding through the program helps to leverage an SBA-guaranteed bank loan as the primary financing for the expansion projects.

Gone to the Dogs is owned and operated by Jeffrey Grano and his sister, Jan Gilson. This treasured local business has relocated its operations to 21475 Lorain Road. The new facility will offer the same great amenities and personalized services that clients are accustomed to and meet the growing needs of this thriving business. Over \$600,000 of improvements were made to the property.

The SBA-County-Muni program also helped one other Fairview Park business in 2018—Sides to Go BBQ, a fast-casual southern-style restaurant located at 18900 Lorain Road. The County provided \$14,775 in funding toward a \$19,700 forgivable loan made to Sides to Go BBQ for its \$190,000 new location project at the site of the former East Coast Custard.

Funding for Gone to the Dogs will create 3 new full-time jobs and retain 13 existing jobs, and funding for Sides to Go BBQ will create 9 new jobs.



## Supporting Entrepreneurs Who Make a Difference in Our Community

Yeidy Laracuente is the owner of Jireh Learning Center, an enrichment center for toddlers and school aged children. A native of Puerto Rico, Yeidy and her family immigrated to Cleveland, Ohio in 2015. Prior to acquiring the business, Yeidy was the janitorial employee of the previous childcare center located in the facility. With the help of the Economic and Community Development Institute (ECDI), the County and a love for children, Yiedy was able to pursue her dream of starting a childcare center that offers a safe and loving learning environment operated by a well-trained staff.

***“This is a dream come true for me. I live a better life now, my kids have everything they need, and it has made a big change in our lives, if ECDI and the County didn’t help me, I wouldn’t be where I am now.”***

***Yeidy Laracuente***

The total lending amount to Jireh Learning Center was \$46,000, of which \$23,000 came from Cuyahoga County and \$23,000 was provided by ECDI. The funding was used for an asset purchase to buy the business from the previous owner, as well as for working capital and rent.

Since their grand opening in the summer of 2018, Jireh Learning Center has created 9 new jobs, and Yeidy is hard at work to reach her goal of becoming a Step up to Quality site, a five-star quality rating system administered by the Ohio Department of Education and the Ohio Department of Job and Family Services, within the next few years.



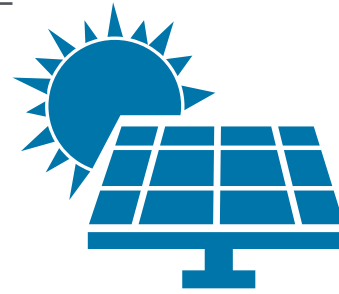
# Clean Growth

In Cuyahoga County, Regional Growth also means Clean Growth. In order to support residents, businesses, commercial ventures, non-profits and local governments as they work to support clean energy development and sustainability, Cuyahoga County contributed funds toward efforts to create a local Green Bank.

Green Banks lend money for sustainable practices such as energy efficiency, renewable energy and other green initiatives at low rates to spur clean growth practices. When launched, the County will join a small group of local jurisdictions and states that have created Green Banks, including the state of Connecticut and Montgomery County. Funds will be available for projects such as electric vehicle charging stations, solar panels for homes and businesses and making buildings energy-efficient.

Throughout 2018, the County led discussions around starting a Green Bank with key local partners—the **Gund Foundation, the Cleveland Foundation, Key Bank, the City of Cleveland and the Council on Smaller Enterprise (COSE)**. The discussions also included The Coalition for Green Capital, a D.C.-based non-profit that has helped launch several Green Banks and whose mission “is to drive greater clean energy investment into existing and new markets in the United States and in developing countries with the goal of creating a 100% clean energy platform.”





The County's funds, along with funding from the Gund and Cleveland Foundations, hired the Coalition for Green Capital as consultants to help launch a local Green Bank. The project will kick off in March 2019 and the Coalition will begin by studying the regional landscape for clean energy development.

This will include meeting with local partners and individuals to identify what financing already exists, and more importantly, where the barriers and gaps are in financing projects.

Once the Coalition identifies what financing programs and products would be most effective for the region, they will work on securing money to launch and sustain long-term operations of a County-wide Green Bank.

**With the effects of climate change becoming more and more prevalent, the need for clean energy is greater than ever. We are focused on tangible, practical efforts that will bring real benefits to our residents and our economy.**



# Helping Our Residents Live in Clean, Safe, Stable Housing

Cuyahoga County is proud to offer a wide variety of programs to help residents maintain clean, safe, and stable homes in our neighborhoods at an affordable price. We believe that all Cuyahoga County residents deserve clean, safe, and attractive neighborhoods in which they can live, work, and raise a family.

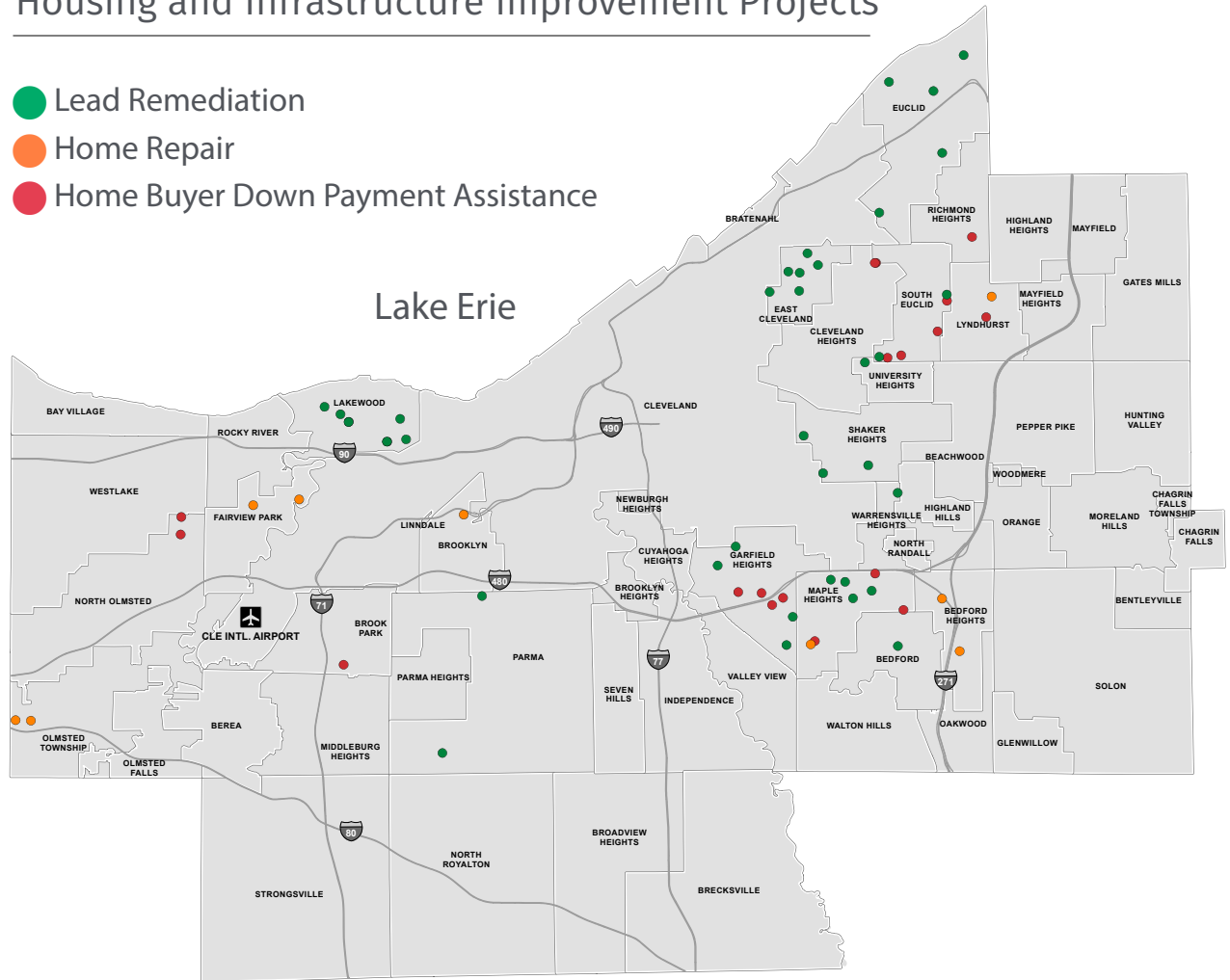
The following programs are designed to help all Cuyahoga County residents maintain and upgrade the quality of their housing and create a positive effect in the surrounding neighborhood.

## Down Payment Assistance Program

The Cuyahoga County Down Payment Assistance Program is administered by Neighborhood Housing Services on behalf of the County. Funds are available to income qualified homebuyers for eligible costs including title search, legal fees, and closing costs.

## Housing and Infrastructure Improvement Projects

- Lead Remediation
- Home Repair
- Home Buyer Down Payment Assistance







---

### **Home Repair Loan Program**

The Home Repair Loan Program enables eligible low-and-moderate income homeowners to make repairs or replacements to the following four components of a home: Roof, Electrical, Plumbing (including sanitary sewer connections), and HVAC/Furnace.

### **Lead Safe Program**

The Lead Safe program enables eligible low- and-moderate income homeowners and renters in targeted suburban areas outside the City of Cleveland to make changes in their homes to provide a lead safe environment for young children. The program is administered by the Cuyahoga County Board of Health, which has a grant to remediate lead hazards in the home.



# ECONOMIC OPPORTUNITY

IMPACT

- 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.



## Universal Pre-k enrollment

**3,632**

children receiving county-funded scholarships

**90%**

available seats filled

---



## Infant Mortality

**7,200**

county residents trained as Safe Sleep Heroes

---



## Youth Internships

**682** participants

**646** got work experience

**280** received credential training

# SkillUp Service Supports Motorcars Honda

Cuyahoga County's innovative talent development service, SkillUp continues to help companies identify business problems, create solutions, and drive business results. One recent example is the work that SkillUp and the County's youth internship program did to support Motorcars Honda. Through a collaborative effort, the County helped Motorcars meet a talent supply need and created career and wage advancement opportunities for internship program participants.

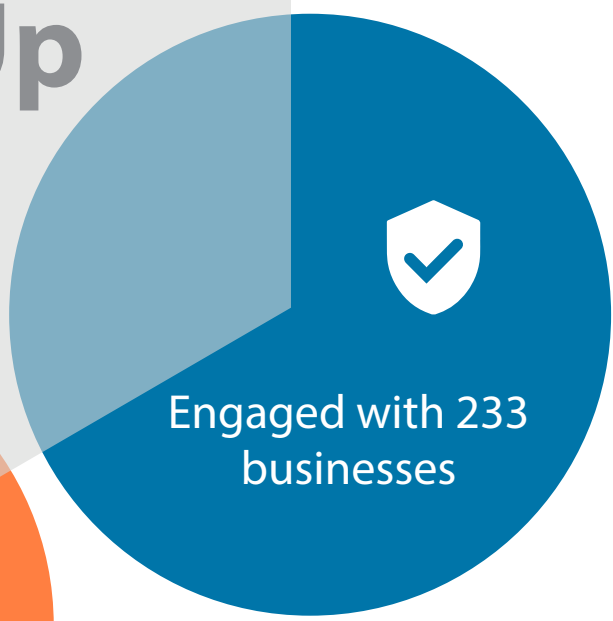
Motorcars Honda first worked with SkillUp to develop their groundbreaking service assembly line system, but it soon became apparent that Motorcars also had a need for talent. Once the service assembly line system was developed, Motorcars expressed a need for people with technical and soft skills who could be trained to become Honda Certified Express Technicians.

Members of the SkillUp team saw Motorcars' talent need as an opportunity to have a larger impact within the County and connected Motorcars with the County's youth internship program, which provides young adults with high-quality work experience that propels them on a sustainable career path.



2018 S





By connecting Motorcars to the County's internship program and providing incentives to offset training costs, SkillUp supported business growth for Motorcars and created career and wage advancement opportunities for young adults participating in the internship program.

---

To-date, 10 candidates have been hired by Motorcars, including seven from the County's internship program partner, Youth Opportunities Unlimited, two from Maximus and one from Cuyahoga Job and Family Services.

Motorcars Honda is continuing to work with SkillUp to attract additional talent at their facility. Additionally, their sister company across the street, Motorcars Toyota, is replicating SkillUp services at their site and is planning to work with the SkillUp team to fill positions in the same way.

# Workforce Connect: Increasing The Talent Pipeline

As the key provider of benefits in our community we know that there are thousands of people looking for jobs in Cuyahoga County. Workforce issues, such as matching jobseekers to positions that can support a family as well as providing employers with an extended pipeline of skilled talent, are the most significant barriers to business and job growth in the county.

We are tackling this complex problem through various workforce initiatives. Perhaps the most far reaching initiative is the recently launched Workforce Connect. Workforce Connect is designed to bring organizations together to help employers in three in-demand industries—manufacturing, health care and information technology—find the skilled talent they need through business-led sector intermediaries. These three sectors represent more than 72,000 job openings in the region. The intermediaries will coordinate employer and partner engagement; manage collaborative relationships; collect, analyze and share data in ways that drive strategic decision making; and maintain programmatic approaches that reflect national best practices in workforce development. This will allow us to understand the changing needs for particular jobs and to respond more quickly to provide needed skilled workers.

The first sector intermediary was created in manufacturing. The Manufacturing Advocacy and Growth Network (MAGNET) and the Greater Cleveland Partnership (GCP) are the sector intermediaries co-leading this effort, known as Workforce Connect Manufacturing.

**Workforce Connect is designed to bring organizations together to help employers in three in-demand industries—manufacturing, health care and information technology.**





A true public-private partnership, Workforce Connect Manufacturing is devoted to helping the County's 1,800 manufacturing companies, representing more than 68,000 workers and 23,800 job openings, identify sustainable workforce development solutions. Comprised of manufacturing CEOs, educational institutions and the leadership of several nonprofits, Workforce Connect Manufacturing will look at both short-term and long-term solutions to increase the talent pipeline, investing in existing programs and launching new initiatives where needed. Other sector intermediaries for healthcare and IT will be named in the future.

The result of Workforce Connect will be more businesses at the table articulating their workforce needs, and collaborating with education, workforce and service partners to link more residents with high demands jobs and career pathways to family-sustaining wages.

Workforce Connect is an effort of the Cuyahoga County Workforce Funders Group, a group comprised of leaders from Cuyahoga County, City of Cleveland, Cleveland-Cuyahoga Workforce Development Board, Team NEO, Greater Cleveland Partnership, Cleveland Foundation, Gund Foundation, Deaconess Foundation, United Way, and the Fund for Our Economic Future.



## \$2.5 million

The Cuyahoga County Workforce Funders Group has committed up to \$2.5 million to fund Workforce Connect for three years (2019-2021).



The funding will consist of up to \$1 million from the Cuyahoga County Economic Development Fund and up to \$1.5 million from the other philanthropic, public and private partners.

# Universal Pre-Kindergarten (UPK)

The County's Universal Pre-Kindergarten (UPK) Program reached new heights in 2017, with over \$22 Million raised through a major community-wide effort led by PNC Regional President Paul Clark. With those dollars, the County's Invest In Children program was able to add an additional 2,600 seats at 37 new preschool sites – meaning that, in total, over 4000 families with 3-4 year-olds who are earning up to 400 percent of the federal poverty level can qualify for scholarships.

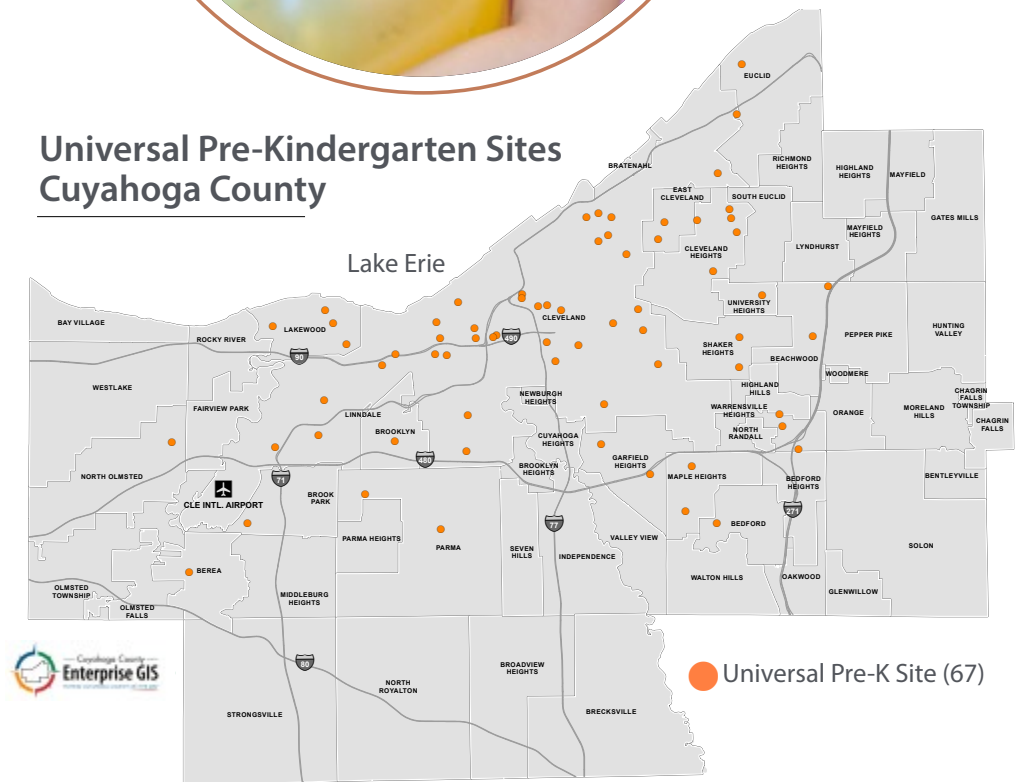
The effort was always meant to be a kickstart for UPK, with an eye towards building a sustainable future for the effort. The investment commitments expire in 2020 and our major focus in 2018 and 2019 is on sourcing sustainable funding by providing data that shows early childhood education impacts a child's future; and ultimately future generations of our community.

The County's Office of Early Childhood is studying the feasibility of a Pay For Success approach to sustain financing for expansion by showing the impact of the UPK program on children's social and academic outcomes in the elementary school years. Pay For Success models are built on the idea that a program will ultimately save dollars by changing outcomes. In other words, if a young child gets the right start in life, they are more likely to become productive members of our community.

So far, local evaluations show that children in UPK preschools are more school-ready than children not attending a UPK preschool (67% vs. 59%). This advantage is even larger among children who have high UPK attendance (72%). These are clear indicators of the effectiveness and importance of the program.



**Universal Pre-Kindergarten Sites  
Cuyahoga County**





# UPK Total Enrollment



**3,632**  
Total enrollment



**75%**  
Children enrolled in  
UPK that are ready for  
kindergarten



**67**  
High quality sites in  
the county





## Back to School

One of our strategic goals is to help make sure students are ready for school, prepared to learn and succeed. Part of our effort includes back to school resources to assist struggling families. In 2018 The Department of Health and Human Services (DHHS) held the inaugural Family Fun Day on Public Square in downtown Cleveland where employees could greet residents and share information about County programs and services.

Hundreds of children and families enjoyed free snacks and games. We gave away more than 300 backpacks stuffed with school supplies. During August DHHS provided backpacks and school supplies to more than 1,000 children. The backpacks were donated from the Five Below Backpack Challenge and the school supplies were provided through generous donations of 30 community partners.

Getting parents engaged in their child's education is a big part of their school success. The Cuyahoga County Fatherhood Initiative spearheaded the 11th Annual Fathers Walk for just that reason. More than 160 schools and 15,750 fathers across Cuyahoga County participated in the 2018 Fathers Walk.

The mission of the Annual Fathers Walk is for dads to meet the school's administration and teachers, and pledge to stay involved in the academic lives of their children throughout the entire school year. The event is sponsored by the Cuyahoga County Fatherhood Initiative, Passages and the Healthy Fathering Collaborative.

# Opportunity Zones

In 2018, the State of Ohio identified 64 Opportunity Zones in Cuyahoga County. Opportunity Zones are locations where qualified investors can purchase land for eligible commercial/industrial properties and/or eligible businesses.

These zones must meet the follow criteria:

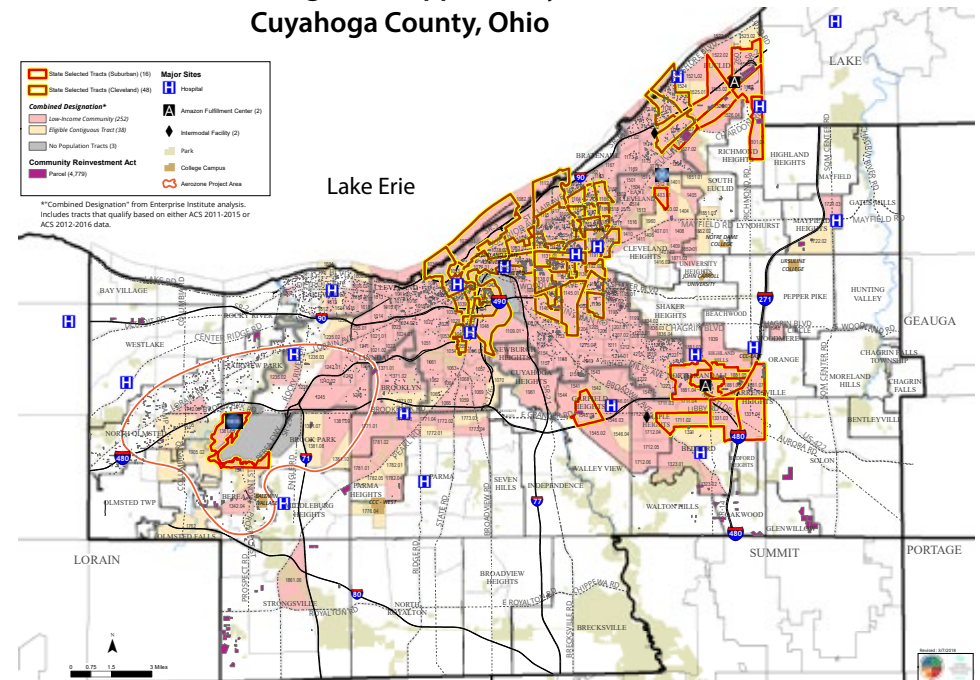


These zones were identified following a collaborative process between the County, the City of Cleveland, the Greater Cleveland Partnership, First Suburbs Consortium and the Fund for Our Economic Future.

The new Opportunity Zones can bring an economic boost to low-income communities by creating jobs, enhancing property values and increasing tax revenue. In return, investors may receive a federal tax incentive in the form of deferral and/or reduction of capital gains tax. **Forty-eight of the Opportunity Zones are in Cleveland; sixteen are located in suburbs of Cuyahoga County: Bedford Heights, Brook Park, Cleveland Heights, Euclid, Garfield Heights, Maple Heights, North Randall, Richmond Heights and Warrensville Hts.**

A successful launch of the Opportunity Zones has the potential to make a real difference in communities experiencing economic stress. Cuyahoga County and its partners are working diligently to bring much-needed investments into those communities so that residents can grow businesses and get jobs right in their neighborhoods.

Designated Opportunity Zones, 2018  
Cuyahoga County, Ohio





# INDIVIDUAL WELL-BEING

IMPACT

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

219,839 SNAP enrollment



Medicaid enrollment

384,093

142

Children achieving permanency



Senior home delivered meals

147,368

11,046

New voter registrations



Cuyahoga County population registered to vote

90%

# Focus on our Children's Welfare

Safety, permanency and well-being. Those are the pillars of child welfare and the focus of the work for The Division of Children and Family Services (DCFS). Often DCFS is involved in a child's life from the first suspicion of abuse or neglect to an adoption finalization. The DCFS leaders and employees are always looking for ways to improve what they do. In 2018 the agency worked closely with community partners and child welfare experts to take a close look at their work and find areas for continuous improvement.

## DCFS made the following changes in 2018



Our work is ongoing and urgent. There are currently more than 2,500 children in County custody due to abuse, neglect or dependency; that is the most our county has seen in nearly a decade. DCFS is working to recruit and train more foster parents who can provide the safe, supportive home these children need, along with adoptive parents who can give them the loving forever family they deserve. If you or someone you know is interested in becoming a foster or adoptive parent, please contact the **DCFS recruitment line at 216-881-5775**.

# Finding his Forever Home

When King Weatherspoon was removed from his home in 2011 it was a national story. King was only eight-years-old and weighed more than 200 pounds, a condition the county determined to be the result of severe medical neglect. Many in the media did not agree, arguing that King's removal from his home was government overreach that would ultimately do more harm than good.

King went into foster care, then lived with a relative, losing about 50 pounds before he was returned to his mother. Once back with his mom, the weight came back, and then some.

By the time King was 12, his weight had skyrocketed to almost 500 pounds. His severe mobility issues left him isolated and depressed. He attended school online and was failing every one of his classes.

The Division of Children and Family Services again tried working with King's mother, but eventually his social worker, Mallory McConnell, determined that King could not survive in his current environment. King was removed from his home a second time. That's when he ended up with Marlene Jackson.

From that point on, King's life changed. Marlene had him moving, eating well, and socializing. He lost weight, his grades improved, and his teachers glimpsed his real potential. He set his sights on the prestigious Hawken school, applied and was accepted, and continued to flourish.

When Marlene asked King if he was interested in adoption, he didn't hesitate. And finally, in May, a judge made it official.

King is a young man with an incredibly bright future; a far cry from the immobilized and isolated boy of a few short years ago.

---

**King is proof that when all the right forces combine – his own tenacious spirit, a new mother's care and love, and a social worker who refused to give up – even the most dire cases can become the most inspiring.**



# The Need for Foster Parents

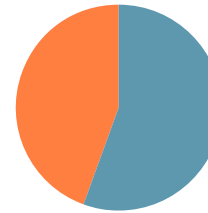
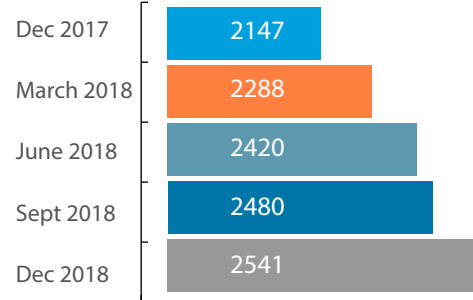
In 2018 Cuyahoga County saw a surge of children in protective custody due to abuse or neglect. To give each of these children the loving, stable home they deserve, we need more foster and adoptive parents.

**Foster and adoptive parents can be from all backgrounds, races, sexual orientations, genders, and cultures—as diverse as the children in our care. You don't have to be wealthy, married, or religious, and you don't have to own your own home.**

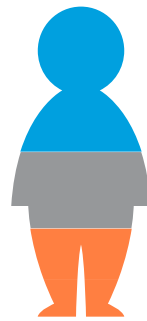
The process involves meeting a few basic requirements, submitting to a thorough home study, and attending training.

Visit: [www.everychildneedsfamily.com](http://www.everychildneedsfamily.com) to learn more about providing a safe and caring home to a child in need.

## Children in County Custody



**49% female** (1250)  
**51% male** (1291)



### Age

0-5	960	38%
6-8	371	15%
9-12	425	17%
13-15	250	14%
16-17	304	12%
18+	131	5%

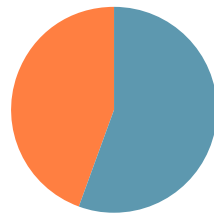
### Race

Black/African American	1638	64%
Caucasian	659	26%
Multi-Racial	232	9%
Other	12	0%



**142**  
adoptions  
in 2018

## 519 children waiting to be adopted



**48% female** (250)  
**52% male** (269)



### Age

0-5	135	26%
6-8	60	12%
9-12	88	17%
13-15	83	16%
16-17	92	18%
18+	61	12%

### Race

Black/African American	338	65%
Caucasian	139	27%
Multi-Racial	39	1%
Other	3	0%



# Child Support Services

139,884



Annually, the child support program touches the lives of 139,884 children in Cuyahoga County.

382,934

The Office of Child Support Services (OCSS) has provided family support services for 382,934 participants including parents, caretakers and children as of December 2018.



\$225,695,019

In the 2018 program year, OCSS collected \$225,695,019 in child support payments.



\$3,566,197

Job and Family Services has expanded collections where payors can pay support while they are already in a building for other services. 2018 collections through Virgil Brown, Juvenile Court, Clerk's office and the Treasurer's office totaled \$3,566,197



# Working to Keep our Babies Healthy and Thriving

The Infant mortality rate (IMR) is an indicator of our community's health and our ability to support our most vulnerable residents. Unfortunately, the IMR in Cuyahoga County is not good; in fact in some zip codes our IMR is worse than that of third world countries. To fight this, Cuyahoga County, the city of Cleveland and other key stakeholders launched First Year Cleveland (FYC) in 2016. The organization, which is a community-wide strategic initiative to reduce the rate of infant mortality is tasked with making sure that ALL of our babies live to their first birthday. These first years have produced promising results—the IMR in Cuyahoga County has been reduced by more than 20 percent since 2015.

However, there are still significant and concerning differences between the white, black and Hispanic deaths. In 2017, African Americans were nearly six times more likely to lose a baby than whites were.

Research demonstrates that racial inequities are to blame for these differences. First Year Cleveland and local hospital systems are partnering to reduce racial bias through testing and training in order to increase racial equity and provide better outcomes for all babies.

The long-term racial structures that continue to exist in the U.S. directly impact pregnant African American mothers – no matter their income or education level. In fact, a poor white woman with a high school education is more likely to keep her baby to term and then have that baby live beyond their first birthday than a highly educated black woman with a high income.

First Year Cleveland is committed to changing these unacceptable conditions and continues to fund successful programs while focusing directly on ways to impact racial disparities in Infant Mortality.



**The biggest driver of infant death in the region continues to be prematurity and preterm births, followed by birth defects and sleep-related deaths.**

162

fewer black babies born preterm in 2018



70

fewer black babies born before 32 weeks in 2018

18

fewer black infant deaths in 2018



'44128: One Community' is a team of community members and local health officials, funded by the Ohio Department of Health, that works to combat the high infant mortality rate among black families in the 44128 zip code. This zip code, which includes the village of North Randall, and parts of Warrensville Heights, Highland Hills, Garfield Heights, Bedford Heights and Cleveland, was one of the most dangerous regions to be born in; six to eight babies were dying every year before their first birthday.

First Year Cleveland supports the efforts of 44128. Many group members are also members of First Year Cleveland's Community Action Council, and find ways to get into the community to share information on infant mortality and provide support and safe spaces for new families. 44128: One Community celebrated a huge win in 2018. Infant deaths dropped to zero in the 44128 zip code, the first time in at least 10 years.



First Year Cleveland's Safe Sleep Heroes provides information, training, and other resources to make safe sleep a priority in our community. Every year we lose too many babies to preventable, sleep-related deaths—the equivalent of a kindergarten classroom. Everyone has a role to play in ensuring that infants sleep safely, and it's as easy as remembering ABCD: Alone, on their Back, in a naked Crib, and Don't smoke.

A collaborative group led by The MetroHealth System, Safe Sleep Heroes has developed a brief training module, conversation guides, and other tools along with community engagement efforts such as providing board books, in-person training, and discussion at community events. Since 2018, 7200 people have been trained about the basics of infant safe sleep with a goal of at least 10,000 by 2020.



Childcare Assistance to 24,809 children

# Supporting Our Neediest



Medicaid to 384,093

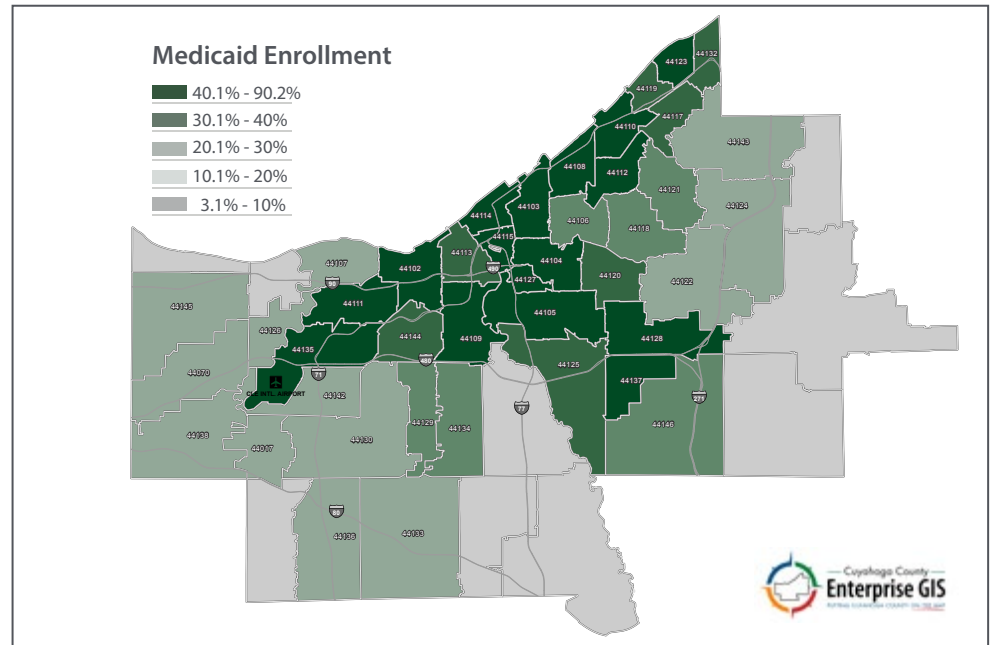
Every year the County distributes benefits to hundreds of thousands of residents who need support:

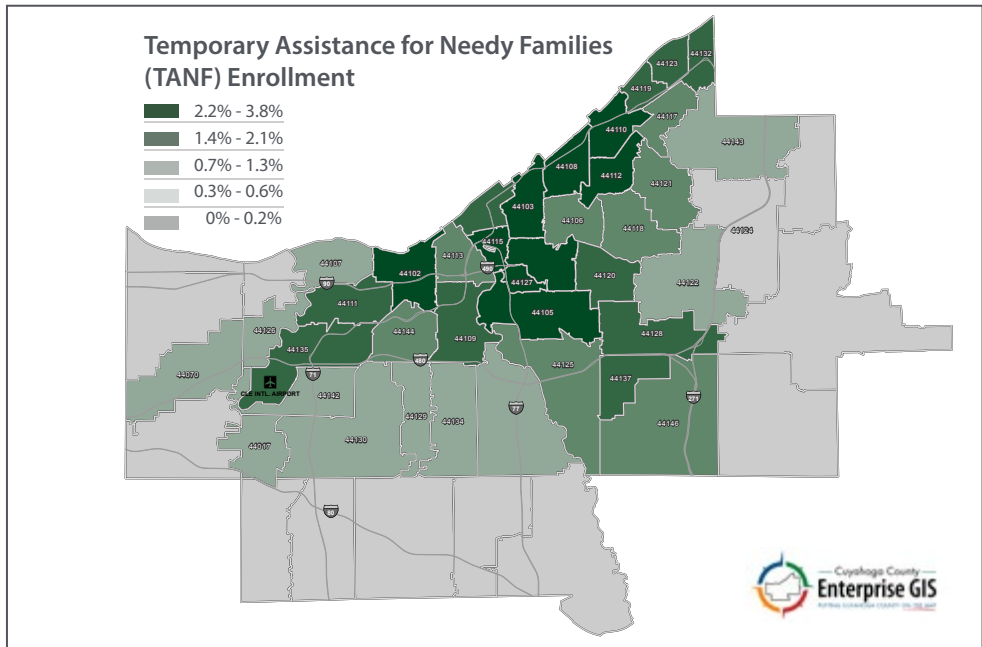
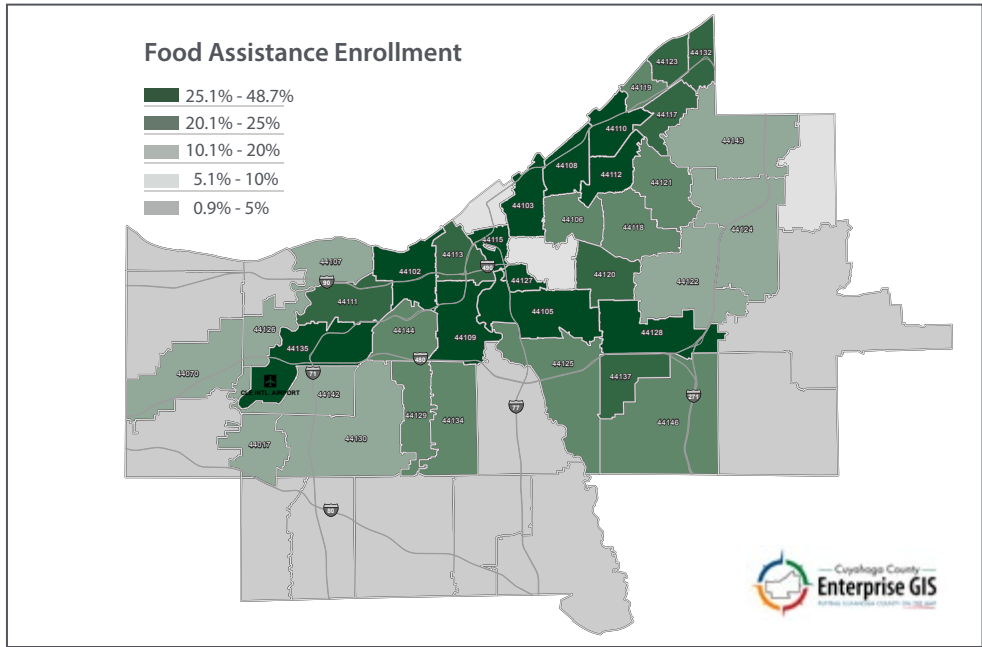


Cash Assistance/Ohio Works First to 11,104 families and children



Food Assistance to 219,839





# Home is Where Their Hearts Are

The Department for Senior and Adult Services (DSAS) runs the very successful Options for Independent Living program which has been helping seniors and adults with disabilities to live safely and independently in their homes since 2000. This year over 1,400 clients benefitted from our services. Whether providing homemaking, personal care, home delivered meals, emergency response or medical transportation, the Options program is making an impact in our community, keeping residents content in their homes and active in their communities.

Options assists the county's most vulnerable residents by offering high quality services at a reduced cost, allowing those with lower incomes the ability to take advantage of services that help them age in place successfully. Clients pay a percentage of market rate for services on a sliding scale.

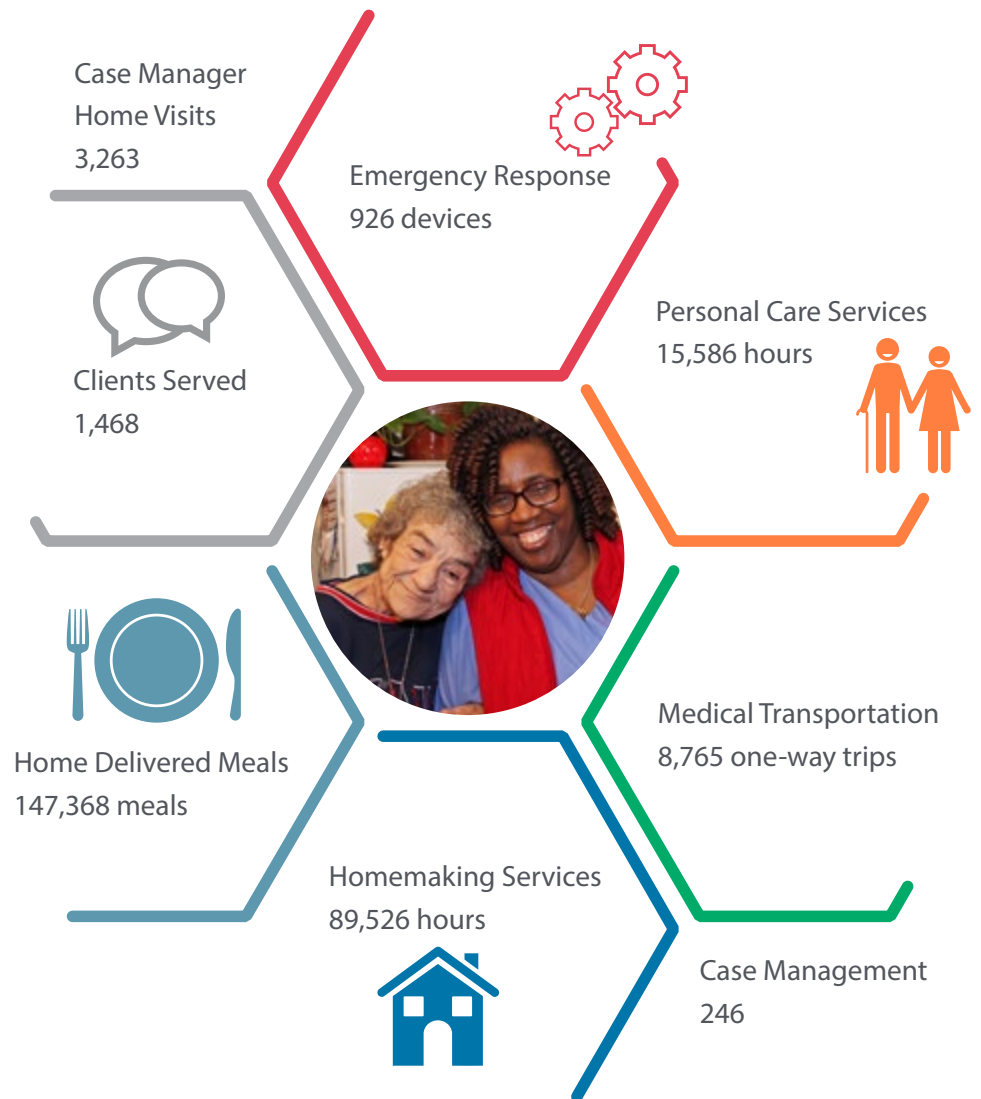
By contracting with local businesses for service provision, the Options program also makes an economic impact in the community. The program offers stable employment for hundreds of residents and dollars that flow back into our communities.

### **Client Testimonial:**

***"My case manager is wonderful. She listens to me and she always calls and checks on me and my needs. I can go to her for anything. My case manager, April Emebo – PERFECT! The program is great! Thank you!"***

**Betty Dallas**

## By the Numbers



# Fostering Pride+Positivity

## Why Affirm.Me?

As part of the new Affirm.Me program, The Division of Children and Family Services is working to provide a safe, positive, and affirming atmosphere for youth in foster care with a diverse sexual orientation, gender identity, or gender expression. The program, administered in partnership with local non-profit Kinnect and Case Western Reserve University, includes several components.

There is a focus on environment —pride flags are displayed on the front doors to welcome all customers; social workers strive to make young people feel comfortable self-identifying; and staff and visitors are encouraged to wear pronoun buttons during family meetings to ensure everyone at the table respects self-identified gender pronouns.

The program has developed a network called The Pride Caregiver Network for foster parents and kinship caregivers who are open and eager to care for young people who identify as LGBTQ2S (lesbian, gay, bisexual, transgender, questioning, two-spirit). These parents go through extra training, attend support groups, and mentor other foster parents.

The Chosen Affirming Families program for kinship, biological, and prospective adoptive families of LGBTQ2S young people works on repairing damaged family relationships and building acceptance, or when necessary, finding relatives and significant adults who may be able to provide a safe and supportive forever family.

Finally, young people who have spent time in the foster care system and identify as LGBTQ2S have formed an advisory group to help us identify and correct problems and improve the foster care experience for current and future generations of LGBTQ2S young people.



### **Young people with diverse sexual orientations, gender identities and expressions are at greater risk for:**

- Physical and emotional abuse
- Drug use
- Suicide attempts
- Mental health concerns
- Homelessness, interpersonal and/or community violence
- Bullying
- Harassment
- Academic challenges
- Increased school sanctions
- Discrimination



### **In foster care, these young people:**

- Are overrepresented: the population of LGBTQ youth in the US is around 3-8 percent; the population of LGBTQ youth in foster care is estimated as high as 19 percent
- Are less likely to be reunified with their families of origin
- Have more foster care placements
- Are more likely to age out of foster care without a support system in place

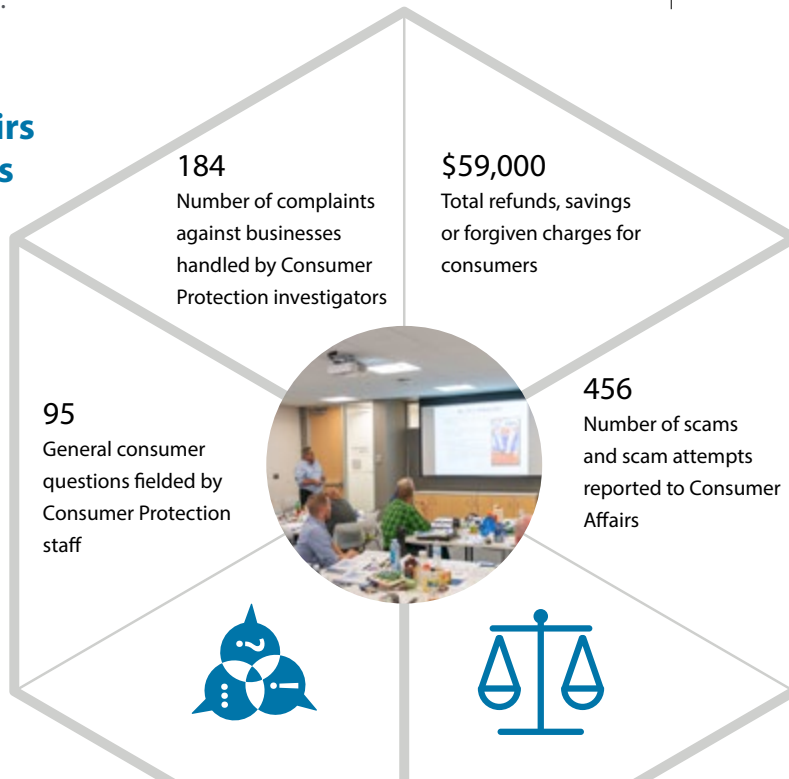
# Protecting Consumers

Last year, Cuyahoga County Council approved a comprehensive new Consumer Protection Code, which, for the first time, gives the Department of Consumer Affairs (DCA) enforcement authority it can use to combat unfair and deceptive sales practices.

The new ordinance, championed by County Executive Armond Budish, mirrors Ohio's Consumer Sales Practices Act, making it simple for businesses to comply. Like state law, the code focuses on sales of products and services to consumers for their personal or home use. In the past, DCA could only informally mediate disputes between customers and companies. Now, the Department has a variety of tools it can use to stop deceptive practices and help wronged consumers get their money back.

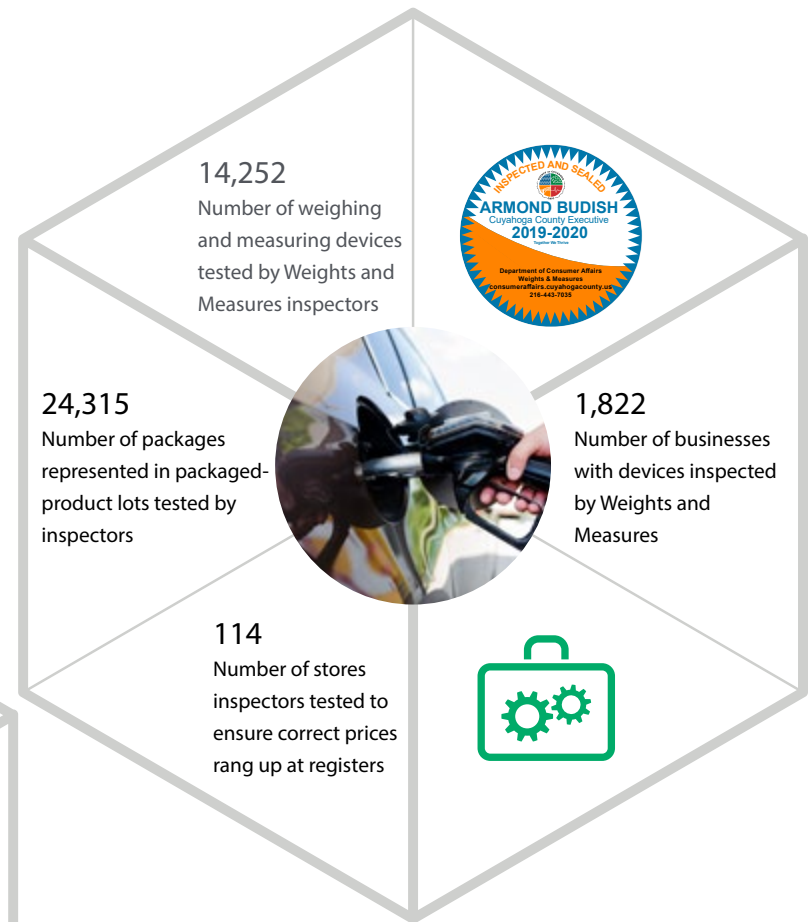
The revised County Code, in a companion ordinance, makes violations of Weights and Measures law a violation of the Consumer Protection Code. That gives Consumer Affairs the authority to step in to secure refunds for consumers who are shortchanged.

## Consumer Affairs by the Numbers



## Weights and Measures by the Numbers

The County Weights and Measures Division protects consumers by inspecting weights and measures throughout the county to make sure they're accurate.





# A Unified Front to Address Human Trafficking

The unfortunate reality of human trafficking is that it occurs everywhere—even in Cuyahoga County. That’s why we’re collaborating with partners on the local, state, and federal level to attack this problem from all sides.

The Cuyahoga County Regional Human Trafficking Task Force, an inter-agency cooperative led by the Cuyahoga County Sheriff’s Department, is the front line in our strategy to address human trafficking. In 2018 the Task Force recovered 45 victims of human trafficking. Another 85 victims were interviewed and referred for recovery services.

With victims ranging in age from 12 to 66 years old, the County’s Division of Children and Family Services (DCFS) also plays a critical role in detection and rehabilitation for impacted youth. The division works closely with the Sheriff’s Department to manage cases where human trafficking is involved or suspected. All DCFS workers follow a detailed protocol to ensure each case is managed with expertise and efficiency, no matter the circumstances.

Both DCFS and the Sheriff’s Department are also part of Greater Cleveland’s Coordinated Response to Human Trafficking, an initiative of the Collaborative to End Human Trafficking. The initiative joins together nearly 50 organizations in a coordinated effort to stop human trafficking and support victims.

No one office or organization is going to end human trafficking. But working together, we can make sure that instances of human trafficking are recognized and reported, perpetrators are held accountable, and victims are supported on their way to recovery.

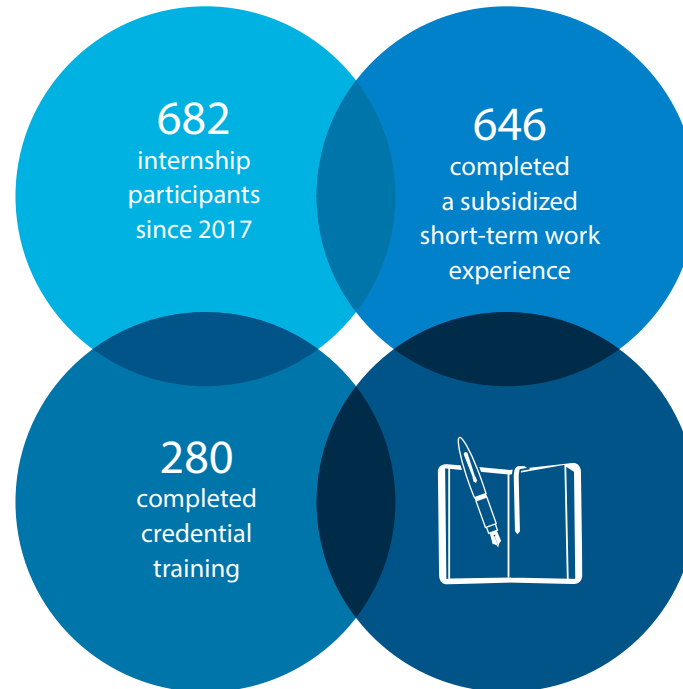


# Internship Program Gets Revamped

The Cuyahoga County Internship Program provides low-income young adults paid internship opportunities to help them get on a path to a career. Those who are aged 18-24 and are not in school or working receive job readiness training and education opportunities through the program.

The Internship Program is actually a consortium of local providers, including Youth Opportunities Unlimited (Y.O.U.), Cuyahoga Community College, Towards Employment and El Barrio Workforce Development at The Centers for Families and Children among others. Cuyahoga County Health and Human Services levy funds are used to leverage federal TANF funding to provide for the program.

The Internship Program started off as a summer jobs program but was transformed in 2017. Back then the program provided lots of young people with summer jobs and paychecks, but it wasn't structured to help put youth on a career path. Now, interns can receive training that will lead to employment in some of Northeast Ohio's fastest growing industries like health care, information technology, manufacturing and construction. The interns can earn an industry-recognized certification. Once they have that certification, they work with one of the program partners to find a job in their field.





# Access to Higher Education Through Say Yes to Education Cleveland

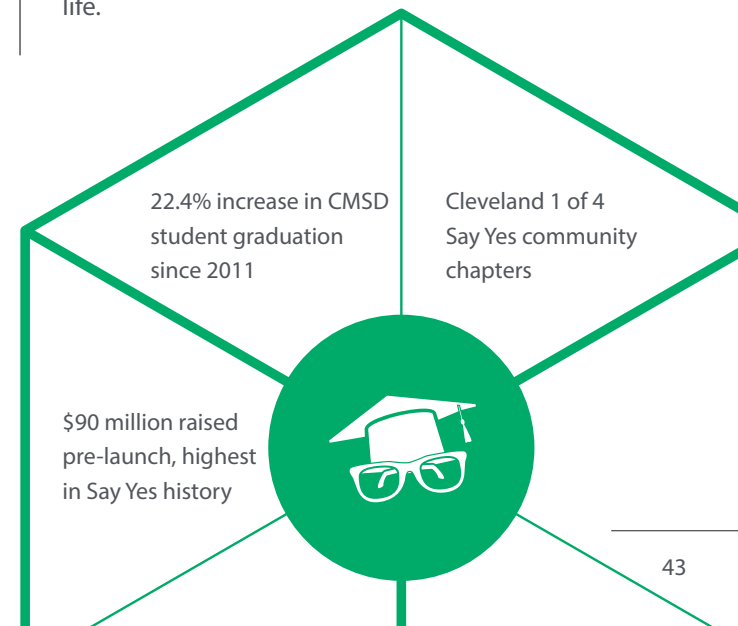
On January 18, 2019 it was announced that Cleveland would be the newest community chapter of the Say Yes to Education initiative. Say Yes to Education Cleveland guarantees that for the next 25 years, all students in the Cleveland Metropolitan School District (CMSD) will receive scholarships to go on to higher education after completing high school.

Cuyahoga County, along with five other partners, led an exploratory group throughout 2018 to work toward meeting the requirements of being a chapter. Across the United States, there are only three other Say Yes chapters. While the requirement was to raise 60% of the total goal, Cleveland surpassed this and raised \$90 million, the largest amount pre-launch in Say Yes to Education's history.

Besides scholarships, Say Yes will offer support services to the students. School-based family support specialists, mental health services and legal clinics will also be provided to help guarantee students have the support needed to succeed in school. Scholarship recipients are also required to take part in College Now Greater Cleveland's mentoring program. College Now provides supports to students as they navigate their secondary schools and has a proven track record keeping students in school and successful.

More students graduated from CMSD in 2018 than in 2011 (74.6% vs. 52.2%), yet the number of students attending college within one year of graduating high school is down 16 percentage points from 2011. As a key driver of this initiative, the goal is for Say Yes to improve college access for middle- and low-income families through scholarships and school support. By working to promote affordability of post-secondary training and education, we can help ensure that students have easier access to higher education.

Now students who have always thought that going on from high school to a college, university or community college was a far away pipe dream know that they are supported and have the opportunity to get on the path to success in college, career and life.





# MOBILIZE CROSS-SECTOR RESOURCES

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



"Food insecurity is a real issue that many of our senior citizens face daily. The Innovation Grant has given us the ability to support this vulnerable population with a nutritious boxed meal when traditional services are unavailable. This **COLLABORATION** between Cuyahoga County, the Greater Cleveland Food Bank, and the City of Euclid has proven to be meaningful in the lives of many of our clients."

*Bob Payne, Euclid Senior Center Manager*

"This project has proven what can be accomplished when communities come **TOGETHER** to solve shared needs. I see tremendous potential to build up this success."

*Jennifer Kuzma, First Suburbs Consortium Executive Director*



"The Criminal Justice Council is a collaborative group where all the stakeholders can come together to address criminal justice challenges that we face. We are **WORKING TOGETHER** to keep our communities safe by embracing programs designed to reduce recidivism while ensuring that every citizen is afforded equal treatment under the law."

*John J. Russo, Administrative and Presiding Judge of the Cuyahoga County Court of Common Pleas*

# Funding Innovative Approaches to Supporting Our Seniors



The Division of Senior and Adult Services is entering a new phase in its Senior Center Innovation Grant Program. The program, launched in 2016, connects community organizations with funding to pilot innovative programs that foster collaboration, examine new models of service, showcase the economic and social value of senior centers and embrace best practices. Programs are based on AARP's Twenty-First Century Wellness Center concept. Since inception, the program has launched four projects: Communities Assisting Residential Elders (CARE); One Call for Wellness; the University Settlement Adult Wellness Program; and the City of Euclid Senior Food Insecurity Project.

CARE has been enhancing safety through minor home modification, repairs, maintenance and other tasks that enable older adults and adults with disabilities to remain safely in their homes. The collaborative – comprised of the municipalities of Cleveland Heights, Maple Heights, Solon and the

**CARE has been enhancing safety through home repairs, maintenance and other tasks that enable older adults and adults with disabilities to remain safely in their homes.**



Community Partnership on Aging -- served over 80 area seniors with items such as home safety assessments, home repairs, yard maintenance, installation of smoke detectors, grab bars, snow removal, window washing and other needed tasks. In 2018, the program enjoyed volunteer growth of four times over the previous year and calls for service were up 43%.

**One Call for Wellness** addressed the goal of providing a cost effective "one-stop shop" model of service to reach older adults in Cuyahoga County with evidence-based programs focusing on health and wellness. The grantees -- Rose Center for Aging Well, City of Cleveland Department of Aging, Empowering and Strengthening Ohio's People (ESOP), Fairhill Partners and Greater Cleveland Food Bank -- developed innovative best practices, as well as methodology for measuring outcomes, sustainability and cost-sharing.

In 2018, the program served 419 older adults, a 15% increase over the previous year. Over 90% of the seniors served expressed satisfaction with the program, gaining new skills to manage nutrition, disease, finances, social interaction and wellness to age successfully and independently.

**New this year is the University Settlement Adult Wellness Program. The pilot was launched in June 2018 with the goal of connecting seniors and adults with disabilities in the Slavic Village community to health and wellness programming and services.**

Through weekly presentations on health and wellness topics and case management at area senior housing complexes, the program has grown to meet the needs of nearly 40 individuals in the community. Through a partnership with The MetroHealth System the program established an onsite mobile clinic, which has set a goal of serving 200 seniors with monthly onsite exams and referral services. Future plans seek to connect seniors with the local library branch, Tri-C, nearby medical clinics and the Broadway School of Music and the Arts.

The city of **Euclid's Senior Food Insecurity Project** was launched in response to that city's senior poverty rate of over 20%. The City of Euclid was serving over 40,000 meals to its seniors in congregate and homebound settings. However, the City noticed these seniors were without food when the program was operating, especially during the holidays. In response, the City applied for funding to launch an innovative program to address its seniors' food insecurity issues.

Working with the Greater Cleveland Food Bank, the program is providing boxed lunches along with regularly scheduled meals to 175 seniors prior to the holidays, so they can be sure to have the nutrition they need, even when the center is closed.

Metrics and sustainability are integral to all Senior Center Innovation Grant projects. We will continue to celebrate our partners and their progress, as we look for innovative approaches to supporting our growing senior population.



***"C.A.R.E. has become my extended family. The volunteers have satisfied my needs beyond my expectations. They care, just like I am part of their family. Bless them!"***

***Genevieve Cercek***



***The City of Euclid is proud to partner with the County on increasing food security among senior citizens in our community. We identified a need, and the County provided funding to help us pilot a project to address it. The program has been met with praise but more importantly, it addresses the need for basic sustenance in an innovative way. It is critically important to older adults whose income is below the poverty line.***

***Bob Payne, Euclid Senior Programs manager***

---

# Cuyahoga County Criminal Justice Council Focuses on Bail Reform

Building on the long tradition of system collaboration in Cuyahoga County and the progress made under the Justice System Reform Committee and other County-wide criminal justice initiatives, Cuyahoga County Executive Armond Budish, in partnership with Cuyahoga County Common Pleas Court Administrative and Presiding Judge John J. Russo, established the Cuyahoga County Criminal Justice Council (CJC). The CJC was announced by County Executive Armond Budish and Judge Russo in June 2018 and is a collaboration agreement that looks to make a positive difference in our region's criminal justice system by communicating, coordinating, planning and advocating for system improvements, programs, and polices.

The CJC executive committee includes County and City of Cleveland officials, court officials, police, prosecutors, defense attorneys, and advocacy groups. A primary focus of this group is reforming the bail system, so that fewer defendants await trial from inside a jail cell.

Requiring bail often leads to the unnecessary detention of individuals who do not pose a threat to the community because most often, they can't afford to pay the bail amount. These individuals suffer an unnecessary loss of liberty, income, and housing. The detention of these individuals also increases costs to county taxpayers.

The CJC hosted its first meeting in October 2018 with bail reform as the focus of discussion. In addition to the CJC, Cleveland Municipal Court continues its effort to implement the Arnold Foundation Risk Assessment Tool when determining bail and has created a Pre-Trial Services Department to support individuals through the pre-trial process. The Cuyahoga County Common Pleas Court has also created a jail liaison position to monitor the status of defendants who are in jail. The jail liaison is responsible for working with judges, bailiffs, probation staff and the Sheriff's Department to monitor the status of County prisoners held in the Cuyahoga County Jail. This includes tracking length of incarceration, making suggestions of potential relocation to other facilities, and helping to facilitate the release of prisoners when ordered.







---

# Supporting Rescue Task Force Teams Across the County

The Cuyahoga County Department of Public Safety and Justice Services purchased ballistic vests, ballistic helmets and medical response bags for Rescue Task Force specialty teams throughout the county. The personal protective equipment allows EMS personnel, along with police force protection, to enter areas that are cleared but not secured by law enforcement so that they can swiftly provide critical, time sensitive medical care to active shooter victims. Research shows that the quicker a victim is provided critical medical care, the better chance of survival.

The County's award was used to purchase 114 sets of personal protection equipment (vests, helmets & medical bags) to be distributed to nearly 50 community safety forces participating in the Rescue Task Force.



# Fighting Crime and Terrorism

Cuyahoga County's Fixed License Plate Reader System has enjoyed numerous successes since eighty readers were installed at twenty fixed sites across nineteen communities in the spring of 2018. Upon implementation, the project drew immediate, positive feedback from law enforcement end-users. Police Departments also provided numerous anecdotes about different ways that the cameras have bolstered law enforcement efforts.

As just one example, officers from one agency received an alert that a stolen vehicle had just traveled past its cameras. Officers were dispatched to the area, located the vehicle as well as the suspect who was nearby and in possession of the keys to the stolen vehicle and a weapon. The suspect was arrested, and the stolen property was recovered.

To date, there are over 87 million records in the County's License Plate Reader System. The records, which are retained for one year, are used by local police in investigations, patrol, and other anti-terrorism tasks officers are faced with each day. The system has been a very successful tool for local law enforcement partners in northeast Ohio, and the County continues to work to grow the program.

The Fixed License Plate Reader System was funded by a grant from the U.S. Department of Homeland Security and serves to help our police departments detect and prevent acts of terrorism and fight crime. License plates are read as they drive by the fixed sites and compared against a 'hotlist' that is maintained by the state of Ohio.

A match in the system means that the system believes that a plate it read matches something on the hotlist. These 'hits' are not reported, however, as they are not considered valid until a law enforcement officer has confirmed that the read was correct, and, was in fact the license plate that is on the hotlist. Law enforcement verification by an officer is required to insure the match is correct, not misread by the camera, or a plate from another state.

**The main function of the readers has always been to offer a tool to fight terrorism. The additional successes in fighting crime are an added benefit to our communities' safety.**



# New Code Enforcement Program Drives Efficiencies and Cost Savings

Cuyahoga County continues its efforts to assist cities in improving their housing for residents. In August 2018, Cuyahoga County issued a \$200,000 grant for the First Suburbs Consortium Regionalized Code Enforcement Pilot Program. The program is a regionalized online permitting and code enforcement initiative designed to streamline municipalities' code enforcement information while promoting increased staff efficiency, regional collaboration, cost savings, and better customer service. The six participating First Suburbs Consortium communities include: Cleveland Heights, Lakewood, Parma, Shaker Heights, South Euclid, and University Heights.

The new system will reduce time needed to complete tasks related to code enforcement data entries. In addition, contractors will be able to register with multiple cities at once and residents will be able to apply for permits and register rental properties online.

***It is estimated that cost savings in the six pilot communities could total nearly \$400,000 annually through the reduction of office supply and postage costs, reduction and potential elimination of overtime staffing costs and other related personnel costs.***





# SUPERIOR SERVICES

# IMPACT

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



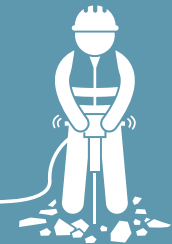
179

Shared services provided to 74 cities and outside agencies

---

\$1,573,592

To 37 municipalities for road and bridge work



242,174

Call Center: calls answered



81%

Real time eligibility for Medicaid





# Shared Services

## Supporting Our Municipalities

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

### Cities

#### Services

	Road and Bridge
	Sewer Services
	ReadyNotify
	Emergency Management Certifications
	Sheriff's Department Impact Units
	Code Enforcement
	Master Planning
	Web Design, Development and Hosting
	Voice Services
	GIS

	Bay Village	Beachwood	Bedford	Bedford Heights	Bentleyville	Berea	Bratenahl	Brecksville	Broadview Heights	Brooklyn	Brooklyn Heights	Brook Park	Chagrin Falls	Cleveland
Road and Bridge	●		●	●	●	●	●	●	●		●		●	●
Sewer Services		●	●	●		●		●	●	●	●			
ReadyNotify	●			●		●			●	●				
Emergency Management Certifications	●		●					●		●				●
Sheriff's Department Impact Units														●
Code Enforcement														
Master Planning								●	●		●			
Web Design, Development and Hosting										●	●			
Voice Services														
GIS			●			●								

	Road and Bridge
	Sewer Services
	ReadyNotify
	Emergency Management Certifications
	Sheriff's Department Impact Units
	Code Enforcement
	Master Planning
	Web Design, Development and Hosting
	Voice Services
	GIS

	Cleveland Heights	East Cleveland	Euclid	Fairview Park	Garfield Heights	Gates Mills	Glenwillow	Highland Heights	Highland Hills	Independence	Lakewood	Linndale	Lyndhurst	Maple Heights
Road and Bridge	●			●	●		●	●			●		●	●
Sewer Services	●	●		●	●	●		●	●			●	●	●
ReadyNotify	●	●		●	●			●			●			●
Emergency Management Certifications	●					●				●				
Sheriff's Department Impact Units													●	
Code Enforcement	●										●			
Master Planning											●			●
Web Design, Development and Hosting														
Voice Services														
GIS														

# Shared Services



## Total

Road and Bridge 35  
 Sewer Services 38  
 ReadyNotify 26  
 Emergency Management  
 Certifications 19  
 Sheriff's Department  
 Impact Units 6

Code Enforcement 6  
 Master Planning 11  
 Web Design, Development  
 and Hosting 8  
 Voice Services 1  
 GIS 5

## Cities

Services	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
Road and Bridge		•	•	•	•	•	•		•			•		
Sewer Services	•	•	•		•		•		•	•	•	•	•	•
ReadyNotify								•		•	•		•	•
Emergency Management Certifications	•	•		•					•	•	•			
Sheriff's Department Impact Units			•											•
Code Enforcement													•	
Master Planning		•									•		•	
Web Design, Development and Hosting				•				•					•	•
Voice Services	•													
GIS														

Services	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	•	•		•	•					•	•	•		•
Sewer Services	•	•		•	•	•	•				•	•		•
ReadyNotify		•	•		•	•	•	•			•	•		•
Emergency Management Certifications	•					•	•				•			•
Sheriff's Department Impact Units						•	•						•	
Code Enforcement					•		•			•				
Master Planning		•	•					•						
Web Design, Development and Hosting		•									•			
Voice Services														
GIS					•						•	•		

# Road and Bridge Work

## 2018 Department of Public Works Accomplishments

The County has dedicated funds to partner with municipalities to extend the useful life of pavements on county roads by encouraging routine maintenance.

**\$1,573,592**  
County Road and Bridge Funds Awarded

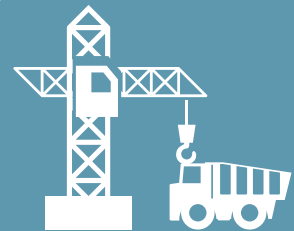


Bay Village	\$28,330
Bedford	\$25,000
Bedford Heights	\$58,200
Bentleyville	\$31,200
Berea	\$12,657
Bratenahl	\$5,700
Brecksville	\$31,898
Broadview Heights	\$14,000
Brooklyn Heights	\$41,575
Chagrin Falls	\$11,760
Cleveland	\$33,338
Cleveland Heights	\$50,120

North Olmsted	\$42,000
North Randall	\$34,400
Oakwood	\$67,500
Orange Village	\$127,440
Pepper Pike	\$59,500
Richmond Heights	\$24,000
Seven Hills	\$40,000
Shaker Heights	\$55,797
Strongsville	\$55,700
University Heights	\$36,000
Walton Hills	\$34,000
Warrensville Heights	\$32,729
Woodmere	\$61,000

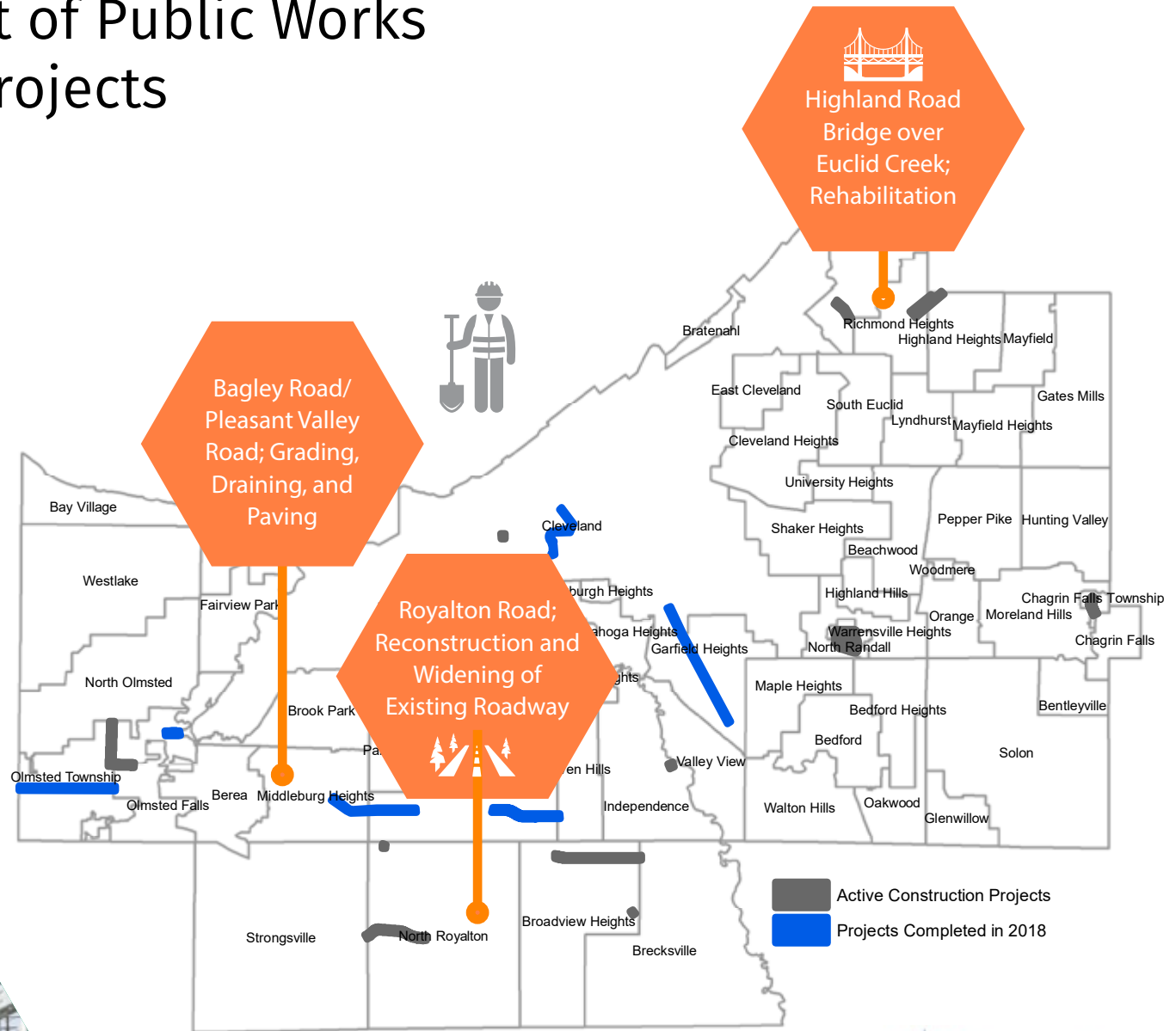


Fairview Park	\$82,687
Garfield Heights	\$82,250
Glenwillow	\$62,300
Highland Heights	\$57,250
Highland Hills	\$41,050
Lakewood	\$13,000
Lyndhurst	\$39,600
Maple Heights	\$39,000
Mayfield Village	\$45,100
Middleburg Heights	\$34,510
Moreland Hills	\$53,000
Newburg Heights	\$10,000





# 2018 Department of Public Works Road & Bridge Projects



# Tracking Our Progress, Improving Processes



The County's Office of Innovation and Performance is charged with helping the County government track the effectiveness and efficiency of our services and programs as well as helping to drive innovative practices across the county.

This year saw the launch of the County's Performance and Measures report which tracks 150 measures for the County's 15 Strategic Plan goals.

In 2018, the department helped collect baseline data and, where available, comparative data so that the County can benchmark performance against other peer counties.

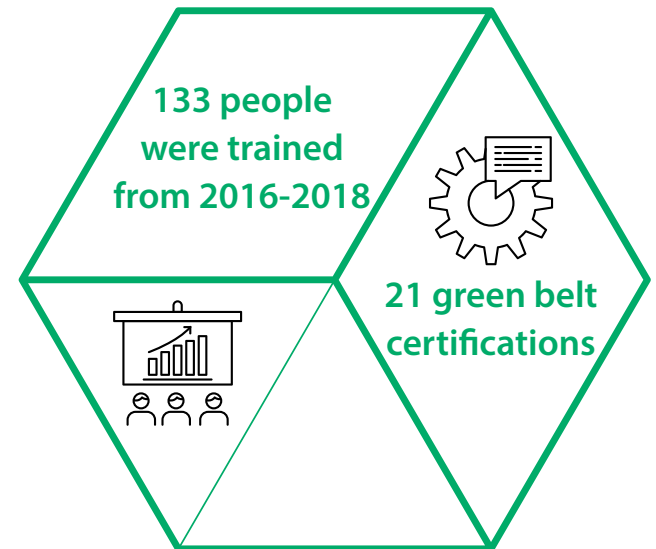


As the County looks to continuous improvement, we are training in Lean Six Sigma to identify process improvements. In 2018 the Lean Six Sigma program identified \$200k worth of improvements to the community.

A total of 133 people were trained from 2016-2018, with 21 receiving their green belt certification identifying they have successfully run a process improvement project.

The Office of Child Support Services was a key department that received training. The Office of Child Support Services completed four Lean Six Sigma Projects that included: **1) Early engagement to increase rate of payment; 2) Child support establishment and genetic testing; 3) Quality assurance at the contact center; and 4) Timely termination of child support.** The four projects that were completed identified over \$140,000 in improvements with additional improvements expected as the projects continue through implementation.

In 2019, the County will look to continue process improvement training by bringing it in house. This will allow for the County to train more employees in a cost effective manner.



# Consolidating and Improving County Systems




Project DRIVE, the new Cuyahoga County Enterprise Resource and Planning (ERP) system initiative reached significant milestones in 2018. The new ERP system uses the Infor software platform to integrate critical administrative functions into one system, providing increased efficiency both internally and externally for County services.

Major gains for County systems that service Public Works and Human Resources were made.

- For example, the Cuyahoga County print shop is now able to track printing jobs requested by County departments, accurately record time spent on those printing functions, and clearly account for paper, binding, and related costs. This process is expected to reduce time required to process billing records by at least 20-30% over the next several months.
- Public Works sanitary dispatchers can now enter work orders directly into a cloud based application that tracks work requested and records information to allow seamless billing and collections.
- The County Human Resources Department launched a new Talent Acquisition and Management tracking system that provides a complete picture of the employee as they move through the employee life cycle from application to offboarding.

Next up, the Human Resources Department will launch the Learning Management System which will offer employees and improved ethics and career development training platform.

The Fiscal Department will launch across the following areas:

ACCOUNTS PAYABLE	PROCUREMENT	GENERAL LEDGER	The Project DRIVE implementation is expected to be completed by the end of 2019.
 ACCOUNTS RECEIVABLE	 EXPENSE MANAGEMENT	 CONTRACT MANAGEMENT	



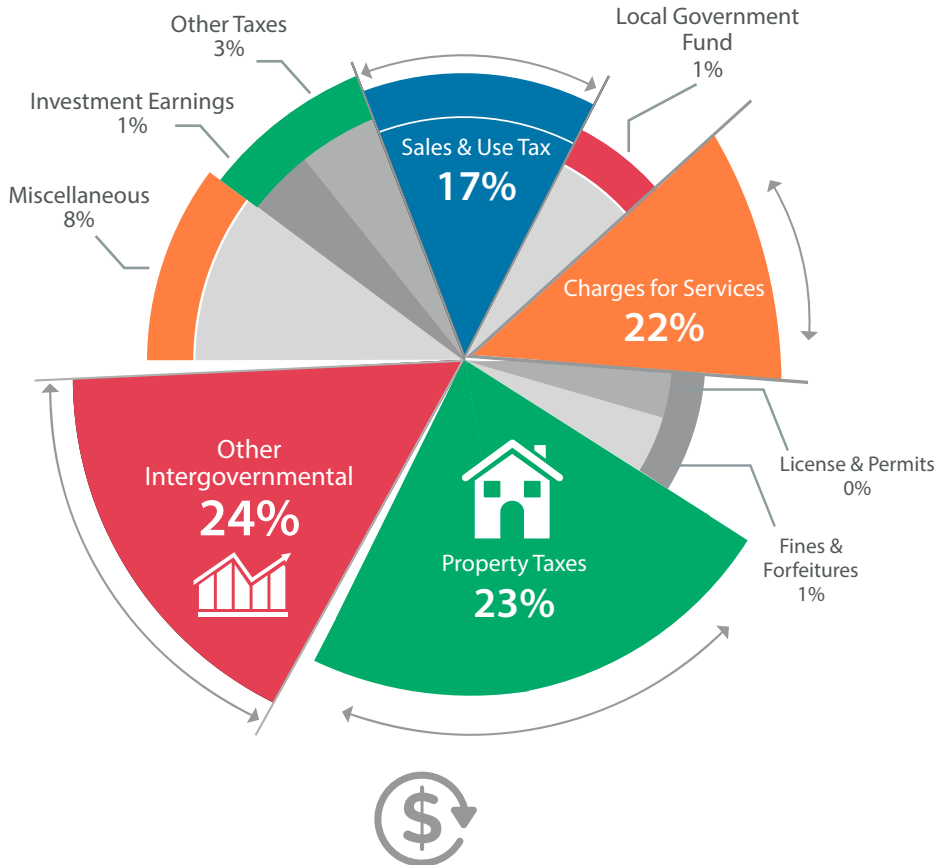
# Fiscal Stewardship

The County is focused on financial discipline and fiscal stewardship of taxpayer dollars so that we can effectively deliver the services residents count on.

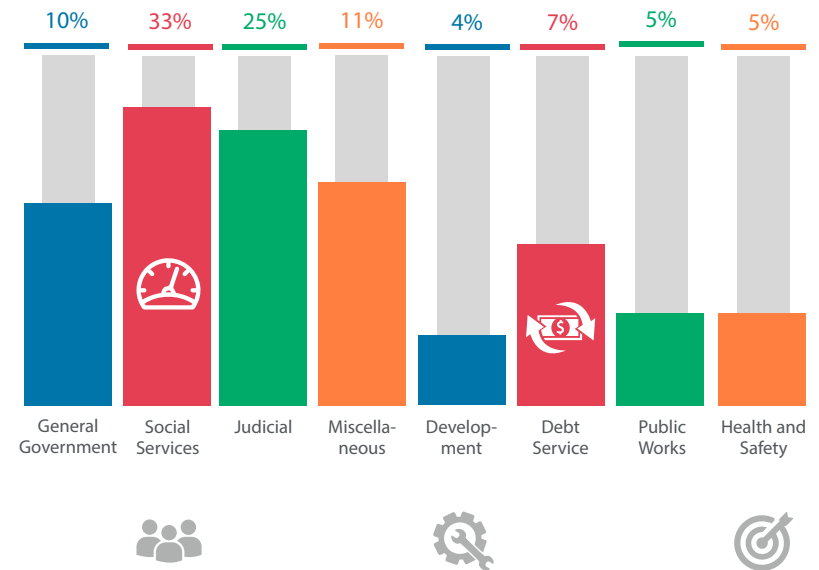


This year, Moody's Corporation reaffirmed Cuyahoga County's bond rating at Aa2, a definitive recognition of strong financial management and best practice financial policies.

## 2018 Revenue



## 2018 Expenditures



Source: Cuyahoga County Fiscal Office 2018 results of operations.

# Cuyahoga County Awarded Regional and National Attention

Every day at Cuyahoga County we are working to create innovative, effective County government initiatives that strengthen services for residents.

In 2018, the County received national and regional attention in several key areas. We are proud of the dedication shown by our staff to deliver quality services to our citizens.

- Cuyahoga County Department of Sustainability- "2018 Gold Project of the Year Award: Cuyahoga County Landfill" from Solar Builders
- Cuyahoga County Department of Development- "2018 Award of Excellence for Community Development" from the National Association for County Community and Economic Development
- Cuyahoga County Animal Shelter- "Agency of the Year Award" from the Ohio County Dog Warden's Association

- Cuyahoga County Office of Budget and Management- "Distinguished Budget Presentation Award from the Government Finance Officers Association
- Cuyahoga County Medical Examiner's Office – Forensic Scientist Daniel Mabel awarded "Outstanding Early Achievement in Forensic Science Award" from the American Academy of Forensic Sciences
- Cuyahoga County Clerk of Courts – 29-year employee Steven Kunsman awarded the "Franklin A. Polk Public Servants Merit Award" from the Cleveland Metropolitan Bar Association
- Cuyahoga County Sheriff's Department- Sergeant James Mackey awarded "Distinguished Professional Award for Law Enforcement" from the Renee Jones Empowerment Center



# Cuyahoga County Archives Building Opens in a New Facility

---



The Cuyahoga County Archives was organized in 1975 to preserve the records of Cuyahoga County Government. In addition to serving all offices and agencies of Cuyahoga County by providing records management services, the archives also preserve the historical and cultural heritage of Cuyahoga County so that the documents are available for future generations.

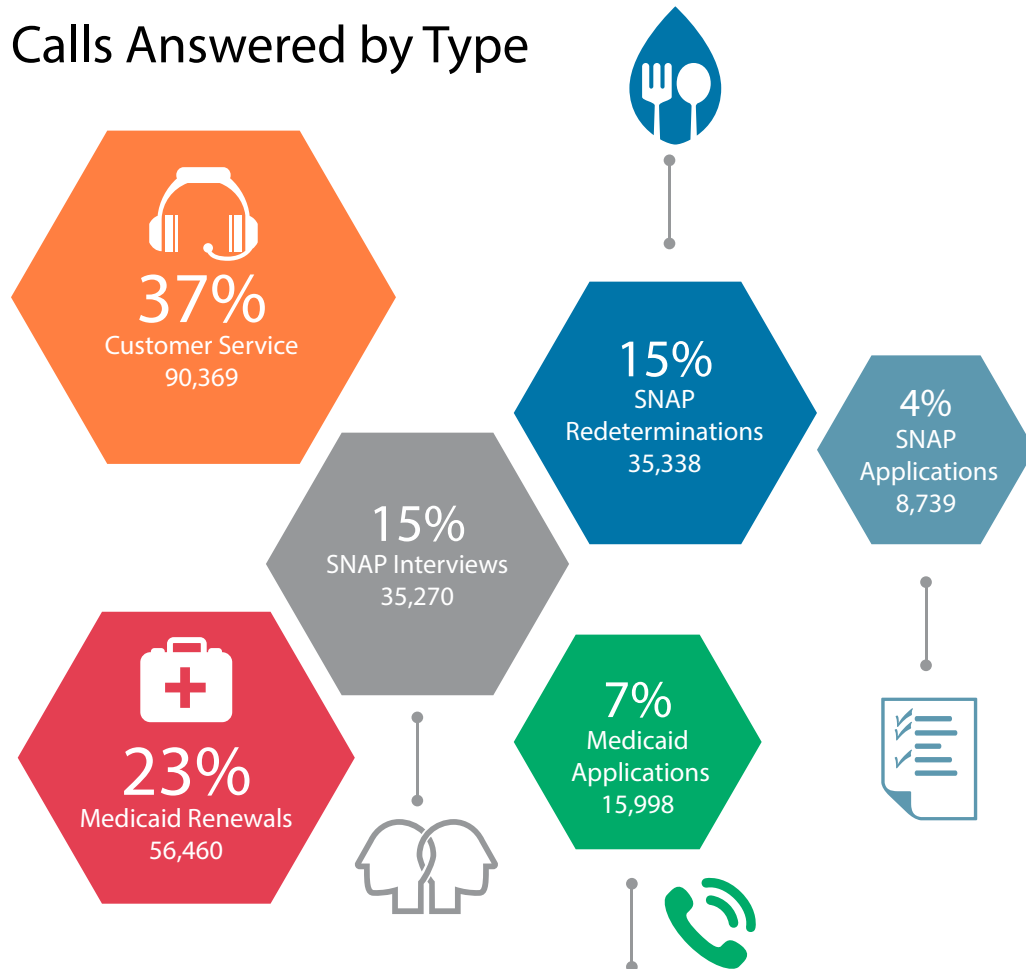
In September of 2018, after several years of planning and consolidation, the Archives building moved from the Robert Russell Rhodes House to a newly updated building in the MidTown district at 3951 Perkins Avenue. Documents were brought from the Rhodes and Sanford Houses and at least four other buildings to consolidate records into one central archive. The new facility boasts a large layout with multiple rooms dedicated to different areas of interest, making access to documents more organized and efficient.

The Archives are staffed weekdays with employees and volunteers to assist in making copies and reproducing digital records. Visitors might find themselves at the County Archives making copies of birth certificates or marriage records; others might enjoy exploring materials such as wolf scalp bounties from the early 1800s or naturalization records from individuals who were the subjects of Queen Victoria of Great Britain, recorded by the Probate Court.

# One Call Can Do It All

In the County's ongoing effort to make it easier and more efficient for residents to apply for or renew their benefits, the Cuyahoga County Job and Family Services (JFS) call center is focused on helping people resolve their request in one call, rather than having to wait for the usual 30-day processing time. In 2018, JFS significantly increased real-time eligibility access. More than 242,000 calls were answered and 81% of customers applying or renewing for Medicaid were informed of their eligibility by the end of the call. Similarly, 69% of customers who called to apply or renew for food assistance received a decision.

## Calls Answered by Type



242,174  
Calls Answered



81%  
Real-Time Eligibility  
(Medicaid)



69%  
Real-Time Eligibility  
(SNAP)

# Adult Protective Services

The Division of Senior and Adult Services is charged with providing Adult Protective Services (APS) to Cuyahoga County seniors under state mandate. Our APS unit maintains a 24-hour hotline and web portal in order to handle allegations of physical and emotional abuse, neglect, self-neglect and financial exploitation.

***This year, APS has seen its numbers rise over 20%. In 2018, the unit served 2,338 clients, received 4,113 reports, conducted 5,650 home visits, attended 383 legal consultations and filed 126 protective service orders. Close to half of the calls received pertained to allegations of self-neglect, underscoring that many seniors are facing challenges as they age alone.***

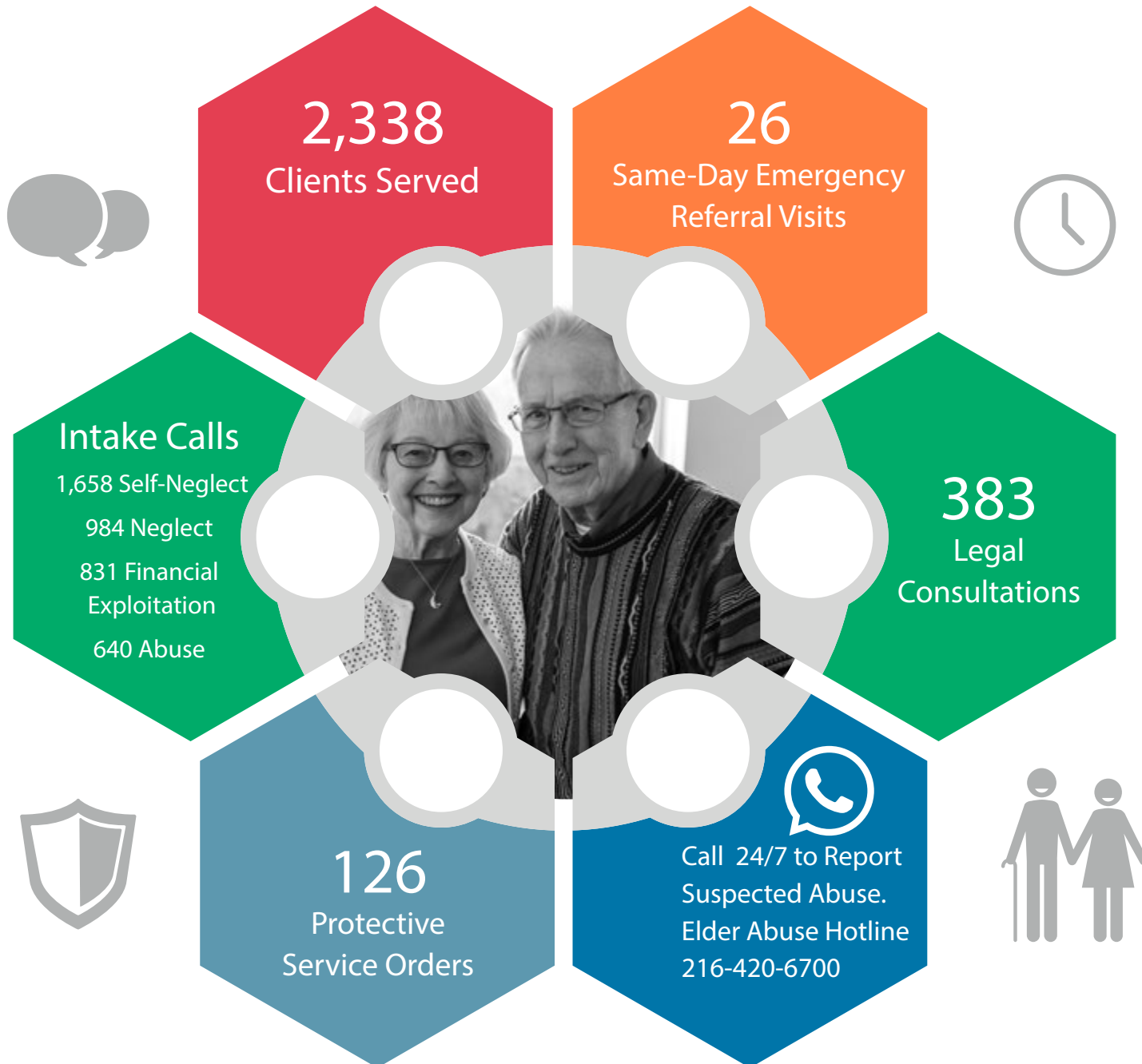
The rise in reports may be attributed in part to changes in Ohio's adult protective services law. The legislature revised the code this year to add abandonment to the list of reportable offenses and broadened the definition of exploitation. In addition, the state identified 15 new categories of mandated reporters, nearly doubling the list of professionals who are legally required to report when they suspect elder abuse is occurring.

By working with organizations such as the Ohio Commission on Adult Protective Services, the Consortium Against Adult Abuse and other partners, our team is part of a state-wide effort to formulate and recommend strategies on matters relating to elder abuse. Locally, the County maintains a robust interdisciplinary team – the Adult Protective Services Collaborative – comprised of 80 area professionals who share case studies and best practices to inform service delivery. Since 2011, the collaborative has been working to strengthen protective services through education, process improvement and legislation.





# Adult Protective Services by the Numbers



# Award-Winning Death Investigation Training

Did you know Cuyahoga County is home to one of the top death investigation training courses in the country? Since 2014, the Cuyahoga County Medical Examiner's office has held their Medicolegal Death Investigation Training Courses – courses dedicated to training public safety professionals on death investigation.

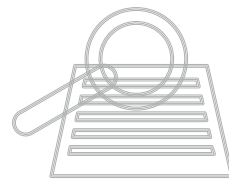


The office offers a Basic (3-day) course and an Advanced course (5-day). The basic course is a combination of lectures and hands-on activities, and the advanced course is all lecture-based.

Over 450 professionals, including coroners, attorneys, investigators, and law enforcement personnel have taken the course. While most of our participants work in Cuyahoga County, we have had several out-of-state (Pennsylvania, Michigan, Texas, New York, Las Vegas, etc.) and international participants (Bahamas, Toronto, South Africa).



In 2016, the course received the 2016 August Vollmer Excellence in Forensic Science award. The August Vollmer Excellence in Forensic Science award, presented by the International Association of Chiefs of Police (IACP), honors agencies/individuals for their contributions to forensic science and law enforcement.



As participation continues to grow annually, the office has plans to expand the course in 2020 by offering an Intermediate level course and online course. The Cuyahoga County Medical Examiner's Office staff has put much thought into the creation of this training, and it embodies the best practices in forensic education.

On the heels of winning the forensic science award, the office turned the training materials used in their course into a published book. In 2018, they released *Medicolegal Death Investigation: A Step-By-Step Field Guide* on Amazon, iTunes, and other online book retailers.





# Veterans Memorial Bridge and Subway Tour

The Veterans Memorial Bridge, sometimes referred to as the Detroit-Superior Bridge, is one of Cuyahoga County's most recognized landmarks. The 3,112 foot-long span which crosses over the Cuyahoga River, links the east and west side of the Flats.

In August of 2017, after repairs and construction upgrades, the Department of Public works opened the bridge to the public for free, self-guided tours for the first time in four years. The turnout was astonishing! Over 10,000 people came to the Veterans Memorial Bridge that day. Visitors lined up at both the east and west entrances, some with children (or dogs!), to walk the lower level of the bridge where street cars once traveled.

After the impressive turnout and the request for additional tours, Public Works opened the bridge again in August 2018. The day was also a celebration of the 100th anniversary of the bridge being built. Once again, the turnout did not disappoint.

The 3,112 foot-long span which crosses over the Cuyahoga River, links the east and west side of the Flats.





We celebrated the bridge's 100 year anniversary with thousands of visitors



After a 100th anniversary celebration, listening to live music and grabbing lunch from food truck vendors, visitors lined up to enter the bridge. Guests were greeted by Conee, Public Work's Safety Cone mascot, and got to learn plenty about the bridge's history.

On the west end visitors watched vintage film of street cars on the bridge. In the middle of the bridge actors dressed in vintage costumes strolled among visitors and described what life was like in the early to mid-1900s, which was when the bridge was built. At the east entrance visitors could tour a street car and take photos in the conductor seat.

It was definitely a day to remember and we look forward to more exciting events on the bridge in the coming years.

# STAFF DIRECTORY

Name	E-mail	Title
Bryant Crystal	<a href="mailto:cbryant@cuyahogacounty.us">cbryant@cuyahogacounty.us</a>	Director of Office of Reentry
Byrd Nailah	<a href="mailto:nbyrd@cuyahogacounty.us">nbyrd@cuyahogacounty.us</a>	Clerk of Courts
Carney Brandy	<a href="mailto:bcarney@cuyahogacounty.us">bcarney@cuyahogacounty.us</a>	Director of Public Safety and Justice
Carroll Matt	<a href="mailto:mpcarroll@cuyahogacounty.us">mpcarroll@cuyahogacounty.us</a>	Interim Chief of Staff
Carter Theodore (Ted)	<a href="mailto:tcarter@cuyahogacounty.us">tcarter@cuyahogacounty.us</a>	Chief Economic Development Officer
Dever Michael	<a href="mailto:mdever@cuyahogacounty.us">mdever@cuyahogacounty.us</a>	Director of Public Works
Dobbins-Brazelton Tiffany	<a href="mailto:tiffany.dobbins-brazelton@jfs.ohio.gov">tiffany.dobbins-brazelton@jfs.ohio.gov</a>	Director of Office of Child Support Services
Dorman Rebekah	<a href="mailto:rdorman@cuyahogacounty.us">rdorman@cuyahogacounty.us</a>	Director of Office of Early Childhood
Dykes Douglas	<a href="mailto:dmdykes@cuyahogacounty.us">dmdykes@cuyahogacounty.us</a>	Chief Talent Officer
Feinerman David	<a href="mailto:dfeinerman@cuyahogacounty.us">dfeinerman@cuyahogacounty.us</a>	Head of Workforce Innovation
Foley Michael	<a href="mailto:mfoley@cuyahogacounty.us">mfoley@cuyahogacounty.us</a>	Director of Department of Sustainability
Gillett Ruth	<a href="mailto:rgillett@cuyahogacounty.us">rgillett@cuyahogacounty.us</a>	Manager of Office of Homeless Services
Gilson Dr. Thomas	<a href="mailto:tgilson@cuyahogacounty.us">tgilson@cuyahogacounty.us</a>	Medical Examiner
Griffin Mark	<a href="mailto:mgriffin@cuyahogacounty.us">mgriffin@cuyahogacounty.us</a>	Inspector General
Gowan Kevin	<a href="mailto:kevin.gowan01@jfs.ohio.gov">kevin.gowan01@jfs.ohio.gov</a>	Administrator of Cuyahoga Job and Family Services
Harris Sheryl	<a href="mailto:sharris@cuyahogacounty.us">sharris@cuyahogacounty.us</a>	Director of Consumer Affairs
Holley Jeané	<a href="mailto:jholley@cuyahogacounty.us">jholley@cuyahogacounty.us</a>	Deputy Directory Regional Collaboration
Hurley Nora	<a href="mailto:nhurley@cuyahogacounty.us">nhurley@cuyahogacounty.us</a>	Interim Law Director
Johnson Deborah	<a href="mailto:djohnson1@cuyahogacounty.us">djohnson1@cuyahogacounty.us</a>	Manager of OED and Employee Engagement
Keenan Maggie	<a href="mailto:mkeenan@cuyahogacounty.us">mkeenan@cuyahogacounty.us</a>	Director of Budget and Management
Kennedy Dennis	<a href="mailto:dkennedy@cuyahogacounty.us">dkennedy@cuyahogacounty.us</a>	Chief Financial Officer
Lockett Lenora	<a href="mailto:llockett@cuyahogacounty.us">llockett@cuyahogacounty.us</a>	Office of Procurement and Diversity Director
Madigan Mary Louise	<a href="mailto:mlmadigan@cuyahogacounty.us">mlmadigan@cuyahogacounty.us</a>	Communications Director
Martin Robin	<a href="mailto:rmartin@cuyahogacounty.us">rmartin@cuyahogacounty.us</a>	Director of Family and Children First Council (FCFC)
Mason Tracey	<a href="mailto:tracey.mason@jfs.ohio.gov">tracey.mason@jfs.ohio.gov</a>	Director of Division Senior Adult Services (DSAS)
Merriman David	<a href="mailto:dmerriman@cuyahogacounty.us">dmerriman@cuyahogacounty.us</a>	Assistant Director of Health and Human Services
Morales Egdilio	<a href="mailto:emorales@cuyahogacounty.us">emorales@cuyahogacounty.us</a>	Director of Labor Relations
Murray Chris	<a href="mailto:cmurray@cuyahogacounty.us">cmurray@cuyahogacounty.us</a>	Treasurer
Pinkney Clifford	<a href="mailto:cpinkney@cuyahogacounty.us">cpinkney@cuyahogacounty.us</a>	Sheriff
Parfejewiec Walter	<a href="mailto:walter.parfejewiec@jfs.ohio.gov">walter.parfejewiec@jfs.ohio.gov</a>	Director of Health and Human Services





Name	E-mail	Title
Pomerantz Michele	<a href="mailto:mpomerantz@cuyahogacounty.us">mpomerantz@cuyahogacounty.us</a>	Director of Regional Collaboration
Sampson Karil	<a href="mailto:ksampson@cuyahogacounty.us">ksampson@cuyahogacounty.us</a>	Director of Process Improvement, Performance & Innovation
Surratt Kenneth	<a href="mailto:ksurratt@cuyahogacounty.us">ksurratt@cuyahogacounty.us</a>	Deputy Director of Housing and Community Development
Tkachyk Catherine	<a href="mailto:ctkachyk@cuyahogacounty.us">ctkachyk@cuyahogacounty.us</a>	Chief Innovation & Performance Officer
Weiskittel Cynthia	<a href="mailto:cynthia.weiskittel@jfs.ohio.gov">cynthia.weiskittel@jfs.ohio.gov</a>	Director of Division of Children and Family Services (DCFS)
Wing Eliza	<a href="mailto:ewing@cuyahogacounty.us">ewing@cuyahogacounty.us</a>	Chief Communications Officer
Woods Holly	<a href="mailto:hwoods@cuyahogacounty.us">hwoods@cuyahogacounty.us</a>	Director of Benefits and Compensation
Young Michael	<a href="mailto:myoung@cuyahogacounty.us">myoung@cuyahogacounty.us</a>	Chief Technology Officer

---

## Credits

### Editorial Direction:

Eliza Wing

### Art Direction:

Carmen Elena Barreiro

### Graphic Design:

Carmen Elena Barreiro

### Photos:

Jonathan Shick, Gregory Wilson

### Articles:

Simeon Best, Tina Coleman, Loren Genson, Devyn Giannetti, Donisha Greene, Christopher Harris, Lorin Hancock, Aida Idiaquez, Daphne R. James, Deonna Kirkpatrick, John Ladd, John O'Brien, Miranda Pomiecko, Denise Rucker-Burton, Jordyn Scolaro, Kathleen Sizemore, Katrice Williams

### Maps

#### Cuyahoga County Enterprise GIS

Jordan Abbott, Tom Fisher, Dan Giersz

#### Cuyahoga County Planning Commission

Daniel Meaney



**Cuyahoga County**  
**Together We Thrive**

---

Administrative Headquarters  
2079 East Ninth Street  
Cleveland, Ohio 44115  
216-443-7178  
[www.cuyahogacounty.us](http://www.cuyahogacounty.us)

