



Cuyahoga County
Together We Thrive



TRANSFORMING *lives*

Overview 2017



TRANSFORMING LIVES

I am pleased to present to you our 2017 Overview. I am so proud of all that we have done and are doing to lift our residents and keep our momentum going.

As always, our focus is to create a vibrant prosperous region – a prosperity that can be shared by all, no matter what zip code you live in.

This is no easy goal. Cuyahoga County, like so many other counties in the United States is challenged by significant income inequity and lack of access to resources we all need to thrive.

But we are attacking these challenges head on. Within these pages you will see our attention to job creation and job training, so all our residents can get on a successful career path. We are doing all we can to eliminate blight, to educate our youngest children, to solve crime, to address the opioid crisis and to help our communities repair their roads and bridges. We are stepping up our efforts to attract and grow new businesses; develop Cuyahoga County into an internationally renowned Medical Capitol, and train our residents for these new opportunities. Our theme for this overview, **Transforming Lives**, captures that spirit.

We know that to transform the county and the lives of **all** of our residents, we need to address our challenges AND reach for the heights at the same time.

It's been an exciting year. I hope you enjoy reading through highlights of our great work.



Armond Budish,
County Executive

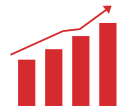
A handwritten signature of Armond Budish in black ink, written in a cursive style.



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DRIVING FOR RESULTS

.....
Knowing what must be
done does away with fear.”
-Rosa Parks
.....

In 2017, **we unveiled Cuyahoga County’s first-ever unified Strategic Plan.** We worked as a leadership team to define shared goals for our county and what we must do to achieve them. The planning process challenged our thinking about where we want to go as a region and what county government can do to get there. County government creates a high volume of fast paced activity every day. This means that we have many opportunities to create value for you – our residents, businesses and partners. Our strategy is a roadmap for how county government can serve, lead and partner with others to move our region forward.

With the planning process behind us, we were ready to get to work. And there certainly was no shortage of critical work to do - from workforce transformation to battling the opioid epidemic to aligning education and human services to supporting business growth and job creation. This raised important new questions: How do we know we are making a difference for you? That our work is moving us in the right direction? And, if not, how will we change?

Our answer: **We launched Cuyahoga Performance,** a performance management system that sets key success measures for the goals and priorities of our Strategic Plan. We are tracking two kinds of key success measures – community indicators and government measures.

Our community indicators show the overall health of our county and the work that we, in county government, are focused on with our many partners, such as:

1. Regional Gross Domestic Product (GDP)
2. Total Value of County Housing Stock
3. Infant Mortality Rate
4. High School Graduation Rate
5. Rate of Recidivism

.....
“There are no bystanders in life [...] Our humanity makes us each a part of something greater than ourselves.”
-Sonia Sotomayor
.....



Our government measures help us understand if we, in county government, are making a difference for you. Our government measures include:

1. Percentage of children enrolled in the county's universal pre-kindergarten program testing ready for kindergarten
2. Percentage of residents connected to the county's SkillUp service achieving wage advancement
3. Number of jobs projected to be created and retained by investment of county funds
4. Number of older persons able to remain independent with support of county programs
5. Percentage of residents satisfied with county services

In this first year, we are clarifying our baseline or starting point by tracking our current performance on all key success measures. We also are benchmarking or comparing our progress to results achieved by our peer communities. From there, targets will be set for the next few years to keep us on track to creating the greatest value for you. Our results will be reported to you on a quarterly basis starting with the third quarter of 2018 so that we may all learn and improve together.

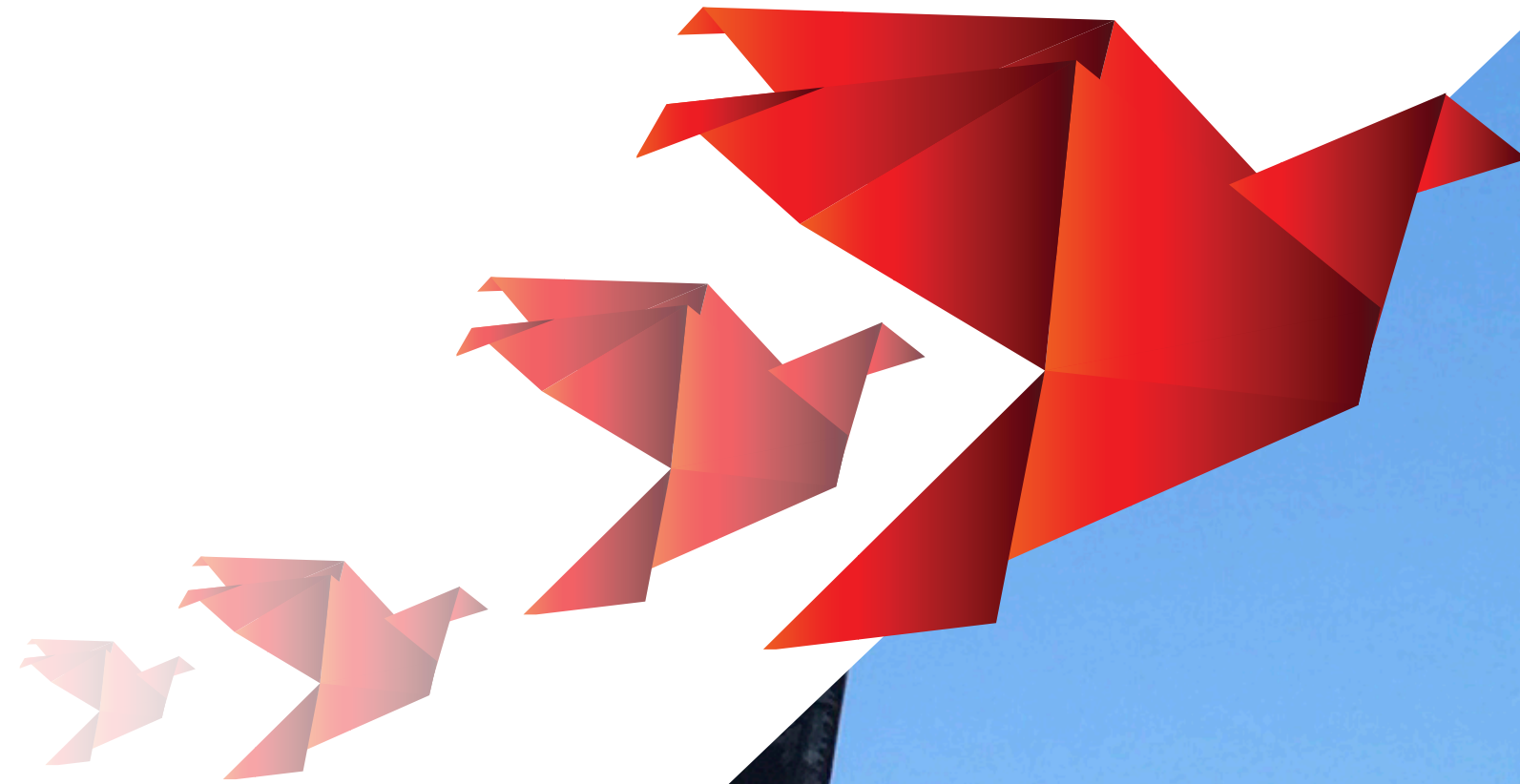
Together we are co-creating a strong, innovative, results-driven government.

Together we are expanding access to the county's excellent direct services, rethinking our systems, aligning our strategies and improving the lives of those we serve.

Together we are making our county a place where everyone can thrive and all things are possible!



Regional Growth





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

Growing Our Healthcare Technology Sector

Knowing and building upon your strengths is critical to smart, efficient growth. Cuyahoga County is home to world-renowned healthcare facilities, including Cleveland Clinic, University Hospitals and the MetroHealth System. There's a booming biotechnology and biomedical industry centered here. That's why one of our strategic focuses for regional development and economic growth is the healthcare sector, specifically advanced healthcare technology.

In 2017, the county helped recruit two and retain four innovative medical companies here. These projects have created over 250 new jobs and retained 80 in the county.



60 new jobs
80 retained jobs
\$2 million county loan

Explorys

An IBM healthcare intelligence cloud company that has built one of the largest clinical data sets in the world, representing more than 50 million lives. Recently established a long-term presence in Cuyahoga County. Explorys clients include some of the most prominent healthcare systems in the United States, accounting for over \$69 billion in care, 360 hospitals and more than 317,000 providers.

An innovative software development company that provides Wi-Fi performance management solutions to medium and large enterprises, healthcare organizations, as well as colleges and universities. Relocated its world headquarters from Akron, Ohio, to Independence, Ohio. By relocating to Cuyahoga County, 7signal seeks to attract and retain qualified employees to meet its employment needs and fuel company growth.

7signal Solutions Inc.

48 new jobs
\$4.8 million in payroll by the end of 2019
\$480,000 loan to relocate from Akron



30 new high-paying jobs
\$450,000 county loan

Sotera Health LLC

Formerly Sterigenics International LLC, a leading global provider of contract sterilization and lab services for the medical device industry. Relocated its global headquarters to Broadview Heights, Ohio from suburban Chicago.

In our region there are over 700 bioscience-related companies employing more than 230,000 individuals.

Delivers a complete smartphone-based clinical study and intervention management platform for research centers. iRxReminder LLC raised over \$900,000 to date through various investments from the public, private, and nonprofit sectors. The injection of capital from Cuyahoga County, totaling \$125,000, will assist the company in developing its software, developing a prototype, manufacturing its product and obtaining proper FDA clearance.



**iRx
Reminder
LLC**

75 new jobs expected
\$7,847,000 in new payroll over five years
\$125,000 county loan



39 new jobs expected
\$1,650,000 in new payroll over five years
\$125,000 county loan

**Apollo
Medical
Devices
LLC**



Is developing an innovative blood chemistry testing system that can process results both faster and cheaper than current market offerings. Apollo's point-of-care blood chemistry testing reduces the turnaround time from 30 minutes to two hours, to five minutes or less, allowing for faster diagnosis and decision-making, resulting in better patient care.

The Global Center for Health Innovation becomes an Innovation Platform

The Global Center for Health Innovation(GCHI) is now being strategically marketed and managed by Bioenterprise, a local leader in growing bioscience companies. Plug and Play, a globally recognized accelerator chose to locate its first North American location focused on healthcare technology outside of Silicon Valley technology at the GCHI. The presence of both organizations and the other internationally renowned companies with offices in the building has transformed the GCHI into an innovation hub whose strategic focus on healthcare technology is positioning the county for significant growth in this crucial area.

Q Transformation by The Numbers



This year the community came together to revitalize the Q; one of our region's most important economic engines.



tax revenues

\$20 million in tax revenues

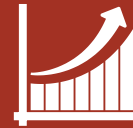
\$15 million going to the city

\$5 million going to the county

the partnership

\$70 million was funded privately by the Cavs/Quicken Loans Arena organization

\$70 million was co-funded by Cuyahoga County, City of Cleveland, and Destination Cleveland.



The public funding is generated with no new or increased taxes to residents. The pre-existing, self-generating and facility destination sources include: admissions taxes, sales taxes, destination facility reserve funds from the County unused by the Hilton Hotel project, and a percentage of the bed tax.

jobs and the Q

The Q employs over 2300 people, 1650 located in Cuyahoga County.

The transformation of the Q will create **2500 additional jobs.**

The Cavs have agreed to extend their lease by another 7 years, which will keep the team in Cleveland and avoid the need to build a new \$600-800 million facility until 2034.

County Investment Brings Two Amazon Fulfillment Centers

So much of what the County invests in is related to economic development; it can take many different departments with different budgets to bring a project to life. This past year, our Public Works department was instrumental in bringing two Amazon fulfillment centers to Cuyahoga County.

Public Works provided funds, design assistance and construction management of the public improvements including roadway widening, striping and signalization along several surrounding roads for two separate fulfillment centers, one in North Randall and the other in Euclid.

The projects are both being designed and constructed on expedited schedules so the improvements are in place upon opening of the fulfillment centers. Both centers will employ Amazon workers to pick, pack and ship customer items such as electronics, books, housewares and toys.

The County invested \$300,000 in each project toward the financing for the construction of the public improvements. In addition, the County is providing Public Works' staff hours to oversee, review and administer the construction contracts.

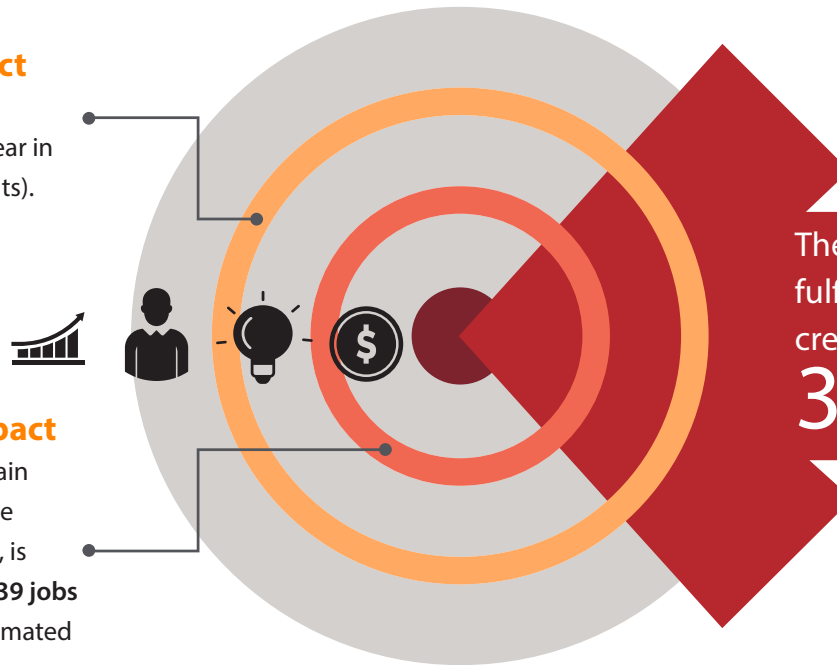


direct economic impact

of those jobs will result in an estimated \$175,315,091 per year in compensation (salary + benefits).

indirect economic impact

including Amazon's supply chain purchases and spending by the 3000 new Amazon employees, is estimated to add another 1,539 jobs within the county, with an estimated \$93,657,549 per year paid in compensation (salary + benefits).



The two new distribution Amazon fulfillment centers combined will create about

3,000 jobs

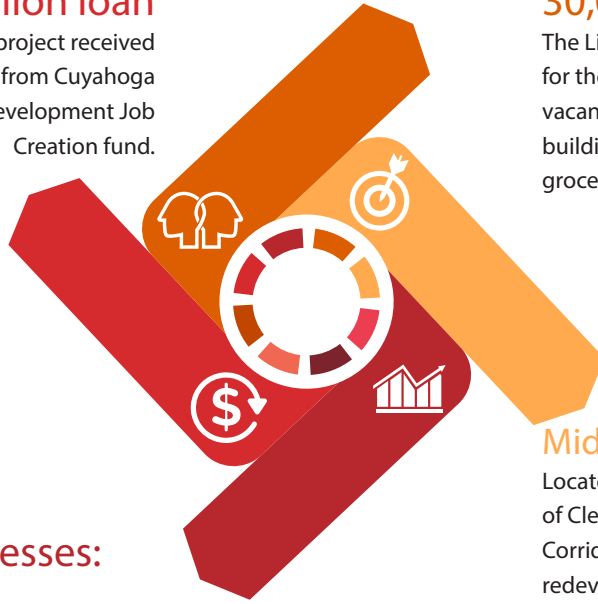
The Midtown Development Project **Link59** Demonstrates the Importance of County Efforts to Attract, Retain and Grow Business

\$2.5 million loan

In 2017, the Link59 project received a \$2.5 million loan from Cuyahoga County's Economic Development Job Creation fund.

30,000 square feet

The Link59 loan provided assistance for the redevelopment of a previously vacant 30,000 square foot two-story building and the development of a new grocery store.



Midtown neighborhood

Located in the Midtown neighborhood of Cleveland within the HealthTech Corridor, the Link59 project will redevelop a blighted area.

Link59 Businesses:

Infinite Arthroscopy:

A biotechnology medical device company. Will occupy the entire second floor, retain 10 full-time jobs. There are plans to create 12 new full-time jobs.

Grad Schools Loan, Inc.:

Leader in refinancing medical school loans. Will occupy 50% of the building's first floor, retain 20 full-time jobs and plans to create 12 new full-time jobs.

Dave's Supermarket:

The new 5,400 square foot grocery store will be home to Dave's Supermarket and will include a pharmacy, bank, and neighborhood gathering space. Dave's Supermarket will retain 115 jobs.



Changes are Brewing

Cuyahoga County approved a \$1.5 million loan to Fat Head's Brewing to support building a new 125,000 square foot central brewery facility in Middleburg Heights.

74 new jobs

The loan is expected to retain 37 production jobs and create 74 jobs.

Increased distribution

Due to the expansion, Fat Head's Brewing, which currently distributes in Ohio, Pennsylvania and Florida, will now be able to increase its distribution geography to Kentucky, Virginia, Chicago, and Washington, D.C.

3,000-square foot outdoor beer garden

The new facility also includes a 220 seat, 2,000-square foot full-service restaurant, a 3,000-square foot outdoor beer garden, an event space, and a gift shop.

Take a tour

At the new facility visitors can take a tour to view an open fermentation lab, a research pilot system, a new canning line, and new packaging and egging operations.



\$1.5
million
loan



County Funding in Investment & Entrepreneurship

Entrepreneurship comes in many forms, from the college student dreaming up a new medical device and getting seed funding for her idea, to the shop owner who wants to expand his business, to the pizzeria investing in new equipment.

That's why Cuyahoga County provides a variety of programs with an eye to supporting growth and innovation. We pay particular attention to supporting minorities and women in order to create opportunity for all.



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 2017:

Projects funded: 4

Jobs created: 9

Jobs retained: 51

Total funding: \$553,000

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 to promising small businesses. The Microenterprise Loan Fund Program is an effort to grow the number and size of enterprises owned by economically disadvantaged populations, expand access to capital for underserved local communities, and sustain a capital system that generates economic opportunities for all residents.

In 2017:

Projects funded: 25

Minority owned: 16

Women owned: 9

Jobs created: 38

Jobs retained: 121

County contribution: \$404,795

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, a performance grant/forgivable loan from the program's participating municipality and owner equity.

In 2017:

Projects funded: 2

Jobs created: 33

Jobs Retained: 20

County contribution: \$26,346



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 2017:

Projects funded: 9

Jobs Created: 6

County contribution: \$898,983



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 2017:

Projects funded: 6

Jobs created: 22

Jobs retained: 90

County contribution: \$1,250,000



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 2017:

Projects funded: 1

Jobs created: 20

Jobs retained: 97

County contribution: \$385,000



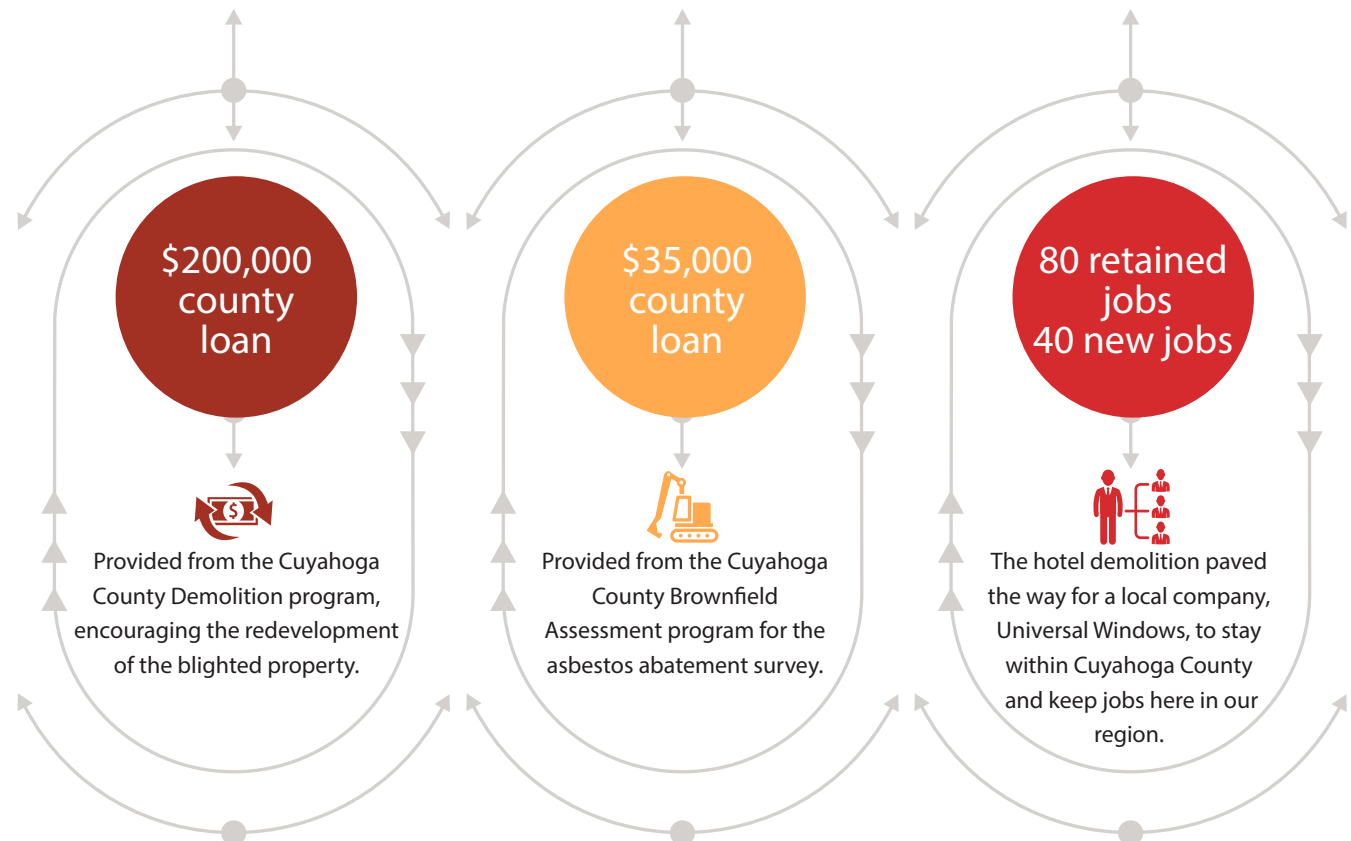
Investing in Infrastructure Spurs Economic Development

Targeted infrastructure improvements and returning blighted properties to viable community and economic assets can have a big impact on a community.

In 2017, as part of a collaborative effort, the City of Bedford Heights was able to begin the process of replacing a blighted, long vacant hotel. The site of the hotel will now be home to the new corporate headquarters for Universal Windows.

Cuyahoga County provided financial assistance from the Demolition and Brownfield Assessment programs.

Bedford Hotel Demolition



County Investment in Housing/ Demolitions/Infrastructure

Funding for the Bedford Heights project and similar projects ensure that our communities remain vibrant, dynamic and diverse.

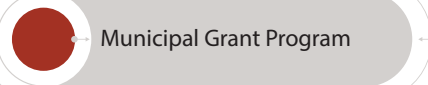
Total dollars invested in housing and infrastructure improvement projects

2017 Cuyahoga County Programs

Number of projects funded



\$1,500,000

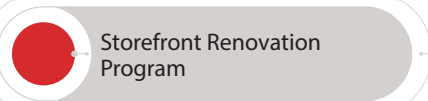


Municipal Grant Program

10



\$191,948



Storefront Renovation Program

4

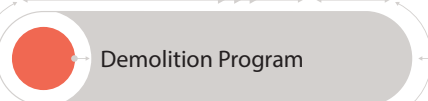
\$994,156



Community Development Supplemental Grant Program

21

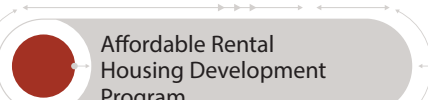
\$9,516,000



Demolition Program

586

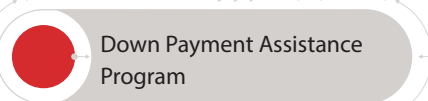
\$1,564,200



Affordable Rental Housing Development Program

4

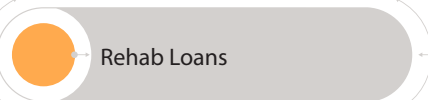
\$336,163



Down Payment Assistance Program

20

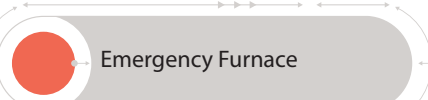
\$375,762



Rehab Loans

22

\$38,223



Emergency Furnace

27

\$14,516,452

Total dollars invested in housing and infrastructure improvement projects

694

Funded Projects



Being Green

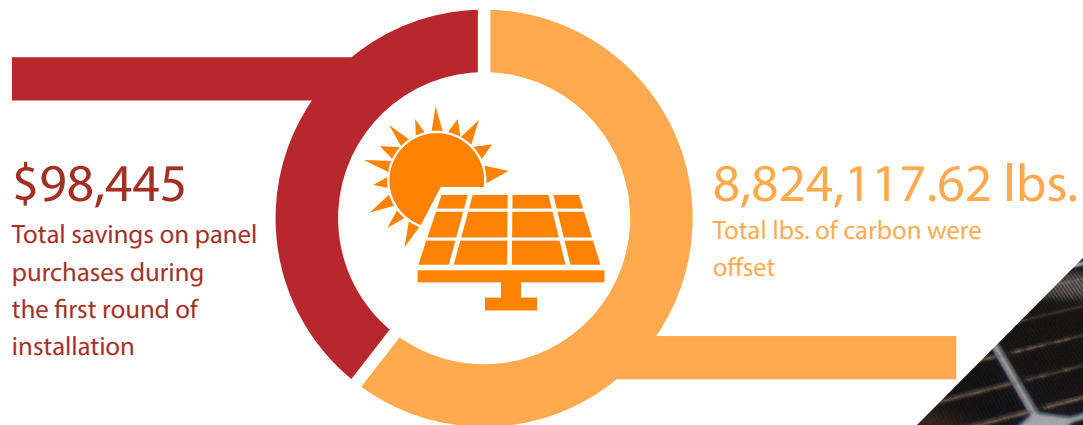
As we work toward vibrant and prosperous communities, we know that sustainable practices and aggressive alternative energy strategies are a critical component.

In 2017, the county made significant progress on various fronts.

The Cuyahoga Solar Co-op

Neighbors in Cuyahoga County formed a solar co-op in 2016 to save money and make going solar easier while building a network of solar supporters. The co-op, sponsored by Cuyahoga County and Solar United Neighbors conducted a successful first round of installations in 2017. Over 160 residents have expressed interest in the second round of installations.

Co-op members work with Solar United Neighbors to solicit competitive bids from area solar installers and then select a single company to complete all of the installations. Members then have the option to purchase panels individually based on the installer's group rate. By going solar as a group and choosing a single installer, participants can save about 20% off the cost of a typical installation and have the support of fellow group members and solar experts at Solar United Neighbors. Each co-op member gets an individualized proposal that reflects the group discount.



Landfill Solar Array

As part of the county's commitment to clean energy, Cuyahoga County along with Brooklyn, Cleveland Public Power (CPP), and Enerlogics, entered into an agreement to utilize Ohio made solar panels and racking systems for a landfill solar project.



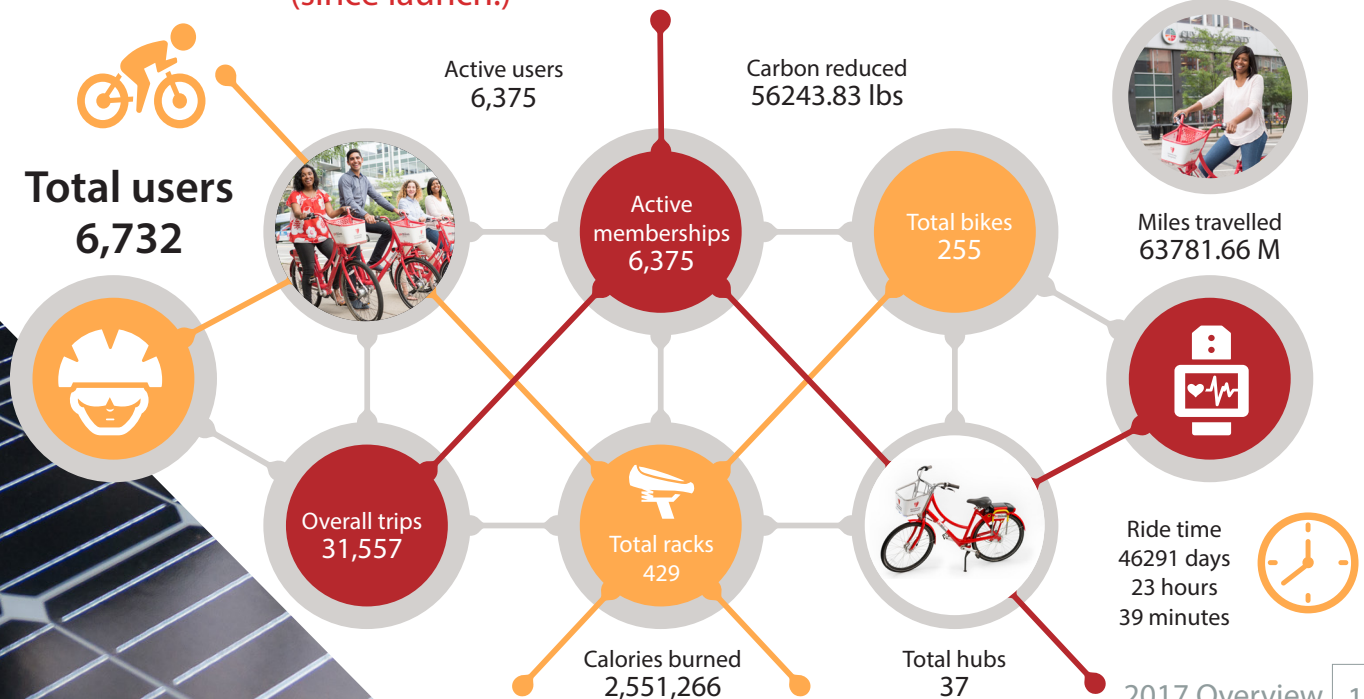
A closed 25 acre Brooklyn municipal landfill in the City of Brooklyn, Ohio, will now be home to approximately 35,000 112W solar panels, making this the largest landfill solar farm in the state.

The solar panels will provide power to 15 Cuyahoga County office buildings by way of power line extensions built by CPP out to the site and then virtually metered to the County.

The solar project is part of a larger power purchase project in which the County will also be buying 8.6% of the power from the LEEDCo Lake Erie offshore wind turbine project.

Over the course of 25 years, the County is expected to save over \$3m in electric energy costs for the 15 buildings this contract will be servicing. In addition, the power line extension will allow CPP to offer electricity to the city, businesses and residents of Brooklyn. The system is expected to be operational by July 2018.

UHBikes Share Program (since launch:)



Economic Opportunity





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

Propelling Cuyahoga County Forward

Delivering on two fundamental government purposes for County government – job creation and economic growth – Cuyahoga County transformed its approach to workforce by launching Propel Cuyahoga, a series of coordinated workforce initiatives designed to benefit residents and businesses.

These various workforce initiatives, branded as Propel Cuyahoga, are designed to achieve key outcomes for two different populations:

- **Job Seekers:** We help residents with employment barriers become skilled workers pursuing career and wage pathways; and
- **Businesses:** We support business growth and profitability through a workforce pipeline that delivers a sufficient and steady supply of qualified candidates at all skill levels to keep jobs filled.

Coordinating Workforce and Public Benefits

Employers continue to say that unmet workforce needs are their biggest barriers to business growth, but as the key provider of benefits in our community, we know there are thousands of people looking for jobs. By coordinating County public benefits and workforce efforts, we can help residents overcome employment barriers so they can pursue career and wage pathways, while also helping employers fill their open positions, alleviating a significant barrier to business growth.

With the goal of making education, workforce development programs, and public benefit resources more accessible to residents, Cuyahoga County

launched a partnership with local library systems, making it possible for residents to access all of these services in locations convenient to them (see page 42 for more details).

In order to help meet the need for skilled employees, Cuyahoga County and Tri-C have expanded their relationship by creating the Workforce Development Alliance.





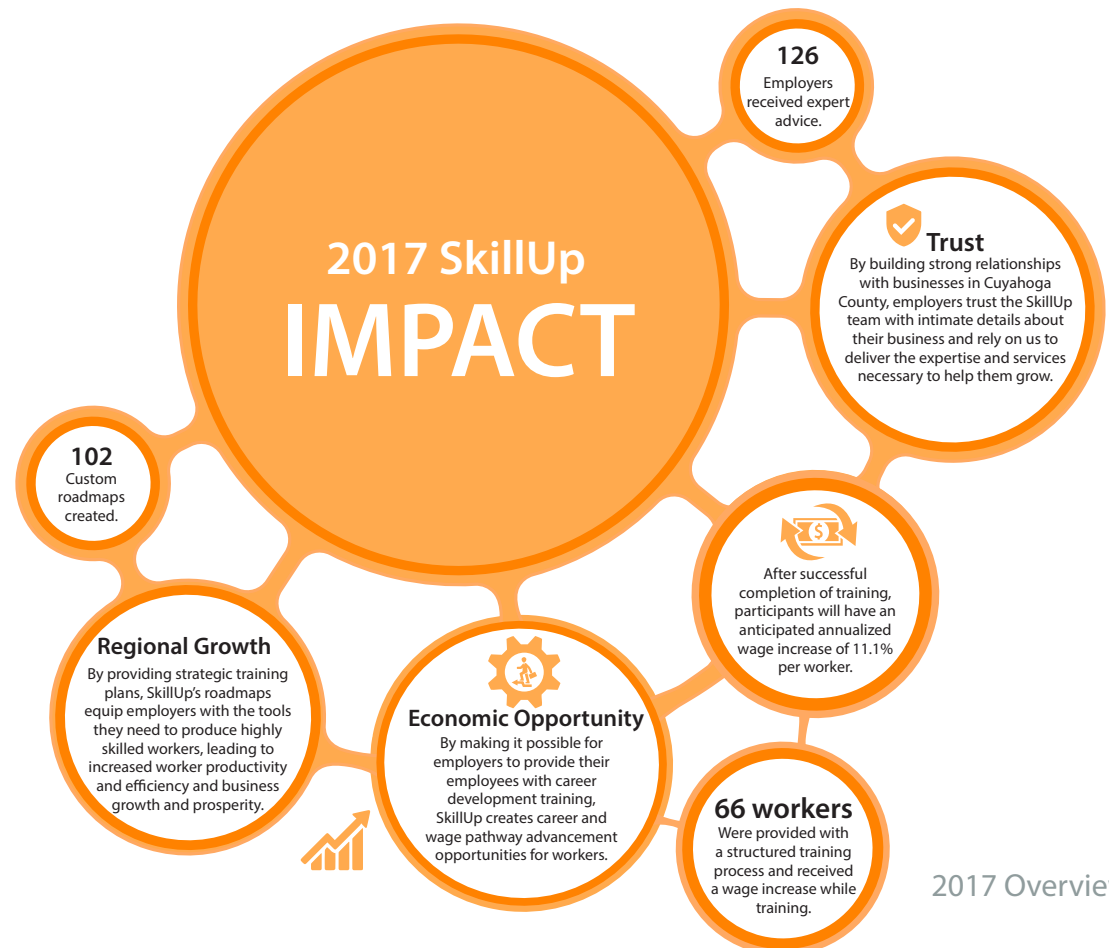
Skills gap? SkillUp.
Cuyahoga County's new
workforce service, SkillUp,
makes it easier for
employers to train their
workforce.

The service is designed to help employers grow and compete in a global economy, help residents advance in their professional careers and increase their skill levels and wages, and create a workforce that is a competitive advantage for Northeast Ohio.

The Workforce Development Alliance will increase access to career pathways with sustainable wages. Focusing specifically on residents who receive Supplemental Nutrition Assistance Program (SNAP) and Temporary Assistance for Needy Families (TANF) benefits, the Workforce Development Alliance helps eligible residents obtain and advance through career pathways in a training area where a skills gap has been identified, including: State Tested Nursing Assistant, Patient Access Specialist, and Truck Driver. Based on the success of the initial pilot phase, there is a potential for additional training programs.

SkillUp

The innovative service which has been reorganized by the Brookings Institute as a best practice, supports employers of all sizes, providing them the capacity, resources, and expertise necessary to establish effective training plans -- programs the employers may not be able to do on their own. The assistance to employers comes in the form of expert advice, a custom roadmap, training process management and financial incentives.

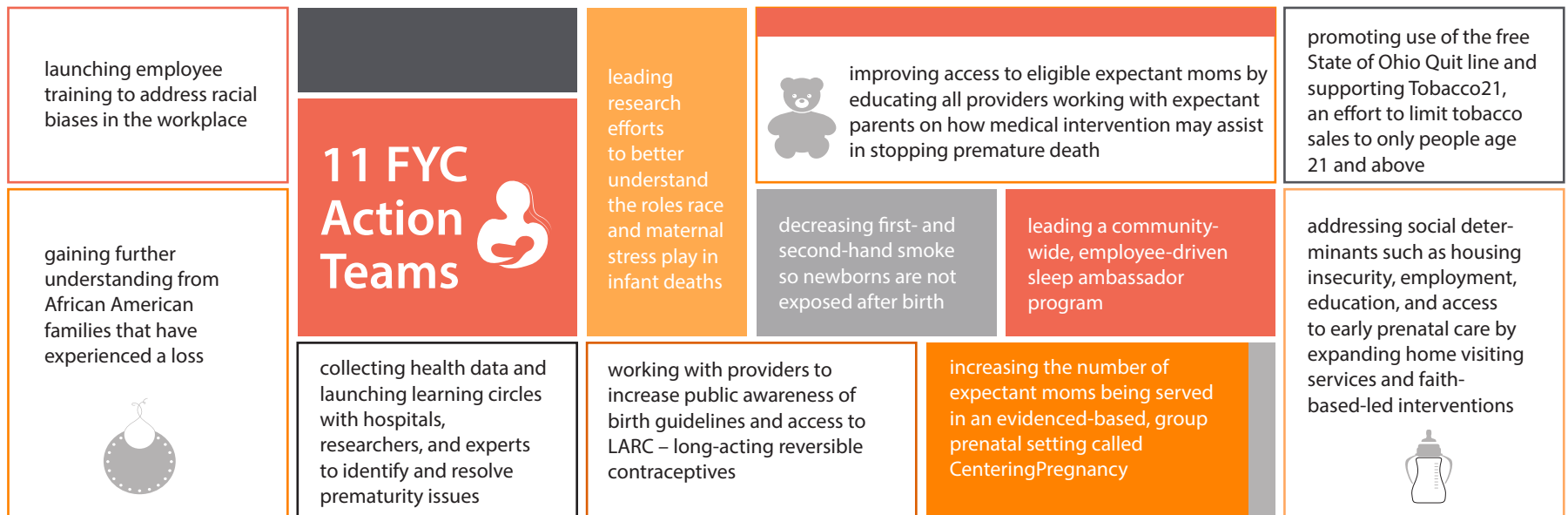


Fighting Infant Mortality


In early 2016, First Year Cleveland (FYC) led a Community-Wide Strategic plan with over 300 individuals and entities participating.

The data was clear that to stop our babies from dying, particularly our African American babies, our community must be laser-focused in collectively addressing three priority issues: racial disparities, extreme prematurity, and sleep-related deaths. Dr. Lawrence Wallack stated it best when he said, "While the mother is the environment of a developing fetus, the community is the environment of the mother."

To mobilize community action to address the root causes of why our babies are dying - structural racism, extreme prematurity, and preventable sleep related deaths - 11 FYC Action Teams have been designed.



Infant deaths have declined, both in 2016 and 2017.


 29 fewer infant deaths in 2016 compared to 2015, and 40 fewer infant deaths in 2017 compared to 2015.



Together, we saved three kindergarten classrooms of kids who celebrated their first birthdays compared to 2015 infant deaths.

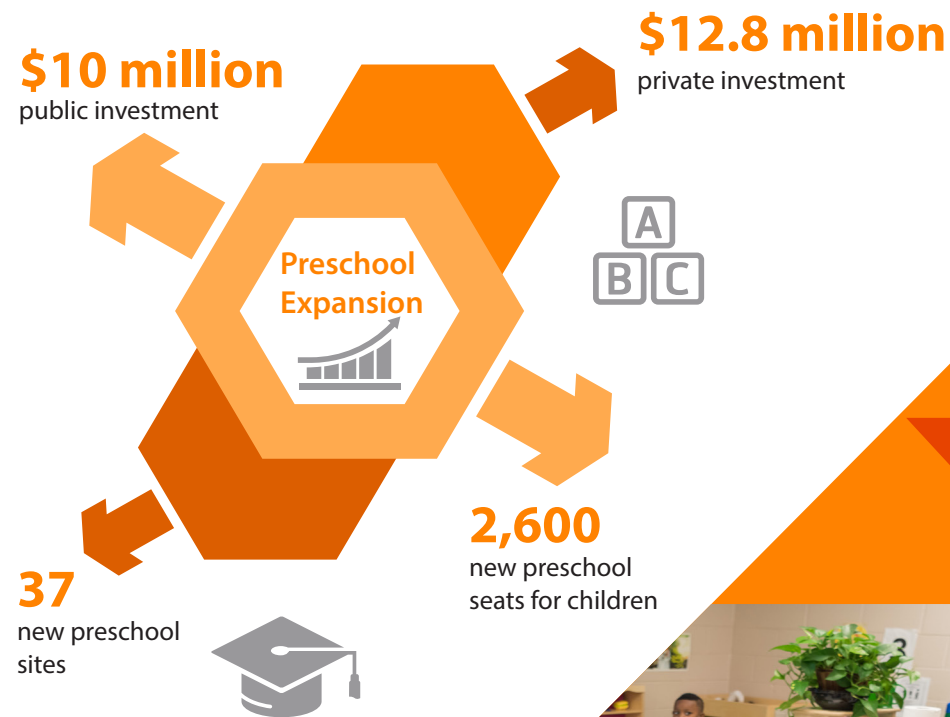
Cuyahoga County's High-Quality Preschool Expansion Exceeds Expectations

In 2017 Cuyahoga County Executive Armond Budish announced the launch of 2,600 new high-quality preschool slots for children, more than fulfilling a 2016 pledge to add 2,000 slots to expand the county's successful and award-winning Universal Pre-Kindergarten program.

Universal Pre-K is a transformational priority to improve the quality of life and future of our community. County administration requested and secured \$10 million in new public dollars to fund the expansion with the hope that private funders would join in a renewed public/private partnership.

A fundraising effort led by Paul Clark of PNC Bank, who is also co-chair of Invest in Children's UPK Partnership Committee, reached out to foundations, corporations and private individuals and raised an additional \$12.8 million in private funds to match the county's investment.

The funds allow the county to provide scholarship assistance for one-third of the cost of pre-k to families earning up to 400 percent of the poverty level (for example: \$95,400 annual income for a family of four.)



Supporting Our Children From Kindergarten On

While the County doesn't have oversight of education systems from K-12, we do support several programs that help school-age children and teens. Family and Children First Council (FCFC) collaborates with county and community partners to prepare children and youth for a healthy, stable adulthood.

Out of School Time (OST)

Is a proven strategy for keeping kids out of trouble, improving school performance, and preparing youth for careers and a stable adulthood. After-school and summer programs immerse 3,076 youth of all ages in positive activities like tutoring and educational enrichment, arts and culture exposure, recreation, career exploration, and college readiness.

Families and Schools Together (FAST)

Uses weekly group sessions in schools to enhance family functioning; prevent children from failing in school; prevent substance abuse by the child and other family members; and reduce the stress that parents and children feel in daily life. Since 2010, the FAST program has served 1,295 families.

Teen Pregnancy Prevention

Strategies to reduce teen pregnancy through school and community-based education.

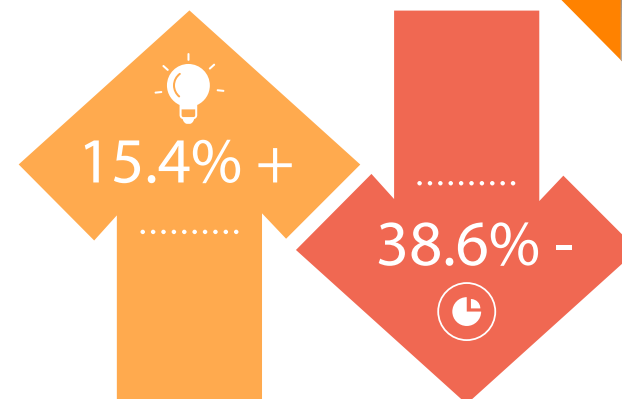
Youth Advocacy and Leadership Coalition (YALC)

Supports civic leadership for teens. There are currently 192 members across public and private schools throughout the county. YALC develops young leaders by training and supporting them in advocating for youth issues and linking them to their communities through service learning experiences.

Closing the Achievement Gap (CTAG)

Students of Promise partners with students who need extra guidance to reach future goals. The program helps increase school attendance and academic achievement, promotes students to their next grade level and through to graduation, and reduces negative behaviors.

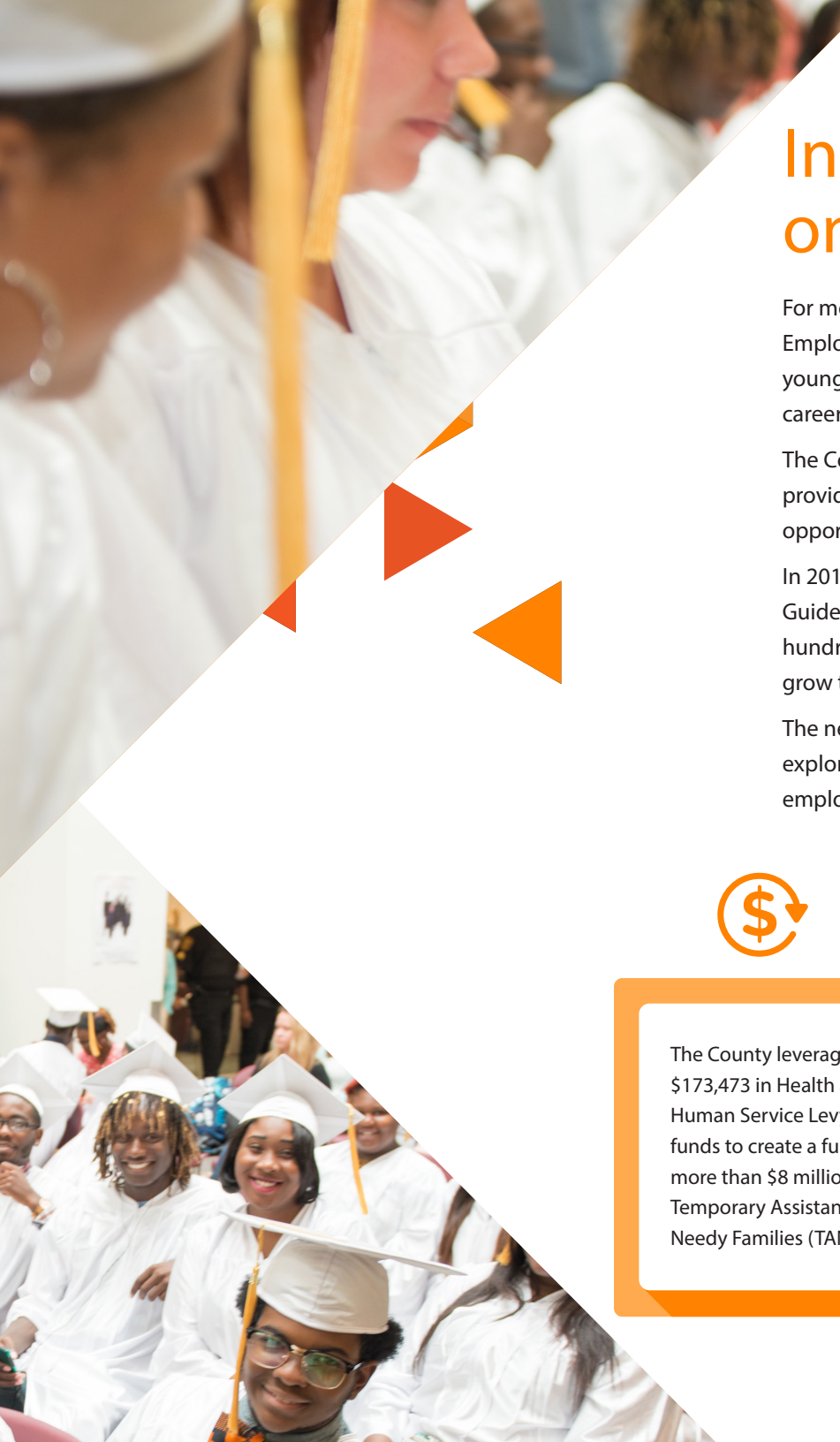
The goal of each program is to help our children be successful in school and in life.



The promotion and graduation rate for participating youth is 15.4 % points higher compared to an at-risk group of youth not enrolled during the same year.

Attendees also saw a 38.6% reduction in suspensions in 2016-17.

A total of 241 students in the 9th-12th grades were enrolled in Students of Promise (SOP) during the 2016-17 academic year.



Internships Put Young People on a Career Path

For more than a decade, Cuyahoga County and Y.O.U. have partnered to provide the Summer Youth Employment Program and give young people summer jobs. While those jobs succeeded in giving young people summer employment with a pay check, they typically did not put those youth on a career path. That has changed.

The County has transformed its summer jobs program into a paid internship program with the goal of providing teens and young adults with jobs, training, and education that serve as a pipeline to career opportunities.

In 2017, the consortium included Cuyahoga Community College, Towards Employment, Ohio Guidestone, El Barrio/The Centers for Families and Children, the Family and Children First Council and hundreds of area businesses, faith-based institutions, and non-profits. For 2018, the consortium will grow to align independent internship programs.

The new alliance will deliver comprehensive and year-round workforce services, including career exploration, job readiness, career coaching, ongoing case management, credential training, and employer engagement and permanent placement to program participants.



The County leveraged \$173,473 in Health and Human Service Levy funds to create a fund of more than \$8 million of Temporary Assistance for Needy Families (TANF)

This fund supports a consortium of workforce, training, and education providers to work with area businesses



The continued investment in workforce programs helps the county ensure that young people in Cuyahoga County are on their way to a successful career while businesses get a pipeline of candidates for vacant jobs



Breaking the Cycle of Recidivism

Committed to reducing recidivism, the Cuyahoga County Corrections Center (CCCC) continues to expand services and programs critical to the successful transition of inmates' return to society. As the recidivism rate of offenders is growing nationally, the county is committed to reversing this trend through comprehensive programming, specialized housing, Medicaid enrollment, mental health/drug and alcohol screenings and linkage to social workers from booking to post-release follow-up.

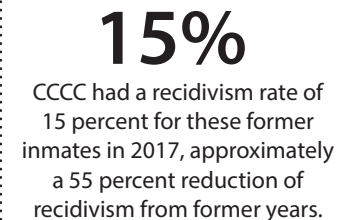
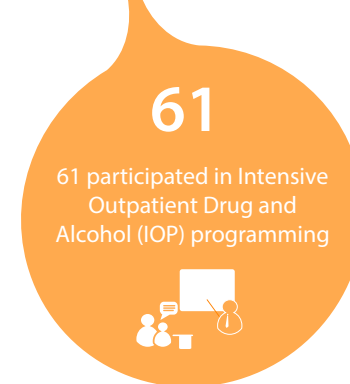
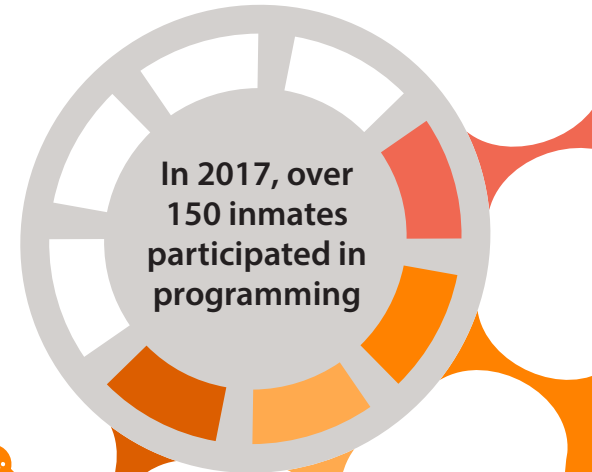
In 2017, the CCCC began placing social workers at booking to complete a needs questionnaire. Currently, social workers are seeing about 25 percent of inmates at booking, which is sooner than ever before. Social workers also make rounds in the jail to facilitate links to needed services and post-release follow-up care for all inmates.

Medicaid Enrollment

The CCCC has partnered with Job and Family Services to analyze and streamline Medicaid enrollment. In June of 2017, the team rolled out a program that ensures all offenders eligible for Medicaid have access to their benefits at the time of their release. Inmates can obtain health care and prescriptions upon release, one of the obstacles identified as a barrier to successful reentry. The system includes electronic benefits enrollment services in jail for those who qualify. CCCC is the first jail in Ohio to offer these services. Through the updated program, 1,351 inmates were approved for Medicaid enrollment in 2017, a significant increase from prior years.

Comprehensive Program Center, Euclid

The CCCC continues to extend its range of programming at the Euclid Comprehensive Program Center (CPC). The first of its kind in the state, the CPC provides sentenced offenders General Education Development (GED), employment assistance, job skills and substance abuse treatment. The services are provided through collaboration with Ohio Means Jobs, the Cuyahoga County Office of Reentry, Recovery Resources, Towards Employment, and Aspire Greater Cleveland. Additional collaborations exist with the Cuyahoga County Public Library, Edwins Leadership and Restaurant Institute and Lutheran Metropolitan Ministries (LMM).



35

35 participated in post-release job readiness at Towards Employment with 70 percent of those participants now having stable employment



109

109 participated in job readiness programming



By summer of 2018, the Euclid Comprehensive Program Center (CPC) will become a female facility, and will offer the same programs with additional gender responsive programming. The Bedford Heights facility, which is set to be opened and operated by Cuyahoga County in 2018, will become the male Comprehensive Program Center.



CCCC Culinary Arts Program, Euclid

CCCC, in partnership with Edwin's Leadership and Restaurant Institute, continued the culinary arts program to complement CPC programming. To increase post-release opportunities, CCCC partnered with LMM to provide an additional path to success after release. The program now provides graduates with a two-year Food Manager ServSafe certification.



In 2017, four classes produced 20 total graduates, all achieving a 100 percent ServeSafe pass rate with numerous individuals getting 100 percent on the test.



In 2017, approximately 79 percent of inmates released after completing the program are employed or are continuing Culinary Arts training.

Veterans Housing Unit

Cuyahoga County has, by far, the largest veteran population in Ohio, with 9.7 percent of the adult civilian population having served our country. A recent review by the Cuyahoga County Sheriff's Department indicated that approximately 550 veterans were booked into the county jail during a 12-month period.

In partnership with Veterans Affairs (VA), Veterans Court and several community service providers, the CCCC established a dedicated Veterans Housing Unit in 2016. This initiative has continued to increase access to services and provides a supportive environment with inmates who are motivated to address similar issues and difficulties.

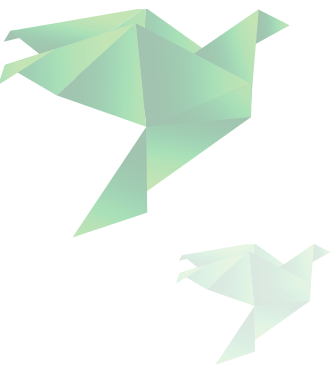
In 2017, over 200 veterans were provided services. Additionally, the National Institute of Corrections conducted a two-day visit at the CCCC and is currently using the Cuyahoga County model as an example of evidence based practices for veterans in jail nationwide.

GED POD

In the last quarter of 2017, the CCCC created a General Equivalency Diploma (GED) housing unit (POD). This POD supports our GED and adult basic literacy services by creating a positive learning environment for the inmates. Aspire Greater Cleveland is a moving force behind the creation of the POD. Currently, CCCC is observing an increase in participation regarding assigned school work as well as seeing inmates taking an active role in tutoring each other.



Individual Well-Being





TRANSPARENCY



VOTE

PCSTAR

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

Protecting Our Most Vulnerable

Successful Aging

According to a report generated by the Center for Community Solutions, older persons age 60 and over were only 21.3% (273,000) of Cuyahoga County's population in 2010. By 2030, this group's population share is expected to be 31% (335,000).

While many older persons are celebrating the gift of longer life and still contributing economically, many more are struggling with debilitating illnesses and chronic conditions such as dementia, cardiovascular disease, arthritis, Alzheimer's disease and diabetes. Many of these same older adults are also coping with isolation, depression and poor nutrition, all of which are exacerbated by lack of adequate transportation.

The mission of Cuyahoga County is to empower seniors and adults with disabilities to age successfully by providing resources and support that preserve their independence. We serve older persons age 60 and over, as well as adults with disabilities age 18-59, through our

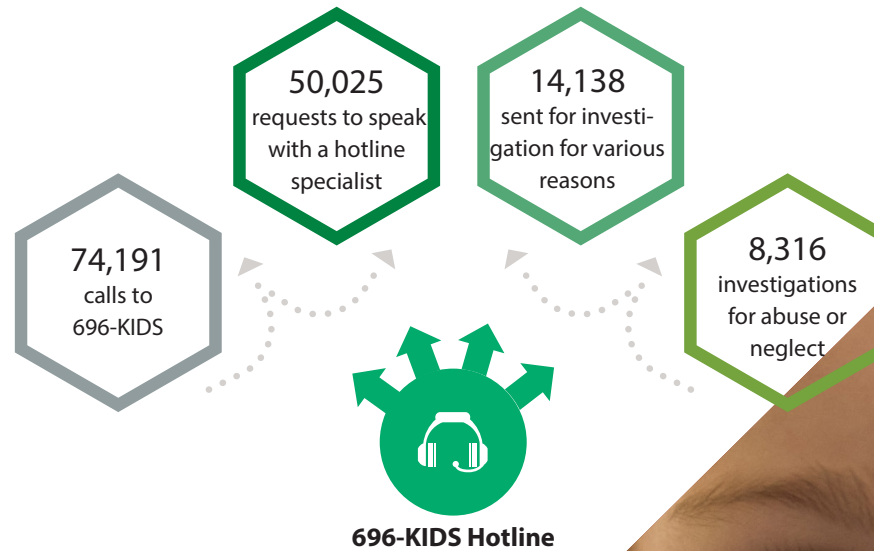
Division of Senior and Adult Services: Five Centers of Excellence



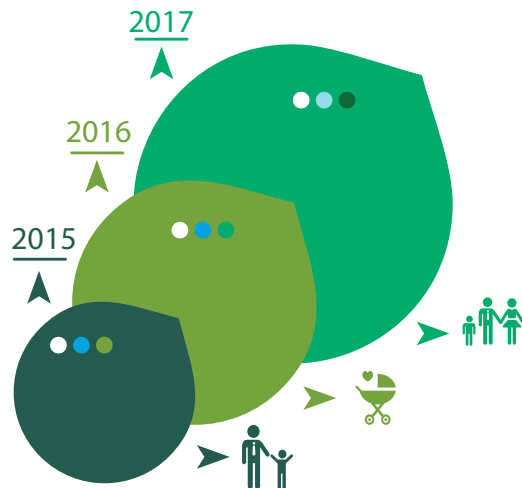
Keeping Our Children Safe

Every day our hotline operators answer calls about suspected child abuse and neglect. Our 696-KIDS Hotline is staffed 24 hours a day, 7 days a week (including holidays) to take calls about suspected child abuse and neglect, along with families who need preventive services or other support. When someone is concerned that a child may be at risk they can speak to a trained Child Protection Specialist who will document the allegation, assess whether it requires an emergency response, and determine whether to assign it for investigation. After investigating the allegation, if there is enough evidence that a child is in danger, Child Protection Specialists may work with prosecutors and Juvenile Court to obtain protective supervision, emergency custody, temporary custody, or permanent custody of a child.

Once in custody it is our goal to find a permanent, safe home for these children.



Custody Numbers

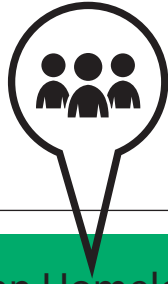


- 3,367 children were in custody for at least 1 day during the year
- 2,977 children were in custody for at least 1 day during the year
- 2,756 children were in custody for at least 1 day during the year



Working to End Homelessness

The County partners with and funds many agencies who are working to end homelessness in our county. Different populations require different approaches.



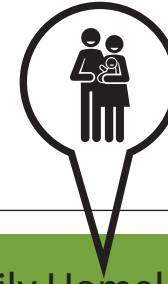
Veteran Homelessness

Homelessness among veterans is a national crisis. Men and women returning from military duty experience a disproportionate rate of homelessness and disabilities related to their service experience. Ending homelessness for veterans is a high priority in Cuyahoga County. Since 2014, veteran homelessness has been reduced by 62%. Our community has implemented a system that reaches out to homeless veterans quickly, offers immediate shelter, and links the veteran to permanent housing in less than 90 days. The Louis Stokes Medical Center is a key partner in these efforts, leveraging local and federal resources with targeted VA housing and service funding.



Housing First

“Housing First” is the community initiative to end long-term homelessness for people with disabilities who have been homeless and living on the streets for years. Over the past 12 months, 180 additional new units of Permanent Supportive Housing were either approved for Housing Tax Credits, began construction, or began leasing. Since FY2010, there has been an 86% reduction in the number of chronically homeless persons in Cuyahoga County. Fewer than 6% of people housed through Housing First, return to homelessness. The new units combined with the existing 600 PSH units, put our community on pace to declare an “end to chronic homelessness” by 2020.



Family Homelessness

Families headed by young adults (age 18 to 24) are the fastest growing demographic among households experiencing homelessness. This statistic has contributed to the fact that the age group most likely to experience homelessness includes newborns or infants in the first year of life, with children age one to five as the next most likely age group to experience homelessness. Cuyahoga County provides family emergency shelter so no family will be on the street, and offers Rapid Re-Housing assistance to every family in shelter to reduce the length of time that children experience housing instability. In FY 2017, over 350 families were provided short term rent assistance and help finding a unit. Families are linked with community services to assure they will remain stably housed and be able to assume the rent payments.

Urgency for Permanency

Every child who enters the child welfare system deserves a permanent family. If we cannot find a way to safely return a child to their family, we owe it to them to find a permanent family that will love, protect, and nurture them. By the end of 2017 there were approximately 520 children in permanent custody of Cuyahoga County.

The Division of Children and Family Services (DCFS) is working hard to find permanent families for every one of them.

In 2017 DCFS finalized 122 adoptions. Twenty-four of those were children who had been in custody for five years or more, proving we never give up on finding permanent families for children. The Division also launched new efforts to increase the number of adoptions and reduce the time it takes to find families for children. We call this effort our Urgency for Permanency.

Dozens of additional staff are being trained to perform adoption work.

We're increasing our use of tools and resources through our partners at Wendy's Wonderful Kids and AdoptUS Kids. With the help of Casey Family Programs we began Rapid Permanency Reviews to focus on cases that appear close to adoption but that are stalled, so we can identify and overcome final barriers to permanency.

The Urgency for Permanency will continue to be a priority in 2018 and beyond. Each day that a child spends in our care without a permanent family represents one day too long.



Opioids and the Devastating Chain Reaction

Many of us know someone who has been touched by our national opioid epidemic. In 2016, 668 of our residents lost their lives due to a drug overdose – the most in a single year in Cuyahoga County’s history, with the majority involving an opioid. Unfortunately, we are expected to surpass this total in 2017, as we are anticipating over 800 drug overdose deaths once all final toxicology reports are in.

The overdoses are having a tremendous impact on our county. First and foremost, fatal overdose victims pay the ultimate price – losing their lives. Family and friends are also severely impacted by this loss. Parents lose children, siblings lose siblings, young children lose their parent(s).

And the crisis is hitting virtually every County department or division.

The Cuyahoga County’s Division of Children and Family Services (DCFS) is seeing more drug exposed newborns. There were 483 cases of drug exposed babies in 2016. In 2017 that number grew to 535. Over 2,100 children and teens are in temporary or permanent custody of the County – the highest since 2011. To make matters even more challenging, we’ve seen a decline in foster homes and in-network foster homes.

At the Cuyahoga County Medical Examiner’s Office, the number of decedents coming to the office has increased, which requires more autopsies and tests. As the drug analogs continue to evolve, the number and complexity of tests involved with a single case has increased. All of this increases the amount of time it takes to complete and rule on a case, which impacts the families awaiting answers.

The impact of the opioid epidemic on our safety and justice services



In the face of this crisis, Cuyahoga County remains committed to fighting the epidemic.

We are fighting the pharmaceutical companies head on:

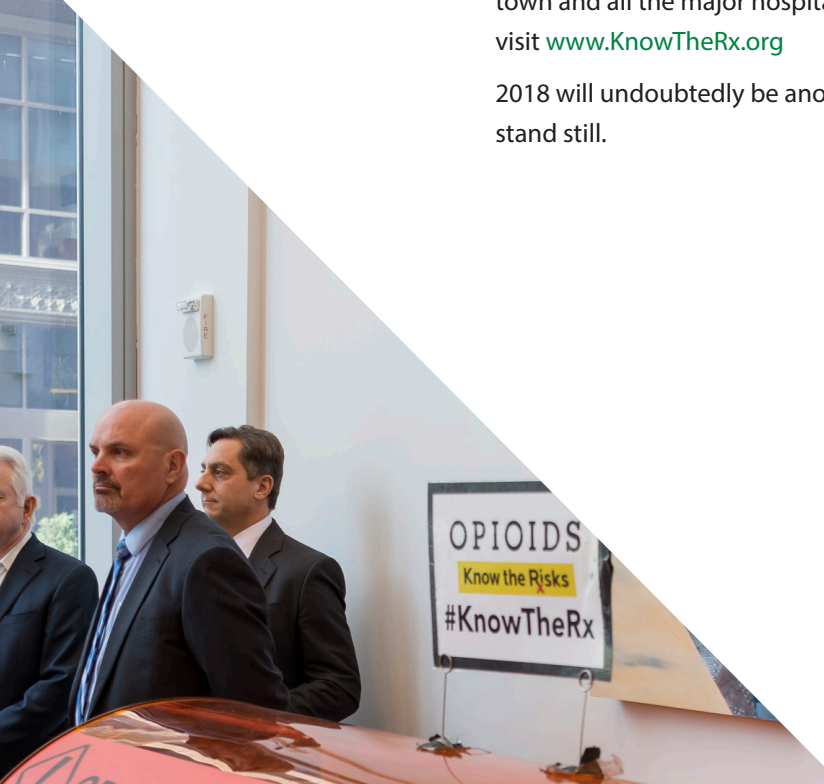
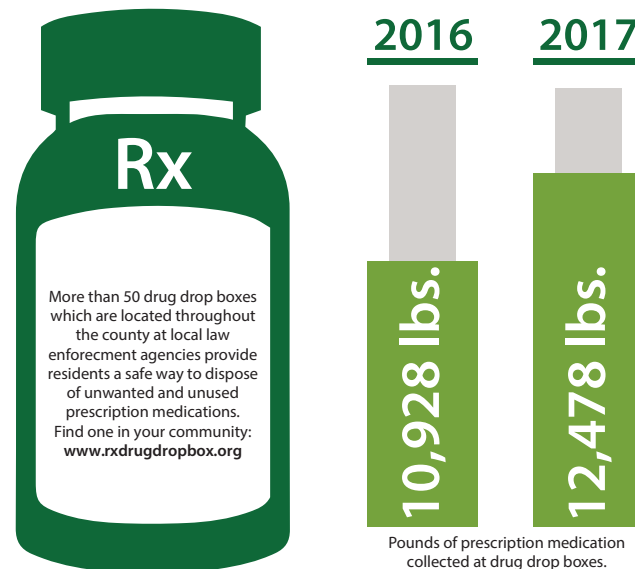
Last year, Cuyahoga County Executive Armond Budish, along with Cuyahoga County Prosecutor Michael O'Malley, filed a lawsuit against several drug manufacturers and distributors for downplaying the risks involved with using prescription opioids.

We continue to fund rehabilitation services:

Cuyahoga County, along with the City of Cleveland and the Alcohol, Drug Addiction and Mental Health Services (ADAMHS) Board of Cuyahoga County, agreed to pledge money totaling \$1.5 million dollars to the fight against opioids. The money was designated to implement new programs and expand current programs, such as adding an additional 113 treatment and sober beds in the community.

And we are spreading the word about the dangers of opioid prescriptions which have been tied directly to this crisis. In 2017, Cuyahoga County played a lead role in launching the community-wide and award-winning #KnowTheRx campaign. The public awareness campaign was one of the largest launched in this county in recent memory – pulling together almost every media in town and all the major hospital systems as well as the County. For more information about the ongoing campaign, please visit www.KnowTheRx.org

2018 will undoubtedly be another challenging year for the County, as the epidemic continues to grow and evolve. But we will not stand still.





Never Forgotten

In 1980, a pedestrian was struck and killed by a train in Berea, OH. Attempts to identify the victim were made through the local media, fingerprints and all the means available during that time. After all efforts had been exhausted, the unidentified man was buried in Memorial Park (Potter's Field) in Cleveland, OH.

The Medical Examiner's DNA Parentage & Identification Department routinely follows up on old cases – even cases nearly four decades old – with the hope they may discover new information that can be used with today's state-of-the-art forensic technology and bring comfort to families who are looking for closure.

Through collaborative investigative efforts with law enforcement, the unidentified pedestrian's original post-mortem fingerprint card was retrieved and entered into the Automated Fingerprint Identification System (AFIS). In January 2017, County fingerprint examiners were then able to compare the post mortem prints to prints found in a federal database, and positively identify the man as James Francis Williams of Grand Haven, Michigan.

Louie Williams, brother of James Williams, told Cleveland.com, "All those years, my whole family,

we never knew what happened to him. It was a big relief to finally find out."

In October 2016, remains of an unidentified woman were found in a field in Cleveland, OH. After an autopsy, the case was ruled a homicide, as the victim suffered a gunshot wound to the head.

The Medical Examiner's office, along with Cleveland Police, asked the public for their help in identifying the woman. Meanwhile, the office had the victim's remains sent to an anthropologist to determine her demographics and create a forensic sketch. The sketch was released to the public, and as a result, a tipster contacted authorities with a possible identification.

In July 2017, a positive identification was made through a combination of forensic dentistry and x-rays to match the remains to Brooke Cameron of Cleveland, Ohio.

As the office continues to follow up on other "cold cases" of the unidentified, they've launched a page on their website dedicated to unidentified persons: <https://goo.gl/JN9Muy>

One "cold case" identification is an accomplishment, but two in the same year is a big deal.

Our Voices Matter: Education and Expanded Voter Registration Efforts Bring More Residents to the Polls

In 2014, Cuyahoga County voters approved an amendment to the county charter that gives county government the charge to protect the right to vote and to undertake measures to promote voter registration. Since then, we have put much of our effort into helping our residents learn more about the importance of voting and making it more accessible for them to do so.

Engagement and Empowerment

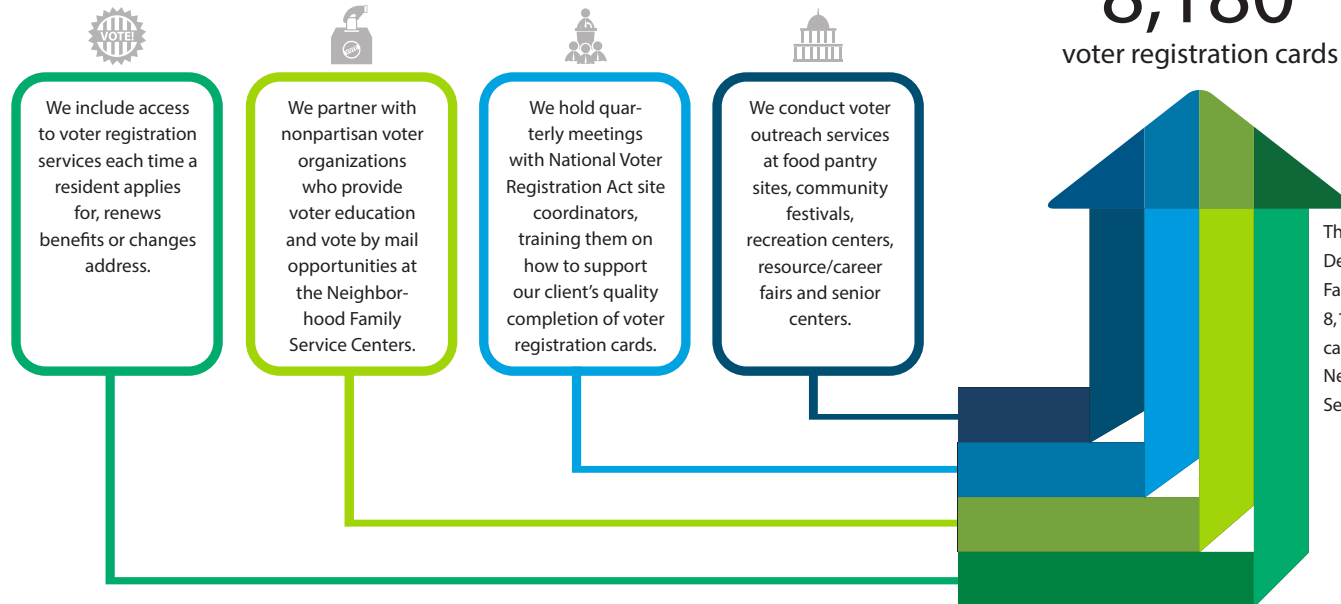
In the fall of 2017 approximately 130 students from high schools across the county attended the first annual Your Voice Matters youth summit.

The Board of Elections worked closely with Cuyahoga County Executive Armond Budish and staff, Cleveland Metropolitan School District, the Cleveland Leadership Center, Cuyahoga Community College (Tri-C), and other partners to host a one-day seminar for young people to learn about the importance of voting as well as overall civic engagement. While the main focus was on the power of voting, students also learned about their ability to contact their state representatives, school boards, and city/county council members to voice concerns about their communities.

Expanding Access

How did we do it?

We want to make voting registration easy and accessible to everyone in Cuyahoga County and we have put significant effort behind it.



Through the end of December 2017, Job and Family Services submitted 8,180 voter registration cards collected from the Neighborhood Family Service Centers.

Mobilize Cross-Sector Resources





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

Increasing Access to County Services by Partnering with Libraries

Cuyahoga County Executive Armond Budish, along with Cuyahoga County Public Library and Cleveland Public Library leadership, announced an innovative partnership in August 2017 to bring county services to neighborhoods at local library branches. This partnership ensures that county residents can conveniently access benefits resources while also connecting with education and workforce development programs at the library. By partnering with public libraries Cuyahoga County can touch residents in every community, every age, and every background, no matter their zipcode.

The County is partnering with the libraries for two programs – the Community Navigator Program and Aspire Greater Cleveland.

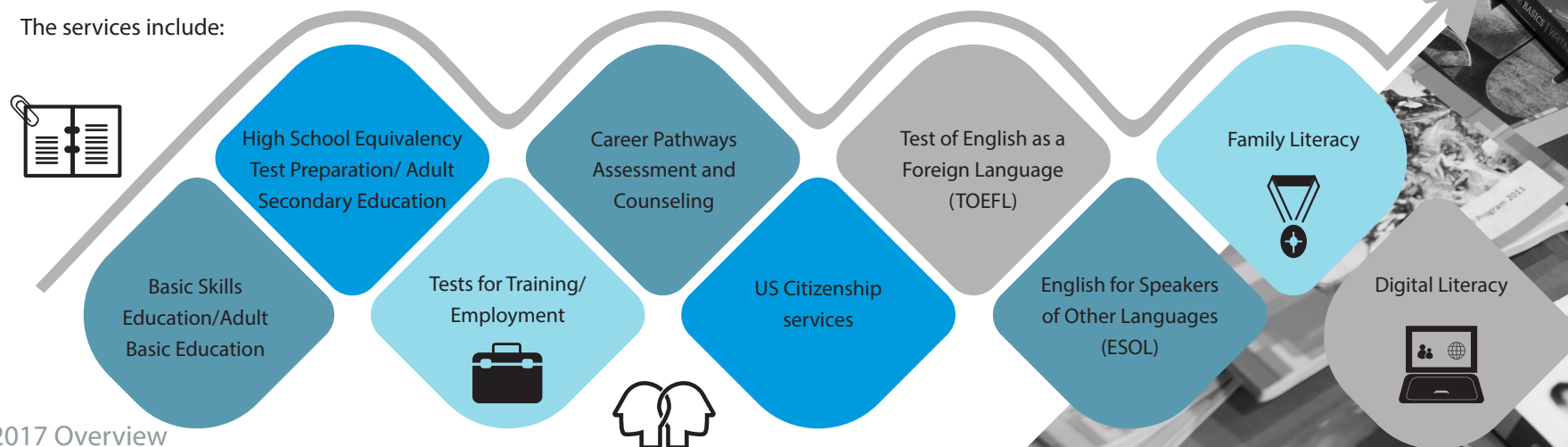
What is the Public Benefits Community Navigator Program?

This partnership provides residents with increased access to safety net programs and stabilizing services. Cuyahoga Job and Family Services is modernizing how residents apply for public benefits, including assistance with food, medical and child care by giving residents access to the applications and forms at their local libraries. In order to make the process as simple and efficient and customer-friendly as possible, over 400 library staff have been trained to provide residents with public benefit navigation services. The navigator program is available at all Cuyahoga County library branches and will soon be available at Cleveland Public Library branches and other independent libraries.

Aspire Greater Cleveland

Our shared goal with our partners, including the library systems is to design and implement a coordinated, well-functioning workforce system that delivers effective services. The Aspire Greater Cleveland Library systems partnership connects the current needs of job seekers in entry-level jobs with services that support them and helps move them into a higher career and wage pathway.

The services include:



Cuyahoga Job and Family Services (CJFS) has spent much of 2017 laying the foundation for a new model of phone-based application and enrollment assistance that has the potential to improve the speed, quality, and efficiency of CJFS.

Modernizing Benefits Process

The model that Cuyahoga Job and Family Services (CJFS) is adopting will eventually lead to a fully operational call center where cross-trained caseworkers answer in-bound calls related to Medicaid, Food Assistance (also called SNAP), and Cash Assistance (OWF), with a focus on “first-call resolution.” Currently, the call center services Medicaid applications and renewals. Because the model lends itself to robust measurement, CJFS has been tracking key performance indicators that will be used to monitor success over time.

The agency’s primary metric for success is whether the caseworker is able to respond to the customer’s request right away, such as processing their application or conducting their recertification interview.

Throughout the pilot period (January through June 2017), the average wait time never rose above 3.3 minutes, and was typically less than 1 minute.

The first-time resolution describes the percentage of calls where a benefit determination was made by the caseworker, without the need to request additional information or send follow up work to another worker.

The Call Center has achieved an impressive 85 percent first-time resolution rate.

In 2018, the State will transition SNAP and TANF caseloads from CRIS-E, the legacy eligibility system, to Ohio Benefits, the new eligibility system that currently supports Medicaid. Cuyahoga JFS is preparing for this change and working through its modernization department to adapt our new call-in model to include SNAP and TANF.

85%



THE TOWPATH

Stage 2 Steelyard Commons

Steelyard Commons
Status: Complete

1 mile



Stage 1 Harvard Road to Steelyard Commons .75 miles

Status: Bidding/Contracting
Estimated completion: 2019



TRAIL EXTENSION

Stage 3 Steelyard Commons to Literary Ave.

Status: Currently under construction
Groundbreaking on April 22, 2017
Estimated completion: 2018



1.9 miles



1.5 miles

Stage 4 Literary Ave. to Canal Basin Park



(includes piece of Scranton Rd)
Status: Final design
Estimated completion: 2020



Scranton Flats

Scranton Flats section
completed in 2014

Ribbon Cutting Ceremony
on July 7, 2014



Blazing a Beautiful Trail

The Towpath Trail is 85 miles long and runs through Ohio and the Erie Canalway. The Towpath Trail extension, a collaborative effort between Cuyahoga County, City of Cleveland, Cleveland Metroparks and Canalway Partners will connect the towpath trail in Cuyahoga County.

As the project manager for the project, the Cuyahoga County Department of Public Works is responsible for tracking project funds and contracts for this significant place-making project.

To view Towpath Trail Extension, visit:

<https://drive.google.com/file/d/0B6Vxjd69cSaYeJBYdGVLNHhhRDA/view>



Together We Support Cleveland's Youth

As part of Cuyahoga County's goal to support economic and workforce development, the County is the latest partner organization to join the highly successful True2U Mentoring Program. True2U is a collaborative effort from leaders of MyCom- the youth development initiative of the Cleveland Foundation, Cleveland Metropolitan School District (CMSD), Neighborhood Leadership Institute, Greater Cleveland Faith Based Initiative, and Greater Cleveland Partnership.

Their shared vision helped recruit Cuyahoga County, adding forty-four county employees that have now joined a network of 400 volunteer mentors from 98 organizations and businesses deployed in every CMSD K-8 school.

Mentoring teams spend three hours of their paid workday once a month providing mentorship to 2500 Cleveland eighth graders; helping them discover their true selves, identify strengths and interests and connect them to their future. At the end of every program year, eighth graders have a better understanding of who they are, what they are interested in and what careers they want to pursue.

Network Engineering Manager Larry Patterson said, "This experience changed my life. I learned that the 8th graders I would be working with were learning English as a second language. Languages from Swahili to French, Arabic and even Nepali are used by program participants.

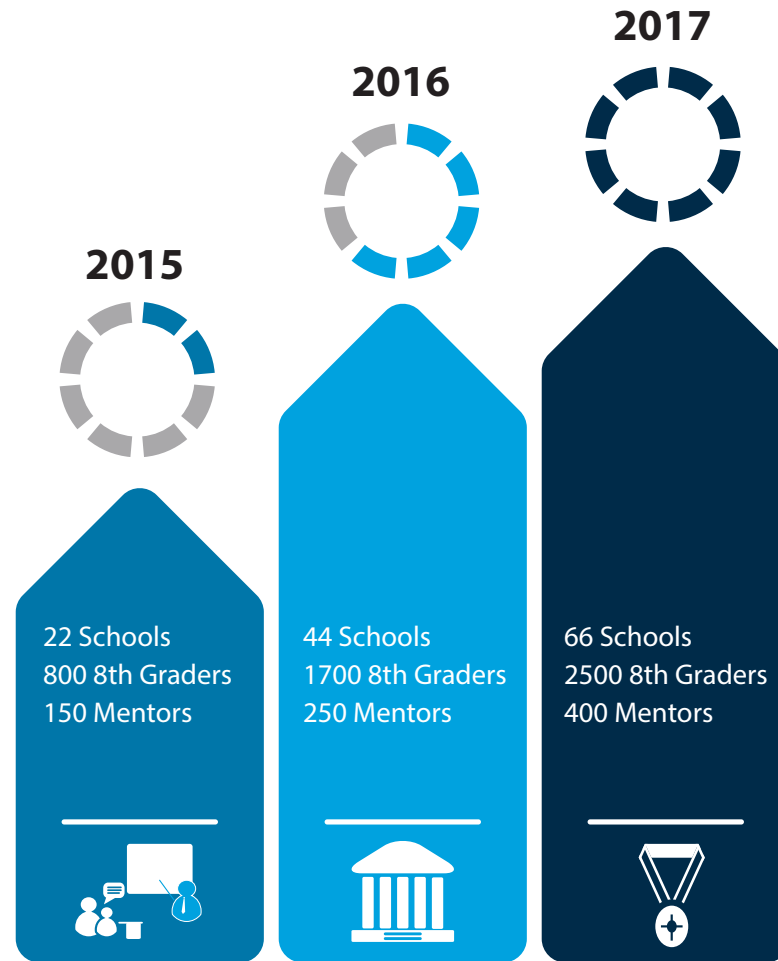
After overcoming a bit of apprehension with the language barrier I've become invested in the personalities. They are funny, silly, witty and sometimes withdrawn. They remind me of why our country is so great.





While answering the question "What is the one thing you want people to know about you?", a young girl answered: 'I want people to know where I'm from. That my history is important to me.' Whatever career path she chooses, she will bring her culture and history with her. She'll add to the fabric of the cultural quilt we call America. She'll forever be in my mind when I think of young immigrant children adjusting to American life."

To learn more information about the True2U Mentoring Program, visit www.true2umentor.org



License Plate Reader Program: Fighting Terrorism and Crime

The Cuyahoga County Department of Public Safety and Justice Services, through the Criminal Justice Information Sharing Division (CJIS), operates a License Plate Reader (LPR) program for law enforcement agencies in Cuyahoga County and neighboring counties.

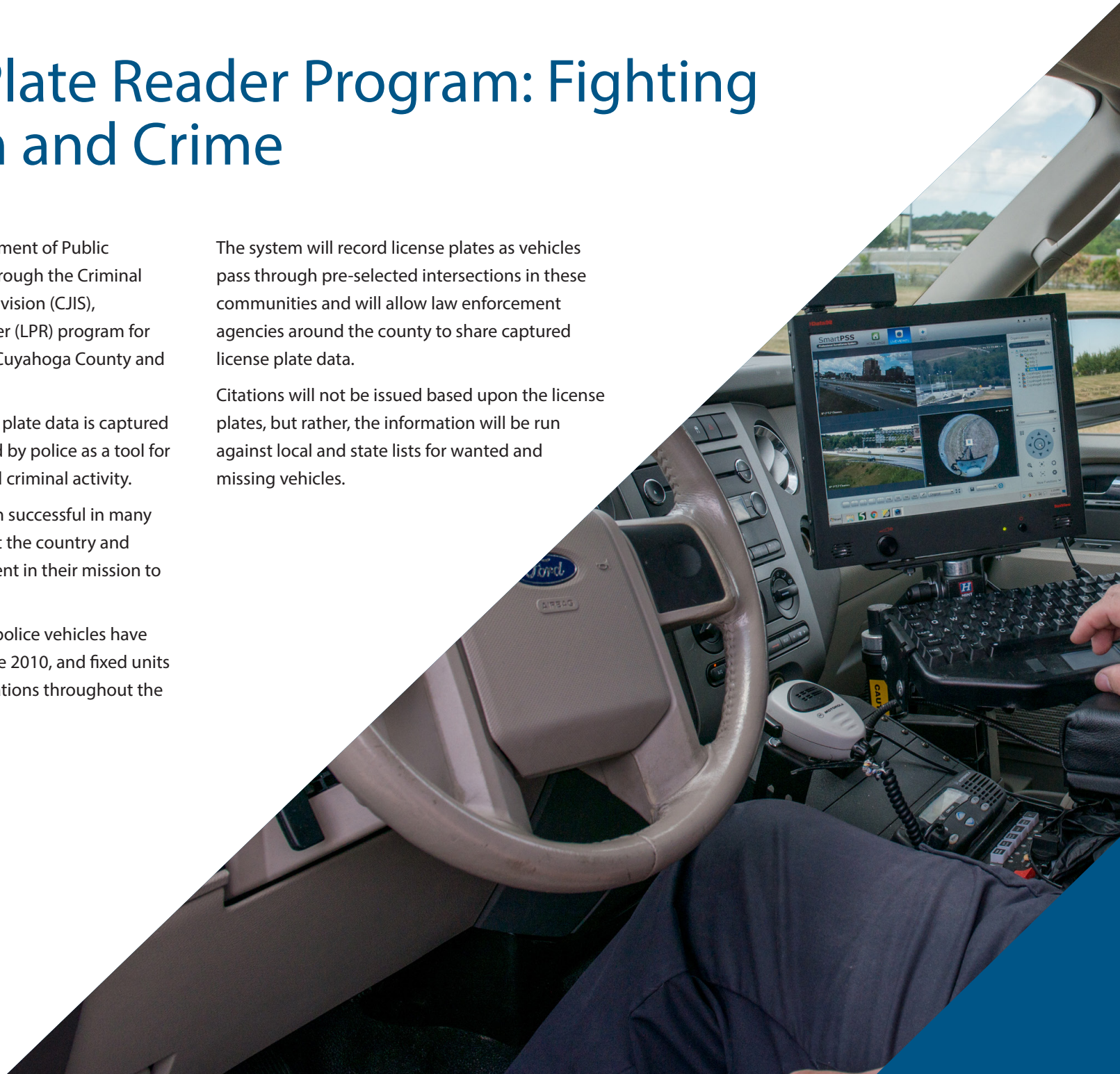
Through this initiative, license plate data is captured by special cameras and is used by police as a tool for investigation into terrorist and criminal activity.

Similar LPR projects have been successful in many other jurisdictions throughout the country and continue to aid law enforcement in their mission to fight terrorism and crime.

Mobile LPR units attached to police vehicles have been in use in the county since 2010, and fixed units will be installed at twenty locations throughout the county by the middle of 2018.

The system will record license plates as vehicles pass through pre-selected intersections in these communities and will allow law enforcement agencies around the county to share captured license plate data.

Citations will not be issued based upon the license plates, but rather, the information will be run against local and state lists for wanted and missing vehicles.





In 2017, the Cuyahoga County Department of Public Safety and Justice Services established the Division of Criminal Justice Information Sharing (CJIS) to support collaboration among law enforcement through technology and data sharing tools.

Increasing Public Safety by Driving Collaboration

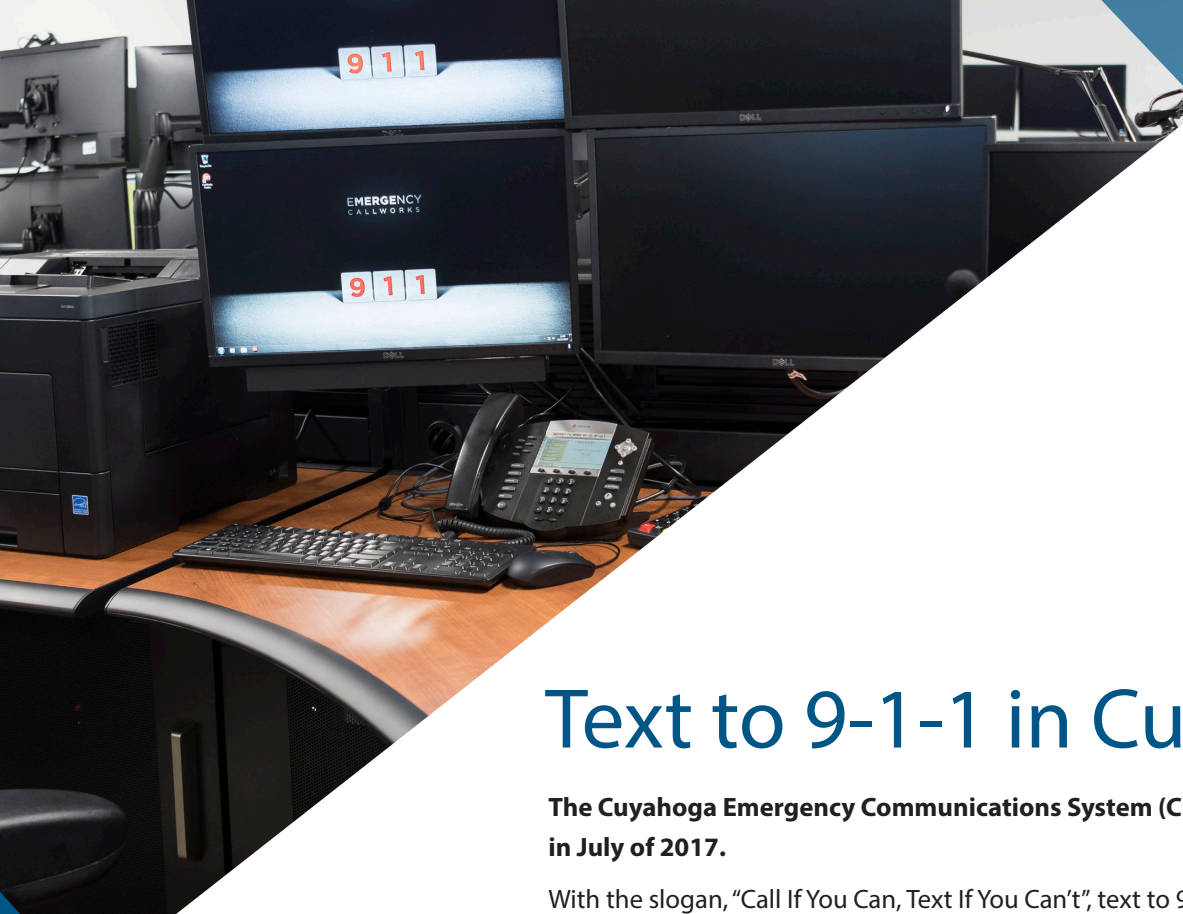
In March of 2017, CJIS launched the Criminal Justice Data Warehouse project. This major initiative will enable all local law enforcement agencies to share real-time crime data through a searchable, web-based database, significantly improving communication between police departments across the county. Initially, the information contained in the system will consist of data from crime reports generated by local police departments.

Through this initiative, a police officer might stop someone in one community for a traffic incident and learn that the individual has been involved in, but never arrested or charged for, criminal activity in another community. Previously, officers could only learn about a person's criminal arrests and convictions.

The data warehouse will increase officers' knowledge of uncharged and unsolved criminal activity. Eventually, the data warehouse will be expanded to capture other types of data, such as protection orders and booking information on inmates in the Cuyahoga County Correction Center, among other variables.

In addition to enabling data sharing among agencies, the system has also been designed to provide law enforcement personnel with the tools to perform tactical and strategic analytics on crime trends throughout the County.

Together, the project's data-sharing and analytic capabilities will result in improved officer safety and reduced crime rates throughout Cuyahoga County. CJIS, through its technology support vendor, Chagrin Valley Dispatch, has completed the design, development and beta-testing phases of the project. Full system implementation is estimated to occur during 2018.



Text to 9-1-1 in Cuyahoga County

The Cuyahoga Emergency Communications System (CECOMS) implemented text to 9-1-1 in July of 2017.

With the slogan, “Call If You Can, Text If You Can’t”, text to 9-1-1 was implemented in Cuyahoga County to serve the deaf community and people in a situation where making a voice call would pose a danger. CECOMS and Cleveland are currently the only wireless dispatch centers in Cuyahoga County, therefore making them the only two centers capable of receiving text messages.

[Here's how it works:](#)

When CECOMS receives a 9-1-1 text, the dispatcher collects the necessary information from the “caller” and relays it to the proper dispatch center in Cuyahoga County.

Since its inception, CECOMS has forwarded 107 incidents received through text to 9-1-1 to appropriate dispatch centers. Butler, Hamilton and Geauga were the first three Ohio counties to deploy text to 9-1-1. Montgomery and Lucas counties are now accepting texts, and Franklin County expects to have the capability in place by the end of 2018. Out of 6,000 dispatch centers nationwide, just over 650 can accept text messages.

Regionalizing Our Jails

A regionalized jail system in Cuyahoga County is one of the county's top priorities. The county is focused on increasing public safety and driving collaboration among regional partners so all residents are safe and supported. Through jail regionalization and enhancing the quality of correctional services, the Cuyahoga County Corrections Center (CCCC) has made tremendous progress toward reaching this goal.

The most noteworthy step in regionalization is bringing the Cleveland City Jails under the CCCC's oversight. The agreement, set to be complete by September of 2018, will eliminate costly duplication and save money for the city while being cost neutral to the county.

This agreement enhances quality of service to city inmates and extends opportunities for persons sentenced for misdemeanors to obtain reentry programming and services, such as job skill training and employment services. The agreement also increases accessibility to substance abuse, mental health and other medical services.

The approved plan will provide significant cost savings for our municipalities and includes the county opening and operating the Bedford Heights Jail facility, closure of the City of Cleveland's House of Corrections and Central Booking in the Justice Center. The CCCC's Justice Center intake operations will extend to a 24-hour, 7-day-a-week operation.

In addition to the Cleveland agreement, the CCCC is creating the capacity to regionalize all municipal jails within the county. Planning is underway to increase the downtown facility by over 200 beds. This project is expected to be completed by the Fall of 2018, at which time, services will be offered county wide.

An example of the benefits of regionalization for our municipalities is the Richmond Heights Jail Pilot Program. This year, the CCCC began receiving the City of Richmond Heights' arrests at the Euclid Annex Jail.

The initiative is projected to bring the City of Richmond Heights substantial cost savings while providing the city's police officers more time to patrol the community. The pilot also demonstrates the effectiveness of court video conferencing, which allows arrestees to attend court without leaving the facility.

“The Lyndhurst Municipal Court is pleased to report that the 2017 Video Conferencing Project with the Richmond Heights Police Department, Cuyahoga County and its Euclid Annex Jail has been very successful,” said Kristina A. Slunski, Clerk of Court for Lyndhurst Municipal Court. **“They are extremely accommodating to our court schedule and can be readily available when necessary. If an issue arises, the problem is remedied quickly and responsively.”**



Superior Services



ices

1640 SUPERIOR AVENUE










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

Supporting Our Municipalities

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








Shared Services








Cities








Services	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								●				●		●
 Master Planning								●						
 Web Design, Development and Hosting						●				●	●			

Shared Services

Cities

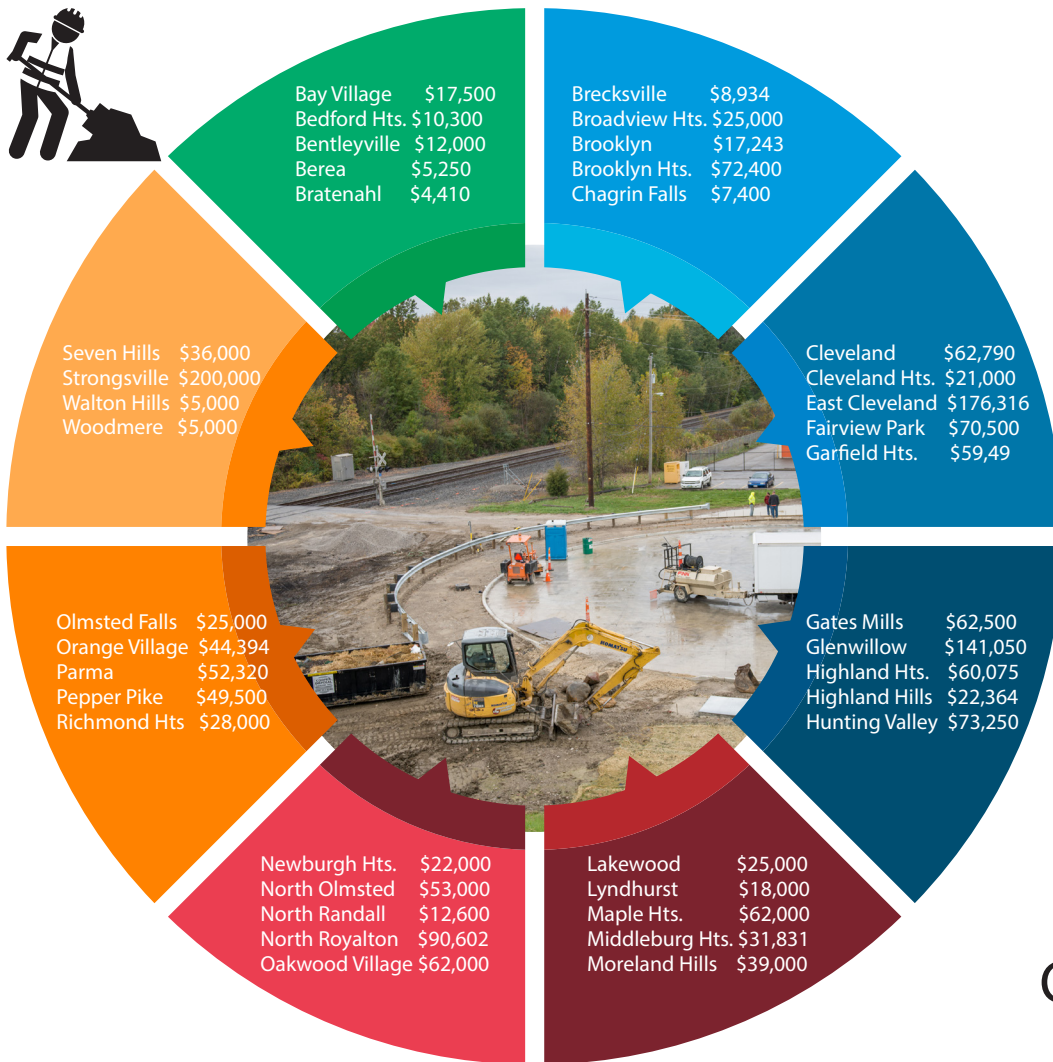
Services	Cleveland Heights	East Cleveland	Euclid	Fairview Park	Garfield Heights	Gates Mills	Glenwillow	Highland Heights	Highland Hills	Independence	Lakewood	Linndale	Lyndhurst	Maple Heights
 Road and Bridge	●	●	●	●	●	●	●	●	●		●		●	●
 Sewer Services	●	●	●	●	●	●		●				●	●	●
 ReadyNotify	●			●	●				●		●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

	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 Heights
 Road and Bridge			●	●	●	●	●	●	●	●	●	●	●	●
 Sewer Services	●	●	●		●		●	●	●	●	●	●	●	●
 ReadyNotify								●		●	●		●	●
 Emergency Management Certifications	●	●		●						●	●			
 Sheriff's Department Impact Units			●							●				●
 Master Planning		●											●	
 Web Design, Development and Hosting				●									●	●

	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	●								●				●	
 Master Planning		●	●					●						
 Web Design, Development and Hosting		●		●							●			

Road and Bridge Work

2017 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.

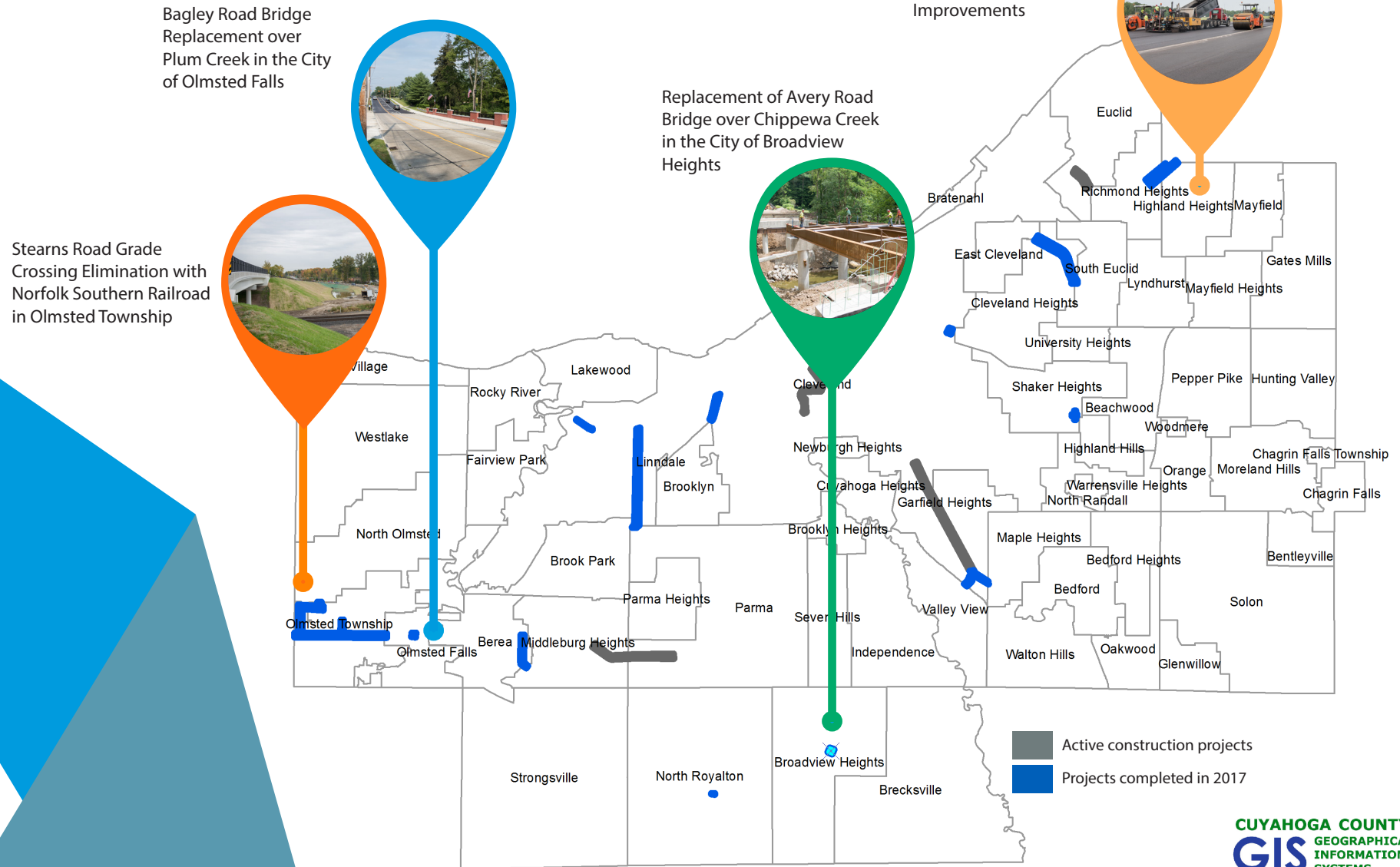
.....

\$15,391,847

County Road and Bridge Funds Awarded

.....

2017 Department of Public Works Road & Bridge Projects



To locate Public Works Projects, visit: <https://arcg.is/SPOiv>

Training to Create Improved Processes



One of the County's key strategic priorities is to improve efficiency and services. As part of that effort, the Office of Innovation & Performance is working with departments to provide Lean Six Sigma training and certification to employees throughout the County organization.

Lean Six Sigma is an internationally recognized process improvement methodology to improve the way businesses and governments perform. The training and certification program is funded through a grant from the State of Ohio's LeanOhio initiative.

FUNDING

Since 2015, Cuyahoga County has received a total of \$196,000 to bring Lean training and culture change to our employees. The funding has been used to train over 90 employees and conduct 10 projects using Lean Six Sigma methodology in various areas.



PROJECTS

Current projects include improving: economic development loan processing; child care applications; homeless services; access to food assistance; child support payments; and referral processes to address barrier for employment to TANF and SNAP recipients.



SUCCESS

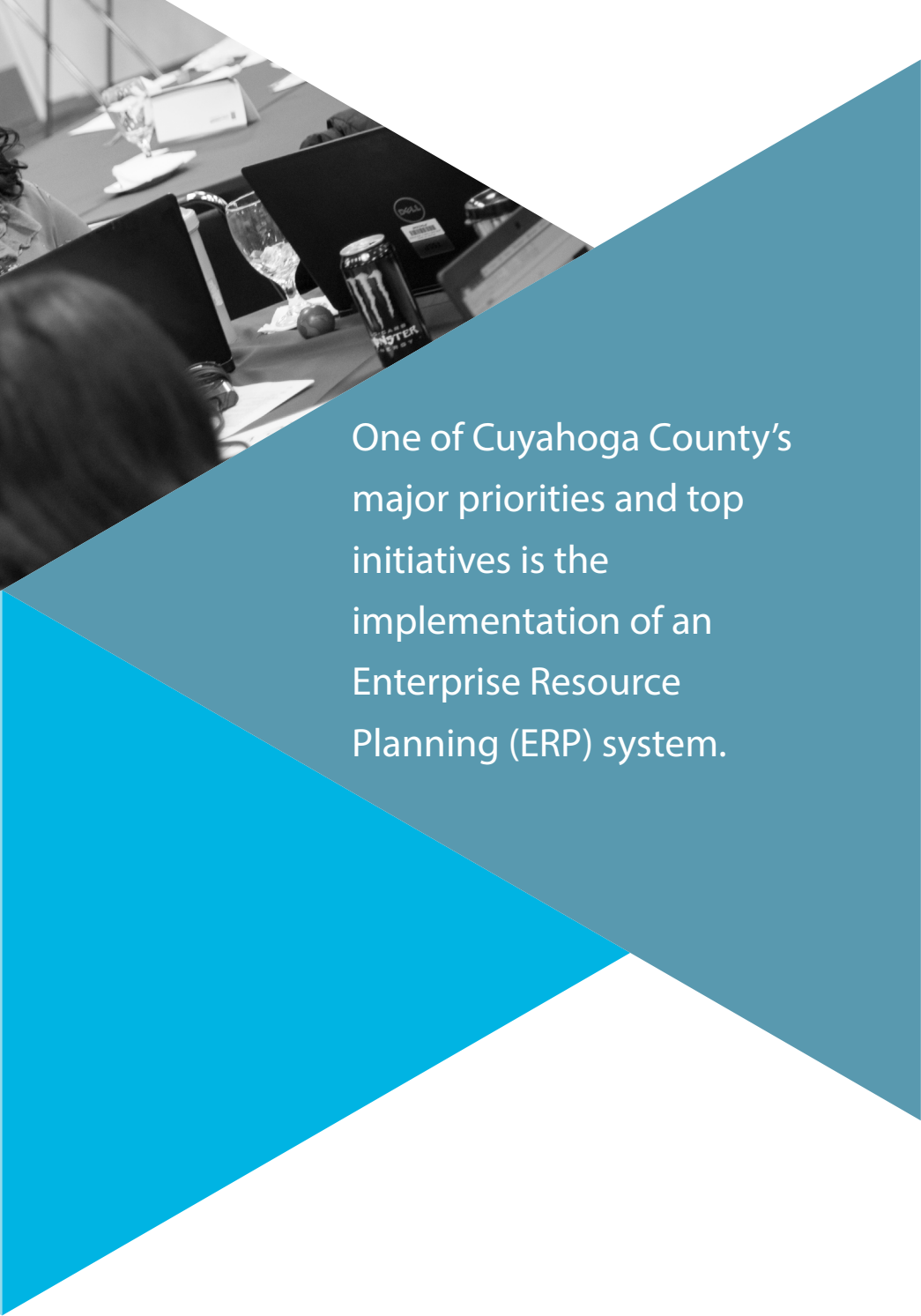
One of the first projects included a review of the child protective safety assessment process. The project resulted in the county more than doubling the percentage of protective safety assessments completed in seven days.



RESULTS

Having staff trained in Lean Six Sigma methodology increases the County's overall capacity to drive and support innovation and performance improvement efforts.





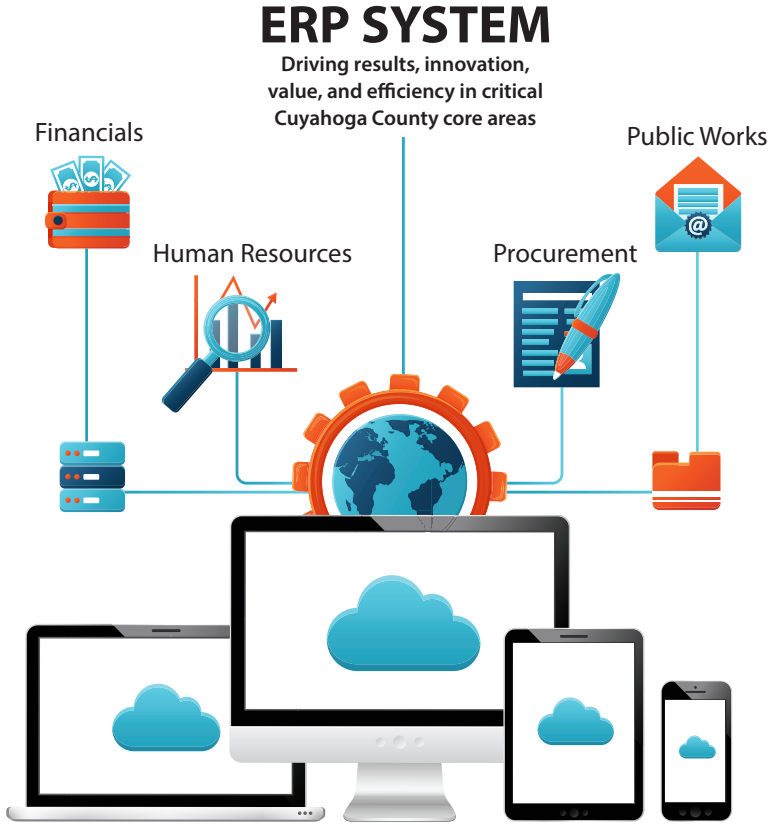
One of Cuyahoga County's major priorities and top initiatives is the implementation of an Enterprise Resource Planning (ERP) system.

Improving County Efficiency

ERP is a software platform that will integrate critical County administrative functions into one system.

Moving into one system will help the County manage and connect information from all of our core operational areas with the aim of improving productivity, increasing efficiencies, streamlining processes and most importantly better serving the citizens of Cuyahoga County.

The \$25 million project continues to be on budget. The system will go live first in Public Works, and then Fiscal, and Human Resources in 2018 and 2019.

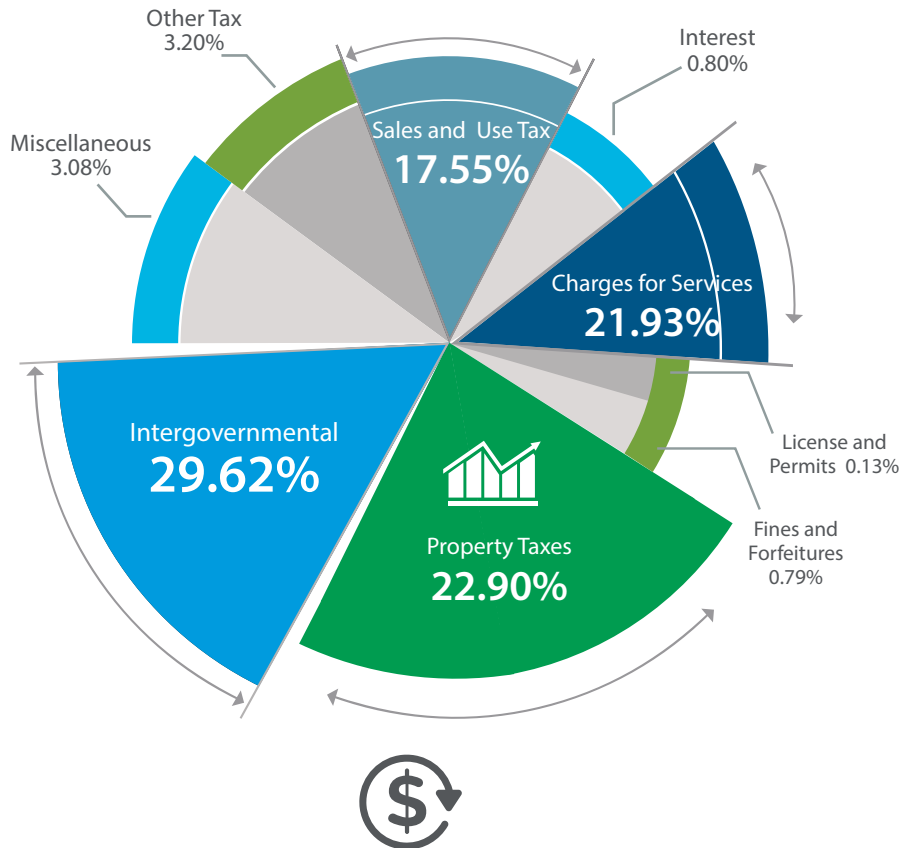


Fiscal Stewardship

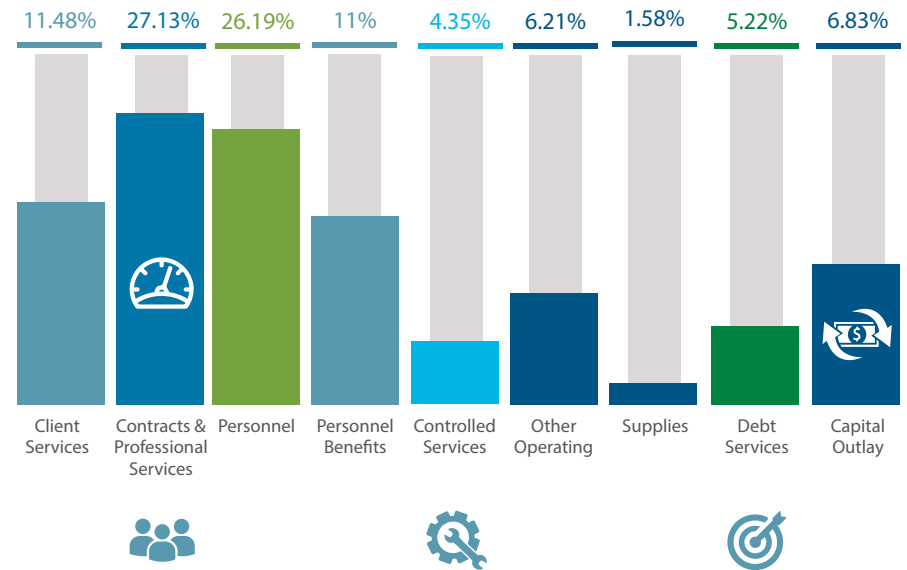
The county is focused on financial discipline and fiscal stewardship of taxpayer dollars so that we can effectively deliver the services residents count on.

This year, our Fiscal Department was recognized with a Certificate of Achievement for Excellence in Financial Reporting for the 2016 CAFR.

2017 Revenue



2017 Expenditures



Source: FAMIS unaudited cash basis amounts for governmental and proprietary funds.

Increasing Access to Child Support Payment Methods

We are dedicated to making sure that any door our customers walk through is the right door to access our services.

As part of this "No Wrong Door" policy, in February, Job and Family Services at the Virgil E. Brown building began accepting child support payments directly from payors. This new location allows parents who might already be in the building for other reasons a convenient option for staying current with their payments. Payments can be made in the form of cash, money order, or cashier's check at the Negotiable Items window at 1641 Payne Avenue.

The Virgil E. Brown expansion is just one of the new outlets for residents to pay their support. Other locations (again, selected because residents might already be in the building for other services) are:

\$15,527.81

In the initial month that child support payments were accepted at Virgil E. Brown \$15,527.81 in cash was collected.

Cuyahoga Job and Family Services
Virgil E. Brown Building
1st Floor, Negotiable Items window
1641 Payne Avenue, Cleveland, Ohio 44114
(216) 443-5100
Cash*, money order or cashier's check.

Cuyahoga County Clerk of Courts'
Clerk of Courts' Office in the Justice Center,
1st Floor
1200 Ontario Street
Cleveland, Ohio 44113
(216) 443-7950
Cash* only.



Cuyahoga County Juvenile Court
Cashier's Office (Located on the Second
Floor in the Clerk's Office)
9300 Quincy Avenue, Cleveland, Ohio 44106
(216) 443-3414
Cash* only.

Cuyahoga County Treasurer's Office
Cuyahoga County Administrative Headquarters
2079 East 9th Street, Cleveland, Ohio 44115
(216) 443-7400
Cash* only.

*Cash payments must be exact. No change will be given.

To view a list of in-person payment locations, visit: <https://cjfs.cuyahogacounty.us/en-US/payment-information.aspx>



Partnership Award
2016 – 2017

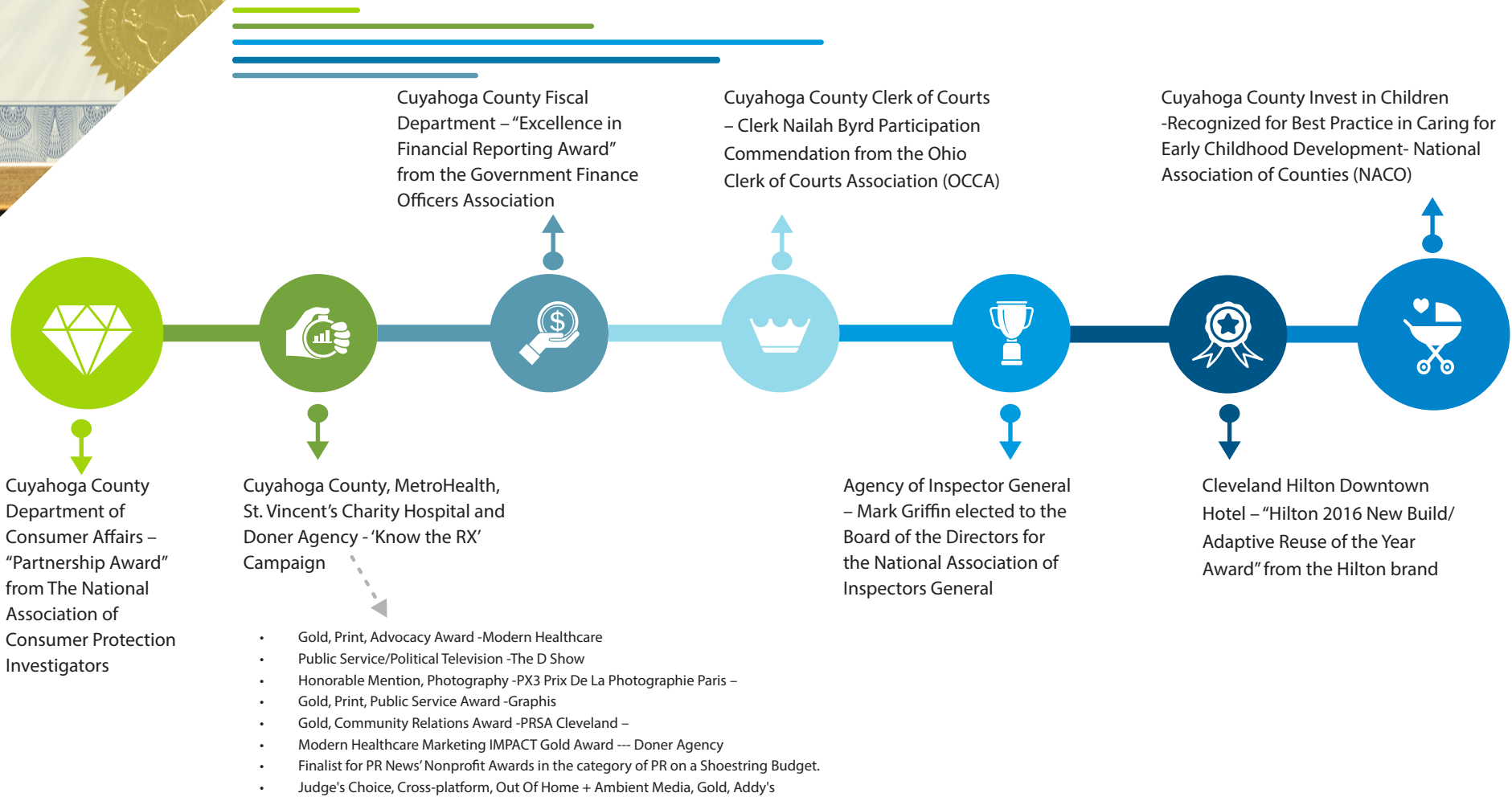
Presented on this 1st day of August 2017 to

Cuyahoga County

Cuyahoga County Garner Regional and National Recognition

Providing superior services is what Cuyahoga County government is all about. In 2017, several recognition and achievement awards were given to Cuyahoga County departments, agencies and collaborative partnership projects.

These achievements highlight the extraordinary accomplishments of Cuyahoga County and partners as well as our dedication to public service.



How My Work Transforms

In Cuyahoga County government, it's a priority to improve the lives of every single resident and to not rest until everyone is on a path to achieving their full potential. The road to get there is directly connected to how County employees feel about the work they do every day.

Research tells us: being happy at work and knowing that your work transforms really does make you more productive. At the Division of Children and Family Services (DCFS); Outreach Coordinator, Kristin Gardner's position is evidence that a fulfilling role not only transforms the individual but also entire communities. Gardner is just one example of the many terrific employees working day in and day out to help bring change to our residents.

As Outreach Coordinator, Kristin is responsible for developing partnerships with local businesses, organizations, community groups, schools, churches, hospitals, and more to provide volunteer opportunities, donations, advocacy, and support for the thousands of children and families served at DCFS.

“Personally, my role has educated me and grown my heart for these kids and families I serve every day. In fact, my husband and I are in the process of becoming licensed foster/adoptive parents with Lorain County. I speak about these issues, these kids with passion and conviction because I see it and seeing it makes me want to do everything I can.”



Children receiving toys 1,281
Community partners 40
Families adopted* 0
Children who received back to school items 600



Children receiving toys 2,000
Community partners 65
Families adopted* 19
Children who received back to school items 700



Children receiving toys 2,202
Community partners 97
Families adopted* 52
Children who received back to school items 900

*Holiday wish-list fulfilled



Staff Directory

Name	E-mail	Title
Bryant Crystal	cbryant@cuyahogacounty.us	Director of Office of Reentry
Byrd Nailah	nbyrd@cuyahogacounty.us	Clerk of Courts
Carney Brandy	bcarney@cuyahogacounty.us	Director of Public Safety and Justice Services
Carroll Matt	mpcarroll@cuyahogacounty.us	Chief Economic Opportunity and Growth Officer
Carter Theodore (Ted)	tcarter@cuyahogacounty.us	Chief Economic Development Officer
Dever Michael	mdever@cuyahogacounty.us	Director of Public Works
Dorman Rebecca	rdorman@cuyahogacounty.us	Director of Office of Early Childhood
Dykes Douglas	dmdykes@cuyahogacounty.us	Chief Talent Officer
Feinerman David	dfeinerman@cuyahogacounty.us	Workforce Development
Foley Michael	mfoley@cuyahogacounty.us	Director of Department of Sustainability
Gillette Ruth	rgillett@cuyahogacounty.us	Manager of Office of Homeless Services
Gilson Dr. Thomas	tgilson@cuyahogacounty.us	Medical Examiner
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Merriman David	dmerriman@cuyahogacounty.us	Assistant Director of Health and Human Services
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Morales Egdilio	emorales@cuyahogacounty.us	Director of Labor Relations
Murray Chris	cmurray@cuyahogacounty.us	Treasurer
Pinkney Clifford	cpinkney@cuyahogacounty.us	Sheriff
Parajewick Walter	walter.parfejewiec@jfs.ohio.gov	Interim Director of Health and Human Services



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Title

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Deputy Director of Housing and Community Development
Chief Deputy Sheriff
Chief Innovation & Performance Officer
Law Director
Director of Office of Child Support Services
Director of Division of Children and Family Services (DCFS)
Chief Communications Officer
Director of Benefits and Compensation
Director of Business Intelligence
Chief Technology Officer

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MISSION

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

VISION

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

VALUES

Integrity, Courage, Teamwork,
Innovation, Results.





WELCOME
TO THE
NEIGHBORHOOD

WALDOG COUNTY
ADMINISTRATIVE HEADQUARTERS



Cuyahoga County
Together We Thrive

Administrative Headquarters
2079 East Ninth Street
Cleveland, Ohio 44115
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