Armond Budish, Cuyahoga County Executive

Armond Budish took office as the County Executive in January of 2015. As County Executive, Mr. Budish has outlined a forward looking and innovative agenda to improve the lives of County residents.

As the Executive, Mr. Budish is committed to taking a “head and heart” approach to governing, creating economic growth and opportunity, and effective and efficient management, while also caring for those in need.

Prior to arriving in his current post, Budish served four terms in the Ohio House of Representatives, including a term as the Speaker of the House and two terms as the Minority Leader.

Mr. Budish is also known by many County residents for his private sector career as a nationally known consumer and elder law attorney, author, newspaper columnist, and television show host. Mr. Budish has two sons, Ryan and Daniel, and currently resides in Beachwood, Ohio with his wife Amy.

I sincerely thank the many civic leaders who enthusiastically contributed their time and energy to take part in the Transition Policy Working Groups. I was thrilled and honored to have such an impressive and diverse group of leaders volunteer for this effort.

The Transition Policy Working Groups were given a challenging assignment. We asked the members to work together over a few short weeks to give us their perspectives on the most important short and long-term challenges and opportunities facing our region. This report reflects the valuable insights they shared with us.

Our region is fortunate to have many talented, passionate leaders and experts in all sectors of our community. The Transition Policy Working Groups were the first stage of what I hope will be a continuous, inclusive and meaningful process to facilitate an ongoing two-way conversation between you and your County government. It is important to me that we continue the conversation so that we may listen and learn from each other.

This report is only the beginning. Already, the Transition Policy Working Groups have had an impact. Their thoughts and ideas helped inform the vision I set forth in my Inaugural speech in January. As we move forward, we will seek to bring together residents, business, philanthropic, and community partners to develop cross-sector cooperation covering critical areas to our region’s success.

The future belongs to those communities that can clearly frame their opportunities and challenges and then act together to achieve success. I believe we have begun that effort here.

Armond Budish
Cuyahoga County Executive
OVERVIEW

This report of Transition Policy Working Groups is intended to provide information, suggestions, and advice to the Budish Administration in a clear, easy to read format.

Themes listed at the beginning of each section are consensus positions agreed upon by members of the Transition Policy Working Groups at the Group meetings. Additionally, the Transition Team Staff conducted one-on-one interviews with each of the Working Group members to gather more in-depth information. The outlines at the end of each section were compiled from those interviews, as well as contributions received from a variety of community experts that assisted with specialized data.

This report would not have been possible without the help of many people. We would like to thank the following individuals and organizations for their contribution to this effort.

David T. Abbott
Deanna Adelman
Jeff Appelbaum
Harriet Applegate
Andrew Banks
Heather Bartzi
Melissa Bilancini
Tamme Bitonti
Council President Dan Brady
Amy Budish
Armond Budish
Mark Byrnes
Mike Calevski
Cyndi Carter
Rev. Dr. E.T. Caviness
Paul Clark
The Cleveland Foundation
John Corlett
Dr. Delos (Toby) Cosgrove
Mike Culp
Cuyahoga Community College
Cuyahoga County Staff
Mark Davis
Mayor Tim DeGeeter
Yvonne Dowell
Diane Downing
Dr. Julian M. Earls
Councilwoman Kim Edwards
Marcia Egbert
Trina Evans
Helen Forbes Fields
Lee Fisher
Congresswoman Marcia L. Fudge
Janet Garcia
Cindy Gasparro
Claire Gauntner
Chris Glassburn
Greater Cleveland Partnership
Mark Griffin
The Gund Foundation
Patrick Hagan
John Hairston
Amy Hanauer
Rev. Larry Harris
Michael Houser
Robert Hurwitz
Kate Hydock
Innovation Ohio
Dr. Alex Johnson
Cassandra Johnson
Joy Keller
Council President Kevin J. Kelley
Kate Kennedy
Len Konoroski
Councilman Eddy Kraus
Stephanie Kreiner
Councilman Dan Langshaw
Dr. Sara L. Laskey
Karlton Laster
Gena Lovett
Emily Lundgard
Kent Markus
Bill Mason
Dr. Valarie J. McCall
Kearry McCarthy
Marty McGann
Randy McShepard
Alan Melamed
Beth E. Mooney
Stephanie Morales
David Nader
Joe Nanni
August A. Napoli Jr.
Michael O’Malley
Dominic Ozanne
Sylvia Perez
Dick Pogue
Michele Pomerantz
Precision New Media
Ronald B. Richard
Robert Rivera
Julian A. Rogers
Jim Rokakis
Claire Rosacco
Davida Russell
Steve Rys
Kimberly Sabo
Galen Schuerlein
Donna Sciarappa
Mayor Bradley D. Sellers
Michael Siegal
Robyn Minter Smyers
Sharon Sobol Jordan
Chris Thompson
André Thornton
Jerry Sue Thornton
Laura Trotter
Lee Trotter
Senator Nina Turner
Jennifer Venczel
Mayor Georgine Welo
Dennis Willard
David Wondolowski
Councilman Rob Zimmerman
U.S. Representative Marcia L. Fudge

Congresswoman Marcia L. Fudge is a committed public servant who brings a hard-working, problem-solving spirit to Congress and to the task of creating jobs, protecting safety net programs, and improving access to quality public education, health care and healthy foods. First elected in 2008, she represents the people of the 11th Congressional District of Ohio. Congresswoman Fudge serves on the House Committee on Agriculture and the House Committee on Education and the Workforce. She is a member of several Congressional Caucuses and immediate past Chair of the Congressional Black Caucus. In 2014, Congresswoman Fudge became an original co-chair of the Democrats for Public Education a quality public education.

Congresswoman Fudge consistently fights for equitable access to a quality education from preschool through post-secondary programs, child nutrition, food stamp (Supplemental Nutrition Assistance Program) recipients, access to locally grown, healthy foods, fair labor practices, and civil and human rights, among other issues. Additionally, she was an early and consistent voice for voter protection and remains a steadfast advocate to strengthen and preserve Social Security, Medicare and Medicaid. Congresswoman Fudge has served the people of Ohio for more than two decades, beginning with the Cuyahoga County Prosecutor’s Office. She was the first African American and the first female mayor of Warrensville Heights, Ohio, where she led the city in shoring up a sagging retail base and providing new residential construction. Congresswoman Fudge earned her bachelor’s degree in business from The Ohio State University and law degree from the Cleveland State University Cleveland-Marshall School of Law. She is a Past National President of Delta Sigma Theta Sorority, Inc., and a member of the Greater Cleveland Alumnae Chapter. Congresswoman Fudge’s work ethic, problem solving approach, and ability to build collaborative relationships has earned her a reputation among her colleagues in Washington and at home as an insightful leader and knowledgeable legislator. As a dedicated public servant, she begins each morning with a firm promise “to do the people’s work.” It is this simple philosophy that defines Congresswoman Fudge as a Member of substance and character who always keeps her promise.

Transition Co-Chairs

Marc S. Byrnes
Marc S. Byrnes is Chairman, Advisor and former President & CEO of Oswald Companies. Mr. Byrnes has served as Chairman of the Board of Trustees of the Cleveland Leadership Center (2010-2013) and Co-Chair of the 2008-2009 United Way of Greater Cleveland’s campaign. Marc is an Advisory Board member for Energy Focus, GBX Insurance, Public Square Partners, Tailwind Technologies, Inc., TaylorOswald Company, US Bank, Teach for America, Rock and Roll Hall of Fame Board of Trustees and Development Committee, and University School Board of Trustees, Executive and Advancement Committees.

Sharon Sobol Jordan
Sharon Sobol Jordan is the Chief of Staff for Cuyahoga County. Former President & CEO of The Centers for Families & Children. Ms. Jordan previously served as the Law Director for the City of Cleveland, and currently serves on the boards of Cleveland Transformation Alliance, The City Club of Cleveland Foundation, Medical Mutual of Ohio Charitable Foundation, Ohio Legal Assistance Foundation and PolicyBridge.

Dr. Jerry Sue Thornton
Dr. Jerry Sue Thornton is the President Emeritus of Cuyahoga Community College (1992-2013). Dr. Thornton remains actively engaged with the County and its civic community through board memberships on various organizations such as The Cleveland Foundation, University Hospitals Health System, and the Cleveland Metropolitan School District.
Cuyahoga County Executive Armond Budish
Transition Policy Working Groups

Economic Growth & Opportunity Working Group

The Economic Growth & Opportunity Working Group worked together to find new opportunities to create and retain jobs, train and develop the workforce, and break the cycle of poverty.

Chair: Beth E. Mooney

Quality of Life Working Group

The Quality of Life Working Group will focus on protecting and growing regional assets, like Lake Erie and fiber-optics, assessing challenges, and maximizing regional opportunities to make Cuyahoga County a destination point for companies and families.

Chair: Ronald B. Richard

Effective & Efficient Government Working Group

The Effective & Efficient Government Working Group will collaborate to find new ways to invest in the county workforce, bring county leaders together and manage public finances effectively and accountably.

Chair: Bradley D. Sellers

Global Working Group Themes

Engage
It is important that the administration actively engage the community, seeking input, valuing dialogue, and listening to a broad diversity of community members. Of particular importance is developing a constructive, collaborative relationship with County Council.

Prioritize
County government jurisdiction is broad and it is tempting to become deeply engaged in a sweeping set of issues and programs; it will be important for the new Executive to prioritize initiatives and to understand where it is best for the County to lead, partner, or support. The County also needs to be an active community partner and identify when its most appropriate role is that of convener, collaborator, or stakeholder.

Lead
One of the top charges of the community is for Executive Budish to be a leader and convener on key issues for the community. It is recognized and understood that Cuyahoga County cannot and should not be the funder of all initiatives, but must use its leadership position to help organize efforts. The County should look for partners, including those working in business, philanthropy, and social services, to build coalitions and partnerships.
Economic Growth & Opportunity
Working Group

Economic Growth & Opportunity Themes

Integration
Cuyahoga County’s programs and community efforts must be more horizontally integrated across all silos, with a specific emphasis on stabilizing and training individuals so that they are the best candidates they can be for successful employment. Human services and economic development must be part of the same effort.

Urban Core
Our economy is regional, yet we know Cleveland plays an important role as the capital of the County. While it is important to recognize the contributions of all parts of the County, it is vital that the Executive seek to capitalize on and continue to build on the current momentum around progress and development in the urban core for the sake of the entire County. There is a critical need to align efforts in this area, particularly because our progress, while significant, is fragile and must be preserved. Investments in neighborhoods and suburban communities must be strategic and impactful.

Workforce Development
A considerable skills gap exists between our workforce and the jobs available. We need a multi-pronged approach—from apprenticeships to scholarships—towards training County residents for these jobs, retaining residents that are qualified, and recruiting new talent and immigrants to come into Cuyahoga County. The focus should be on developing high quality jobs providing livable wages. Optimal growth and opportunity must touch all citizens so that no one is left behind.

Expand, Retain, Attract
Considerable efforts are underway by the private sector and economic development organizations to define and evaluate how economic development should be done, but what is clear is that the largest source of growth opportunities are in expanding and retaining current employers and ensuring that start-up businesses can grow and thrive in Cuyahoga County. Attraction efforts should be made in key strategic arenas aligned with partners.
Business Retention, Attraction & Growth

Key Issues

a. **Understand that more than half of all job growth comes from retention and expansion of existing businesses.** As noted in a January 2014 report from Regional Growth Strategies, existing businesses accounted for 90% of all net new jobs in the United States between 1995 and 2010.

b. **Cuyahoga County should work on retention and expansion at a strategic level, not only at the transactional level.** The need exists to strengthen the coordination and effectiveness of business retention/expansion efforts among key players, including Cuyahoga County, State of Ohio, City of Cleveland, Greater Cleveland Partnership, COSE, suburban cities and others. A test for such an effort would be for the County to partner with the city, state and neighborhood CDCs, GCP and others to develop a comprehensive business development/job creation strategy within the Opportunity Corridor.

c. **Assure business retention and expansion** in Cuyahoga County is as equitable, efficient and effective as possible by:
   i. Improving access to capital.
   ii. Using County incentives to promote opportunity-rich growth.
   iii. Supporting the growth of promising minority-owned businesses as a part of an inclusive business growth strategy.
   iv. Facilitating small business engagement with County procurement and development policies. Small businesses in Cuyahoga County currently face some unnecessarily restrictive situations because of outdated policies and procedures.
   v. Fostering an environment supportive of innovation and entrepreneurship.

d. **Embrace quality education** as a critical precursor to healthy economic growth and opportunity.
   i. Continued county leadership in developing access to high quality early childhood development and education is critical.
   ii. Explore the optimal county role in supporting an effective education and training pipeline, from birth through higher education and career placement.

Key Opportunities

a. **Market and promote Cleveland and Cuyahoga County’s economic resurgence.** Focus efforts and resources on critical areas where the needle can be moved:
   i. Sector strengths, such as manufacturing and medical.
   ii. Infrastructure investments, such as broadband/fiber and Opportunity Corridor.
   iii. County and regional assets around which leverage can be achieved, such as:
      - Health care sector
      - Lake Erie, the Cuyahoga River, and other fresh water assets
      - Global Center for Health Innovation
      - NASA Glenn
      - Thriving Communities Institute/Cuyahoga Land Bank

b. Make it easier to do business in Cuyahoga County, e.g., adopt/adapt state Common Sense Initiative.

c. Workforce development. Increase ability to prepare workers for existing and near-term demand.

d. Help existing businesses take advantage of upcoming opportunities, e.g., Republican National Convention.

e. Support and enhance tourism. This has the potential to support talent attraction and attention.

f. Capitalize on the existing Western Reserve Fund, while reviewing its work to date (including successes and failures) and developing transparent processes for its future use.
Key Risks
a. County policies and regulations that are not conducive to business retention and growth.
b. A lack of focus or clear definition of the County’s role in business retention and expansion.
c. Inadequate foresight and planning for key events, e.g., renewal of the County arts levy in 2015, lease expirations at the Global Center for Healthcare Innovation, major capital projects such as the Justice Center & Metro Health, the potential for another federal Base Restructuring and Closure review in 2017, etc.).

Current Regional Efforts
a. Greater Cleveland Partnership currently takes the lead in retention and expansion efforts. It plays a central role in finding and delivering on momentum.
b. Revamp of business retention and development efforts to be coordinated by “new Team NEO” that is designed to improve business retention and expansion outcomes in Northeast Ohio; Greater Cleveland Partnership to be lead implementer in Cuyahoga County.
c. BioEnterprise’s plan to provide services to scale up and commercialize existing bioscience companies.
d. JumpStart and MAGNET’s work of providing entrepreneurial tools to help existing companies become high-growth enterprises.
e. Efforts to support new and early stage entrepreneurial efforts launch and grow (e.g., Launch House)
f. The Port Authority’s efforts to expand Great Lake shipping and logistics.

County Role
a. Understand and embrace the potential of playing a strong role with the Greater Cleveland Partnership and Team NEO.
c. Leverage the Economic Development 5-Year Plan to support business retention and expansion efforts, including:
   i. Supporting access to capital programs.
   ii. Playing a lead role in key physical redevelopment initiatives, including MetroHealth campus and Opportunity Corridor.
d. Promote access to and use of integrated data, including:
   i. Information for companies looking to locate here.
   ii. Information that helps companies access talent.
e. Support adoption and implementation of a County-level Community Benefits Agreement.
f. Provide or secure more flexible resources into workforce system.
g. Establish a positive, responsive business and innovation climate in County; programs and policies for business attraction and retention efforts need to grow. Ensure that County resources are easy to navigate and easy to understand.
h. Commit to the use of best practices in County programs, policies and investments (for example, Employment Connections’ employer-facing workforce development model; Allegheny County, PA’s implementation of a charter form of government; the Philadelphia Industrial Development Corporation’s coordinated development system).

Metrics
It is important that the County use metrics that are aligned with state and regional business development efforts. JobsOhio and the Regional Economic Competitiveness Strategy measure the following outcomes: jobs created/retained; payroll added; and capital attracted.
Innovation & Entrepreneurship

Innovation

Key Issues
The region's research assets have not generated sufficient research funding or commercialization outcomes to alter the trajectory of our economy. Cuyahoga County is rich in innovation assets, including NASA Glenn, top-tier medical research centers, private and public universities, 100 gigabit broadband network via OneCommunity, and private-sector research centers (Sherwin-Williams, Phillips Medical, Parker Hannifin, etc.). Innovation – as measured by patents – is strongly correlated to economic performance. Our region's performance in innovation – as measured by patents and research dollars attracted – lags. Attracting talent necessary to support innovation-driven industries will become increasingly difficult as global demand for such talent increases.

Key Opportunities
a. Use the Opportunity Corridor initiative to create a Manufacturing Innovation and Design Corridor in collaboration with the city, state, MAGNET, OneCommunity and community development corporations within the area where the Opportunity Corridor will be built.
b. Increase capacity to attract federal, state and private research funding through more collaboration/alignment of assets.
c. Use OneCommunity’s 100 gigabit infrastructure to build capacity in integrated data ("big data"), including supporting the development of StartMart (an incubator for Big Data startups), supporting medical data-releated businesses, supporting innovative government responses to human services (e.g., the County's Pay for Success initiative), and other bandwidth-reliant areas of innovation.
d. The County should act as a convener of stakeholders, responding to innovation needs.

Key Risks
a. Uncertainty over state and federal support, including administration and renewal of Third Frontier program.
b. Limited resources resulting in more competition, rather than increased collaboration, among innovation institutions.
c. Innovation and commercialization efforts resulting in growth for a relative few industries or sectors without an increase in widespread opportunity.
d. Lower skilled/educated residents experience limited access to opportunities created by innovation and commercialization absent a concerted effort to prevent such exclusion.

Current Regional Efforts
a. PRISM, managed by MAGNET, is connecting small- to mid-sized manufacturers to innovation capacity.
b. AmericaMakes (a Tech Belt partnership based in Youngstown) is connecting manufacturers and innovators to next generation 3D printing capacity.
c. A reorganized Team NEO is providing innovation-oriented resources to companies.
d. BioEnterprise is pursuing strategies to strengthen the bioscience sector, which is driven by innovation.
e. JumpStart is working to attract capital to support innovation.

County Role
a. Convene stakeholders and facilitate identification of clear, measurable goals.
b. Promote stronger connections among innovation assets and industry.
c. Support targeted innovation initiatives.
d. Rally support for federal and state support, e.g., renewal of Third Frontier.
e. Align workforce/talent efforts to meet needs of innovation-driven industries.
**Metrics**

a. Patents per capita  
b. Public and private research expenditures per capita  
c. Birth of companies based on commercialization of research  
d. Capital attracted and payroll of companies based on commercialization of research

---

**Entrepreneurship**

**Key Issues**

Cuyahoga County and Northeast Ohio have built a robust entrepreneurial support system, particularly for high-growth-potential startups. However, the relative rate of entrepreneurship and the rate of minority entrepreneurship remain lower than desired. Research indicates that communities with higher rates of entrepreneurship have more growth and opportunity. Access to capital remains challenging for most entrepreneurs.

**Key Opportunities**

a. Address the early stage capital gap by convening key stakeholders to identify and support long-term capital strategy.

b. Adopt lessons from efforts to support high-growth entrepreneurs to efforts to support a broader base of entrepreneurs.

c. Target incentives to support companies participating in the ScaleUp initiative being developed by JumpStart, MAGNET and others.

d. Strengthen the capacity of nonprofits and government agencies to provide support to entrepreneurs, particularly those from minority populations or with businesses serving/located within our core city neighborhoods.

e. Create zones of entrepreneurship where minorities and other disadvantaged populations can receive concentrated support, such as within the Opportunity Corridor.

**Key Risks**

a. Expiration of the Third Frontier program, which has provided significant support to entrepreneurship efforts.

b. Expiration of state programs, including tax credits, that provide financial incentives.

c. High-growth entrepreneurial companies can easily be relocated outside of the region.

d. Lower educated/skilled workers may not have genuine access to jobs at high-growth startups that are technology/innovation-driven.

**Current Regional Efforts**

a. Regional Economic Competitiveness Strategy  
b. Local office of the Economic and Community Development Institute  
c. U.S. Small Business Administration  
d. Urban League  
e. The JumpStart Entrepreneurial Network  
f. Council of Smaller Enterprises  
g. Local municipal government programs  
h. Academic-based programs (e.g., CWRU, Baldwin Wallace, John Carroll, E-Prep)  
i. Cleveland Neighborhood Progress
County Role
a. Convene stakeholders and facilitate identification of clear, measurable goals.
b. Explore opportunities to provide or catalyze early stage investment.
c. Support entrepreneurial initiatives within targeted communities or neighborhoods and serving targeted populations.

Metrics
a. Number of startups, particularly within targeted geographies/populations
b. Capital raised to support entrepreneurship
c. Employment growth of early-stage and middle market companies

Talent Attraction & Retention

Key Issues
a. Insufficiently prepared talent within county for existing employment opportunities.
b. Low percentage of foreign-born population, especially those which are highly skilled, which means our county is lacking access to valued talent.
c. Competition for talent. Skilled talent have options; the county needs to be attractive in areas such as employment opportunities, the quality and variety of entertainment/cultural assets, the ability to have civic influence, and the quality and proximity of natural assets.
d. Educated young professionals. Cleveland is increasingly attracting highly educated young professionals to its urban core.
e. Disproportionately high percentage of workers aged 25-34 with a graduate or professional degree, compared to other cities, which is a strength on which to build.
f. Federal immigration policies.

Key Opportunities
a. Focus on young professionals:
   i. Downtown living and related amenities is appealing.
   ii. CLE and Cuyahoga County offer a very affordable cost of living.
b. Recruit “boomerangs” (returning employees are projected to make up 15 percent of all new hires in 2014) and also recognize that successful recruitment often entails recruiting the family (e.g., provide support to help “trailing” spouse find a job, etc.).
c. Promote civic engagement opportunities for residents so that they have influence over the future of their communities.
d. Support greater alignment across systems (funding streams that the County has control over).
e. Use the County’s bully pulpit to convey an attitude of acceptance and appreciation for immigrant and legal refugee populations.
f. Take tangible actions to make Cuyahoga County a welcoming community, including:
   i. Consider adopting practices from other communities, including the launch of an Office of New Americans, creating “welcome hubs,” joining Welcoming America, and supporting the local Economic and Community Development Institute.
   ii. Support talent attraction campaign to recruit and retain international students.
   iii. Increase support for English language instruction to help high-skilled immigrants access jobs for which they are qualified.
   iv. Work with existing organizations such as Engage Cleveland.

Key Risks
a. Population decline.
b. Companies struggle to attract and retain prepared and skilled workers.
c. Assets that appeal to skilled workers change and the County may not be able to adapt effectively.
d. Targeting skilled workers will exacerbate disparity/inequity among disconnected populations.
e. Further loss of P-16 schools’ efforts in preparing skilled workers.

Current Regional Efforts
a. Engage Cleveland
b. Cleveland Plus
c. Global Cleveland
d. Fund for Our Economic Future
e. Team NEO

County Role
a. Convene stakeholders and facilitate identification of clear, measurable goals for talent attraction and retention.
b. Support targeted efforts to strengthen key community assets that appeal to skilled workers.
c. Support strategic marketing efforts targeting skilled workers.

Metrics
a. Use metrics already developed for the Fund for Our Economic Future and the new TeamNEO by Cleveland State and other area economists
b. Population growth/decline
c. Educational attainment of new residents
d. Educational attainment of longer-term residents
Job Preparedness: Education (P-16), Training & Placement

**Key Issues**

a. Job preparedness is a key area in which alignment of the County’s economic development and social service functions and the emerging role in supporting education are particularly important.

b. Job preparedness efforts require alignment across multiple government funding streams and multiple sectors.

c. Prepare children for adulthood by promoting a healthy first year of life, comprehensive childcare, high-quality pre-K education, excellent K-12 schools and financial aid to deal with the high cost of higher education. Ensuring parents have decent work and access to quality job training and education sets the stage for post-secondary and career success for children. Educational attainment lags the national average because completion rates remain very low.

d. Job preparation should be demand driven, industry specific, and offer career pathways that accommodate multiple on-ramps for people entering the labor market at different stages of preparation. There is a mismatch between area job openings and the unemployed, who lack the skills required to fill the open positions. Degrees and certificates earned are not sufficiently aligned with job openings and students incur too much debt for this inadequate education.

e. Educational programs don’t always produce graduates able to meet employers’ stated needs; employers would like more learn-and-earn opportunities, internships and apprenticeships.

f. Preparing our adult workforce, particularly those who have not excelled at K-12, requires a holistic approach that crosses systems. Some workers have been left out, some don’t have credentials, and some have credentials but still lack skills.

g. Limited on-the-job training resources are available.

h. Adult Basic Education and Literacy (ABLE), GED, remediation: Increasing the connection between literacy and the workforce system can address skill barriers. Integrating ABLE, vocational training, job readiness training and wraparound supports helps with workforce entry.

**Key Opportunities**

County efforts should drive practices, policies and investments to improve family-supporting career opportunities, provide employers with skilled workers and advance local economic development.

a. Integrate human services with economic development: when an individual comes to the County for help, that individual should get the short-term help needed (healthcare, income support, etc.) but also the training needed so that individual can become self-sustaining long term.

b. Design workforce programming, including apprenticeships and internships, to take advantage of business growth and retention strategies.

c. Take advantage of federal and state policy changes in workforce development.

d. Integrate job training and re-entry requirements into programs utilizing County funds.

e. Continue our demand-side approach, a best practice for worker retraining.

f. Promote skills based hiring.

g. Promote transitional job opportunities for re-entry population and others with limited work experience.

h. Create the capacity for residents, educators and companies to better understand current and future labor market supply and demand.

i. Initiate industry-based mid-skilled hiring initiatives that adopt and spread lessons from WorkAdvance and other workforce initiatives.

j. Use County Educational Scholarship charge to replicate effective programs to address minority achievement.

k. Improve remedial education programs by tapping into national philanthropic resources.
Key Risks
a. Work is in silos. Investments to address one barrier (e.g., homelessness) are lost because other barriers are not addressed (e.g., employment).
b. Ohio makes it more difficult than almost any other state to qualify for help with childcare.
c. It’s difficult to predict labor markets. Workers train, then labor market changes make their skills obsolete.
d. Overall ongoing job flight, particularly in manufacturing, remains a concern.
e. Low educational outcomes remain.

Current Regional Efforts
a. PRE4CLE, Help Me Grow, and Invest in Children’s UPK program
b. Career Pathway Programming
c. Anchor Based economic development efforts
d. Skills-based Hiring Initiative, countywide in two counties
e. Industry-specific initiatives
f. Local Incarceration program (LIP), County Re-Entry & Drug Courts, and various community re-entry programs
g. Team NEO
h. Community Colleges
i. Community based programs, such as Towards Employment and El Barrio
j. Employment Connections and the WIB

County Role
Because the county controls health and human services spending, there is opportunity to better align investments in human services and workforce services. The County can drive system change and use shared metrics.

a. Put in place community benefit policies that ensure public dollars are leveraged for high quality jobs. The County can set overall higher job standards by putting in place job training and a county minimum wage or a county earned sick leave strategy.
b. Target WIB resources to meet specific areas of talent demand.
c. Create capacity to measure and report talent demand and supply.
d. Promote alignment of talent development programs to meet the needs of industry sectors supported by the County’s economic development programs.

Metrics
a. Work related: median county wage, unemployment rate
b. Workforce participation and racial inclusion in county as a whole and in targeted distressed communities (use FFEF identified communities)
c. Poverty rate (county as a whole; targeted distressed communities)
d. Family budget data: forthcoming reports from Policy Matters
e. Education: High school graduation rate; community college completion rate; other credential attainment; K-12 truancy; new state multi-dimensional kindergarten readiness assessment
f. Incarceration rate; recidivism rate (both juvenile and adult)
g. Enrollment and graduation levels from targeted career fields
h. Job placement and advancement
Pathways to Prosperity

Key Issues

a. In Cuyahoga County, most of the adults living in poverty are employed. Part-time work, low wages and unstable employment contribute to the numbers of the working poor. A person working full time at minimum wage, 52 weeks a year, earns less than the poverty level.

b. Children are the fastest growing category of the poor. Recent data released by the U.S. Census Bureau shows Cuyahoga County among only a third of U.S. counties where child poverty is above pre-recession levels.

c. Although poverty is more concentrated in the City of Cleveland than the rest of the county, 41 percent of those living below poverty in Cuyahoga County reside in communities outside Cleveland. Job growth has been disproportionately inaccessible to residents of distressed neighborhoods.

d. Numerous studies tie poverty to negative health and social conditions. Poverty is correlated with lower school success, more involvement with the criminal justice system and greater rates of addiction and mental health conditions. A stable, quality job helps families solve a host of other issues.

e. Lack of adequate behavioral health services can make it more difficult for persons coping with substance abuse and/or mental illness to find and maintain employment, thereby limiting their efforts to be economically self-sufficient.

f. Ex-offenders often encounter insurmountable hurdles for employment.

g. Lack of public transportation may make it impossible for some to access job opportunities.

Key Opportunities

a. The County can drive job quality and employee stability through key actions such as: integrating social services with job training and development, adopting a community benefit policy, creating a refundable earned income tax credit, and supporting efforts to increase access to employment at or above living wages.

b. Improving the quality of work placements, so that they are meaningful and build real skills, would help more individuals transition from public assistance to employment.

c. The newly-created Governor’s Office of Human Service Innovation presents a potential opportunity to improve the provision of social services in Cuyahoga County.

d. A county earned income tax credit (EITC) could be implemented, set as a portion of the state EITC. Cuyahoga County could also set a goal of being a top performing urban county in terms of share of eligible refunds collected, with lowest percentage of returns filed by predatory businesses.

e. Enrolling nearly every eligible Cuyahoga County resident in the public benefits for which they qualify and are entitled to receive would help families make ends meet, while coupling this with job training, mental health, and drug treatment services.

f. Sustain and grow Invest in Children and move toward universal access to high-quality pre-K.

g. Embrace the use of integrated administrative data to promote social service innovation and County savings such as the Pay for Success initiative.

h. Not having a recognized form of ID is a barrier to employment, accessing services and participation in the political system. Cuyahoga County could provide opportunities for individuals to obtain a recognized form of ID.

i. Currently, housing policies vary greatly between communities within Cuyahoga County. Establishing a County Housing Trust Fund could create more affordable housing for low-wage workers.

j. The County could initiate or support efforts to help families build assets by preventing predatory lending and promoting alternatives.
k. The County should become a model for hiring practices and investments in proven interventions for previously incarcerated individuals, creating and encouraging opportunities for ex-offenders.

l. Leverage public infrastructure investments in our core cities – especially Opportunity Corridor, as well as downtown projects and the West 25th Street Corridor – to increase employment opportunities for residents of distressed neighborhoods, such as the Neighborhood Job Watch Program.

m. Work with RTA to ensure alignment between job opportunities and transportation.

**Key Risks**

a. The large number of mandated services combined with the reduction in state and federal funding means fewer County resources are available for non-mandated services.

b. Limited state support for core city reinvestment, either through support of public transit or incentives that encourage urban redevelopment. Inadequate state brownfield policies and existing real estate practices favor development of greenfield sites.

c. Jobs are being located away from transit infrastructure.

d. Businesses decline to adopt hiring practices that broaden pool of candidates.

**Current Regional Efforts**

a. NEO Sustainable Communities Consortium made the case for using existing infrastructure to promote more accessible job centers; NOACA is working to adapt the findings of the Consortium to future infrastructure plans.

b. WorkAdvance and the emerging Skills Based Hiring initiative demonstrate the value of companies modifying their hiring practices.

c. There exists enormous private, faith-based, and philanthropic efforts to help move people out of poverty to work.

**County Role**

a. Provide, administer, and advocate for or fund services to help individuals overcome their immediate barriers to work.

b. Integrate social services with job training, to ensure that a person entering the system with human services needs not only obtains short-term assistance, but also job training needed to obtain a job and a career.

c. Clarify and communicate Cuyahoga County’s labor and workforce policy. Convene stakeholders and facilitate identification of clear, measurable workforce-related goals.

d. Support incentives, including transit-oriented incentives, to strengthen and create job centers that are proximate/accessible to residents within distressed neighborhoods. Use incentives to discourage remote job growth.

e. Align workforce efforts to make it easier for employers to modify hiring practices to broaden pool of candidates, including taking full advantage of new state employment policies.

**Metrics**

a. Labor Force Participation rates in high-poverty neighborhoods

b. Length of time individuals remain on OWF/TANF – and why they leave

c. Measures of health, social and economic conditions for Cuyahoga County (for example, those tracked in NEO RIO by the Center for Community Solutions)

d. Private capital invested in commercial enterprises (non-housing) within targeted neighborhoods/geographies
Economic Growth & Opportunity Working Group Members

**Beth E. Mooney** is the Chairman & CEO of KeyCorp as well as Director for the Greater Cleveland Partnership. Ms. Mooney has previously served in other leadership positions with KeyCorp and AT&T. Ms. Mooney has served on AT&T’s Board of Directors and is a member of the Corporate Development and Finance Committee and the Public Policy and Corporate Reputation Committee. Ms. Mooney is a member of Mooney serves as Chairman of the Greater Cleveland Partnership (GCP), one of the largest Chambers of Commerce in the nation. Ms. Mooney is also a member of the Investment Committee of the Catalyst Board of Directors and Trustee and Treasurer of the Board of the Musical Arts Association (The Cleveland Orchestra), a Trustee of Cleveland Clinic Foundation and a Board member of the United Way of Greater Cleveland.

**David T. Abbott** is the Executive Director of The George Gund Foundation. Prior to joining the Foundation, he served as President of University Circle Inc., Executive Director of the Rock and Roll Hall of Fame and Museum, and Executive Director of the Cleveland Bicentennial Commission. Mr. Abbott is also a former County administrator and Plain Dealer reporter.

**Andrew J. Banks** is the CEO of Mid-America Consulting Group and former Consultant at Deloitte & Touché. Andrew is currently a member of the University Hospitals Board of Directors and Board of Trustees, Emeritus, at Kent State University where he served as Chairman of Finance & Audit Committees.

**Paul Clark** is the Regional President for PNC Bank, Cleveland. Mr. Clark is active in Cuyahoga County’s civic and business community, serving on the board of directors of Baldwin-Wallace University, Cuyahoga County Invest in Children, Greater Cleveland Partnership (also co-chairs the Minority Business Growth Segment of the Commission on Economic Inclusion), Musical Arts Association (The Cleveland Orchestra), The United Way of Greater Cleveland, University Circle, Inc., and University Hospitals Health Systems, Inc.
Cassandra Johnson is a Construction Management professional with more than 26 years of experience. Since 2008, Cassandra has served in the role of Construction Director for University Hospitals. Projects include the UH Broadview Heights Health Center, the St. John Medical Center Modernization along with the Ahuja Medical Center, the Seidman Cancer Center, the Breen Breast Health Center and the Center for Emergency Medicine. Cassandra has experience in more than $900 million in various construction projects including transportation, public housing, institutional and commercial real estate. She currently serves on the UH Healthcare Enterprise Inc. Board, the Hathaway Brown School Alumnae Council, the UH Women’s Leadership Committee, the Kym Sellers Foundation, The Go Red for Women Corporate Leadership Team, the Opportunity Corridor Steering Committee, the Greater Cleveland Partnership Construction Diversity & Inclusion Committee and the Board of the Emmanuel Promise of Hope.

Len Komoroski is the CEO of the Cleveland Cavaliers and Quicken Loans Arena organization, where he oversees all business operations and business-related endeavors for Cavs majority owner Dan Gilbert’s family of sports and entertainment interests in Ohio. Mr. Komoroski is also a principal in Rock Gaming, which operates Horseshoe Casino Cleveland. Mr. Komoroski is Chairman of the Board for Destination Cleveland, Cleveland’s convention and visitor’s bureau.

Gena Lovett is the Chief Diversity Officer for Alcoa, where she focuses on diversity and inclusion strategy. Ms. Lovett has extensive manufacturing experience and worked previously at Ford Motor Company. Ms. Lovett serves on the Cleveland Cuyahoga Port Authority Board, Greater Cleveland Sports Commission, as a Board Director of the Cuyahoga Community College Foundation, University Hospitals Case Medical Center, and Trustee of the Rock and Roll Hall of Fame and Museum.

Randell (Randy) McShepard is the Vice President of Public Affairs for RPM International, Inc., where he is responsible for coordinating external and governmental affairs for the company. Mr. McShepard previously served as Executive Director of City Year Cleveland. Mr. McShepard also serves as a Trustee for Baldwin-Wallace University, St. Vincent Charity Medical Center, and the George Gund Foundation.

Stephanie Morales is the Operations Manager for Nationwide Insurance. Ms. Morales serves a board member of the Cleveland Metropolitan School District and the Cleveland Hispanic Urban Minority Alcoholism and Drug Abuse Outreach Program (UMADAOP).
Dominic Ozanne is the President & CEO of Ozanne Construction, one of the nation’s first black-owned construction companies. Mr. Ozanne has been a member of a number of civic, educational, and professional groups such as the Case Western Reserve University Board of Trustees, the Cleveland Museum of Art Board of Trustees, and the Charles Hamilton Houston Institute for Race and Justice.

Richard W. Pogue is the former Managing Partner of Jones Day law firm with the largest number of lawyers in the U.S. Mr. Pogue has served as Chairman of many organizations, including The Cleveland Foundation, University Hospitals Health System, The City Club, Greater Cleveland Roundtable, The 50 Club, and Presidents’ Council Foundation. Mr. Pogue has also served as a Trustee of Case Western Reserve University, The University of Akron of which he is now board chair, and Cleveland Institute of Music.

Michael D. Siegal is the Chairman & CEO of Olympic Steel, a publicly traded company, and a national expert in the steel industry. Mr. Siegal serves as the Chair of the Board of Trustees of The Jewish Federations of North America, as well as being the past Chair of the Board of The Jewish Federation of Cleveland. Mr. Siegal currently serves on the Board of Cliffs Natural Resources in Cleveland and the Rock & Roll Hall of Fame Board of Trustees.

David Wondolowski is the Executive Secretary of the Cleveland Building and Construction Trades Council. Mr. Wondolowski previously served as the Commissioner of the Ohio Public Works Commission, and he currently serves on the executive boards for the North Shore Federation of Labor, Greater Cleveland Partnership Commission on Economic Inclusion, and the Co-Chair of the Cuyahoga Community College Pre-Apprenticeship Advisory Board. He is also a member of the Workforce Investment Board and the Vice President of the United Labor Agency.

Marcia Egbert is the Senior Program Officer for Human Resources at the George Gund Foundation. Ms. Egbert was the former Vice President of the National Urban Policy Institute, and Government Relations Director for the Cuyahoga County Commissioners. Ms. Egbert is active in the Early Childhood Funders Collaborative, Grantmakers Income Security Task Force, Funders Network on Reproductive Health and Rights and the Public Policy Committee of Philanthropy Ohio.
Quality of Life Working Group

Quality of Life Themes

Momentum
It is now recognized that Cleveland and Cuyahoga County have an excitement and momentum moving forward. It is important to keep this progress going, by protecting and growing our substantial current regional assets, especially in the urban core.

Risks & Challenges
Cuyahoga County still faces substantial risk and challenges across a variety of fronts. Failure to address these issues inclusively will limit overall success and impede progress. Further, Cuyahoga County risks opening a competitive disadvantage if it cannot adequately meet the needs of diverse populations. County programs that fail to understand and serve the unique needs of minority communities, including LGBT and immigrant populations, will ultimately undermine progress and service delivery.

Leadership
Strategic and engaged leadership is required to take full advantage of future opportunities and to address our regional risks. Developing a dashboard of metrics on the quality of life within Cuyahoga County will help identify strengths and action areas.

Introduction
It is no longer a best kept secret – Cuyahoga County is a great place to live, work, age, raise a family, learn, and play. Winning recent praise from Travel + Leisure for our new hotels, hip restaurant scene and vibrancy of our sports teams and Fodor’s for our “Rust Belt chic” and arts and food offerings, our community has much to offer visitors and residents alike. We are rich in regional assets and opportunities for growth. There are, however, real regional challenges and risks that impact Cuyahoga County. County government is uniquely positioned to help manage these challenges.

This report reflects the efforts of our Working Group to highlight the issues affecting quality of life in Cuyahoga County, particularly (A) protecting and growing our regional assets, (B) maximizing regional opportunities, and (C) addressing regional risks.
Protecting and Growing Regional Assets

Regional assets, such as our proximity to Lake Erie, world renowned health care institutions, major league sports franchises, distinguished universities and cultural institutions, and diverse neighborhoods, are at the core of the revitalization now underway and central to Cuyahoga County remaining economically competitive.

Key Issues

Below are several key issues we recognize as impacting the growth and development of regional assets:

a. **Lake Erie.** One of the largest bodies of fresh water in the world and one of Ohio’s most valuable natural resources, Lake Erie is the source of water for drinking and industry throughout Cuyahoga County, as well as the place for shipping, fishing and recreation. In order to leverage this vital resource, persistent issues regarding utilization, access, invasive species and pollution must be addressed.

b. **Millennials & Talent Attraction.** The vitality of Cuyahoga County’s businesses and our regional economy are dependent upon the region’s ability to attract and retain Millennials (individuals born between the early 1980s and early 2000s), which comprise 36 percent of the workforce today, and will make up 50 percent of the workforce by 2020. Millennials prefer to live in dense, walkable, bike-friendly, diverse urban villages with robust opportunities for social interaction just outside their front doors.

c. **Regional Air Service.** As highlighted by the recent loss of the United Airlines hub at Cleveland Hopkins International Airport, high quality regional air service is a critical factor for job creation, business attraction, business growth and resident quality of life.

d. **Protecting Neighborhoods.** The County can play a major role in protecting and preserving neighborhoods and their value, and in doing so can stop the outmigration from these communities, attract new residents, and preserve the wealth that working people have worked so hard to build in the form of home equity—but have now lost, or are in danger of losing.

e. **World Class Arts Community.** The County has made substantial investments into our world class arts community, including Playhouse Square, the Cleveland Orchestra, the Cleveland Museum of Art and hundreds of other organizations. Continuing this level of support and making full use of these tremendous assets will be an opportunity for the County.

f. **Public Library Systems.** Cuyahoga County, and Ohio as a whole, have made some of the strongest investments in public libraries in the nation. Continuing the transformation and expansion of this key asset should be an important focus.

g. **Social Service Systems.** Cuyahoga County residents have consistently demonstrated a dedication to supporting local social services through levies dollars exceeding those of other counties. Outstanding philanthropic and nonprofit organizations within the County continue to offer robust assistance to those in greatest need as well.

Key Opportunities

Below are some of the many opportunities relating to regional assets that Cuyahoga County can leverage to improve our regional quality of life:

a. **World Renowned Health Care Systems.** The Cleveland Clinic, University Hospitals, MetroHealth, Louis Stokes Cleveland VA Medical Center and the Sisters of Charity Hospitals are some of the region’s cutting edge providers of high quality health care. These systems create opportunities to improve the health of residents in our region, while spinning off innovative new business opportunities.

b. **Celebrated Universities.** Cuyahoga County has a wealth of educational institutions, including Case Western Reserve University, Cleveland State University, Cuyahoga Community College, John Carroll University, Notre Dame College, Baldwin Wallace University and Ursuline College. These institutions position the County to have a highly educated and skilled workforce.
c. **University Circle.** University Circle is unique for its concentration of educational, health care, arts, cultural, religious, and social service institutions located in one city neighborhood. This concentration creates opportunities for access to programs and services, job creation, and revitalization for the Greater University Circle neighborhoods.

d. **The Cleveland Convention Center and Global Center for Health Innovation.** These new assets have the potential to significantly impact Cuyahoga County’s economy. Each conference that brings 150 attendees attracts more than $200,000 in estimated economic impact.

e. **Tourism.** Tourism is one of Cuyahoga County’s largest industries, producing $6.66 billion in sales annually. Visitors spend $733 million annually in the local economy and generate $50.5 million in state and local sales taxes. This industry sector has positive growth projections and can stimulate economic development.

f. **Cleveland Sports Franchises.** Cleveland is one of only nineteen metropolitan areas nationally that have at least three of the four major league sports teams, and Cleveland is the second smallest by population to do so (followed only by Pittsburgh). The economic and emotional impact of major league teams on the region is significant and can be sustained and leveraged for further revitalization of the region.

g. **Cleveland Metroparks, Cuyahoga Valley National Park, the Towpath Trail and Other Green Spaces.** Cuyahoga County has robust green spaces located primarily in outlying areas of the County. With the addition of the Lakefront Parks to Cleveland Metroparks in 2013, several of which are located on the near eastside of Cleveland, there are expanded and improved opportunities for public access to green space within the County.

h. **Connectivity in the Urban Core.** Cuyahoga County has neighborhoods that appeal to Millennials’ preferences for vibrant and dense communities, such as Downtown Cleveland, Tremont, Ohio City, the Gordon Square Arts District and University Circle. In addition, the City of Cleveland has a city-wide bike lane expansion plan, which would support connectivity and encourage healthy modes of transportation.

i. **Vibrant Downtown Residential Market.** Within remaining tax-credit-eligible historic buildings, there is the estimated potential to create 2,000-2,500 new housing units, adding another 3,000-3,750 residents to Downtown Cleveland.

j. **Utilization of Library Systems.** The Cuyahoga County, Cleveland, and affiliated suburban library systems are a key asset that must be fully utilized. Expanding into different kinds of offerings at these institutions, such as entrepreneurial workspaces, could leverage these assets further.

k. **Solid Housing Stock.** Cuyahoga County has some of the most affordable housing in the country, as well as beautiful, quality older housing stock. Protecting this housing stock can serve as an attraction to people who seek housing in walkable neighborhoods as well as housing in older communities that offer charm and a sense of history.

l. **Wind Energy.** Northeast Ohio’s unique location on the windy shores of shallow Lake Erie and the region’s strengths in specialized industrial manufacturing position Northeast Ohio to take advantage of the synergies of off- and onshore wind industries. Cuyahoga County was an early leader in exploration of the opportunities and funded a feasibility study of the wind industry opportunities. Based upon the results of the feasibility study, the Lake Erie Energy Development Corporation (LEEDCo), was created by NorTech Energy Enterprise, the Cleveland Foundation, the City of Cleveland and Cuyahoga and Lorain Counties as a private, nonprofit regional corporation to initially build wind turbines in Lake Erie, and eventually help stimulate an entire offshore freshwater wind industry. As a regional economic development corporation, LEEDCo is bringing together the necessary constituencies and stakeholders to make wind energy a reality in Northeast Ohio.

m. **Engaging New Retirees.** The County’s aging population provides an opportunity to engage retirees as civic leaders and thought partners in addressing local social and health and human services challenges.
Quality of Life Working Group

Key Risks

Below are some of the key risks and challenges relating to regional assets for Cuyahoga County to tackle:

a. **Wind Energy.** LEEDCo has faced challenges obtaining financing for an off-shore wind turbine demonstration project. Earlier this year, LEEDCo was denied by the U.S. Department of Energy as a demonstration project, which would have provided $47M in support.9 Recent news has been more promising, with the turbine installation firm Fred. Olsen Windcarrier AS based in Oslo, Norway joining the effort. The funding challenges need to be overcome to catalyze this new industry for Northeast Ohio.

b. **Lake Erie.** Our Great Lake faces serious threats to its vitality. If the lake becomes unusable for any reason, it will create a dramatically negative impact on public health and the regional economy. The County could convene a stakeholders group of communities and partners surrounding the lake.

c. **Aging Housing Stock.** Cuyahoga County has an aging housing stock that requires maintenance and repair. In 2015 for example, half of Lakewood's housing stock will be older than 100 years old. Creating and encouraging programs that stabilize this housing stock will stabilize neighborhoods and property values in older communities.

d. **Aging Population.** The County’s aging population increases the need for healthcare-related services and special needs support systems, such as home-based care and transportation.

Current Regional Efforts

Below are some of the regional efforts taking place to protect and grow Cuyahoga County’s regional assets:

a. **Connectivity.** Bike and pedestrian improvements to the Detroit-Superior and Lorain-Carnegie Bridges, the Euclid Corridor HealthLine, the Waterfront Line, and the conversion of East 4th Street to a pedestrian district have helped prioritize walking and other forms of urban transportation as important to the quality of life and place offered to Cuyahoga County residents. In addition, bike share programs, the expansion of the free trolley line, and improved signage downtown all enhance connectivity in the inner core of the County.

b. **Downtown Green Space.** Perk Plaza at Chester Commons and the enhanced design of the Malls have created inviting green spaces downtown that support adjacent businesses and provide important amenities to nearby residents, workers and visitors. There is an important effort currently underway to redevelop Public Square into a vital green space and provide a new pedestrian and bicycle bridge from the downtown Malls adjacent to the Convention Center to the lakefront.

c. **Tourism.** Destination Cleveland (formerly Positively Cleveland) and the Cleveland Convention Center have developed a budding tourism and convention industry for Cuyahoga County, including more than 16.2 million visitors to Cleveland in 2013, producing $7.4 billion in economic impact.11

d. **Investments by Hospital Systems.** Each of the principal hospital systems in Cuyahoga County have invested significant funds into their facilities since 2000, providing higher quality treatment for patients and keeping Northeast Ohio in the national spotlight as a leader in health care.

e. **Investments in Sports Facilities.** In 2014, Cuyahoga County voters passed an extension of the County sin tax, which is expected to generate $260 million over 20 years and will be used to modernize and maintain the Browns’ FirstEnergy Stadium, the Indians’ Progressive Field and the Cavs’ Quicken Loans Arena.12

f. **Neighborhoods.** There are significant coordinated efforts underway to stabilize and revitalize neighborhoods led by government, philanthropic organizations, intermediaries such as Cleveland Neighborhood Progress, and the robust system of community development corporations.

g. **Regional Economic Development Efforts.** There is a diverse system of economic development organizations in Northeast Ohio, including BioEnterprise, Greater Cleveland Partnership, JumpStart, MAGNET, TeamNEO and the Fund for our Economic Future.

h. **Workforce Development.** The County has numerous GED programs, job training programs, employee placement services and other platforms for assisting County residents with workforce development.
County Role

Below are areas in which Cuyahoga County is leveraging or can leverage its resources to positively impact our regional assets:

a. **Wind Energy.** Cuyahoga County was an early champion of efforts to stimulate a wind industry in Northeast Ohio and a founding member of LEEDCo. If off-shore wind turbines are developed in Lake Erie, the County should consider the catalytic effect it could have by committing to purchase the clean energy created and encouraging other regional stakeholders to do the same.

b. **Downtown Safety and Amenities.** Cuyahoga County has Sheriff’s department and economic development resources, which can help address downtown residents’ desire to live in safe, walkable neighborhoods with retail and other amenities.

c. **Housing.** Through its strong advocacy position at the state and federal levels, and county programs such as linked deposits, the $50 million demolition bonds, and renovation and development partnerships, the County is in a unique position to stabilize and strengthen the housing stock in Cuyahoga County.

d. **The County as a Convener and Stakeholder.** Cuyahoga County directly or indirectly holds positions on numerous boards and commissions of affiliated organizations, such as the Cuyahoga County Public Library System, the Cleveland Metroparks, the Port Authority, Global Cleveland and much more. Cuyahoga County can leverage its position as a key stakeholder in these organizations and convene community organizations around mutual efforts.

e. **Citizen Engagement.** Cuyahoga County efforts must not be limited within the walls of each county building. Public engagement, participation and interaction should be an objective of County efforts. Cuyahoga County is fortunate to have a dedicated and engaged community and this ethos must be preserved and encouraged.

Possible Metrics

Below are possible metrics to judge our successes in protecting and growing Cuyahoga County’s regional assets:

a. **Green Spaces.** As green spaces are added to the inner ring suburbs, through home demolition or otherwise, the County can gauge its success by the added acreage, maintenance and quality of parks and recreational areas, and measured growth of the tree canopy.

b. **Lake Erie.** The County can measure the vitality and cleanliness of Lake Erie, including mercury content, the presence of Asian carp, incidents of harmful algae blooms and other indices for detecting pollution in the lake.

c. **Crime Statistics.** Crime statistics would help the County judge its success with reducing crime, particularly violent crime.

d. **Housing Values.** Tracking housing values in areas hardest hit by the foreclosure crisis – like Cleveland, Euclid, East Cleveland, Warrensville Heights, Maple Heights and Garfield Heights – will help the County measure its success in stabilizing and strengthening those communities.
Maximizing Regional Opportunities

The region is currently boasting more than $17 billion in capital developments, $2.7 billion of which is tourism related. It will be important to capitalize on these investments, as well as the Republican National Convention, the Gay Games, the Cleveland International Film Festival and the various centennials and other events occurring for our arts and cultural institutions.

Key Issues

Below are several key issues we recognize as impacting our regional opportunities:

a. **Capitalizing on the Quality and Proliferation of the Arts.** The arts are more than nice – they are necessary for developing Cuyahoga County as a destination and vital to talent attraction. Performing and visual arts are an important source of economic development and employment in Cuyahoga County, employing 9,707 people who earned salaries in excess of $490 million in 2013. Employment in the arts increased approximately 10.1 percent from 2010 to 2012. The arts sector also serves as an important catalyst in creating anchors for neighborhood development and “place-making.” University Circle, Playhouse Square and Gordon Square are just a few examples of how the arts contribute to economic development and neighborhood revitalization. However, the arts need ongoing sources of funding and support.

b. **Downtown Construction Impact on the Republican National Convention.** Public Square’s redevelopment, the Bridge to the Lakefront, and various hotel and roadway improvement projects must be completed well in advance of the Republican National Convention.

c. **Economic Inclusion.** Barriers to workforce and business inclusion persist for women, minorities and low-income residents. There is concern that regional opportunities, such as those created by the Republican National Convention, will not benefit all communities.

Key Opportunities

Below are some of the myriad of opportunities available to Cuyahoga County:

a. **World Class Institutions Celebrating Centennials.** Many of Cleveland’s world class institutions will celebrate centennials in the next five years (e.g., Cleveland Museum of Art in 2016, Cleveland Orchestra in 2018, Cleveland Museum of Natural History in 2020). These milestones will bring many events, visitors and employment opportunities with them.

b. **Unique Neighborhoods.** Several neighborhoods are becoming known as arts districts, including University Circle, Tremont, Gordon Square, Collinwood and Waterloo. Other neighborhoods are centered around ethnic culture. Building such neighborhood identities creates a sense of place for residents and makes the neighborhoods destinations in their own right.

c. **Media Coverage of the Republican National Convention.** With an estimated 50,000 people in attendance for the Republican National Convention, many of whom are from the media, Cuyahoga County has the opportunity to be center stage nationally during the weeks leading up to and during the Republican National Convention.

d. **Economic Impact of the Republican National Convention.** The Republican National Convention is expected to have a significant economic impact on Northeast Ohio. The 2012 GOP convention resulted in a total economic impact of about $404 million to Tampa, according to a University of Tampa study.

e. **Gay Games.** The Gay Games put Northeast Ohio on the map for its inclusive culture by welcoming over 20,000 participants and attendees to our community and driving approximately $52 million into the economy. The County has the opportunity to leverage this increased awareness and acceptance of the LGBT community and culture to promote an inclusive policy agenda.
f. **Cleveland-Cuyahoga County Port Authority.** The Port Authority is committed to using its statutory bonding powers to foster economic growth, and since 1993 has provided nearly $2 billion in financing for projects. The port has also expanded on its traditional shipping service by undertaking a groundbreaking cargo liner service monthly between Cleveland and Europe (via Holland).

g. **Affordable, Quality Housing.** Cuyahoga County has some of the best and most affordable housing in the country, which can be a key driver in attracting new residents to revitalize neighborhoods.

h. **NASA Glenn.** Cuyahoga County is home to a top research center for NASA that is too often forgotten by County residents. Making better use of this jewel and its personnel should be a priority for the County.

i. **Healthcare Corridor.** The Healthcare Corridor is strengthening the biotechnology industry and other healthcare-related business opportunities in the County, which leads to job creation, company attraction and land redevelopment.

**Key Risks**

Below are some of the key risks that can impact Cuyahoga County’s ability to leverage its opportunities:

a. **Safety and Security for the Republican National Convention.** Given the number of people attending and the political nature of the event, safety and security will be critical to ensuring a successful Republican National Convention.

b. **Funds Needed for the Republican National Convention.** The organizing host committee is obligated to provide $60 million to the Republican Party to cover some of the convention costs.16

c. **Expiring Arts Levy.** One critical source of support for the arts has been Cuyahoga Arts and Culture, which is funded by Cuyahoga County’s “sin” tax. Revenue generated by the tax has been dropping in recent years and renewal of the tax will be necessary in 2015.

d. **Lag of Projects.** Most major construction projects in Downtown Cleveland must be completed in early summer 2016 for the Republican National Convention. There is a risk that construction and other development that cannot be completed in time will lose traction. We must also fuel the long term development pipeline so that projects can break ground soon after the Republican National Convention.

e. **Continued Decline of Housing Stock and Real Estate.** The continued threat of foreclosures and the decline of the housing stock in some Cuyahoga County communities continue to erode our population and increase the burden on our property tax base.

f. **Erosion of Funding Streams.** The continued decline of state and federal support threatens the financial strength of the County and its municipalities, as well as increases the burden on our already fragile property tax base.

**Current Regional Efforts**

Below are some of the regional efforts promoting Cuyahoga County’s opportunities:

a. **Art and Cultural Institutions Driving Economic Development.** Although they were not founded as economic development drivers, Cuyahoga County’s art and cultural institutions recognize this role and are dedicated to leveraging themselves for talent and business attraction as active participants rather than casual observers.17

b. **Community Partnership for Arts & Culture.** The CPAC, created by the Cleveland Foundation and the George Gund Foundation, has drafted a plan for the growth of arts in Cleveland. Its research and leadership have been important in supporting the arts.

c. **RNC Host Committee and Federal Agencies.** Substantial efforts towards the organizing and fundraising for the RNC are underway by the RNC Host Committee. Security planning has already begun under the Secret Service and other federal agencies.
County Role

Below are areas in which Cuyahoga County is leveraging or can leverage its resources to advance regional opportunities:

a. **Promotion of the Value of the Arts.** The use of the cigarette tax to support Cuyahoga Arts & Culture put Cuyahoga County on the national vanguard for public support for the arts. The County can remain a champion for Cuyahoga Arts & Culture and use its influence to help people better understand the value of the arts and appreciate the resources available in Cuyahoga County.

b. **Intersection of Health, Innovation and Culture.** By highlighting Cuyahoga County’s preeminence in health, innovation and culture, Cuyahoga County can differentiate itself nationally as a great place to live and work. The County is also the lead agent for the Global Center for Healthcare Innovation.

c. **Public Art as a Component of County Projects.** Cuyahoga County is a driver or significant participant in major development projects such as the Global Center for Health Innovation, the Convention Center, Public Square, the Malls, the Bridge to Lake Erie and the Cuyahoga County Administration Building. In this capacity, the County has an opportunity to partner with museums or other arts organizations to ensure great and inspiring works of public art are incorporated into and associated with such projects, which would dramatically increase access to innovative public art by County residents.

d. **Support for College Access.** Cuyahoga County is specifically chartered to address college access and has already undertaken some efforts towards this goal. However, funding sources were not created to meet this mandate.

e. **Economic Inclusion.** In 2000, Cuyahoga County suspended operation of programs to increase the opportunities for minority- and women-owned businesses. A newly completed disparity study by the County will allow for the possibility of a new effort in this area.

f. **Demolition Funds.** The County should use the newly passed demolition bond to target demolition in areas where it is likely to have the greatest impact first. Recent studies done for the Thriving Communities Institute and the U.S. Department of the Treasury can help in this decision-making process.

Possible Metrics

Below are possible metrics to judge Cuyahoga County’s successes in leveraging its opportunities:

a. **Participation in College Savings Accounts.** Participation in Cuyahoga County’s College Savings Program, as measured by parents who register for accounts or make deposits, can be determined and tracked. As of August 2014, participation stands at 2.5 percent of all eligible students.

b. **Economic Inclusion.** Cuyahoga County can gauge the number and amount of contracts awarded to minority- and women-owned businesses for the provision of goods, supplies, services, professional services and construction services.

c. **Arts.** The County can measure progress in promoting the arts by tracking: 1) total visitors to arts events; 2) total revenues associated with arts events; 3) number of movies filmed in Cleveland; 4) jobs associated with the arts; and 5) number of national media stories associated with Cleveland arts events.

d. **Housing.** The County can track its success in this area by tracking: 1) successful demolitions; 2) housing rehabilitation loans generated under its linked deposit housing rehabilitation loans; 3) housing values in communities most affected by the housing crisis; and 4) foreclosures prevented by the County’s foreclosure prevention programs.
Addressing Regional Risks

Although Cuyahoga County has many regional assets and opportunities on which we can rely, we are also faced with many risks. Frequently, our regional risks are the inverse of our regional opportunities. Over the next four years, the County will face a declining and aging population, persistent poverty in the County, underinvestment in education leading to a mismatch between available jobs and required skills, inequitable health care and other endemic factors facing the region.

Key Issues

Below are several key issues identified as critical risks facing Cuyahoga County:

a. Demographics. A Declining and Aging Population. Cuyahoga County has started to see a decline in population from its peak in 1970 at more than 1,600,000 residents to its current level of approximately 1,278,000 residents. Although there are now 40 percent more households in Cuyahoga County, over the last fifty years the average number of household members has fallen from 3.1 to 2.39 for the County, and in the City of Cleveland, from 3.1 to 2.44. The challenge to the County is to deliver services to a smaller population that has spread over a larger developed area. The median age of Cuyahoga County residents is 40.2, compared to the U.S. median of 37.2. As the County’s population ages, there will be a decrease in tax receipts and an increase in need for services.

b. Persistent Poverty. Between 2009 and 2013, more than 35 percent of Cleveland-area residents lived below the poverty line, compared to only 15.8 percent statewide. In 2013, the per capita income for Cleveland-area residents was $16,992 compared to $26,046 statewide. On a “household basis,” Cleveland-area households earned $26,217 compared to $48,308 earned by the median Ohio household.

c. Skilled Labor Force. By 2020, 64 percent of Ohio jobs will require a post-secondary degree. However, only 43 percent of Cleveland residents age 25 years and older have some college or have earned a post-secondary degree. In 2012, among residents with less than a high school diploma, 32 percent were unemployed. In contrast, only 7 percent of residents with a bachelor’s degree or higher were unemployed. Moreover, local secondary and post-secondary institutions are producing too few students with skills that match the needs of the new economy. For example, only 108 of a total of 4,334 associate degrees were for Information Technology.

d. Criminal Justice System. Expenditures for justice and public safety comprise approximately 43.7 percent of Cuyahoga County’s budget, but the County Executive and Council have traditionally held limited oversight of these previously independent systems. The Courts and County Prosecutor are key collaborative partners in improving the overall justice system.

e. Lack of Inclusiveness. Cuyahoga County faces a competitive disadvantage if it cannot adequately meet the needs of diverse populations. County programs that fail to understand and serve the unique needs of minority communities, including LGBT residents, ex-offenders, and immigrants, will ultimately undermine progress and service delivery.

f. Foreclosure Crisis and Housing Market Recovery. The foreclosure crisis continues to destabilize Cuyahoga County property values, which have suffered severely as a result of these foreclosures and will not be restored until foreclosure and property abandonment are brought under control. There were nearly 7,000 bank foreclosures filed in 2014—twice the county average of 3,000-3,500 before the foreclosure crisis (pre-1995). Currently, the funds available for the demolition of blighted houses have been spread thinly, rather than targeted to achieve a stated goal.

g. Health Risks. Cuyahoga County has maintained an unacceptably high level of infant mortality, heroin abuse and disparate health outcomes for minorities and the poor. If these elevated levels persist, growth will be undermined.
Key Opportunities
Below are some of the opportunities Cuyahoga County can leverage to address regional risks:

a. **Use of “Big Data.”** Today, technology lets us ask questions and find answers that were never previously possible. The County, in collaboration with local IT experts at Case Western Reserve University, Cleveland State University and elsewhere, has an opportunity to collect and analyze substantial volumes of data that could allow it to identify problems, propose solutions and analyze results. At a systemic level, the use of “big data” could provide the information to find the solutions to many of the problems facing the County. The County could also solicit significant assistance through public engagement efforts such as “hackathons;” other cities have successfully engaged local programmers to provide assistance in developing apps for services.

b. **Support for Community College.** As a strategy for addressing workforce issues, several working group members suggested investigating ways to make Cuyahoga County Community College effectively free for students pursuing a two-year degree. President Obama recently made a similar proposal.

c. **Coordination of Local Hospitals to Target Underserved Populations.** The Cleveland Clinic, University Hospitals and Case Western Reserve University have worked cooperatively on a pilot basis to create a needs-assessment of the areas surrounding University Circle. The County could act as a convener to add other health systems, such as MetroHealth, to this consortium and expand the study area to include the entire county. This could save money for the institutions, provide better information, and most importantly, deliver health care to those who need it most.

d. **$50 Million Bond to Support the County’s Property Demolition Program.** In October 2014, Cuyahoga County Council passed a $50 million bond for demolition of vacant homes. The legislation gives the County Executive an opportunity to investigate ways to reduce demolition costs by seeking best practices, and to require ‘targeting’ of dollars spent to ensure the County is maximizing its effectiveness.

e. **Job Training Through Demolition of Vacant Homes.** In addition to being used for demolition of blighted residential properties, the $50 million bond discussed above could be used for job training for demolition and post-demolition dispositions and greening (e.g., operation of backhoes, trucks and other equipment). Many details would need to be addressed, including identifying candidates for these jobs, the curriculum, unions and eventual placement of trainees into permanent positions.

f. **Compress the Indictment/Charging Process.** By compressing the time it takes to indict, charge and release people accused of non-violent crimes, the County could potentially improve justice outcomes and save money that it currently spends on housing prisoners outside the County jail.

g. **Regional Jail Model.** A July 2014 study reported that Cuyahoga County could save money by operating a regionalized jail facility. Current efforts with Cleveland and Euclid are underway, but more could be done.

h. **Diversion.** Cuyahoga County sends thousands of offenders to prison for non-violent crimes. Finding new and expanding existing diversion opportunities could provide significant benefits.

Key Risks
Below are some of the key risks and challenges facing Cuyahoga County:

a. **Continued Demographic Decline.** Without improving our local economy and quality of life, the County will struggle to retain younger workers who will leave to find jobs and communities elsewhere.

b. **East Cleveland and Municipalities in Fiscal Distress.** Presently, East Cleveland is able to make only payroll, health care and garbage collection payments. However, East Cleveland may find it challenging to continue to make such payments in the future, and other critical services are going unfunded. Unfortunately, other subdivisions face similar challenges.

c. **Underserved Populations.** If County programs fail to meet the needs of underserved populations, the success of the entire region will be limited.

d. **Risks Exceeding the County’s Ability to Serve.** If exponential growth continues in heroin abuse, autism spectrum/developmental disabilities or other community risks, County programs will be limited in their ability to serve all clients.
e. **Insufficient Facilities.** The Cuyahoga County Justice Center is nearing the end of its useful life. The needs of County and partner facilities will require large capital expenditures that may be beyond the means of County finances at this time.

f. **Eroding Property Tax Base and Diminished Tax Collection Capacity.** Property tax revenue is critical for healthy local government and school system operation. The economic recession has led many homeowners to fall behind on property taxes, which erodes the County’s property tax base.

**Current Regional Efforts**

Below are some of the regional efforts addressing Cuyahoga County’s largest risks:

a. **The Cleveland Plan and The Higher Education Compact of Greater Cleveland.** The Cleveland Plan, a collaboration between the Cleveland Metropolitan School District and the State of Ohio, is intended to improve performance and accountability in Cleveland Schools. The Higher Education Compact of Greater Cleveland is an alliance between the City of Cleveland and local businesses and philanthropies to increase the number of Cleveland students graduating from college. PRE4CLE is directly addressing early childhood education within the City of Cleveland.

b. **Heroin Epidemic.** The Cuyahoga County Opiate Task Force, under the leadership of the Cuyahoga County Board of Health and in collaboration with U.S. Attorney General Steven Dettelbach and health experts from University Hospitals and the Cleveland Clinic, has initiated a program to raise awareness and to promote use of the drug Naloxene to minimize heroin deaths.

c. **Demolition and Foreclosure.** The Cuyahoga County Land Bank, the Thriving Communities Institute, The Vacant and Abandoned Property Action Council, and numerous civic and government organizations have fought the blight of foreclosure. We must utilize the best practices of these groups and take action where the County can be most effective.

**County Role**

Below are areas in which Cuyahoga County is leveraging or can leverage its resources to address regional risks:

a. **Leadership and Convening.** The County could provide leadership by convening meetings of stakeholders on the critical risks facing the County.

b. **Educational Investment.** Education begins long before a child enters kindergarten. Research indicates that every $1 invested in early childhood education is associated with a $16 increase in economic societal benefits. The County has committed to providing Universal Pre-K to 12,000 children by 2019 and assuring that 70-75 percent of children have access to early childhood education. Tri-C is supported by two operating levies.

c. **Foreclosure Prevention and Response.** Under the pre-reform government, the County was the focal point of foreclosure response efforts. It raised money for counseling agencies; brought together counseling agencies, banks and servicers to work on collective solutions; and the program director testified before federal and state legislatures. The program stopped in 2011, yet County leadership on foreclosure prevention and response remains imperative.

d. **Reinvigorate the Housing Enhancement Loan Program.** H.E.L.P. is a linked deposit home improvement program that Cuyahoga County initiated in 1999. H.E.L.P has loaned over $200 million to Cuyahoga County homeowners to make improvements to their properties. This program can be a valuable resource to encourage homeowners to rehabilitate their homes.

e. **Pay for Success.** Cuyahoga County is one of the first counties nationally to use “Social Investment Bonds” to target social problems. The County will invest up to $5 million to “pay back” private investors and philanthropies who fund a program to unite children in foster care with their families. The program is expected to reduce foster care costs by 25 percent.23

f. **County Drug Court.** According to a study by Case Western Reserve University’s Mandel School, after 12 months, 8.4 percent of Drug Court participants had been re-arrested compared with 27 percent in the control group. Moreover, only 4.4 percent of the Drug Court re-arrests were for felony crimes compared to 14 percent for the control group.
g. **Regionalism of Services.** Cuyahoga County has the capacity to provide or organize governmental services that municipalities elect not to provide, including water, sewer, health, road maintenance, heavy and safety equipment use, and similar services.

h. **LGBT Protections.** The County has extended protections to domestic partners in county government, but such protections are not countywide. The County can use its influence and investment dollars to encourage other municipalities and private businesses to provide such protections to our LGBT population. The County can also evaluate its own programs and policies for compatibility with the unique needs of LGBT residents.

i. **Establish a “Living Wage” Requirement for County Contracts.** One approach to addressing the issue of poverty is to require County contractors to pay a living wage to all employees performing work for the County. According to researchers at M.I.T., a living wage in Cleveland, Ohio would vary between $8.27 per hour for a single adult to $28.45 for an adult with three dependent children.²⁴

**Possible Metrics**

Below are possible metrics to judge our successes in addressing Cuyahoga County’s regional risks:

a. **Education.** The County can measure progress in educational attainment by tracking the number and percentage in the population of: 1) children in pre-school and all-day kindergarten; 2) annual high school graduates; 3) annual graduates from local colleges; 4) citizens with some college or a college degree; 5) citizens with specialized or technical training; and 6) citizens with science, technology, engineering, math or medicine (STEMM) degrees.

b. **Housing.** The County can measure progress in housing by tracking the following by neighborhood and suburb: 1) number of foreclosures filed or auctioned; 2) number of vacant houses; 3) number of vacant houses removed by demolition or restored by renovation; 4) changes in median home sale price; 5) changes in homeless shelter populations; and 6) changes in home ownership and renter populations.

c. **Health Care.** The County can measure progress in health care by tracking: 1) infant mortality levels; 2) immunization rates; 3) influenza vaccination rates; and 4) prevalence of sexually transmitted diseases. The County can also work collaboratively with Cleveland’s health care community to assess local needs and measure them over time.

d. **Crime.** There is substantial dispute among criminologists on how best to measure crime. Recognizing that these metrics are imperfect, the County can measure progress on crime reduction by tracking: 1) arrests; 2) indictments; 3) convictions; 4) incarcerations; 5) time to sentencing; and 6) costs to the County per arrest, conviction and incarceration.

e. **Environment.** The County can measure progress in promoting the environment by working with the Federal and Ohio E.P.A. to track: 1) water quality; 2) air quality; 3) traffic; and 4) presence of invasive species.
Notes


3. More information about University Circle is available at: http://www.universitycircle.org

4. Destination Cleveland http://www.thisiscleveland.com/meeting/cleveland-champions


7. According to Walk Score, a popular internet site for ranking pedestrian-friendly cities, the Walk Score®, Transit Score®, and Bike Score® of Downtown Cleveland are 87, 82, and 57 respectively. When considering Cleveland as a whole, however, those rates fall to 57, 47, and 51 respectively.

8. Eight hundred residential units came online in late 2012 and 2013 without an increase in residential vacancy rates. Approximately 1,100 units are in progress and expected to come online by the end of 2016. Downtown Cleveland’s residential population has doubled since 2000, and is expected to increase another 20% by the end of 2015, from 12,000 to nearly 15,000. (“Step Up Downtown: Vision & Tactical Plan for Downtown Cleveland,” produced by the Downtown Cleveland Alliance, available at http://www.downtowncleveland.com/stepupdowntown.aspx)

9. The DOE is making a $3 million investment to continue engineering on the project’s foundation, turbine, electrical, and data collection systems. LEEDCo was launched five years ago by Nor Tech Energy Enterprise, the Cleveland Foundation, the City of Cleveland, and Cuyahoga and Lorain Counties. More information about LEEDCo is available at: http://www.leedco.org/

10. From an economic impact perspective, real estate situated in walkable areas can command value premiums of 50% to 100% over other similarly situated, but not walkable, areas according to “Step Up Downtown: Vision & Tactical Plan for Downtown Cleveland,” produced by Downtown Cleveland Alliance.


15. The full Economic Impact Study for the Gay Games is available at the following website: http://www.ggbcle.com/CE/pagecontent/Documents/Learn%20About%20The%20Games/Economic%20Impact%20Study%20for%20Gay%20Games%202014.pdf


21. 2012-2013 Community Health Status Assessment, Health Improvement Partnership – Cuyahoga County.

22. Walsh, Michelle, in “Expert Says Infant Mortality Rate Near University Circle Exceeds That Of Some Third World Countries”, NEOMG (April 12, 2013)


24. See http://livingwage.mit.edu/places/3903516000
Quality of Life Working Group Members

**Chair**

**Ronald B. Richard** is the President & CEO of the Cleveland Foundation, which is the nation’s longest-serving community foundation. Currently, Mr. Richard serves on the board of directors of Global Cleveland, New Bridge Cleveland Center for Arts & Technology, and Hispanics in Philanthropy. He is board Chair of the Cleveland School of Science and Medicine, Lake Erie Energy Development Corporation and Evergreen Cooperative Corporation.

**Working Group Members**

**Harriet Applegate** is the Executive Secretary of the North Shore Federation of Labor, which represents the needs of workers in Northeast Ohio. Ms. Applegate is on the board of the Cuyahoga County Port Authority, and she is also involved with the City Club of Cleveland, Community Partnership for Arts and Culture, Cuyahoga County Economic Development Commission, Sustainable Cleveland 2019, Workforce Investment Board.

**Mark Davis** is the Cleveland Regional Director of AFSCME Ohio Council 8, representing 8000 municipal and county workers throughout Cuyahoga, Lorain and Lake County. He serves as a Board Member of the North Shore AFL-CIO and is a member of the North Shore AFL-CIO, Committee on Political Education (COPE), which is the political arm of the North Shore Federation of Labor. He is a thirty year member of the Ohio and Federal bar and has over thirty years’ experience in leadership in the labor movement, working closely with coalitions, community activists and political campaigns to move a more progressive agenda on behalf of working families.

**Dr. Delos (Toby) Cosgrove** is the President & CEO of the Cleveland Clinic, one of the preeminent, global healthcare institutions. Dr. Cosgrove has served as Chairman of the Department of Thoracic and Cardiovascular Surgery, in addition to be a renowned speaker and lecturer. Dr. Cosgrove is a leader in many medical and civic organizations locally and nationally.

**Dr. Julian M. Ears** is the Executive in Residence at Cleveland State University and the former Director of the NASA Glenn Research Center, where he is responsible for planning, organizing, and directing the activities required to accomplish the missions assigned to the Center. Earls is a life member of the NAACP.
Helen Forbes Fields is a partner of Forbes, Fields, & Associates, where she has managed the firm’s public law and municipal finance practice. Ms. Forbes Fields is a former Law Director of the City of East Cleveland. Ms. Forbes Fields currently serves as a Trustee for the Cleveland Museum of Art, the Museum of Contemporary Art (MOCA), and on the Advisory Committee of the Spelman College Museum of Fine Art.

Janet Garcia is a community health advocate for MetroHealth System in Cuyahoga County Districts 6, 8 and 9, including Garfield Heights, Shaker Heights, Brecksville and Solon. Ms. Garcia is former board member of the Puerto Rican Society of Cleveland and the Hispanic Business Association.

Rev. Larry Harris is the Senior Pastor at Mt. Olive Missionary Baptist Church in Cleveland. Rev. Harris has served as President of the United Pastors in Mission, and as a member of the People for the American Way Foundation’s African-American Ministers Leadership Council.

Bill D. Mason is a partner in Bricker & Eckler law firm within the Public Finance group. He specializes in resolving issues on behalf of public law clients through creative and innovative thinking and assists municipalities with economic development projects. Mr. Mason is the former Cuyahoga County Prosecutor (1999-2012) as well as the former President of the Ohio Prosecuting Attorneys Association.

August A. Napoli, Jr. is the Deputy Director of the Cleveland Museum of Art. Mr. Napoli previously served as President and CEO of, both, the Catholic Diocesan Foundation and the Summa Foundation. Mr. Napoli serves as adjunct faculty with the Case Western Reserve Mandel School of Applied Sciences. Mr. Napoli serves as a member of the Board of Directors of the Cleveland Council on World Affairs and Treasurer of the City Club of Cleveland Foundation Board of Directors.

Robert (Rob) Rivera is an attorney and teacher at Solon High School. Mr. Rivera is also President of the Cleveland Stonewall Democrats, which is a volunteer organization committed to advancing pro-LGBT policies and candidates within the Democratic Party. At Solon High School, Mr. Rivera serves on the leadership team for his teachers association and runs one of the largest mock trial programs in Ohio. Mr. Rivera previously practiced law at Jones Day Cleveland from 2003-2006. Mr. Rivera served on The Diversity and Inclusion Committee as part of the county transition to the new...
Jim Rokakis is the Director of Thriving Communities Institute as well as the Vice President of the Western Reserve Land Conservancy. Mr. Rokakis is a former Cleveland City Council member and Cuyahoga County Treasurer. Mr. Rokakis has served as Chairman of the Cuyahoga County Land Reutilization Corporation.

André Thornton is President & CEO of ASW Global, LLC. a supply chain management company. He was a two-time American League All Star and a 2007 Inductee into the Cleveland Indians Hall of Fame. Mr. Thornton continues to be involved in the Cleveland community. He sits on the Board of the Cleveland Council on World Affairs, the Cleveland Zoological Society and the Cuyahoga Community College Fund. He is a member of Leadership Cleveland, and is involved with the First Tee of Cleveland program, a golf program which is geared to provide youth with educational programs and facilities that promote character development. Mr. Thornton is also Chair for the Ohio Region of the International Warehouse and Logistics Association.

Lee Trotter is General Manager and Of Counsel for HPL Solutions. Previously, Mr. Trotter was a Deputy County Administrator and Senior Vice President of First Bank of Cleveland. Mr. Trotter has served as former Chair of The Intergeneration Schools, The St. Vincent Quad Development Corporation, and Tri-Chair of the Economic Development Committee for the transition to the new county government in 2011 and the Cuyahoga County Justice Reform Committee.

Mark Griffin is a shareholder in the Thorman Petrov Griffin law firm, where he represents individuals and businesses in civil litigation. During the 2008 Presidential campaign, Mr. Griffin was the State Deputy Director for the Ohio Democratic Party, helping to organize more than 5,000 attorneys and law students to serve as Election Observers at the polls.
Effective & Efficient Government Working Group

**Effective & Efficient Government Themes**

**Service Delivery**
Cuyahoga County’s employees, contractors, and partners are the service delivery mechanisms for County programs. The County would be well served to re-evaluate current service delivery models in a thorough process which re-engages current employees, retired employees, private sector partners, and county management — all at the same table. Employees must have their needs addressed and be provided adequate resources so that they can address the needs of clients.

**Intergovernmental Relations**
Intergovernmental relations, community organization partnerships, and public citizen engagement require both a focus and staff to be effective. Cuyahoga County needs a strategy and dedicated personnel to make this happen.

**Integration**
Cuyahoga County’s programs and community efforts must be horizontally integrated across all silos, with a specific emphasis on stabilizing and training individuals so that they are the best candidates they can be for successful employment.

**Urban Core**
Cleveland plays an important role as the capital of the County. While it is important to recognize the contributions of all parts of the County, it is vital that the Executive seek to capitalize on and continue to build on the current momentum around progress and development in the urban core for the sake of the entire County. There is a critical need to align efforts in this area, particularly because our progress, while significant, is fragile and must be preserved. Investments in neighborhoods and suburban communities must be strategic and impactful.
Delighting Our Customers & Workplace Culture

Key Issues

a. The County’s employees are the face of the County to the public. The County leadership must better communicate its vision and must work to obtain employee buy-in.

b. The County must comply with the Charter, Ordinances, and organizational mission.

c. The County needs to improve its brand. Partners and residents need a clear understanding of what the County does and what it has to offer.

d. Services are too difficult to access in too many silos for customers, especially those most in need.

e. Communicating plans and expectations early to employees and partners is essential.

f. Service to the community must be improved.

Key Opportunities

a. Exploring exemplary models of customer service, e.g., Heinen’s, Disney, and Ritz Carlton.

b. A major investment in training of “front line” employees could significantly improve customer service and employee engagement.

c. Creating a universal application for health and human services so customers can find out everything they qualify for at one time. Job training and relevant economic development efforts could be included as well.

d. Creating a “No Wrong Door” policy in regards to all County services.

e. Departmental committees could be established to review processes, procedures, and efficiencies within departments. These committees could be formed early, made up of employees from the department and volunteers from the business community. This is an opportunity to hear specific ideas from employees.

f. Bring back employee recognition activities such as:

i. Family Day at Cedar Point.

ii. Employee Recognition Annual Reception/Dinner.

iii. Acknowledgement of deceased employees and their immediate family with flowers.

iv. Send holiday cards to employees.

v. Identifying a non-taxpayer supported revenue stream to support employee recognition activities (such as revenue from vending machines).

g. Creating an “open door policy” for both administrators and employees; greeting employees; and acknowledging good work as a regular order of business.

h. Customer Service must be a top priority of the County and its employees. Improving systems at citizen interaction points, such as jury duty or license renewals, can greatly improve the County’s image and customer satisfaction from residents.
Key Risks
a. The County has been seen by some as over-promising and under-delivering – this needs to be reversed.
b. It is important to focus on improving and understanding existing services before expanding into new areas.
c. Employee morale is currently low. If this is not addressed all services will be negatively impacted.

Current Regional Efforts
a. United Way has developed 2-1-1 in a customer friendly model for the telephone
b. Mayors & Managers Association
c. First Suburbs Consortium
d. County Commissioners Association

County Role
a. Executive-Elect Budish has already begun visiting County workplaces, which is very positive.
b. Giving employees a voice and asking them to share how things can be improved.
c. County Council and the Executive-Elect have begun a cordial relationship.
d. Regularly soliciting and using feedback from employees and customers alike
e. Promoting and celebrating success.

Possible Metrics
a. Updated County ERP and service delivery models.
b. Client satisfaction surveys.
c. County Stat measures or other objective criteria.

Data Driven Approach

Key Issues
a. Cuyahoga County still predominantly makes use of antiquated computer and client management systems. It will be costly to update these systems.
b. While previously separate elected offices have been merged, many programs and services are still run independently of one another. Evaluation of these programs and movement towards horizontal integration will be necessary.
c. County Council is a key stakeholder in measuring and determining outcomes.
d. County Stat was implemented to help measure performance based outcomes.
e. Partners are working on numerous efforts in which the County is not a participant.

Key Opportunities
a. Cuyahoga County currently is undertaking an RFP process for reforming its computer systems.
b. Ensuring that future contracts, facilities, and planning are done in a manner that allows for data driven decisions.
c. Multiple efforts have been undertaken to measure and improve outcomes for the criminal justice system. The County could convene a collaborative effort involving all partners around this goal to streamline efforts and identify mutual objectives.
d. Developing an “Open Data” policy to allow partners access to information that can be used to identify issues and develop new solutions (e.g. telephone apps).
e. Looking to add best practices and innovative approaches.
Key Risks

a. Failure to adopt clear and reasonable objectives towards strategic goals with support from employees, partners, and the community will greatly diminish effectiveness.

b. Adequate capacity to provide service in key areas can sap effectiveness. Staff may need to be reassigned to ensure efficiency.

c. Legacy issues will persist in any large organization, but Cuyahoga County does not have enough resources to allow costly duplication and waste to continue.

d. Governments are in the business of providing services and may not always be able to measure outcomes in easily quantifiable ways. The County must not devalue intangible objectives.

Current Regional Efforts

a. NEOCANDO

b. GCP and partners RECS Process

c. Non-profit organizations that measure outcomes, such as Policy Matters, the Gund Foundation, United Way, and the Cleveland Foundation

County Role

a. Convene partners and manage contracts around clear and measurable objectives.

b. Give employees and contractors a voice and ask them to share how things can be improved.

c. Ensure that employees are taken care of so that they make take care of others.

d. Investigate and adopt “best practices.”

e. Lead innovation and identify regional goals in coordination with partners.

Possible Metrics

a. Metrics must be clear and consistent within departments

b. Completion of the ERP overhaul

c. Implementation of a “no wrong door” policy and horizontal integration of siloed programs
Collaboration with Our Partners

Key Issues

a. The Anti-Poaching Protocol expires 12/31/14. Communities need to be re-engaged.
b. There needs to be strong relationship between the Executive and the council to achieve quality services.
c. The County Prosecutor and Courts are independent systems funded by the County. Having an active partnership will be essential.
d. Cuyahoga County has 59 municipal partners as well as a large number of school districts and other government subdivisions.
e. Cuyahoga County has key relationships with MetroHealth, the Cuyahoga County Public Library, Tri-C, the Metro Parks, and other independent boards.
f. Counties bordering Cuyahoga County, especially Summit County (which also has an Executive), may have additional regional issues, partnerships, and best practices to be reviewed.
g. The Western Reserve Fund and other County economic development efforts are not fully understood by partners. Proactive economic development and regional planning will require additional communication.

Key Opportunities

a. Re-engaging communities on the Anti-Poaching Protocol is an opportunity to expand County partnerships and to survey municipalities on their needs and to determine what future services they would look for from the County.
b. There could be more communication and collaboration between the County and the state delegation. Opportunities for joint advocacy between the state and County have been missed.
c. The Sheriff’s impact unit has been viewed as a success and could be expanded.
d. Partnerships with the judiciary, including facility renovation/replacement, can lead to significant improvements in service quality and cost savings.
e. There are more programs in Economic Development than are understood by partners. Communicating more with partners or focusing funds on fewer programs could better address the County’s needs.
f. There could be more regional approaches to the largest expense for cities, safety. Using efficiencies to reinvest in greater safety service should be the goal.
g. The Early Decision Court could be encouraged and expanded for better efficiency at the courts and to ensure defendants are processed quickly.
h. The Demolition Bonds afford the County the opportunity to convene stakeholders to develop a comprehensive housing policy.
Key Risks

a. At times, the Executive and County Council have been at odds while making deals with other entities. This needs to be resolved before deals take place.

b. Long-term expiration of the anti-poaching protocol without a renewal/replacement will set back collaboration efforts.

c. Failure to have adequate communication with inter-governmental and outside partners will lead to missed opportunities, inefficiencies, and duplicative efforts.

d. From an equity perspective, all partners, including residents, vendors and employees need to understand how they fit in. The County needs to be inclusive with communities and constituents that may have been left out.

e. The jail mergers have hit some road bumps and need to be brought back on track.

f. Attention needs to be paid to East Cleveland and financially distressed subdivisions as they request help.

Current Regional Efforts

a. Cuyahoga County currently partners with many municipalities to offer services.

b. The City of Cleveland and the County are partnering on:
   i. Jail merger.
   ii. Pedestrian bridge.
   iii. 2016 Republican National Convention.
   iv. Group Plan.
   v. Demolition efforts.

c. Mayors & Managers Association, First Suburbs, GCP, Cleveland Foundation, Gund Foundation, and numerous other partners.

County Role

a. The municipalities are not completely aware of the services that the County is capable of providing for them. The County could allow partners the opportunity to co-develop, create, and manage County programs. Services to municipalities need to be higher quality and cheaper than the municipalities can provide for themselves in order for them to consider switching to County services.

b. The regional collaboration liaison position needs to be filled and expanded. This may not be a job of one or two people. To improve communication with stakeholders in the County/region, this must be addressed.

c. The County should have a presence at the meetings of key partner organizations, such as the GCP, Mayor & Managers Association, First Suburbs Consortium, etc.

d. The County should have a strong relationship with all labor partners, not just County employee bargaining units.

Possible Metrics

a. Increased utilization of County services by partners.

b. Overall improvement in quality of life metrics (e.g. crime rate) following collaborative efforts.

c. Reduced length of stay and improved outcomes from criminal justice efforts.

d. Completion of key partnership tasks (e.g. pedestrian bridge).

e. Improved relationships and satisfaction rates of partners doing business with the County.
Effective & Efficient Government Working Group Members

Bradley D. Sellers is the Mayor of Warrensville Heights, having previously served as the city’s Director of Economic Development. As Mayor, Mr. Sellers is a member of the First Suburbs Consortium, which is a group of Cleveland inner-ring suburban communities that collaborate to foster regional collaboration and cooperation.

Chair

Working Group Members

Dan Brady is the current President of the Cuyahoga County Council, having been elected by his colleagues to a two-year term beginning in 2015. Mr. Brady is a former member of the Cleveland City Council and served in both houses of the Ohio General Assembly. Mr. Brady served as a State Senator for the 23rd Senate District, and a State Representative, Ohio House District 17. He also served as a special advisor to Mayor Frank Jackson to develop a strategic business plan for Cleveland Public Power.

Timothy (Tim) J. DeGeeter is the Mayor of Parma, a former State Representative and Parma Councilman. He is an attorney. Formerly, he served as an assistant municipal prosecutor for the City of Berea, and also as Assistant Law Director in Avon Lake.

Diane Downing is the Senior Vice President, Regional Manager of Corporate Affairs for Huntington Bank, where she is responsible for developing strategies to expand the bank’s community involvement. Ms. Downing has previously worked as the Cleveland District Director for U.S. Senator George Voinovich. Ms. Downing is Vice Chair of the board for The Presidents’ Council Foundation and the Gordon Square Arts District as well as a member of the board for the Cuyahoga County Port Authority and Bond Accountability Commission of the Cleveland Metropolitan School District.

Kevin J. Kelley is the President of Cleveland City Council representing the Old Brooklyn neighborhood as well as Of Counsel for Porter Wright Morris & Arthur law firm. Mr. Kelley previously served as Majority Whip for the Cleveland City Council, and he has advocated for greater integration of technology within Cleveland’s communities. Mr. Kelley has also served as Chairman of the Aviation and Transportation Committee, the Public Utilities Committee, and the Finance Committee.
Dr. Sara L. Laskey is the Vice President and Chief Experience Officer for the MetroHealth System. She is also a working physician in the emergency medicine department at MetroHealth and an Assistant Professor at Case Western Reserve University School of Medicine. Dr. Laskey was previously Director of Medical Operation for the Emergency Medicine Department at MetroHealth System. Dr. Laskey was Chair of the Leadership and Development Committee and Director of the Leadership Academy of the Ohio Chapter of American College of Emergency Physicians from 2012-2014. Dr. Laskey currently serves on the Northern Ohio Trauma System (NOTS) Quality Committee; and the American College of Emergency Physicians National Council. In addition, she was selected to serve on the CEO Search Committee for the MetroHealth Medical Center in 2012 and 2013.

Valarie J. McCall is the Chief of Government & International Affairs for the City of Cleveland and in this position; Ms. McCall serves as the Administration’s primary liaison to local and state governments, and all federal and international agencies and organizations. She is also charged with assisting Mayor Jackson with the implementation of his policy initiatives designed to promote regional growth and cooperation, both nationally and internationally. In addition, Ms. McCall serves on the boards of The Cleveland Leadership Center; The Rock & Roll Hall of Fame and Museum; Destination Cleveland (CVB); The Downtown Cleveland Improvement District; The Greater Cleveland Regional Transit Authority; PolicyBridge; Global Cleveland; Greater Cleveland Sport’s Commission; and serves as the Chair of the City of Cleveland’s RNC 2016 Special Events Committee. Prior to being named Chief of Government Affairs to the Jackson Administration, Ms. McCall served as Cleveland City Council’s youngest City Clerk, Clerk of Council in the City’s history.

Michael O’Malley is the retired Region 2 Supervisor for the Cuyahoga County Prosecutor’s Office, where he supervised a staff of 320 attorneys and support staff and oversaw all criminal prosecutions and civil matters regarding Cuyahoga County. Mr. O’Malley was formerly a member of Cleveland City Council serving as Chairman of the Public Utilities Committee. Mr. O’Malley has served on the boards for the Cuyahoga Regional Information Services Board (CRIS) and the County Drug Court Advisory Committee.

Davida Russell is the Vice President of the Ohio Association of Public School Employees (OAPSE), where she liaises with the AFSCME International Union’s Health Care Committee; the Ohio AFL-CIO’s North Shore Central Labor Council’s (CLC) Executive Council and on North Coast Area Labor Federation’s (ALF) Executive Council.

Donna Sciarappa is the Great Lakes Regional Managing Partner of McGladrey. With more than 25 years of assurance and business advisory experience, she specializes in serving middle-market companies in the health care and not-for-profit industries. Ms. Sciarappa is a member of the Ohio Society of Certified Public Accountants, American Institute of Certified Public Accountants, and the Healthcare Financial Management Association.
Nina Turner is currently a professor of history at Cuyahoga Community College and board member of the Karamu House, the United Way of Greater Cleveland, the Cleveland Police Foundation and the Cuyahoga Metropolitan Housing Authority. Nina also serves on the Ohio State Ballot Board and was recently named co-chair of Gov. John Kasich’s newly created Ohio Task Force on Community and Police Relations. Throughout her decades-long career – as a legislative aide in the State Senate, a cabinet member in Mayor Michael R. White’s administration, a lobbyist for the Cleveland Metropolitan School District, Cleveland City Council member for Ward 1, State Senator for the 25th district and candidate for Secretary of State – Nina has fought relentlessly for the people of Northeast Ohio and has been recognized numerous times, by various organizations throughout the country, for her deep commitment to public service.

Georgine Welo was elected South Euclid’s first female Mayor in November, 2003. In her work to promote regional collaboration and promote the revitalization of our Northeast Ohio communities, Georgine serves on several non-profit, community and educational Boards including: Current Board Member, Greater Cleveland Regional Transit Authority; Vice Chair of NOPEC; Chairperson of Finance for NOPEC; Chairperson of Gas and Electricity for NOPEC; Vice-President, Northeast Ohio Regional Sewer District, Suburban Council of Governments; Committee Member of the International Cleveland Communities Advancement Task Force with the Cleveland Museum of Art; Board Member, Auditor of State’s Cleveland Regional Advisory Board; Executive Member, Heights Regional Chambers of Commerce; Board Member of Euclid Creek Watershed Council; Board Member, Strategic Planning, Cuyahoga County Public Library; Board Member, South Euclid; Daily Dose of Reading; Past President, of Cuyahoga County Mayors and City Managers; and former Board of Trustee, University Suburban Medical Center.

Working Group Executive Director

Julian A. Rogers is the Director of Community Partnerships for Cleveland State University, where he seeks to provide unique opportunities for student learning and academic scholarship while contributing to the social and economic well-being of Cleveland, its neighborhoods and the Northeast Ohio region. Mr. Rogers is a former member of the Cuyahoga County Council.