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## Cuyahoga County Prepares for Human Services Planning Project



*Dale Miller*

Cuyahoga County is preparing to conduct a broad-level human services planning process that will address questions such as the following:

1. How can we provide more prevention around health and human services that would eliminate issues on the onset and result in a less traumatic impact on the back-end?

This would involve improving our approach to the following:

- Early childhood health and educational services
  - Trauma prevention and treatment
  - Drug and alcohol abuse prevention
  - Teen pregnancy prevention
2. Where are there overlaps and how can we create simpler, client-centered services? Can the process be streamlined to make services more efficient and less expensive?
  3. Is it possible to have a comprehensive collaboration amongst health and human services and larger entities such as school systems, workforce and economic development, and the criminal justice system that would yield better outcomes at lower cost?
  4. How can we help people enhance their own self-mastery, inner strengths, and resiliency to become less dependent on social services?

The Cuyahoga County Charter requires the County to have a five-year Economic Development Plan and update it annually. Since the start of our new county government, many of us have recognized that this same principle should apply to health and human services, our largest expenditure. Now is the time to move forward and complete a broad Health and Human Services Plan and initiate a process for regular updates.

### Dale Miller: Values I Aspire to Live By

**I have seven core values that I try to live by in both my personal life and public service:**

1. Love: Have positive feelings for all people and all of creation.
2. Kindness: Think, feel, say, and do things that are helpful to others.
3. Understanding: Get my mind into other people's worldview.
4. Compassion: Feel what other people are feeling.
5. Respect: Regard all people as equal and worthy and help preserve the earth.
6. Service: Assist with what is needed for my neighborhood and the broader community.
7. Leadership: Develop and implement new ideas for positive change and encourage other people to work together for the common good.

Cuyahoga County Council  
Dale Miller District 2

## Comprehensive Youth Development

Some time ago, I attended former County Executive Ed FitzGerald's Youth Forum that assembled a diverse group of high school students throughout Cuyahoga County. The forum was centered on this question: "What do young people need to learn to be successful in the 21<sup>st</sup> Century that they generally don't learn in the classroom?" The forum established these five areas of focus:

- Professional skills, such as dressing for success, personal presentation, and interviewing;
- Life skills, such as conversational skills, dating skills, and how to maintain a household;
- Post high school transition skills, such as career planning, learning about college or vocational training, and applying for programs;
- Financial literacy; and
- Health and wellness.

Cuyahoga County has hundreds of youth development programs that help students learn one or more of these skills. The non-profit organization Starting Point maintains a database of youth development programs. There are some programs that are more comprehensive and teach most of these or similar skills. Examples include Closing the Achievement Gap (CTAG), the Open Door Academy, College Now, and MyCom. The Urban Technology Youth Development Academy also offers a national model for curricula in this area

Despite the large number of available programs, only a small portion of the youth in Cuyahoga County receives a highly effective and comprehensive youth development experience. Barriers include lack of information about programs, limited program capacity, transportation, and program costs. I am working to determine ways that Cuyahoga County, possibly through the Family and Children First Council, could collaborate with community partners to enable more young people in our community to learn the skills they need to be successful in the 21<sup>st</sup> century.



## State of the County Address

The County Executive, Armond Budish, delivered the State of the County Address on April 15th, where he announced a series of initiatives centered on business innovation and entrepreneurship. The Executive's key proposals include the following:

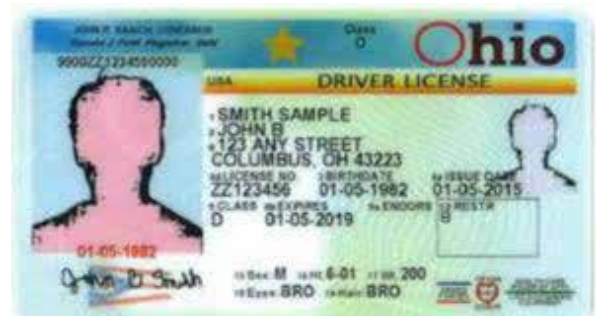
- Library Innovation Centers: a pilot program to create business innovation centers within three libraries located in Garfield Heights, Mayfield, and Parma. Entrepreneurs can develop business plans and will have access to state-of-the-art equipment like 3-D printers and advanced software.
- Allocation of \$15 million dollars in private capital to assist with business start-up.
- Investment of an additional \$2 million dollars in the Economic Community Development Institute (ECDI) that would leverage a total of \$8 million dollars available for small business loans.
- Support economic inclusion goals by eliminating the bonding requirement on construction contracts of \$250,000 or less.

## Identification Cards are a Basic Need

The need for identification cards is essential in our community. It is extremely difficult to obtain a job, housing or social services without proper identification. This is undoubtedly true for individuals who have low-income and are faced with the challenges of homelessness. The cost to obtain a birth certificate and State ID card is \$36.50, which can be a tremendous burden for someone who has limited income.

There is an organization known as the ID Crisis Collaborative that has been in existence since 1999 helping individuals in need obtain proper identification. They have assisted 5,000 people just in the last year alone. The organization needs \$160,000 to run the program, and they have limited funding sources.

At my request, Cuyahoga County and the Alcohol, Drug Addiction, and Mental Health Services Board (ADAMHS) are each providing \$25,000 to keep this service in place through the end of this year. I will be working with a number of public agencies and community partners to develop sustainable funding for 2016 and beyond.



## Demolition Fund & County Housing Plan

Cuyahoga County launched a \$50 million dollar program to assist municipalities with the costs associated with demolishing vacant and abandoned buildings. The program mostly covers residential property; however, there are some commercial structures that are included. The intent of the program is to remove vacant and abandoned buildings in a relatively short time in order to positively impact the housing market.

Municipalities are required to submit an application seeking grant awards for properties they would like to demolish. The application process is non-competitive, and all applications that satisfy the requirements of the program were approved. Applications for the first round of award recipients closed at the end of February 2015 and the total amount awarded was just over \$10 million dollars. All three communities in County Council District 2 (Brook Park, Cleveland, and Lakewood) received funding in the first round. The application process for the second round of funding is now underway.

A housing strategy requires more than just demolition. Therefore, the County has tasked the County's Planning Commission to develop a comprehensive housing strategy, integrating elements including demolition, rehabilitation, home maintenance, street repair and amenities, clean-up of contamination, foreclosure prevention, vacant land use, place-making projects, housing affordability, housing needs of people with disabilities, racial and social diversity, and public safety enhancement. When housing is interwoven with everything else the County does, we'll make real progress.



## Developing "Inside Out" Approaches to Workforce Development

An economic development program that encourages job creation can only succeed when you have highly skilled individuals who can fill those positions. Over the years, Cuyahoga County has implemented workforce development programs to assist individuals in gaining employable skills. Although progress has been made in this area, recent efforts have begun focusing on what businesses want and need when designing these programs. In addition, the Cuyahoga County Executive, Armond Budish, has indicated that workforce development will be a primary focus as he looks to develop "pathways out of poverty" for individuals with low-income and are unemployed.

The current workforce development programs typically contain four elements:

- Enhancement of basic education skills: reading, writing, mathematics, and computer literacy
- Enhancement of soft skills: employer expectations, punctuality, personal presentation, and interpersonal behavior
- Application skills: matching the job with skill-sets, interviewing skills, and negotiation skills
- Specific job training programs

In my opinion, the employment programs currently offered do not provide enough assistance to enhance an individual's personal, psychological, and spiritual growth. People need to expand their concept of who they are, what they can uniquely contribute to the world, and what is available to them in order to help them succeed. I am currently looking into how we can incorporate these fundamental aspects into existing programs.

The Executive Director of Towards Employment, Jill Rizika, indicates that they are now encouraging clients to think of career path development from the start. She says, "Entry-level jobs are low in pay, have fewer benefits, the work is strenuous, and they provide little motivation to work if not part of a larger plan. However, a person having a career path in mind will take an entry-level job as a first step toward the next level on the career path." This is the kind of thinking that is needed. Effective change needs to come from within, and we need to learn how to better facilitate such change.



## Financial Policies

County Council approved a series of ordinances last year that comprised a comprehensive set of financial policies for Cuyahoga County. Topics covered by the policy include budgeting, financial management of operations, capital improvements, debt management, investment policy, financial reporting, monitoring of reserve levels, and a planning process for use when the County is having difficulty maintaining proper reserve levels. As a result, agencies are now required to provide prior notice to the County Executive and Council if they plan to adjust employee salaries, and specific information must be provided to support requests for new agency programs.

County Executive Armond Budish recently proposed two additional policies to strengthen the County's financial foundation--a separate reserve account for capital expenditures and a segregated presentation of the income and expenses from the quarter percent sales tax from the County's general fund operating account. That portion of the sales tax is being used for expenses and debt services related to the Convention Center, Global Center for Health Innovation, and the Convention Center Hotel.

The County's financial position is strong, as 2014 ended with \$130 million dollars in the general fund reserves. However, as County Executive Armond Budish pointed out, there are two significant constraints:

- 1) The County has incurred significant debt to complete major projects and has taken advantage of economic development opportunities. Therefore, we need to be careful in managing future debt issuances, and make sure that resources are available for the most critically needed projects like the renovation of the Justice Center and assisting with the redevelopment of the MetroHealth Campus. Along this line, Executive Budish recently canceled the planned \$21 million dollar Emergency Operations Center Project in Brecksville and is developing a much lower cost alternative.
- 2) The segregation of the quarter percent sales tax reduces revenues available to balance the annual budget for ongoing services. Nevertheless, the gap is well within our capacity to manage.

## Small Business Intern Project

Supporting post-secondary education, I have been working to develop a small business internship program for Cuyahoga County College students. Internship programs assist students in gaining real-life work experience, helps businesses increase needed services, and encourages students to remain in the Greater Cleveland area after completing their education.

There are challenges that go along with running a small business internship program. Companies may not know how to use a student intern effectively, and, as a result, interns may end up more in the way than helpful. However, County Council Policy Analyst Kahlil Seren is working with the Council of Smaller Enterprises (COSE) to create two innovative approaches to developing an effective intern program:

- Utilizing an organization like COSE, which is well-known in the community, to act as an intermediary can help guide an internship program.
- Compiling a list of standard projects that small businesses need but have trouble finding time and resources to complete. Customer database, improving social media presence, and designing a marketing plan for a new product are examples of likely projects.

Interns could work in small teams as they complete one project over the course of a summer. I am hopeful to have a pilot program using these concepts up and running in the summer of 2016.

## Administrative Rules Board

The County passed legislation earlier this year to create an Administrative Rules Board (ARB) and Administrative Code. I was one of the leaders in developing this new process. In September of 2013, I circulated a draft of the County's financial policies that contained a method for creating administrative financial rules that are more detailed than what should be included in legislation.

Majeed Makhoulf and Michael King in the County's Law Department decided that this principle should be applied to all County operations, not just financial policies. It did not make sense to encompass all rules and procedures of County departments into law by ordinance. It's more practical to have a process by which County agencies specify standards and procedures to implement ordinances passed by Council and approved by the County Executive. Prior to establishing the ARB, this process was fragmented. Different methods were used to create rules. There was no authoritative process for establishing rules, and they were recorded in a variety of places. This ordinance creates a single process for setting agency rules and organizing them all in one document known as the County Administrative Code.

The comprehensive Administrative Rules Board legislation was introduced in the fall of 2014 and passed in January of this year.



## Arts & Culture Levy

The renewal of the cigarette excise tax for an additional ten years to support arts and culture facilities in Cuyahoga County was approved by County Council to be placed on the ballot for November 3, 2015. The original levy was passed in 2006.

I voted to place the levy on the ballot because of the positive impact the arts have on both our community and quality of life. Cuyahoga County has been fortunate to have inherited world class cultural institutions, at a time when Cleveland was one of the largest cities in the world. Maintaining these facilities can be a challenge but the Arts & Culture Levy makes it possible.

The levy provides roughly \$15 million dollars per year for operating and program support. Major institutions like the Cleveland Orchestra, the Cleveland Arts Museum, the Museum of Natural History, and the Great Lakes Science Center receive significant support. The levy also supports neighborhood institutions that include the Beck Center, the Bellaire-Puritas Development Corporation, and arts programming in public schools.

As people smoke less, the cigarette tax is a declining source of revenue, and it is not a permanent solution for arts and culture funding in Cuyahoga County. There will need to be a new solution when this levy expires again in 2026. However, as a 10-year bridge to that new solution, it is essential that the Arts & Culture Levy pass this fall.



## Economic Development through Community Place-Making

Two years ago, I secured passage of an amendment to the County's five-year Economic Development Plan which called for the identification of community "place-making" projects throughout neighborhoods in Cuyahoga County. Place-making projects are those that broadly attract people and businesses by giving distinctive character to a community.

There are major place-making projects for downtown Cleveland that are planned or underway, including the Convention Center Hotel, upgrades to Playhouse Square, redevelopment of Public Square, the walkway from the Convention Center to the Science Center, and the lakefront development.

Important as these things are, there are also place-making projects that can enhance the quality of life throughout our neighborhoods. Two examples are the recently completed restoration of League Park at East 66<sup>th</sup> and Lexington and the proposed restoration of the Variety Theatre on Lorain Avenue, near W. 117<sup>th</sup> Street. Furthermore, Councilwoman Sunny Simon recently presented to Council an exciting new project for lakefront development in the city of Euclid.

The County's Planning Commission recently completed a study that identified ten priority areas for place-making economic development projects including the area around Hopkins Airport and NASA-Glenn Research Center in Council District 2. It's time that we start using some of our casino revenue and other resources to improve the quality and distinctive character of Cuyahoga County's neighborhoods.

## Department of Sustainability



Under the direction of County Councilwoman Sunny Simon, legislation was passed last year to establish a Department of Sustainability that promotes energy conservation, the use of alternative energy, and other initiatives in support of preserving natural resources.

Former State Representative Mike Foley was appointed Director of the new Sustainability Department by County Executive Armond Budish. The department's first major initiative is entering into an agreement with Eutectics Consulting, who will allocate \$120 million dollars for loans that support energy efficient and renewable energy projects. The County will provide \$225,000 for administration

costs; however, the money will be reimbursed from project fees as the projects are completed. This collaboration greatly expands our capacity to support energy efficiency and alternative energy.

Rather than duplicating effort, the County should adopt the City of Cleveland's Climate Change Action Plan as a starting point for our own efforts in this area. We need collaboration among the County, the City of Cleveland, and other local governments and agencies to reduce our local carbon footprint and effectively adapt to the climate changes that are taking place.

## Road Projects



Significant resurfacing and upgrades to major streets in Council District 2 are underway with the County's road maintenance assistance. Projects currently under construction include:

- Madison Avenue
- Lorain Avenue
- Triskett Avenue
- W. 130th Street from Lorain Avenue to Brook Park is scheduled for next year

## NASA Economic Development Collaborative



The Ohio Aerospace Institute (OAI) is leading a process called "Circle Hopkins" to collaborate with NASA-Glenn Research Center on creating economic development spin-offs in the surrounding communities. Additional participants in the collaborative include Cuyahoga County, Cleveland, Cleveland Hopkins Airport, Berea, Brook Park, Fairview Park and North Olmsted. This process is still in its early stages, but we are hopeful for great things!

## Do you think you have what it takes to start a business?



Do you think you have what it takes to start a business? Are you a business owner in need of growing your investment? Whether you're a self-starter or have owned a business for some time, the Economic Community Development Institute (ECDI) can walk you through the process that would be best suited for your business needs.

ECDI is a non-profit economic development organization that addresses the needs of small business owners in the creation and expansion of microenterprises. The program offers a variety of services that include loan financing ranging from \$500 to \$350,000 for start-up; newly-established; or growing businesses; one-on-one technical assistance; financial literacy; and microenterprise training. ECDI also offers loans to low and moderate-income entrepreneurs who may not qualify for traditional bank financing.

ECDI is funded through Cuyahoga County's Western Reserve Fund and partners with various community organizations. Since its inception, ECDI has assisted a variety of businesses ranging from restaurants, health and fitness, sports apparel and construction companies. So, if you are thinking of starting a business, or you are a current business owner, contact ECDI to find out how they can assist you.

**ECDI**  
2800 Euclid Avenue, #620  
Cleveland, Ohio 44115  
phone: (216) 912-5655  
email: [amusarra@ecdi.org](mailto:amusarra@ecdi.org)  
[www.twitter.com/ECDICLE](http://www.twitter.com/ECDICLE)  
[www.youtube.com/ECDIOhio](http://www.youtube.com/ECDIOhio)

## County Councilman Dale Miller, District 2

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## County Executive Armond Budish New Administration

### Executive Office

Sharon Sobol Jordan, Chief of Staff  
Frank Bova, Chief Community Safety & Protection Officer  
Ed Kraus, Director of Regional Collaboration

### Public Safety

George Taylor, Director of Public Safety  
Clifford Pinkney, Sheriff  
Kenneth Mills, Director of Regional Corrections  
Mark Griffin, Inspector General  
Nailah Byrd, Clerk of Courts  
Dr. Tom Gilson, Medical Examiner

### Finance & Operations

Dennis Kennedy, Fiscal Officer  
Chris Murray, Treasurer  
Jeff Mowry, Director of Information Technology

### Health, Human Services & Aging

Matt Carroll, Interim Director of Health & Human Services  
David Merriman, Administrator of Job & Family Services  
Thomas Pristow, Administrator of Children & Family Services  
Dr. Richard Jones, Administrator of Senior and Adult Services  
Rebekah Dorman, Director of Invest in Children  
Robin Martin, Director of Family & Children First Council

### Public Works & Operations

Mike Dever, Director of Public Works  
Lenora Lockett, Director of the Office of Procurement & Diversity  
Lisa Durkin, Interim Director of Human Resources  
Bob Triozzi, Law Director  
Mike Foley, Director of Sustainability

## IMPORTANT PHONE NUMBERS

Alcohol, Drug Addiction & Mental Health Services	216-241-3400
Auto Title	216-443-7010
Board of Developmental Disabilities	216-241-8230
Board of Elections	216-443-8683
Board of Health	216-201-2000
Child Abuse Hotline	216-696-KIDS
Child Care Assistance	216-416-4440
Child Care Information Line	216-987-6929
Child Support Service	216-443-5100
<b>Clerk of Courts</b>	
<i>Civil Division</i>	216-443-7951
<i>Criminal Division</i>	216-443-7999
Common Pleas Court	216-443-8560
County Council	216-698-2010
County Executive	216-443-7178
Department of Development	216-443-7260
Department of Sustainability	216-443-7178
Fatherhood Initiative	216-348-3967
<b>Fiscal Office</b>	216-443-7010
<i>Appraisal, Board of Revision, Property Valuation, Real Estate Services, Tax Assessment, Treasury and Collections, and Unclaimed Funds.</i>	
Food Assistance/Medicaid	216-987-7000
Home Repair Loan Program	216-348-4066
Homestead Exemption	216-443-7010
Human Resources	216-443-7190
<b>Inspector General</b>	216-698-2101
<i>Whistleblower Hotline</i>	216-698-2999
<b>Jury Duty</b>	
<i>Petit Jury</i>	216-443-8628
<i>Grand Jury</i>	216-443-8652
Medical Examiner	216-721-5610
Office of Emergency Management	216-443-5700
Office of Homeless Services	216-420-6844
Office of Mediation	216-698-4996
Office of Reentry	216-698-3437
<b>Ohio Means Jobs</b>	
Downtown	216-898-1366
Brook Park	216-664-4673
Southgate	216-518-4954
Westshore	216-939-2599
Prosecutor's Office	216-443-7800
Public Safety & Justice Services	216-443-7265
Public Works Department	216-348-3800
<i>County Kennel, and Sanitary and Sewer Maintenance.</i>	
Recycling Programs	216-443-3749
<b>Senior and Adult Services</b>	216-420-6750
<i>Elder abuse hotline, Community Office on Aging, Home Support Programs, Options for Elders.</i>	
Sheriff's Office	216-443-6000
Veterans Service Commission	216-698-2600
Witness/Victim Services Center	216-443-7345



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**CUYAHOGA COUNTY COUNCIL**  
2079 East Ninth Street  
Cleveland, Ohio 44115

## County Council Meetings and Committees Open to the Public with Complimentary Parking

All Regular Council meetings are held every 2<sup>nd</sup> and 4<sup>th</sup> Tuesday of every month and are free and open to the public. Members of the public are encouraged to attend in person in the new County Administrative Headquarters, 2079 East 9<sup>th</sup> Street, located at the corner of East 9<sup>th</sup> Street and Prospect Avenue. You can also watch meetings via Council's live stream at [www.council.cuyahogacounty.us](http://www.council.cuyahogacounty.us)

- Committee of the Whole: Dan Brady, Chair, Tuesdays at 3 p.m. before regular Council meetings
- Community Development: Anthony Hairston, Chair, Mondays at 9 a.m.
- Council Operations & Intergovernmental Operations: Dale Miller, Chair, Tuesdays at 3 p.m.
- Finance & Budgeting: Dave Greenspan, Chair, Mondays at 1 p.m.
- Economic Development & Planning: Jack Schron, Chair, Mondays at 3 p.m.
- Health, Human Services & Aging: Pernel Jones Jr., Chair, Wednesdays at 1 p.m.
- Human Resources, Appointments & Equity: Yvonne Conwell, Chair, Tuesdays at 10 a.m.
- Public Safety & Justice Affairs: Mike Gallagher, Chair, Tuesdays at 1 p.m.
- Public Works, Procurement & Contracting: Chuck Germana, Chair, Wednesdays at 10 a.m.

To access the dates and times of upcoming committee meetings, go to Cuyahoga County Council's Website at [www.council.cuyahogacounty.us](http://www.council.cuyahogacounty.us). Or you may call (216) 698-2010.

Complimentary parking is available for the public in the attached garage at 900 Prospect. A skywalk extends from the garage to provide additional entry to the Council Chambers from the 5<sup>th</sup> floor parking level of the garage.