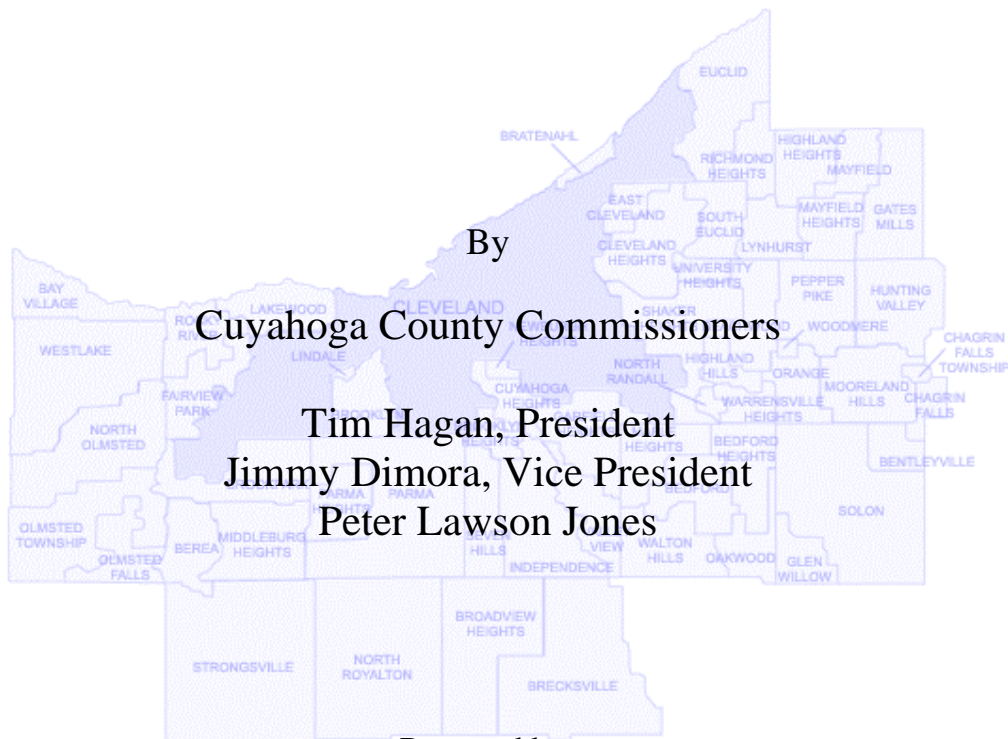


CUYAHOGA COUNTY

LOCAL GOVERNMENT COLLABORATION REPORT

Submitted to Office of the Auditor of State
October 1, 2005



By
Cuyahoga County Commissioners

Tim Hagan, President
Jimmy Dimora, Vice President
Peter Lawson Jones

Prepared by:
Hugh B. Shannon, Government Service Coordination Manager

County Administration Building
4th floor
1219 Ontario Street
Cleveland, Ohio 44114



COMMISSIONERS
Jimmy Dimora
Timothy F. Hagan
Peter Lawson Jones

September 28, 2005

The Honorable Betty Montgomery
Auditor of State
State of Ohio
30 East Broad Street
Columbus, Ohio 43215

State Auditor Montgomery:

We, the undersigned Cuyahoga County Commissioners, do hereby transmit to you, as required by House Bill 66, our report on collaboration and regional cooperation. We do hope that you will find it useful.

Should you have any questions or require additional information regarding the report, please feel free to contact Mr. Hugh B. Shannon, the County's Government Service Coordination Manager, at (216) 443-7173.

Thank you,

A handwritten signature in black ink, appearing to read 'Tim Hagan', with a long horizontal flourish extending to the right.

Tim Hagan, President

A handwritten signature in black ink, appearing to read 'Jimmy Dimora', with a large, stylized initial 'J' and 'D'.

Jimmy Dimora, Vice President

A handwritten signature in black ink, appearing to read 'Peter Lawson Jones', with a large, stylized initial 'P' and 'L'.

Peter Lawson Jones, Commissioner

TABLE OF CONTENTS

i.	Thanks
ii.	Introduction by Cuyahoga County Commissioners
iii.	Preface
Page 1	Chapter One – Introduction
	History of Cuyahoga County
Page 2	Demographic Information
Page 3	Chapter Two – County Revenue and Expenditures
Page 5	Chapter Three – Past Efforts at Collaboration and Regional Cooperation
	History of Regional Government in Cuyahoga County
Page 9	What has been implemented
	Cleveland Metroparks
	Cuyahoga County District Board of Health
	Cuyahoga County Public Library
	Cuyahoga County Sanitary Engineer
	Cuyahoga Metropolitan Housing Authority
	Cuyahoga County Regional Planning Commission
	Cuyahoga Soil and Water Conservation District
	Central Collection Agency
	Cleveland-Cuyahoga Port Authority
	Northeast Ohio Areawide Coordinating Agency
	Northeast Ohio Regional Sewer District
	Regional Income Tax Agency
	Cuyahoga Emergency Communications System
	Cuyahoga County Local Emergency Planning Committee
	Cuyahoga Regional Information System
	Cuyahoga County Mayors and City Managers Association
	Greater Cleveland Regional Transit Authority
	Cuyahoga County Solid Waste District
	First Suburbs Consortium and Development Council
Page 21	Chapter Four – Current and Recent Regional Collaborative Efforts
Page 24	Others
Page 25	Timeline
Page 26	Chapter Five – Future Plans
Page 27	Chapter Six – Conclusion
	Appendix A
	Appendix B

THANK YOU!

Our thanks to our fellow county elected officials and the staffs and directors of all of the County agencies who helped collect the information for this report.

County Auditor Frank Russo
County Clerk of Courts Gerald Fuerst
County Coroner Dr. Elizabeth Balraj
County Engineer Robert Klaiber, Jr.
County Prosecutor William Mason
County Recorder Patrick O'Malley
County Sheriff Gerald McFaul
County Treasurer James Rokakis

Director Sandy Turk, Office of Budget and Management
Director Jay Ross, Department of Central Services
Director Cassondra McArthur, Child Support Enforcement Agency
Director Jim McCafferty, Department of Children and Family Services

Clerk Penelope Hughes, Office of the Clerk of the Board
Director Paul Oyaski, Department of Development
Director Joseph Gauntner, Department of Employment and Family Services
Director Joseph Nanni, Office of Human Resources
Director Steven Terry, Department of Justice Affairs
Director Pual Alsenas, Cuyahoga Planning Commission
Director Adrian Maldonado, Department of Procurement and Diversity
Director Susan Axelrod, Department of Senior and Adult Services
Director Patrick Holland, Solid Waste District
Director Dennis Roberts, Department of Workforce Development

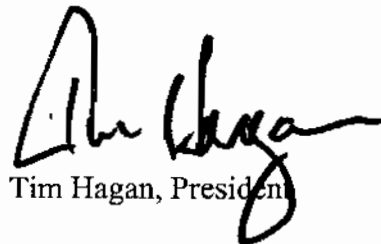
Introduction

Cuyahoga County has a long and proud tradition of collaboration and cooperation with the 59 communities within its borders as well as with public authorities in neighboring counties. While many communities across the country are only now beginning to discuss how best to effectuate intergovernmental cooperation, such efforts have long been established and operating in Cuyahoga County. Contained within this report is the first comprehensive review of the current and past collaborative programs and regional initiatives undertaken by Cuyahoga governmental units, as well as an overview of future plans to expand and innovate such efforts.

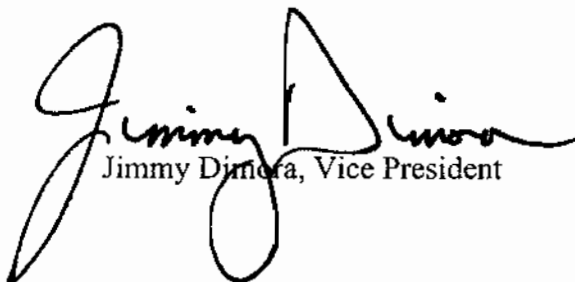
We would like to take this opportunity to thank all of our partners in local government- the mayors and city councils of the cities and incorporated villages and the trustees of the townships- for their past collaborations, their cooperation in providing information for this report and for their future participation in efforts to make Cuyahoga County and our region a better place to live, work and play. We would also like to express our appreciation to the numerous regional agencies with whom we work on a daily basis. These agencies have been in the forefront of collaborative efforts to provide vital services that individual political jurisdictions could not afford by themselves. Finally, we thank our fellow elected county officials, their staffs, our own agency directors and their teams for assisting us in completing this report.

We believe that Cuyahoga County has been on the cutting edge of establishing intergovernmental programming to more effectively and efficiently serve its citizens. Nonetheless, it is the intention of this Board of Commissioners to continue to initiate and facilitate the implementation of creative ideas which ensure that county government continues to evolve and meet the challenges that face the county itself and the local governments with whom we partner. It has been recognized that we are stronger working together than apart, that it requires consistent dedication to nurture productive collaborations and that the issuance of reports like this, however informative are, by themselves, inadequate for the task. Thus, we commit to sustaining our efforts to work with other political jurisdictions to deliver public services in as cost effective manner as possible.

Sincerely,



Tim Hagan, President



Jimmy Dimora, Vice President



Peter Lawson Jones, Commissioner

Preface

Cuyahoga County is substantially a regional entity, created by state government to carry out service delivery to a broad range of constituents across municipal and township lines. Therefore, much of what county government does is, in effect, collaborative.

Beyond its normal, state mandated functions, Cuyahoga County and the 59 communities that reside within its borders, have long worked cooperatively and collaboratively in a variety of ways.

It should not be lost upon the reader, in the context of this report, that when many regions of the United States speak of collaboration or intergovernmental cooperation, much of the recent discussion and efforts have centered around joint park districts, joint dispatching and 911 service and homeland security. Cuyahoga County as a collective whole, has long established "regional" entities to deal with these and many other issues such as water and sewer service, planning and transportation.

The constant evolving nature of our world requires local governments to be innovators to match the changing environment in which they operate. Cuyahoga County has done just that and continues to be in the forefront of self-evaluation and innovative change.

The following report is a comprehensive look at what has taken place long in the past, more recent initiatives, and future plans for greater collaboration, cooperation and innovation. This cooperative spirit is not only confined to the boundaries of Cuyahoga County, but has spread beyond those borders to establish collaborative efforts with neighboring local governments and strengthened working relationships, regardless of jurisdictional lines and political affiliations.

The current Board of County Commissioners is to be commended for their leadership and foresight. Their forward thinking and decisive action to be in the forefront of collaborative efforts in Northeast Ohio will undoubtedly benefit all its citizens and partner local governments.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'H. B. Shannon', with a long horizontal line extending to the right.

Hugh B. Shannon
Government Service Coordination Manager
Cuyahoga County

REPORT TO THE OHIO AUDITOR OF STATE PAST AND CURRENT CONSOLIDATION OF SERVICES AND PLANS FOR FUTURE EFFICIENCIES

Board of Cuyahoga County Commissioners

CHAPTER ONE- INTRODUCTION

HISTORY OF CUYAHOGA COUNTY

The area that became Cuyahoga County was inhabited as early as 2000 BC. Between 800 BC and 1000 AD, the Adena and Hopewell Mound Builders flourished here. Much later, the Wyandot (Huron), Shawnee, Miami and Delaware tribes lived in the area, leaving evidence of their cultures that still remains. It was their word for "crooked" that gave the Cuyahoga River its name.

As Europeans began to settle North America and move West, the land on the southern shore of Lake Erie was given to Connecticut by King Charles II of England. Perhaps it was the inability of the English to envision the vastness of the New World that led to some curious division of property. The Warwick Pact of 1635, for example, was a land grant to English colonists for an area from Narragansett Bay to the Pacific Ocean. The strip of land, however, was merely 73 miles wide. Although the charter for the land granted to Connecticut ensured self-government, Connecticut declared its independence in 1775 and, after the American Revolution, gave up its claim to all western lands except for the Western Reserve, a strip of land that ran for 120 miles along the shore of Lake Erie from the Pennsylvania border to what is now Sandusky. In 1796 Connecticut began to sell land in the Western Reserve for 40 cents an acre. The money was to be used for a school fund. General Moses Cleaveland was hired to lead a group of 50 men and two women to survey the area. After arduous travel, the group reached Buffalo where they encountered Native Americans who had been living along the Lake shore. For the toll of \$1000, two beef cattle and 100 gallons of whiskey, the party was allowed to proceed safely.

They reached the Conneaut River on July 4, 1796, the 20th birthday of the United States. Cleaveland and a few others then took to canoes to explore the coastline to the West. When they came to the "crooked river," they knew they had found a place where a city could be planned and planted. They mapped a village, New England style, around a green common - the present Public Square. The map drawn by Amos Spafford included Superior, Ontario and Huron streets, though Euclid Avenue was still a narrow trail.

When the survey was completed, Cleaveland returned to Connecticut. Only the Stiles family from the original group remained. Later they were joined by the Carters, Doans and Nortons. Amos Spafford returned with his family. In 1803, Ohio became the 17th state. In 1807, the County of Cuyahoga was established by the State Legislature with the City of "Cleveland" as its seat. The story is that although the county seat was to be named for Moses Cleaveland, a newsman left the "a" out of his name so that it would fit into a

Other major cities: (100,000+ pop.)	None
Total population of major cities:	478,403
Total Land area of major cities:	77.6 sq. mi.
Total Density of major cities:	6,165
Remaining county population:	915,575
Remaining county area:	380.4 sq. mi.
Remaining county density:	2,406.85

Employment (2003)

Population over age 16:	1,035,331
Population in workforce:	669,138
% in workforce:	64.63%
Unemployment rate 2001:	4.3%
Unemployment rate 2002:	5.6%
Unemployment rate 2003:	6.1%
Unemployment rate 2004:	6.2%
Change 2001-04:	+1.9%

Income and Poverty

Per capita Income 1999:	\$22,272
Per capita Income 2003:	\$22,499
Change 1999-2003:	\$227
% Change 1999-2003:	
% under poverty 1999:	13.1%
% under poverty 2003:	15.0%
Change 1999-2003:	+1.9%

Housing

Housing Units:	617,465
Home ownership rate:	63.2%
Median value 2000:	\$113,800
Median value 2003:	\$127,280
Change 2000-2003:	\$13,480
% change 2000-2003:	11.85%

Education

% with high school diploma 2000:	81.6%
% with high school diploma 2003:	86.0%
Change 2000-2003:	4.4%
% with college degree 2000:	25.1%
% with college degree 2003:	28.0%
Change 2000-2003:	2.9%

Chapter 2- COUNTY REVENUE AND EXPENDITURES

2005 Budget	General Fund	All Funds
Revenue Estimate	\$506.9 M	\$1,223.7 M
Expenditure Estimate	\$506.8 M	\$1,223.6 M
Ending Balance	\$116.6 M	\$ 164.9 M
Balance to Expenditures	23.0%	13.5%

General Fund	2002	2003	2004
Revenue History	\$460.4 M	\$461.8 M	\$529.2 M
Expenditure History	\$484.7 M	\$455.9 M	\$508.7 M

Revenue Sources (All Funds)	2002	2003	2004	2005
Property Tax	\$260.1 M	\$258.0 M	\$316.1 M	\$317.6 M
Sales and Use Tax	\$158.4 M	\$157.1 M	\$165.4 M	\$167.8 M
Other Tax	\$ 28.6 M	\$ 29.0 M	\$ 29.1 M	\$ 28.6 M
Licenses/Permits	\$ 1.3 M	\$ 1.4 M	\$ 1.7 M	\$ 1.7 M
Fines/Forfeitures	\$ 6.6 M	\$ 6.3 M	\$ 6.4 M	\$ 6.4 M
Charges for Services	\$154.5 M	\$159.2 M	\$169.2 M	\$157.9 M
Intergovernmental	\$536.3 M	\$463.3 M	\$495.8 M	\$495.7 M
Miscellaneous	\$ 32.3 M	\$ 40.1 M	\$ 44.5 M	\$ 35.0 M
Investment Earnings	\$ 24.0 M	\$ 18.8 M	\$ 19.0 M	\$ 12.8 M

Personnel	2001	2002	2003	2004	2005
FTE's	10,353	9,479	8,909	8,993	9,117
Salaries	\$372.0 M	\$352.4 M	\$331.6 M	\$364.7 M	\$359.5 M
Fringe	\$110.2 M	\$126.0 M	\$132.5 M	\$142.9 M	\$151.1 M
Total	\$482.2 M	\$478.4 M	\$464.1 M	\$507.5 M	\$510.6 M

CHAPTER 3- PAST EFFORTS AT COLLABORATION AND REGIONAL COOPERATION

Information was obtained from a number of sources, including individual websites of agencies as well as the County Archives. Most importantly, the Case Western Reserve University On-line Encyclopedia of Cleveland History was most helpful.

The World Wide Web edition of *The Encyclopedia of Cleveland History* and *The Dictionary of Cleveland Biography* is sponsored jointly by Case Western Reserve University and the Western Reserve Historical Society. The site is maintained by Digital Media Services at CWRU.

The Encyclopedia of Cleveland History and *The Dictionary of Cleveland Biography* are available in hardback editions from the Indiana University Press, and can be purchased at the Western Reserve Historical Society, the CWRU Bookstore, and other select bookstores.

The cover map is from <http://www.clevelandmemory.org/titus/titus005.shtml> of Cleveland State University's Cleveland Memory Project:

Atlas of Cuyahoga County, Ohio, from actual surveys by and under the directions of D. J. Lake, C. E. Originally published by Titus, Simmons & Titus, Philadelphia, 1874.

HISTORY OF REGIONAL GOVERNMENT IN CUYAHOGA COUNTY

The regional government movement was an effort by civic reformers to solve by means of a broader-based government metropolitan problems arising from the dispersion of urban populations from central cities to adjacent suburbs. When suburban growth accelerated after WORLD WAR II, reform coalitions proposed various governing options, with mixed results. In the 1950s approximately 45 proposals calling for a substantial degree of government integration were put on the ballot. However, supporters failed to make a compelling case for change in areas where diverse political interests had to be accommodated, and less than one in four won acceptance. The most successful efforts to create regional government occurred in smaller, more homogeneous urban areas such as Davidson County (Nashville), Tennessee (1962), and Marion County (Indianapolis), Indiana (1969).

Cleveland was Cuyahoga County's most populous city by the mid-19th century, and as it continued to grow adjacent communities petitioned for annexation in order to obtain its superior municipal services. As Cleveland's territorial growth slowed after the turn of the century, a movement was launched by the CITIZENS LEAGUE OF GREATER CLEVELAND to install countywide metropolitan government "while 85% of the area's population still live in Cleveland and before the problems of urban growth engulf us," as the League put it in 1917. These reformers believed that the conflicting interests present in the city's diverse population encouraged political separatism and helped create a

corrupt and inefficient government controlled by political bosses. They argued that consolidating numerous jurisdictions into a scientifically managed regional government would improve municipal services, lower taxes, and reconcile the differences within urban society under the aegis of a politically influential middle class. In essence, their proposals were designed to remedy the abuses of democratic government by separating the political process from the administrative function.

Local reformers were unable to achieve their goals by enlarging the city through annexation. The lure of better city services was not an incentive to those prosperous suburbs which could afford to provide comparable benefits to their residents and which preferred to distance themselves from the city's burgeoning immigrant population, machine politics, and the pollution generated by its industries. Cleveland's good-government groups focused on restructuring CUYAHOGA COUNTY GOVERNMENT either by city-county consolidation or by a federative arrangement whereby county government assumed authority over metropolitan problems, while the city retained its local responsibilities.

Originally, county government in Ohio had been organized as an administrative arm of the state, with three county commissioners exercising only those powers granted to them by the state legislature. To obtain the metropolitan government these progressive reformers envisioned, a state constitutional amendment was needed to increase the authority of these administrative units to a municipal level. The Citizens League submitted such an amendment to the Ohio legislature in 1917, allowing city-county consolidation in counties of more than 100,000 population. It was turned down, but was resubmitted at each biennial session until it became clear that opposition from the rural-dominated legislature required a new approach. Regional advocates then proposed a limited grant of power under a county home-rule charter allowing it to administer municipal functions with metropolitan service areas, establish a county legislature to enact ordinances, and reorganize its administrative structure. Despite backing from civic, commercial and farm organizations, Ohio's General Assembly still refused to place a constitutional amendment on the ballot, but its backers secured enough signatures on initiative petitions to submit it directly to the voters, who approved it in 1933.

The amendment required four separate majorities to adopt a home rule charter which involved transfer of municipal functions to the county: in the county as a whole, in the largest municipality in the county, in the total county area outside the largest municipality, and in each of a majority of the total number of municipalities and townships in the county. The fourth majority allowed small communities to veto a reform desired by the urban majority. Ostensibly designed to ensure a broad consensus of voters if the central city was to lose any of its municipal functions, this added barrier satisfied Ohio's rural interests, a majority of whom were unwilling to open the door for a mega-government on the shores of Lake Erie.

Metropolitan home rule proved to be a durable issue in Cuyahoga County; between 1935 and 1980 voters had 6 opportunities to approve some form of county reorganization. When an elected commission wrote the first Cuyahoga County Home Rule Charter in

1935, the central problem was how much and what kind of authority the county government should have. Fervent reformers within the commission, led by MAYO FESLER†, head of the Citizens League, wanted a strong regional authority and sharply restricted municipal powers. Consequently, they presented a borough plan that was close to city-county consolidation. The proposal crystallized opposition from political realists on the commission who advocated a simple county reorganization which needed approval from Cleveland and a majority of the county's voters. Any transfer of municipal functions required agreement by the four majorities specified in the constitutional amendment. The moderates prevailed, and a carefully worded county home rule charter was submitted to the voters in 1935, calling for a county reorganization with a 9-member council elected at large which could pass ordinances. The council also appointed a county director, a chief executive officer with the authority to manage the county's administrative functions and select the department heads, eliminating the need for most of the elected county officials. HAROLD H. BURTON†, chairman of the Charter Commission, and popular Republican candidate for mayor, promoted his candidacy and passage of the home rule charter as a cost-cutting measure. Both Burton and the charter received a substantial majority in Cleveland, and the charter was also approved by a 52.9% majority countywide, supported by the eastern suburbs adjacent to Cleveland and outlying enclaves of wealth such as HUNTING VALLEY and GATES MILLS. Opposition came from voters in the semi-developed communities east of the city, together with all the southern and western municipalities in the county. The countywide majority was sufficient for a simple reorganization, but before the charter could be implemented its validity was contested in the case of *Howland v. Krause*, which reached the Ohio Supreme Court in 1936. The court ruled that the organization of a 9-member council represented a transfer of authority, and all four majorities were required--effectively nullifying the charter, since 47 of the 59 municipalities outside Cleveland had turned it down.

A county home rule charter continued to be an elusive goal. After World War II the accelerated dispersion of Cleveland's population to the suburbs encouraged reformers to try again. When the voters overwhelmingly approved the formation of a Home Rule Charter commission in 1949 and again in 1958, it was viewed as another projected improvement in municipal life: an improvement comparable to the construction of a downtown airport; the expansion of Cleveland's public transportation system; and the creation of integrated freeways. Metropolitan reformers agreed. They were concerned about the growing fragmentation of government service units and decision-making powers in the suburbs and the unequal revenue sources available to them. This made the need for regional government even more urgent. In addition, Cleveland was hard pressed to expand its water and sewage disposal systems to meet suburban demands for service, making those municipal functions prime candidates for regionalization.

Democratic mayors THOMAS BURKE† and Anthony Celebrezze counseled a gradual approach to the reform efforts. The elected charter commissions, however, pursued their own political agenda, unwilling to compromise their views on regional government to suit the city's ethnic-based government. The commissioners, a coalition of good government groups and politicians from both parties, wrote strong metropolitan charters calling for a wholesale reorganization of Cuyahoga County which would expand its

political control. Two key provisions in each charter demonstrated the sweeping changes in authority that would occur. An elected legislature would be chosen either at-large (1950) or in combination with district representatives (1959), isolating ward politics from the governing process and ensuring that the growing suburbs would acquire more influence over regional concerns. The reorganized county would have exclusive authority over all the listed municipal functions with regional service areas and the right to determine compensation due Cleveland for the transfer without its consent (1950), or in conjunction with the Common Pleas Court (1959). If approved, these charters could significantly change the political balance of political power within Cuyahoga County.

Charter advocates, led by the Citizens League and the LEAGUE OF WOMEN VOTERS (LWV) OF CLEVELAND, argued that a streamlined county government with efficient management could act on a score of regional improvements which would benefit the entire area. However, they were unable to articulate the genuine sense of crisis needed for such a change. The majority of voters who had elected the charter commissions approved county home rule in theory; but, faced with specific charters, they found the arguments for county reorganization unconvincing. Cleveland officials successfully appealed to city voters, forecasting that the charters would raise their taxes and "rip up" the city's assets. Many suburbs also were skeptical, viewing comprehensive metropolitan government as a threat to their municipal independence. As a result, the 1950 and 1959 charters failed to receive a majority. Three more attempts were made by the same good-government groups. An alternate form of county government establishing only a legislature and an elected county administrator was turned down by voters in 1969, 1970, and again in 1980 with opposition from a growing number of African Americans, unwilling to dilute their newly acquired political authority by participating in a broader based government. In 1980 only 43.7% approved the change, and there were no further attempts to reorganize Cuyahoga County government. It was clear that a majority of voters cared little about overlapping authorities within the county, they were not persuaded that adding a countywide legislature would produce more efficient management or save money, and most importantly, they wanted to retain their access to and control of local government.

While the future of county home rule was being debated during the postwar period, other means were found to solve regional problems. Cuyahoga County quietly expanded its ability to provide significant services in the fields of public health and welfare by agreeing to take over Cleveland's City Hospital, Hudson School for Boys, and BLOSSOM HILL SCHOOL FOR GIRLS in 1957. Independent single function districts were established in the 1960s and 1970s to manage municipal services such as water pollution control, tax collection, and mass transit--services that existing local governments were unable or unwilling to undertake. These districts had substantial administrative and fiscal autonomy and were usually governed by policymaking boards or commissions, many of them appointed by elected government officials. Most were funded by federal, state, and county grants or from taxes, and several had multi-county authority. These inconspicuous governments solved many of the area's problems, but their increasing use also added to the complexity of local governance. Critics maintained

that districts, using assets created with public funds, were run by virtually independent professional managers, making decisions outside public scrutiny with no accountability to the electorate. Nevertheless, in Cuyahoga County the limited authority granted to them was an acceptable alternative to comprehensive metropolitan reform--one that did not threaten existing political relationships.

The comprehensive charters written in 1950 and 1959 represented the apogee of the regional government movement in Cleveland. However, the elitist reformers who wrote them eschewed substantive negotiations with the city's cosmopolitan administrations and failed to appease the political sensibilities of county voters who preferred a "grassroots" pattern of dispersed political power. Carrying on the progressive spirit of the failed CITY MANAGER PLAN, they attempted to impose regional solutions that would significantly change political relationships in the area--a single-minded approach that constituted a formidable obstacle to any realistic metropolitan integration.

<http://ech.cwru.edu/ech-cgi/article.pl?id=RG>

WHAT HAS BEEN IMPLEMENTED

CLEVELAND METROPARKS, an extensive network of parklands in Cuyahoga and Medina counties, consists of 12 reservations: Huntington, Bradley Woods, Rocky River, Big Creek, Mill Stream Run, Hinckley, Brecksville, Bedford, Garfield Park, S. Chagrin, N. Chagrin, and Euclid Creek. In 1975 the district assumed responsibility for operation of the Cleveland Zoo, now called CLEVELAND METROPARKS ZOO. Together with a chain of parkways, these Metroparks virtually surround the city on the east, south, and west, giving rise to the nickname the "Emerald Necklace." The Park District was the brainchild of WM. A. STINCHCOMB† (1878-1959). Stinchcomb's efforts secured passage of state legislation permitting the establishment of park districts and the creation of the Cleveland Metropolitan Park District as a separate subdivision of the State of Ohio. The district was created on 23 July 1917, and the first park property was acquired 2 years later. Stinchcomb was appointed director of the district in 1921 and served in that position until 1957. In its early years, the district concentrated its efforts on acquiring land before advancing values and private development placed it beyond reach. During the Depression, federal work projects contributed in a substantial way to the further development of the parks. The district's activities are directed by a Board of Park Commissioners consisting of 3 citizens appointed by the administrative judge of the Probate Court of Cuyahoga County. The district is financed by a tax levy on all real estate in the district and by miscellaneous receipts from district operations, such as golf-course greens fees. The district has acquired more than 18,500 acres of parkland since its inception. The policy of the Board of Park Commissioners has been to maintain the parklands in a natural state, limiting development to that consistent with conservation. Interpretive trails, bridle and hiking trails, park drives, picnic areas and shelterhouses, trailside interpretive centers, wildlife management areas, and swimming beaches are among the major developments in the district. In addition, the Park District maintains 6 golf courses and leases 2 boarding stables to concessionaires.

<http://ech.cwru.edu/ech-cgi/article.pl?id=CM6>

The **CUYAHOGA COUNTY DISTRICT BOARD OF HEALTH** was created to respond to the growth of the Greater Cleveland community beyond Cleveland's city limits. The health problems of the suburbs and townships were first addressed in 1920, when a full-time county health commissioner was appointed due to efforts at the state level. The first health commissioner was Dr. Robert Lockhart, who served into the 1930s. Arthur J. Pearse occupied that position in the 1940s and 1950s.

In 1995 the County Board of Health provided services to 34 cities and 22 villages and townships within the county that did not have similar programs. The organization administers and enforces public health and sanitation laws of the State of Ohio. It additionally adopts regulations and provides programs on health-related issues. The Cuyahoga County District Board of Health administers its programs through 3 divisions. The Division of Environmental Health provides a large number of services, including a lead poisoning prevention program, day care certification program, a nuisance control program, and radon level testing for homes and buildings. The Division of Nursing Service provides family, community, and school health services under a variety of programs, which included a program for testing lead levels in children and for preventing breast and cervical cancer. The Division of Development is responsible for identifying needs and managing resources.

Serviced communities:

Bay Village, Beachwood, Bedford, Bedford Heights, Berea, Brecksville, Broadview Heights, Brooklyn, Brook Park, Cleveland Heights, East Cleveland, Euclid, Fairview Park, Garfield Heights, Highland Heights, Independence, Lyndhurst, Maple Heights, Mayfield Heights, Middleburg Heights, N. Olmsted, N. Royalton, Olmsted Falls, Parma, Parma Heights, Pepper Pike, Richmond Heights, Rocky River, Seven Hills, Solon, South Euclid, Strongsville, University Heights, Warrensville Heights, Westlake Cities

<http://ech.cwru.edu/ech-cgi/article.pl?id=CCDBOH>

CUYAHOGA COUNTY PUBLIC LIBRARY In 1921, the State Legislature of Ohio passed a law which enabled the establishment of a county district library for any area not served by a free public library, subject to a vote of the people. Residents began moving into outlying areas of Cuyahoga County and the need for library services to these residents became more evident. As a result, a referendum authorizing a county library district was placed on the November 7, 1922 general election ballot. The issue passed by more than two to one, making Cuyahoga County Public Library the first county library in Ohio to be organized under the new law. The original petition called for the inclusion of all of Cuyahoga County not then served by an existing public library. In 1922, only eight communities had tax-supported library service and only a few other communities had libraries supported by private funds.

The new library board met on March 4, 1924. Because its members wanted to provide immediate service, the County Library System began operations, which were administered by the Cleveland Public Library. The City Library was reimbursed for all services. From the beginning, Cuyahoga County Library hired its own personnel and purchased its own books.

System Communities:

Bay Village	Cuyahoga Heights	Mayfield Village	Parma (<i>including north areas</i>)
Beachwood	Fairview Park	Middleburg Heights	Parma Heights
Bedford	Garfield Heights	Moreland Hills	Pepper Pike
Bedford Heights	Gates Mills	North Olmsted	Richmond Heights
Bentleyville	Glenwillow	North Randall	Seven Hills
Berea	Highland Heights	North Royalton	Solon
Brecksville	Highland Hills	Oakwood Village	South Euclid
Broadview Heights	Hunting Valley	Olmsted Falls	Strongsville
Brook Park	Independence	Olmsted Township	Valley View
Brooklyn	Lyndhurst	Orange Village	Walton Hills
Brooklyn Heights	Maple Heights	Parma (<i>includes south areas</i>)	Warrensville Heights
Chagrin Falls&Twp	Mayfield Heights	Parma (<i>includes east areas</i>)	Woodmere Village

http://www.cuyahogalibrary.org/aboutlibrary/history/HISTORY_BriefHistoryBooklet.htm

The CUYAHOGA COUNTY SANITARY ENGINEER has responsibilities in 29 communities of the county and has been in operation since 1919. On April 6, 2004, the Board of Cuyahoga County Commissioners consolidated the functions of the Division of Sanitary Engineering with the Cuyahoga County Engineer, Robert Klaiber, in a move to save costs and more efficiently manage day-to-day operations. Sanitary Engineering was a division of the Department of Development, and is headquartered in Valley View.

Service Communities:

Beachwood	Bedford	Bedford Hts.	Brecksville
Broadview Hts.	Brooklyn	Brooklyn Hts.	Garfield Hts.
Gates Mills	Highland Hills	Highland Hts.	Lyndhurst
Maple Hts.	Mayfield Hts.	Mayfield Village	Middleburg Hts.
Newburgh Hts.	North Randall	Olmsted Falls	Olmsted Twp.
Orange	Parma Hts.	Pepper Pike	Richmond Hts.
Solon	South Euclid	Walton Hills	Warrensville Hts.
Woodmere			

<http://www.cuyahoga.oh.us/SanitaryEng/about.htm>

The **CUYAHOGA METROPOLITAN HOUSING AUTHORITY (CMHA)**, the nation's first such organization, was established as the Cleveland Metropolitan Housing Authority in 1933, largely through the efforts of ERNEST J. BOHN†, its director until 1968. Also instrumental in the formation of CMHA was Monsignor ROBERT B. NAVIN†'s survey of a slum neighborhood. An independent public agency regulated by the Ohio Housing Board, CMHA was created as an advisory and coordinating entity to improve housing for low-income families and to eliminate slums. The passage of the U.S. Housing Act in 1937 enabled CMHA to plan, construct, and manage federally subsidized housing facilities, the first units being the Cedar Apartments (E. 30th and Cedar) and the Outhwaite Homes (E. 55th and Outhwaite Ave.). CMHA was granted authority to borrow money, issue bonds and notes, and appropriate property at fair market prices.

CMHA provided housing for war workers and their families during World War II, and for returning veterans after 1945. High-rise PUBLIC HOUSING for the elderly, such as the Golden Age Centers, was established in the mid-1950s and praised as a model; this idea later expanded to include family units. High crime statistics, charges of racial

discrimination, and the Federal Housing Act of 1968 initiated changes in CMHA's approach. Tenant organizations requested more social-service programs and safer living conditions. The Housing Act provided for the rehabilitation of single-family units as scatter-site housing. In 1971, emphasizing a broader service area, the organization changed its name to the Cuyahoga Metropolitan Housing Authority. A board of 5 unpaid members governs CMHA. Following the passage of the Federal Housing Act of 1974, CMHA has administered the "Section Eight Program," which allows selected families to choose their own housing throughout the county. In the late 1980's and early 1990's, scandals and financial and administrative problems plagued the agency, while crime in public housing continued to make headlines. In 1990, federal Department of Housing and Urban Development officials considered CMHA's bookkeeping procedures, centralizing operations, and increasing the occupancy rate to 96%. The CMHA, under Freeman, introduced two new residential drug treatment programs, Miracle Village and Recovery Village, on the grounds of the Outhwaite Homes in the Cedar Central neighborhood that served as models for a national HUD initiative. In 1995, the agency was making preliminary plans to build between 450 and 680 new homes throughout the county that would allow more CMHA residents to become homeowners. <http://ech.cwru.edu/ech-cgi/article.pl?id=CMHAI>

The **CUYAHOGA COUNTY REGIONAL PLANNING COMMISSION (RPC)** was established in 1947 to offer advisory services to member communities and operate as a regional planning agency. Earlier efforts at regional planning were made by the Cleveland Metropolitan Planning Commission, formed in 1921; the Cuyahoga County Planning Commission, appointed in 1924; and the Regional Association of Cleveland, a nonprofit citizens' organization. After World War II, the need for an areawide agency to address regional problems was met when the Cuyahoga County Regional Planning Commission was established by the county commissioners and 19 county municipalities in September 1947. The commission was made up of the 3 county commissioners, the county engineer, the county administrator, 5 citizen members appointed by the commissioners, 2 members from the Cleveland Planning Commission, and 1 member from each city and village wishing to participate. It set up 2 planning divisions, 1 for the entire region and 1 to help local communities in the county. <http://ech.cwru.edu/ech-cgi/article.pl?id=CCRPC>

The **CUYAHOGA SOIL AND WATER CONSERVATION DISTRICT** has been providing assistance to Cuyahoga County residents since 1949. Today, even though the county is the most developed county in the state, sediment and erosion from bare land, whether along creeks or on open parcels, is one of the most visible and frequent sources of water pollution. Water is the most important resource for life. With assistance from the Natural Resources Conservation Service, the District continues to tackle sedimentation and erosion to protect water quality.

<http://www.cuyahogaswcd.org/SWCD%20Brochure%20FINAL.pdf>

CENTRAL COLLECTION AGENCY (CCA) The City of Cleveland enacted its Income Tax Ordinance No. 2393-66 in 1966. This ordinance contained a provision giving the administrator the authority to enter into agreements on behalf of the City with any

other municipal corporation for administering the income tax laws of that municipal corporation as its agent and for providing a central collection facility on behalf of that municipality.

From the very beginning this mechanism was used to provide a central collection facility. On January 1, 1967 the Agency started with fourteen member communities and collected approximately eighteen million dollars the first year. During the period from 1967 until 1971 the Agency grew to sixty-three municipalities and collections of nearly sixty-six million dollars a year. All communities were sharing the tax on a seventy-five to twenty-five percent basis under a reciprocity agreement. During 1971, in an effort to increase their tax revenues, several municipalities began canceling the reciprocity agreements. When Cleveland canceled its agreement with the communities, forty-one communities pulled out of the Agency.

After negotiating a new contract, twenty-two municipalities stayed with Cleveland and formed the framework for the current organization. The CCA today has grown to forty-three member communities and during 2000 collected in excess of four hundred and thirty million dollars. This represented approximately twenty percent of the total taxes collected for all municipalities in the State of Ohio. <http://www.ccatax.ci.cleveland.oh.us/>

The **CLEVELAND-CUYAHOGA COUNTY PORT AUTHORITY** is the joint city-county board formed in 1968 to operate the Port of Cleveland. Although port authority proposals began circulating in the 1920s and 1930s, it wasn't until the 1950s that the Ohio general assembly authorized the creation of city, county, or joint city/county port authorities with the power to levy a voter-approved tax of up to .55 mill. Although the St. Lawrence Seaway opened in 1959, little action was taken locally until 1964 when the Cuyahoga County Commissioners saw that Cleveland lagged behind other Great Lakes ports in developing its facilities and proposed a joint city-county port authority. Its implementation was delayed until Mayor Carl Stokes made it a major priority, and on January 4, 1968 the city and county agreed to create a joint port authority, with the city appointing six directors and the county three. They also provided a lease-purchase arrangement whereby the authority could eventually buy the port facilities. On May 8th, county voters approved a .13 mill, 5-year port authority levy which has been renewed since that time. The authority built 2 warehouses, expanded a third, and purchased 55 acres of land, including 18 acres from the Penn Central Co. in 1973 and the old Postal Annex in 1978. The federal government licensed the authority to operate a foreign trade zone and a subzone was created at the I-X Trade Center as well as other locations. <http://ech.cwru.edu/ech-cgi/article.pl?id=CCPA>

The **NORTHEAST OHIO AREAWIDE COORDINATING AGENCY (NOACA)** was organized in 1968 and approved by the U.S. Department of Housing & Urban Development (HUD) to review local project applications for federal funds to ensure they were both sound and consistent with local and regional needs. NOACA's 5-county region included Cuyahoga, Lake, Lorain, Geauga, and Medina counties, and its governing committee of elected officials from the region agreed to emphasize 7 types of planning projects: housing, economics, parks and open spaces, water and sewer facilities, land use,

information and data systems, and transportation. In July 1969 NOACA absorbed the Cleveland-Seven County Transportation-Land Use Study (SCOTS).
<http://ech.cwru.edu/ech-cgi/article.pl?id=NOACA>

NORTHEAST OHIO REGIONAL SEWER DISTRICT (NEORS) was organized in July 1972 to administer Cuyahoga County's water pollution control program. The treatment of sewage in Cleveland began in 1922 with the opening of the Westerly wastewater treatment plant on the West Shoreway. In 1925 the Easterly plant at E. 140th St. and Lakeshore Blvd. began treatment and 3 years later the Southerly plant at E. 71st St. and Canal Rd. in CUYAHOGA HEIGHTS was in operation. Cleveland, which owned the 3 treatment plants and the major interceptors leading to them, initiated sewage charges in 1938 levied on those connected with the system to defray the cost of improvements. Suburban customers were charged higher rates than those in the city, and the justice of this continuing rate differential was disputed by the suburbs from time to time. The issue became urgent in the late 1960s when further improvements to the sewage disposal operation were needed to reduce pollution in the CUYAHOGA RIVER and Lake Erie. Many of the suburbs, which owned their local sewage collection systems feeding into the major interceptors, refused to finance their share of the improvements unless Cleveland gave up its exclusive authority over sewage disposal, including rate setting. Cleveland was unwilling to do so despite pressure from state and federal pollution authorities to regionalize the area's entire water pollution program. Demand for a regional solution increased in 1970 when the suburbs and the Ohio Water Pollution Control Board challenged Cleveland's control in Common Pleas Court, which had jurisdiction over public health. When newly elected Mayor Ralph Perk agreed to suburban participation in a regional district, Judge George McMonagle established the Cleveland Regional Sewer District, effective July 1972. A 7-member District Board of Trustees representing the interests of Cleveland, Cuyahoga County, and the suburbs was empowered to set sewage rates. The facilities owned by the City of Cleveland were transferred to the new district, which had the authority to control, plan, finance, establish, maintain, and operate the primary sewage disposal system in Cuyahoga County. The district also assumed a regulatory role over all sanitary and industrial sewage discharges in the county to meet Environmental Protection Agency requirements. In its first 20 years the district, which became the Northeast Ohio Regional Sewer District in 1979, spent more than \$922 million to clean up Lake Erie and its local tributaries, receiving \$555 million of that amount in construction grants from the U.S. EPA.

<http://ech.cwru.edu/ech-cgi/article.pl?id=NORS>

The **REGIONAL INCOME TAX AGENCY (R.I.T.A.)** In 1971, thirty-eight municipalities joined together to organize a Regional Council of Governments (RCOG) to administer tax collection and enforcement concerns facing the cities and villages. The first official act of the RCOG was to form the Regional Income Tax Agency. Today R.I.T.A. serves as the income tax collection agency for 115 municipalities throughout the State of Ohio.

Each member municipality appoints its own delegate to the RCOG. Each delegate has one vote on every item that comes before the RCOG, including electing members to the R.I.T.A. Board of Trustees. Regardless of the population or tax collections of member

municipalities, each member of the RCOG has an equal say in the operations of the Regional Income Tax Agency. <http://www.ritaohio.com/over.htm>

CUYAHOGA EMERGENCY COMMUNICATIONS SYSTEM (CECOMS) is a 24-hour, 7-day-a-week emergency operation providing emergency communication services for all of Cuyahoga County and many parts of northeastern Ohio. The CECOMS primary service is to coordinate cellular and wireless 9-1-1 calls and emergency ambulance and hospital communications. This includes answering 9-1-1 calls, establishing communications between ambulance units and hospitals and monitoring the accuracy of the transmissions. There are over 100 ambulance units and 40 hospitals that rely on the CECOMS for communication coordination on a daily basis. In addition, the CECOMS Center coordinates communications with police and fire departments and other health care agencies in the 59 political subdivisions of Cuyahoga County. <http://www.cuyahoga.oh.us/ja/es/emergencycomm.htm>

The **CUYAHOGA COUNTY LOCAL EMERGENCY PLANNING COMMITTEE (LEPC)** is a local organization mandated by the Emergency Planning and Community Right-to-Know Act of 1986 as well as Section 3750.03 of the Ohio Revised Code. It is one of 87 such Committees in Ohio, which chose to make counties the geographical focus for its local right-to-know requirements. The Cuyahoga County LEPC provides the following general services to the public, other government agencies and regulated facilities:

- Data Processing for annual chemical inventories for an estimated 1,000 facilities.
- Planning for emergency response to emergency releases of hazardous substances.
- Receipt of emergency notifications when hazardous substance releases occur.
- Providing information about local chemical inventories and emergency releases to the public.
- Coordination of training and exercises for emergency response.

Cuyahoga County is the most populous county in Ohio. It has 1.4 million people and 59 local political jurisdictions. The number of facilities and local jurisdictions makes the Cuyahoga County effort very complex, which requires community and facility initiative to guarantee maximum success. The Cuyahoga County LEPC was formed in September 1987 and has 24 members representing a broad spectrum of community interests. The LEPC receives staff support and emergency communications assistance from the Cuyahoga County Division of Emergency Services, at 1255 Euclid Ave. #102, Cleveland, Ohio. The Division works cooperatively with the Cuyahoga County Emergency Services Advisory Board and the LEPC under the direction of the Board of Cuyahoga County Commissioners.

Since 1987 the LEPC has received over 1000 annual chemical inventories and has completed planning requirements for all facilities storing extremely hazardous substances. Facilities storing extremely hazardous substances have special emergency planning requirements and must provide the LEPC with information requested for an annual update of its emergency response plan for hazardous materials. The LEPC has

also processed annually over 500 emergency release notifications and almost 200 requests for information about chemicals stored at local facilities near neighborhoods and businesses. <http://www.cuyahogacounty.us/lepc/aboutus.htm>

CUYAHOGA REGIONAL INFORMATION SYSTEM (CRIS)

In 1973, The Cuyahoga County Police Chief's Association, long hampered by the lack of adequate communications throughout the sixty (60) separate departments went to the Criminal Justice Coordinating Council looking for a solution. It was decided that if each department was willing to forego each of their smaller LEAA grants for that year and combine their resources and issue a much larger grant then a link between the County's sixty departments could be made. With this larger grant CRIS was born.

CRIS is a computer-based Criminal Justice Information System designed for use by Criminal Justice Agencies in and surrounding Cuyahoga County. The CRIS computer system contains a communications network and central repository of criminal justice information. It provides access to statewide (LEADS) and national (NCIC) criminal justice information on driver's licenses, motor vehicles, stolen/recovered property, wanted and missing persons, and criminal records. By linking criminal justice data throughout Northeast Ohio, the CRIS provides a readily accessible source of standardized information on agency activity, custodial status, and the judicial process that provides timely information to field personnel to aid them in making decisions, and streamlines record keeping. <http://www.cuyahoga.oh.us/ja/cris/cris.htm>

The **CUYAHOGA COUNTY MAYORS AND CITY MANAGERS ASSOCIATION** acts as a clearinghouse for discussion, study, and action on issues of municipal governance affecting Greater Cleveland. Organized informally during the Depression, the political leaders exchanged ideas on ways to cut municipal expenses in order to live within their shrinking budgets. Later, discussions expanded to include all matters in which they shared a common interest.

With the rapid growth of Cleveland's suburbs after World War II, the association addressed metropolitan problems arising from the fragmentation of local governmental service units and the unequal revenue sources available to them. It initiated county-wide studies of municipal personnel policies and police and fire compensation to improve administrative practice and attempted to draft a charter enabling county government to deal with regional problems more effectively. The group was more successful in coordinating suburban efforts to be represented on the **NORTHEAST OHIO REGIONAL SEWER DISTRICT** Board of Trustees. When that was achieved in 1972, it formed a Council of Governments (COG) to elect the board's suburban representatives. The association also was active in organizing the Regional Income Tax Agency to administer municipal income tax collection for 44 member municipalities. Affiliated with the Institute of Urban Studies at **CLEVELAND STATE UNIVERSITY**, the Cuyahoga County Mayors and City Managers Association elects its own officers, a 5-member Board of Trustees, and an executive director to coordinate its activities.

<http://ech.cwru.edu/ech-cgi/article.pl?id=CCMACMA>

With the creation of the **REGIONAL TRANSIT AUTHORITY (RTA)**, Cleveland was the last major city in the nation to operate a transit system largely based on farebox revenues. Because of this, service improvements and maintenance of facilities and equipment suffered. To continue effective service, officials needed to create a regional tax base and apply for federal funds.

In 1970, the Ohio General Assembly passed bills permitting communities to set up transit authorities on a regional basis, and authorizing the establishment of a countywide transit system. In 1972, five Greater Cleveland counties participated in a mass transit study, and in 1974, the Ohio Senate passed a bill providing regional authorities with a dedicated tax base.

History of Public Transit in Greater Cleveland

Public transportation in Greater Cleveland has a long and proud history. Early efforts here included an 1818 stagecoach that ran between Cleveland and Painesville. Omnibus-service — a carriage for large groups of riders — started in 1841, and Public Square saw horsecar service in 1834. Later, as electric trolleys gained popularity, Cleveland's transit system included 425 miles of streetcar lines. Smaller lines were consolidated by Marcus Hanna in 1903 as the Cleveland Electric Railway Co. with fares of only five cents.

In 1903, Hanna's company merged with the Municipal Traction Co., owned by former Cleveland Mayor Tom Johnson, and they ran as one transit system, from 1910 until 1942. During this time, Cleveland's contributions to the world included the development of the "Peter Witt Car" — a front-entrance, center-exit streetcar designed by Clevelander Peter Witt, and copied throughout the world.

Cleveland's rapid transit system started in 1913, when real estate tycoons, brothers O.P. and M.J. Van Sweringen, developed the area, which is now the City of Shaker Heights. Realizing the need to provide the budding community with high-class rail transit service, they ultimately connected the suburb and their massive Terminal Tower project with a private right-of-way rapid transit line.

Construction of the first tracks, which are now the Green and Blue Lines, began in 1913, and were completed in 1920. Ten years later, when the Terminal Tower opened, the lines were extended to the building.

Cleveland's bus era began in 1925, when the Motor Coach Division of Cleveland Railway began to operate a downtown loop. Ridership losses, caused by the popularity of the automobile, forced the transit company to seek a more economical vehicle mode. This resulted in the beginning of a gradual conversion from streetcar to bus operation. The City-operated Cleveland Transit System (CTS) was formed April 28, 1942, when the stockholders of the Cleveland Railway Co. voted to sell for \$6 million, or \$45 a share. A three-man transit commission was set up to operate CTS as a separate city department.

Work on the Red Line began at Windermere in 1952, and continued until 1968, when the tracks reached Hopkins International Airport. In 1968, Cleveland again made transit history, by being the first city in the Western Hemisphere to offer rapid transit service to its major airport. Today, the station at Windermere has been renamed "the Louis Stokes Station at Windermere" in honor of Congressman Louis Stokes for his efforts to champion public transportation as an integral component of a healthy community. RTA rebuilt its rail system at Tower City in 1980 and this transit concept has served as a role model for promoting the light-rail across the nation.

Legislation establishes the Regional Transit Authority in 1974

Legislation adopted by the Cuyahoga County Commissioners and Cleveland City Council on December 30, 1974 established RTA. On July 22, 1975, voters approved a one-percent countywide sales tax increase. The Cleveland and Shaker services were merged on September 5, 1975, when RTA assumed control of all Cleveland Transit System (CTS) bus routes, and both the CTS and Shaker rapid transit lines. Full operations began on October 5, 1975, when buses from five suburban lines — Maple Heights, North Olmsted, Brecksville, Garfield Heights and Euclid — joined RTA through service agreements.

Since its formation, RTA has greatly expanded the number of buses it operates, made numerous improvements to stations and support facilities, created the transit police, expanded its Paratransit services for senior citizens and disabled persons, completed a \$100 million rebuilding of the Shaker Rapid in 1981, and added a loop system downtown in 1987. In the 1990's RTA also built a walkway connecting Tower City Center to Jacobs Field and the Gund Arena and built the Waterfront Line, the first new rail line in 25 years, providing access to establishments in the Flats and Warehouse District, the North Coast Harbor and Tower City.

In 1991, the American Public Transit Association awarded RTA the prestigious Public Transportation System Outstanding Achievement Award. The award is bestowed annually on a North American transit system that demonstrates outstanding efficiency and effectiveness in service and operational innovation.

Since 1994, RTA's projects have directly tied into the revitalization of Greater Cleveland. Projects like the walkway to Gateway and the Bicentennial Waterfront Line are a few innovative ways RTA delivers quality service to Greater Clevelanders. To meet the needs of its customers tomorrow, RTA adopted its Long Range Plan in 1998. This plan outlines more than 40 projects designed to provide new transit bus service linking inner-ring neighborhoods with outlying suburbs and counties and improving suburb-to-suburb service. These projects will prepare RTA to meet the needs of its customers well into the next century.

RTA structured as a political subdivision

RTA is a political subdivision of the State, created under Chapter 306 of the Ohio Revised Code. All power and authority granted to RTA is vested in, and exercised by, its

Board of Trustees, which is charged with managing and conducting RTA's affairs. The Board also establishes overall RTA administrative policies, which are implemented by the General Manager. Four documents establish the parameters for the governance of RTA, as well as the powers, responsibilities and duties of RTA, its Board of Trustees, officers, management and employees.

Documents establishing RTA

- Chapter 306.30, Ohio Revised Code establishes the powers and structure of regional transit authorities in Ohio.
- RTA's by-laws establish procedures by which the RTA Board governs itself and conducts its business.
- Codification of the Policies and Procedures of the RTA Board, which includes all of the policies and rules adopted by the Board.
- Memorandum of Understanding/Articles of Incorporation between the City of Cleveland, Cuyahoga County, and suburban communities agreeing upon the incorporation of RTA.

http://www.gcrta.org//rtatransit_history.asp

The **CUYAHOGA COUNTY SOLID WASTE DISTRICT** includes all incorporated and unincorporated territory in Cuyahoga County and a very small portion of neighboring Geauga County. The District is governed by the Board of County Commissioners of the Solid Waste District (District). A staff of five is responsible for implementing the Cuyahoga County Solid Waste Management Plan.

The District was formed in 1988 following the passage of the Ohio Solid Waste Disposal Act, commonly referred to as Sub. Amend. H.B. 592. This law established, for the first time in Ohio, a system to plan for the proper disposal of the 14 million tons of solid waste generated in our state each year, while reducing our reliance on landfills through increased waste reduction and recycling activities.

Prior to 1988, there was no system in place to track the amount of residential, commercial, and industrial waste produced in Ohio or to plan for adequate recycling and disposal of this waste. H.B. 592 changed that by requiring the formation of local solid waste districts to plan for the waste management needs of their region.

<http://www.cuyahogaswd.org/primer.shtml>

The **FIRST SUBURBS CONSORTIUM and DEVELOPMENT COUNCIL (FSC)** of Northeast Ohio was created in 1996 by elected officials of older suburbs in response to the recognition that government policies and practices promote the development of new communities at the outer edges of metropolitan regions over the redevelopment and maintenance of mature suburbs. The FSC is a major government-led advocacy organization working to revitalize mature, developed communities and raise public and political awareness of the problems and inequities associated with urban sprawl and disinvestment. <http://www.firstsuburbs.org/neohio/index.htm>

CHAPTER FOUR- RECENT AND CURRENT REGIONAL COLLABORATIVE EFFORTS

1. Creation of Office of Government Service Coordination

Created in April 2005, the Board of Cuyahoga County Commissioners embarked on the formal establishment of the County's role in creating and facilitating cooperation and communication amongst local government entities to explore and develop efficiencies and cost savings in service delivery to the residents of Cuyahoga County.

The initiative is further tasked with engaging regional partners outside of Cuyahoga County to extend these beneficial partnerships for the good of Northeast Ohio in a variety of subject areas, including but not limited to:

- Economic Development
- Joint Purchasing
- Advocacy
- Public Safety and Homeland Security
- Infrastructure, Land Use, Environment and Planning
- County Services delivered to local communities
- Facilitating partnerships between local units of government

2. Blue Ribbon Taskforce on Economic Development

Created by resolution by the Board of Cuyahoga County Commissioners in May 2004, the taskforce is a joint body including the leadership of the City of Cleveland and the Cuyahoga Mayor's and City Managers Association, along with leaders from the business, civic, philanthropic and higher education sectors.

The taskforce has made recommendations to Cuyahoga County regarding investments in economic development (a total of \$9 million in additional general funds have been appropriated over the past two years), adoption of a community-wide model for cooperation and the creation of a community plan of action for economic development has been called for. The taskforce meets monthly and the next six months will be working with Cleveland State University's Levin College of Urban Affairs and Case Western Reserve University's Regional Economic Initiative (REI) office to develop and implement the plan.

3. Regional Cooperation Summits

The Regional Cooperation Summits are a series of meetings designed to explore ways in which Northeast Ohio governmental agencies can cooperate in areas including, but not limited to: joint purchasing, regional advocacy at the state and federal levels, workforce, economic and community development and land-use planning.

The first Regional Cooperation Summit was convened in July 2002, at NASA-Glenn Research Center. At the first summit, agreement was reached that the success of each of our communities depends upon the collective success of all of our communities as a region. We further agreed that Northeast Ohio is at a crossroads and that we must act collaboratively and with a sense of urgency in order to maximize job creation and retention efforts in our region. It was also agreed that the summit was not to be a one-time event but, rather, would be a part of an ongoing effort to create a more vibrant economy in Northeast Ohio. Finally, it was the consensus of the participants that a formal structure should be explored as a vehicle to discuss, initiate and respond to regional economic development opportunities, e.g., joint lobbying of state and federal governments and serving as a public sector liaison to Team NEO, a similarly directed private sector initiative, and to our institutions of higher education.

The Regional Cooperation Summit II, held in Lorain County in October of 2003, designated a taskforce, made up of representative members of the participating counties, to outline a course of action to be discussed at the next Summit. The charge of the taskforce was two-fold: (1) Plan the third summit; and (2) Determine options for regional cooperation for economic development, procurement, lobbying and other possibilities for regional service delivery.

As a result, the need for information and research was determined by the taskforce. The Public Service Institute at Lorain Community College and the Levin College of Urban Affairs at Cleveland State University both expressed interest in providing research and support for this initiative. Thus, a joint research team was assembled to work on providing details of a regional cooperative, costs and impacts.

The Regional Cooperation Summit III, held in Medina County in July of 2004 was focused on regional cooperative advocacy for Northeast Ohio. A brief outline of the research project was given and it was agreed upon that the results would be discussed at the next summit. In the meantime, the taskforce would shift gears to begin planning Regional Cooperation Summit IV and to work with the newly formed Northeast Ohio League of Leadership and Advocacy (NOLLA) to organize for the upcoming state and federal budget cycles.

Invited to the Regional Summit IV are county commissioners from Ashtabula, Cuyahoga, Geauga, Lake, Lorain, Medina, Portage, Stark, Summit and Wayne counties and their economic development directors. Also asked to attend have been mayors and council presidents from these counties, state and federal legislative officials, presidents of the major institutions of higher education, heads of chambers of commerce and community foundations and other regional economic development leaders.

Regional Summit IV, to be hosted in Lake or Geauga County in Winter 2006, will focus on the research of organizational infrastructures that other metropolitan areas have employed to foster regional cooperation and enhance their communities. The program will also include a facilitated discussion on the kind of collaborations which governments and organizations in our region might find both useful and feasible. Our goals, by

meeting's end, will be to provide direction as to what models deserve further consideration for replication or adaptation in Northeast Ohio and to constitute a task force, consisting of a member from each participating county, to develop a workable plan for establishing a more formal regional cooperative. That plan will be the topic of consideration and ratification at the fifth summit to be held in Lake County at a future date.

4. Creation of Northeast Ohio League for Leadership and Advocacy (NOLLA)

Adopted at the Regional Cooperation Summit III held in Medina County in July 2004, NOLLA is a voluntary organization comprised of elected officials from township, municipal and county governments that prioritize issues, devise strategic actions and methods for meaningful impact and influence on elected officials of the state and federal government. NOLLA could also become a future vehicle for greater regional cooperation in other issue areas.

Formal members as of September 14, 2005, include:

- Cuyahoga County
- Lorain County
- Medina County
- City of Brunswick (Medina County)
- City of Medina (Medina County)
- City of Wickliffe (Lake County)
- Village of East Sparta (Stark County)
- Village of Jefferson (Ashtabula County)
- Village of Walton Hills (Cuyahoga County)

5. Collaborations with the City of Cleveland

A number of joint efforts have been proceeding between the City of Cleveland and Cuyahoga County. They include:

Office of Homeless Services- shared responsibilities for the homeless population, shelters and strategies for service delivery and affordable housing.

Workforce Investment Board- merger of the Cleveland and Cuyahoga County WIB's is in the final stages.

Geographic Information Systems- a joint project between the Cuyahoga County Commissioners, Engineer and Auditor, the City of Cleveland and the Northeast Ohio Regional Sewer District to provide a seamless, countywide mapping system with various applications.

One Cleveland- partnership between City of Cleveland, Cuyahoga County, Case Western Reserve University and the non-profit One Cleveland, creates a digital

infrastructure that would grow to include secure governmental access to dark-fiber to increase bandwidth capacity for local government throughout Cuyahoga County and may eventually be a part of the State of Ohio network.

6. Collaborations with the Suburban Communities of Cuyahoga County

A number of joint cooperative efforts are proceeding between Cuyahoga County and the suburban communities of the county. They include:

Working groups of elected leaders working on state and federal budget issues both in 2004-05 and current 2006-07 biennial budget cycles.

Along with the City of Cleveland and the Mayor's and City Managers Association, created the Cleveland-Cuyahoga Convention Facilities Authority to devise a rationale, site and financing plan to build a new convention center.

7. County Elected Official and BOCC Departmental Collaborations

In addition to the above "special" collaborations with the City of Cleveland and the suburban communities, county elected officials and government departments interact with community partners as a course of business. In essence, the county is a regional organization, with the entire county's interests central to its continuing mission. A catalog of such collaborative interactions is attached in Appendix A and B.

OTHERS

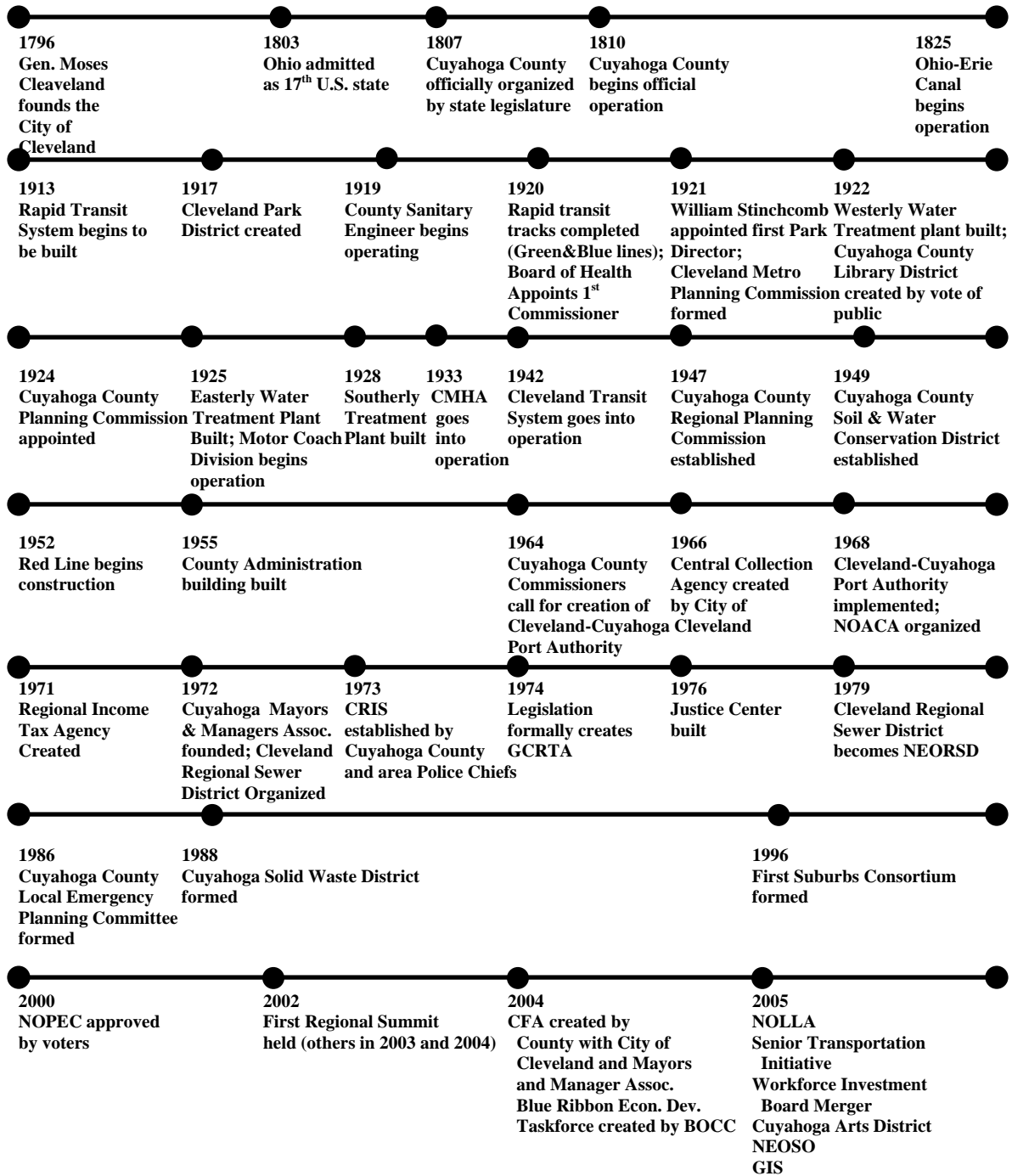
The **NORTHEAST OHIO PUBLIC ENERGY COUNCIL**, or (NOPEC), is made up of 112 member communities, large and small, spread across eight Northeast Ohio counties. Voters in each of these communities approved the formation of NOPEC in November 2000, by passing ordinances that authorized their local government to aggregate all utility customers within the community.

The individual utility customers NOPEC represents enjoy the advantages of bulk buying power, professional expertise, and consumer advocacy on their behalf. With more than 600,000 potential customers, NOPEC is the largest public aggregation in the United States. <http://www.nopecinfo.org/>

CUYAHOGA COUNTY ARTS AND CULTURE DISTRICT

Created on June 16, 2005, the District was formed by the Board of Commissioners to provide a mechanism for funding for the arts and cultural institutions of Cuyahoga County, per state law.

TIMELINE



CHAPTER FIVE- FUTURE PLANS

1. Consolidation of Administrative Functions and Offices of County Government

The Cuyahoga County Commissioners are now undertaking the final stages of a plan to build a new administration center to consolidate the administrative offices of county government, maximize cost efficiencies and divest of unneeded real estate holdings.

2. Consolidation of Youth Development Services

The Cuyahoga County Commissioners are now reviewing options to consolidate youth development services with providers within county limits, closing the Hudson Youth Development Center and transferring those youths to providers within Cuyahoga County, distribute Hudson staff to private providers and sell the Hudson property.

3. Analysis and Study of Collaboration and Consolidation

Cuyahoga County will formally apply to major area foundations to do a collaboration feasibility study with local governmental partners and for on-going research of organizational infrastructures that other metropolitan areas have employed to foster regional cooperation and enhance their communities (see Regional Cooperation Summits). Tentatively to be conducted in 2006.

4. The NORTHEAST OHIO SOURCING OFFICE (NEOSO)

Conducted a pilot project with the First Suburbs Consortium. Expanding membership to a formal council of governments to explore joint purchasing opportunities and other service efficiencies. Cuyahoga County became a member in September 2005.

5. Cuyahoga County Senior Transportation Initiative

Cuyahoga County Planning Commission working with suburban communities, RTA and the Western Reserve Area Office on Aging to create a cost effective senior transportation organization to lower community costs for providing dispatching and mobility to area seniors.

6. Interoperability and Homeland Security

Cuyahoga County's Department of Justice Affairs is coordinating local governments for interoperability communications, to upgrade towers and equipment over the next several years as directed by the Office of Homeland Security. This is a major undertaking, likely to cost upwards of \$50 million.

CHAPTER SIX- CONCLUSION

Cuyahoga County has a long history of collaboration among local governments. Many such efforts are groundbreaking and have become national models. Further and more recently, the Board of Cuyahoga County Commissioners has taken innovative steps to deal with many challenges as partners with its' resident communities in a collaborative way.

While there is much work still to be done, several current initiatives hold the promise of not only cost savings and efficiency, but a closer and more trusting relationship with the wide variety of local governmental partners.

While county government of Cuyahoga has established a number of collaborative efforts in recent years, the local communities have also forged growing collective partnerships and a remarkable willingness to come together.

Several local governmental units are combining efforts to build joint recreation facilities, share current assets with neighboring communities and studying various initiatives for the future. Many communities have also had long-standing collaborations, especially in the area of public safety, which precede this recent spurt of regionalism. A sampling of such intra-community collaborations is attached.

In short, collaboration and "regionalism" are nothing new to Cuyahoga County and the 57 local municipalities and incorporated villages, 2 townships, 34 school districts and 10 special purpose government districts. In fact, many have operated for decades. Despite this storied history, Cuyahoga County and the multitude of local government partners within its borders have continued to strive for greater efficiencies and have become innovators of multi-jurisdictional cooperation.

APPENDIX A-
COUNTY ELECTED OFFICIALS
COLLABORATIVE INITIATIVES

Cuyahoga County Government Regional Collaboration Report

ELECTED OFFICIALS

County Auditor Frank Russo

Countywide Geographic Information Systems Project

Working in conjunction with the County Engineer, City of Cleveland Water Department and Regional Sewer District on Countywide Geographic Information System (GIS) Project.

Foreclosures

Working in conjunction with County Clerk of Courts, County Court of Common Pleas, County Commissioners, County Recorder, County Prosecutor, County Sheriff, County Treasurer and suburban mayors on foreclosure process and sales. A serious effort being launched by County agencies, municipal governments and community groups to deal more successfully with a rising tide of foreclosures. This tide of foreclosures is part of a larger pattern of changes in the financial marketplace and in urban neighborhoods, changes that threaten neighborhood stability with houses vacant for longer periods and that result in more people losing their homes.

County Clerk of Courts Gerald Fuerst

Foreclosures

Working in conjunction with County Clerk of Courts, County Court of Common Pleas, County Commissioners, County Recorder, County Prosecutor, County Sheriff, County Treasurer and suburban mayors on foreclosure process and sales. A serious effort being launched by County agencies, municipal governments and community groups to deal more successfully with a rising tide of foreclosures. This tide of foreclosures is part of a larger pattern of changes in the financial marketplace and in urban neighborhoods, changes that threaten neighborhood stability with houses vacant for longer periods and that result in more people losing their homes.

County Coroner Elizabeth Balraj, M.D.

General

Works in conjunction with local law enforcement throughout the county to provide proper evidence collection for criminal investigations. Also provides counseling services for victims in cooperation with County Prosecutor.

Works in conjunction with County Emergency Services and city agencies on counter and anti-terrorism committee.

Collaborates with State of Ohio, Department of Health in reporting infant deaths to SIDS Network of Ohio, Ohio Cancer Incidence Surveillance System and Communicable Disease Control, with the Ohio Attorney General on Crime Victims Services, with

County Engineer Robert Klaiber, Jr.

General

Under the auspices of the Board of County Commissioners, the Engineer's Office is responsible for the maintenance and reconstruction of 220 bridges and assisting municipalities with the improvement of 794 miles of County roadway. It also maintains 22 miles of roadway in the County's two Townships.

Major bridges under the County Engineer's jurisdiction, in the City of Cleveland, are the Veterans Memorial; Harvard Denison; Hope Memorial; Brooklyn-Brighton; and Burton Memorial (Main Avenue), Ohio's longest bridge. In suburban communities, County bridges include Detroit Road in Lakewood and Rocky River; Northfield Road in Bedford; Lorain Road in Fairview Park and Cleveland; Brookpark Road in Fairview Park; Hilliard Road in Lakewood and Rocky River; Rockside Road in Maple Heights; Clifton-West Lake in Lakewood and Rocky River; and Broadway Whitehouse Crossing in Garfield Heights.

The County Engineer's Office provides a variety of engineering, construction and land record keeping services. They include preparation of road and bridge construction plans; bridge inspections; project planning; environmental research; funding appropriation; construction management; road and bridge maintenance; traffic studies; vehicular counts; geodetic surveys; tax map revisions; Geographic Information Service (GIS) management; government and public relations; and publication of the official County Map.

Countywide Geographic Information Systems Project

Working in conjunction with the County Auditor, City of Cleveland Water Department and Regional Sewer District on Countywide Geographic Information System (GIS) Project.

Capital Improvement Program

Working in cooperation with the Ohio Department of Transportation and the Northeast Ohio Areawide Coordinating Agency, the County Engineer's Office, under the direction of Robert C. Klaiber Jr., P.E., manages a Capital Improvement Program (CIP) used for the planning of future road and bridge improvements.

Most of the County Engineer's operations are financed in part by the Ohio Vehicle Registration Fee, County Permissive Motor Vehicle License Tax, State Gasoline Tax and available Federal Highway and Bridge Funding. We also work closely with local cities and villages to cover the costs of roadway improvements.

County Prosecutor William Mason
Smart Justice Initiative

SJI takes Assistant Prosecuting Attorneys (APAs) out of their downtown offices and places them into neighborhoods where - in partnership with citizens, police, city prosecutors and community leaders - they combine old-fashioned teamwork, modern crime-tracking technology and a pro-active approach to deter crime, delinquency and truancy, improve neighborhood safety, and better each resident's quality of life.

The combination of old-fashioned teamwork, modern crime-tracking technology and a pro-active approach... all in a community-based format. Smart Justice teams residents and police -the people in the neighborhood every day - with prosecutors to attack both misdemeanor and felony crime.

Smart Justice opens an office in each area it serves, and the SJI prosecutors keep regular hours there each week. The SJI Team builds relationships and trust with concerned residents and then strategically prosecute these offenses, and residents and community leaders appear in court to tell judges and probation officers how these crimes affect their community.

Traditionally, police and prosecutors have performed their jobs “reactively”: that is, *reacting to crimes that have already been committed*. SJI uses modern crime-tracking technology—including crime mapping software—to identify “hot” crime areas and target resources (e.g. more police, streetlights, etc.) *to deter future criminal activity*.

Foreclosures

Working in conjunction with County Clerk of Courts, County Court of Common Pleas, County Commissioners, County Recorder, County Prosecutor, County Sheriff, County Treasurer and suburban mayors on foreclosure process and sales. A serious effort being launched by County agencies, municipal governments and community groups to deal more successfully with a rising tide of foreclosures. This tide of foreclosures is part of a larger pattern of changes in the financial marketplace and in urban neighborhoods, changes that threaten neighborhood stability with houses vacant for longer periods and that result in more people losing their homes.

County Recorder Patrick O'Malley
Foreclosures

Working in conjunction with County Clerk of Courts, County Court of Common Pleas, County Commissioners, County Recorder, County Prosecutor, County Sheriff, County Treasurer and suburban mayors on foreclosure process and sales. A serious effort being launched by County agencies, municipal governments and community groups to deal more successfully with a rising tide of foreclosures. This tide of foreclosures is part of a larger pattern of changes in the financial marketplace and in urban neighborhoods, changes that threaten neighborhood stability with houses vacant for longer periods and that result in more people losing their homes.

County Sherriff Gerald McFaul
Foreclosures

Working in conjunction with County Clerk of Courts, County Court of Common Pleas, County Commissioners, County Recorder, County Prosecutor, County Sheriff, County Treasurer and suburban mayors on foreclosure process and sales. A serious effort being launched by County agencies, municipal governments and community groups to deal more successfully with a rising tide of foreclosures. This tide of foreclosures is part of a larger pattern of changes in the financial marketplace and in urban neighborhoods, changes that threaten neighborhood stability with houses vacant for longer periods and that result in more people losing their homes.

The Cuyahoga County Corrections Center (CCCC)

The high-rise building, situated on one-half of a city block in downtown Cleveland at W. 3rd and Lakeside, consists of two independent structures united by a bridge on the Fourth Floor level. Between the two buildings, there are approximately one million square feet of space dedicated to the housing of maximum security prisoners, who are channeled into the CCCC from the City of Cleveland Municipal Court, as well as 13 other suburban courts and the Court of Common Pleas.

Detective Bureau

The Detective Bureau is the major investigative unit for the Sheriff's Office. High-profile crimes and major crimes including homicides and narcotic related crimes are investigated by this unit. The unit assists local police departments and state and federal law enforcement agencies in investigations. Local agencies have requested this unit to assist in solving a number of high-profile homicides.

County Treasurer Jim Rokakis
Housing Enhancement Loan Program (HELP)

This linked deposit loan program allows homeowners in eligible communities to borrow money to repair or remodel their homes or rental property at interest rates three percentage points below a bank's market interest rate for home improvements loans. These loans have few restrictions and are available through the local branches of six area banks.

HELP is a cooperative effort between the County Treasurer, the County Commissioners, 33 eligible communities, and the six participating banks to stem the tide of out migration and reduce urban sprawl. The program sets aside approximately 10% of the county's core investment portfolio which is used to reduce the interest rates on home improvement loans. HELP's goal is to encourage property owners to make improvements in existing housing stock. Reinvestment of this type helps communities retain and enhance their tax bases, thereby stabilizing local school districts which are heavily dependent on property taxes. Communities were deemed eligible for the program if the residential property appreciation rate was less than 2% per year adjusted for inflation (roughly the county median). As of 2/8/2005, the Treasurer's Office has made possible over 5295 loans totaling more than \$63.3 million. The number and amount of loans by community is listed below.

Eligible Communities

Bay Village	Euclid	Newburgh Heights
Bedford	Fairview Park	North Olmsted
Bedford Heights	Garfield Heights	North Randall
Berea	Glenwillow	Parma
Brooklyn	Highland Hills	Parma Heights
Brooklyn Heights	Lakewood	Seven Hills
Brook Park	Linndale	Shaker Heights
Cleveland	Lyndhurst	South Euclid
Cleveland Heights	Maple Heights	University Heights
Cuyahoga Heights	Mayfield Heights	Warrensville Heights
East Cleveland	Middleburg Heights	Woodmere

Program Highlights

- Provides home improvement loans at 3 percentage points below normal bank rates.
- Loans are to be paid back over a period of five years.
- Bank fees are capped at \$175.
- There is no limit on a borrower's income.
- Credit decisions are based on the bank's normal lending criteria.
- The borrower's property taxes must be current on all parcels he or she owns.
- Minimum loan amount is \$1500. Maximum loan amount is \$200,000.
- Single-family, two-family, and multi-family dwellings are eligible.
- Includes both owner-occupied and investment dwellings.
- Single and two-family dwellings must have a tax value of less than \$250,000.
- There is no tax value limit on multi-family dwellings.
- Loans may be used for alteration, repair, maintenance or improvement.
- Loans may also be used for code violation compliance and property upgrades.

Heritage Home Loan Program (HHLP)

Cuyahoga County Treasurer Jim Rokakis, in partnership with the County Commissioners, the Cleveland Restoration Society, KeyBank, and ten of Cuyahoga County's more distinctive communities, is sponsoring the Heritage Home Loan Program. HHLP allows homeowners in participating communities to borrow money to preserve and improve their historic homes at a fixed 3.5% interest rate for a period of up to ten years.

As well as financial assistance, homeowners get advice from historic preservation experts on how to maintain the unique character of their homes. These loans can also be used to make a home more livable and to beautify eligible properties. As of 2/8/2005 the Treasurer's office has made possible over 165 loans totaling over \$5.5 million.

Eligible Communities

- Bay Village
- Cleveland (Certain Areas Only*)
- East Cleveland
- Chagrin Falls
- Cleveland Heights
- Euclid

- | | |
|----------------------|----------------|
| • Independence | Lakewood |
| • Olmsted Falls | Pepper Pike |
| • Rocky River | Shaker Heights |
| • Solon | South Euclid |
| • University Heights | Westlake |

Program Highlights

- Home improvements loan interest rate is 3.5%.
- There is no limit on a borrower's income.
- Owner occupied and investment properties are eligible.
- Single to three family homes must have a market value less than \$500,000. Properties with a value of between \$500,000 and \$750,000 are eligible for exterior improvements only.
- Luxury items such as swimming pools, hot tubs, satellite dishes, and stables are not permitted. Appliances are not permitted.
- The minimum loan amount is \$3,000 and the maximum loan amount is \$150,000.
- Maximum term is ten years.
- KeyBank is the sole lender for HHLP and its lending criteria apply.
- Bank fees are capped at \$175.00.
- There is a Technical Assistance fee of 2% of the loan amount.
- The borrower must be current on all property tax payments.
- Properties must have been built before 1950 and meet the criteria of the National Register of Historic Places.
- Proceeds of the low interest loan must be used to pay for visible improvements on the exterior, or the exterior must already meet the highest standards of property maintenance.
- All exterior and interior improvements must comply with historic preservation standards and written specifications provided by the Preservation Resource Center of the Cleveland Restoration Society

Foreclosures

Working in conjunction with County Clerk of Courts, County Court of Common Pleas, County Commissioners, County Recorder, County Prosecutor, County Sheriff, County Treasurer and suburban mayors on foreclosure process and sales. A serious effort being launched by County agencies, municipal governments and community groups to deal more successfully with a rising tide of foreclosures. This tide of foreclosures is part of a larger pattern of changes in the financial marketplace and in urban neighborhoods, changes that threaten neighborhood stability with houses vacant for longer periods and that result in more people losing their homes.

APPENDIX B-

**CUYAHOG COUNTY BOARD OF
COMMISSIONERS**

**DEPARTMENTAL COLLABORATIVE
INITIATIVES**

Collaboration Report

Cuyahoga County Board of County Commissioners

Departmental Collaborations

Child Support Enforcement Agency

Operates cooperatively with a number of other county agencies (County Common Pleas Court, County Prosecutor, County Treasurer) in the administration of the Title IV-D child support enforcement services program. These include court hearings pertaining to child support matters, legal representation and child support collection.

Children and Family Services

No collaboration specifically with other local governments. Many with non-profit providers and other county agencies, working with Cuyahoga County Alcohol and Drug Addiction Services Board for treatment services, Department of Justice Affairs on Batterer Intervention programs and witness/victim programs, Cuyahoga County Prosecutor for legal services and the Cuyahoga Metropolitan Housing Authority for neighborhood site FC.

Central Services

Joint fuel purchase agreement with the Cuyahoga Metropolitan Housing Authority (CMHA)

FUTURE COLLABORATIONS

Negotiating a vehicle maintenance and fueling service agreement for 20 vehicles of the U.S. Marshal's office, Cleveland

Negotiating further joint fuel purchase agreements with Regional Transit Authority.

Development

The Brownfield Redevelopment Fund (BRF)

Designed to overcome environmental barriers to reuse and obtain full use of underutilized commercial/industrial properties within Cuyahoga County. The primary focus is directed toward "first-ring" suburban communities. Job creation and/or retention is an expected outcome of cleanup and redevelopment. Eligible applicants include Cuyahoga County municipal corporations, non-profit community development corporations, and private developers/businesses.

Cuyahoga County Brownfield Redevelopment Fund Community Assessment Initiative

Provides professional services to conduct "Phase I" and "Phase II" environmental site assessments on brownfields contaminated with hazardous substances and/or petroleum products in Cuyahoga County. The initiative was established through a cooperative agreement with the U.S. Environmental Protection Agency (EPA).

Cuyahoga County Enterprise Zone

A business enterprise located within a Cuyahoga County Enterprise Zone is eligible for negotiated tax incentives for new investment. Currently there are twenty-six (26) enterprise zones designated in Cuyahoga County municipalities which include: Bedford, Bedford Heights, Berea, Brook Park, Cuyahoga Heights, Euclid, Garfield Heights, Glenwillow, Highland Heights, Highland Hills, Maple Heights, Mayfield Heights, Newburgh Heights, North Olmsted, North Royalton, Oakwood, Olmsted Falls, Parma, Richmond Heights, Shaker Heights, Solon, South Euclid, Strongsville, Valley View, Walton Hills and Westlake.

Businesses must apply directly to the municipality in which is the site of the new investment. Local governments can grant exemptions of up to seventy five percent (75%) on eligible new investments. The term of these incentives can be for up to ten (10) years.

Competitive Municipal Grant Program

Up to \$150,000 is awarded to *communities which are members of the Cuyahoga Urban County* on a competitive basis in a one year period to undertake activities, which can range from infrastructure improvements to accessibility modifications. The Competitive Municipal Grant Program is administered by the Community and Economic Development Division, and is funded through Community Development Block Grant funds aimed at promoting innovative development activities among the communities comprising the Cuyahoga Urban County.

Exterior Maintenance Program

The Exterior Maintenance Program is a competitive grant program which enables municipalities to provide grants and/or loans to homeowners for exterior home improvements. Communities apply through the Housing Division for grants of up to \$50,000 each year. Communities design their own program to suit the needs of its eligible homeowners. Some communities operate revolving loan funds; others use the funds to pay for work as a grant. Homeowners must apply through their own municipal office. Exterior home improvements including repair/replacement of chimney, roof, gutters/downspouts, foundation, steps/porches, windows/doors, exterior painting, brick repainting, shingle/clapboard replacement and limited sidewalk/driveway/garage repairs are permitted. The Department will work with communities to tailor a program to their specific needs.

Fair Housing Program

The Board of County Commissioners is committed to open housing and equal housing opportunity for all citizens in Cuyahoga County. Local governments are encouraged to work cooperatively in affirmatively furthering fair housing throughout the County.

The County's Fair Housing Office takes the lead in developing and coordinating measures to affirmatively further fair housing in all programs and activities administered by the Department of Development. Communities participating in the County's Municipal Grant Program are strongly encouraged to promote local fair housing programs. The Fair Housing Office coordinates these activities and is responsible for assessing Federal and State fair housing laws and policies and their impact on participating communities. The Fair Housing Office works with the Office of Equal Opportunity to assist persons with disabilities, and communities in coordinating activities as it relates to the disabled.

Employment and Family Services **Workforce Investment Board**

Contract with the City of Cleveland to provide support services to the Workforce Investment Board.

Job Fairs

Department organizes job fairs in municipalities around the county, rotating communities every year.

Family and Children First Council **Service Coordination Mechanism**

Currently developing a coordinated plan for service delivery, which is also required by House Bill 66. This plan is due to the state in December 2005.

Justice Affairs

Justice Affairs runs the aforementioned CECOMS and CRIS systems and coordinates Local Emergency Planning, Response and Homeland Security.

FUTURE COLLABORATIONS **Communication Interoperability Plan**

Federal mandate require upgrades and changes to public safety communication systems. A countywide plan is being developed and implemented cooperatively with the Cuyahoga County Police and Fire Chiefs Associations.

Planning Commission

In the course of normal business, the Planning Commission prepares master plans for many communities throughout Cuyahoga County. The Planning Commission, as previously mentioned, is also a partner in coordinating the Senior Transportation Initiative and the Countywide Geographic Information System (GIS) project.

Cuyahoga Valley Initiative

The Cuyahoga Valley is the setting for one of the most significant examples of industrialization, urbanization, degradation, and preservation in America. Today, Northeast Ohio and other post-industrial regions are faced with questions of how to foster economic growth and attract new investment while creating a high quality of life for our citizens.

By working with partner municipalities, businesses and citizens, we can rebuild and enhance this Valley for ourselves and future generations, and enjoy the benefits of a working river, healthy valley, innovative business center, diverse community, and a destination for cultural and recreational experiences. Just as our economic and cultural foundations began here, so too can our region's renewal.

Greenspace Plan

The intent of the Greenspace Plan is to promote a broad comprehensive vision for greenspace protection and restoration within Cuyahoga County. The Plan is also intended to promote complementary development and establish a common agenda and direction for the varied efforts of the many necessary participants. Through planning, creating, and managing greenspaces, we can shape a future for Cuyahoga County as a place where:

- Natural places are an integral part of daily life;
- Natural processes are visible and instructional; and
- Waterfronts are cared for and accessible.

Working with greenspace professionals, community leaders, and residents, the CPC has developed a greenspace vision for Cuyahoga County that: builds off of the County's unique geography and natural history, emphasizes the environmental, community, and economic importance of greenspace, intends to inspire decision makers to make greenspace a priority in the community, promotes connecting neighborhoods in the county to greenspace and the county's natural resources, encourages the "regreening" of the more urban portions of the county to make them more desirable places to live.

Work Access & Transportation Program

In August 1996, the Personal Responsibility and Work Opportunity Reconciliation Act was signed into law by President William Jefferson Clinton.

In preparation for the task of assisting more than 27,000 families in Cuyahoga County to successfully make the transition from welfare to work, the Cuyahoga County Board of Commissioners adopted the *Cuyahoga County Transportation Plan for Welfare Reform* in September 1997.

In October 1997, the State of Ohio enacted House Bill 408 replacing the federal entitlement program Aid to Families with Dependent Children, with two new programs: Ohio Works First (OWF) and the Prevention, Retention and Contingency (PRC) Program.

House Bill 408 limited the length of time participants may receive OWF cash to thirty-six (36) months, and required adults receiving cash assistance to work or participate in work-related developmental activities for a minimum of thirty (30) hours (for a single parent) and thirty (30) to fifty-five (55) hours (for a couple) per week.

As the implementation of Welfare Reform began, transportation was identified as one of the most significant barriers for transitioning families moving from welfare to work.

In 1998 the plan was updated and the Transportation Working Group was formed to define and implement transportation improvement strategies. The members of the Transportation Working Group include: The Board of County Commissioners; The Cuyahoga County Planning Commission (CPC); Cuyahoga County Employment & Family Services; The Greater Cleveland Regional Transit Authority (GCRTA or RTA); The City of Cleveland; The Cuyahoga County Engineer's Office; The Federation for Community Planning; and The Northeast Ohio Areawide Coordinating Agency, (NOACA).

On June 25, 1999, the Board of County Commissioners (BOCC) partnered with the Greater Cleveland Regional Transit Authority (GCRTA) to increase services. Under the agreement RTA took over administration of the County/Goodwill Industries, Inc. Van Pool Program, now known as the Work Access & Transportation Program.

Procurement and Diversity

Joint Economic Disparity Study

Department collaborated with the City of Cleveland, the Cuyahoga-Cleveland Port Authority, Cuyahoga Community College, the Greater Cleveland Regional Transit Authority and Cleveland Municipal Schools to conduct a joint disparity study that seeks to encourage opportunities for Small Business Enterprises in County Procurement

Senior and Adult Services

General

Staffs the municipal offices of Cuyahoga County Aging Association

Funds some municipal aging programs through community-based Services Grants

Funded City of Cleveland Navigator Services- Grandparent program

Solid Waste District

The Household Hazardous Waste Round-Up allows county residents to dispose of oil-based paint, pesticides, and other household hazardous wastes.

The Computer Round-Up is a county-wide event for residents that is conducted at least once a year at the fairgrounds by the Cuyahoga County Solid Waste District.

The Phone Book Recycling Campaign allows individuals and businesses to recycle outdated phone books at twelve Cleveland Metroparks locations. Books can be dropped off seven days per week during regular park hours.

The Cuyahoga County Solid Waste District provides a free mercury disposal program for households at five drop-off locations.

The Scrap Tire Round-Up allows residents to drop off tires at a designated location. The disposal of scrap tires is a burden for cities in Cuyahoga County. Not only is it expensive, but there are no licensed tire disposal or tire recycling facilities in our county.

The Solid Waste District helps 49 cities keep their roadways and public areas clean with their Litter Collection Program, funding two full-time supervised litter collection crews provided by Court Community Service Inc. Court Community Service is a non-profit agency that arranges community service work for adult offenders referred by the Cuyahoga County Municipal and Common Pleas courts.

The Solid Waste District formed the Cuyahoga County Newspaper Marketing Cooperative to collectively market newspapers collected through community recycling programs. Eleven communities now participate in the cooperative and utilize local recycler, Cleveland Paper Stock to process the newspaper they collect.

This cooperative approach to marketing recyclables protects members from recycling charges when paper markets are weak and enables them to receive favorable pricing when markets are strong. Since the cooperative was formed in 1994, members have recycled over 44,000 tons of newspaper and earned \$1,123,587. Members now have the option of recycling magazines, cardboard, junk mail, office paper, and boxboard, along with their newspapers through the cooperative. This will expand local recycling opportunities for Cuyahoga County residents. has been expanded to include the recycling of mixed paper.

FUTURE COLLABORATIONS

Solid Waste Convenience Center- establish a free, full-time drop off center for hazardous and other problem materials.

Explore securing landfill disposal capacity- in conjunction with other solid waste districts.

Local Government Recycling Cooperative- use aggregate collection of recyclable materials to gain better market prices and generate revenue.

Local Government Waste Management Cooperative- use aggregate purchasing power of all Cuyahoga communities to reduce costs of waste disposal and collection.

Workforce Development

Workforce Investment Board Merger

As part of the merger, the County and the City will combine their Workforce Investment Boards, thereby creating a single board to streamline policies that govern how federally funded employment services are delivered to area job seekers and employers. Recognizing that the health of the area economy depends on the health of area employers, the Workforce Investment Board will provide oversight of the workforce system and the development of regional economic growth.