



# COUNTY SHERIFF

## CUYAHOGA COUNTY (CLEVELAND), OHIO

POPULATION 1,249,000

### ABOUT THE POSITION

Cuyahoga County Government is looking for a new Sheriff (*appointed*) with proven success building a multi-faceted Public Safety department within an urban environment and who is ready to lead the department into the next decade!

The County Executive is looking to create a culture of 'customer service' and 'efficient government' where residents and staff take great pride in the leadership of Cuyahoga County. He and Senior Management seek an experienced **Law Enforcement Executive** who can build a strong Customer-Service culture within the Sheriff's Department and among all departments. Developing & promoting *efficiency through change* will require a mastery of Financial, Personnel, Asset Management and exceptional interpersonal skills. Success will rely on effective working relationships with residents, neighborhoods & neighboring communities within and beyond Cuyahoga County.

### BACKGROUND

At the core of Cuyahoga County is a highly-diverse population of 1,200,000 residents who speak 117 different languages and contribute to our \$45 billion regional economy. Home to 29 universities and colleges. Minutes away from several professional sports venues and high-end retail outlets, 25-34 year-olds are relocating to Downtown Cleveland at a staggering pace. For metropolitan living, Cuyahoga County is the place to be!



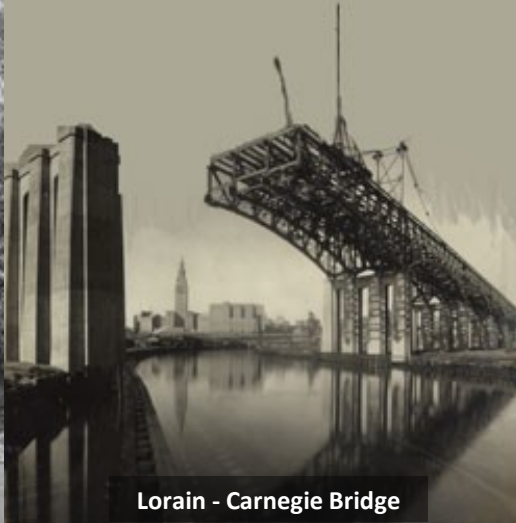
*Together We Thrive*

RESUME & LETTER OF INTEREST BY 20 OCTOBER

# HISTORY



Cleveland Christian Home



Lorain - Carnegie Bridge



Cleveland Tank & Bomber Plant

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. Residents took the county's name from the Iroquoian word "Cuyahoga" meaning "crooked river" and on January 16, 1810, the Ohio government established Cuyahoga County.

Cuyahoga County was originally part of the French Colony of Canada, ceded to Great Britain in 1763 became part of the Province of Quebec, and later Connecticut Western Reserve. Moses Cleaveland brought the (non-native) settlers to the area and established the City of Cleveland in 1796. With completion of the Ohio and Erie Canal and its location on Lake Erie, Cleveland prospered as a trade center, and the city also became a major industrial site in the late 1800s.

Although President Jefferson endorsed the United States Congress's decision to grant Ohio statehood on February 19, 1803, the State of Ohio celebrates statehood on March 1 because the Ohio General Assembly met on this date to ratify the constitution and approve statehood.

During World War II, Clevelanders men fought at Iwo Jima and in the skies as Tuskegee Airman, while local women worked in tank, bomber and munitions factories and hospitals supporting the war effort.

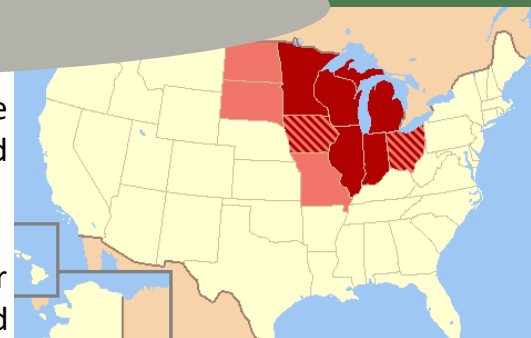
Ohio is often called "The Mother of Presidents" because eight U.S. Presidents were born here.

## Geography



Cuyahoga County is a livable, urban county at the crossroads of our nation's founding history and modern Urban development.

The County lies at the top of the State of Ohio, surrounded by Upper Midwest states of Michigan, Indiana, Kentucky, West Virginia and Pennsylvania. Consisting of more than 60 local governments (including the City of Cleveland) - the county covers 1,246 sq/mi.



Cities within a few hours' drive include:

- Columbus** (2 hrs)
- Pittsburgh** (2 hrs)
- Buffalo** (3 hrs)
- Charleston WV** (4 hrs)
- Detroit** (3 hrs)
- Washington DC** (5 hrs)
- Indianapolis** (6 hrs)
- Chicago** (6 hrs)
- New York City** (7 hrs)



# DEMOGRAPHICS

## TRANSPORT

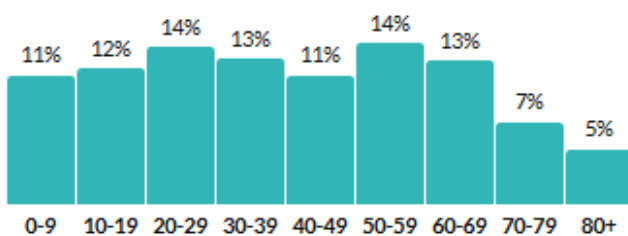
### Cleveland Hopkins Airport

(CLE) opened in 1925 as a hub for US Mail planes making coast-to-coast flights. Today it serves 9 million passengers per year w/ 9 air carriers including **Delta, Air Canada, American, Frontier, JetBlue, Southwest, United, Allegiant & Spirit**. Each provide direct access to 53 markets including Atlanta, Chicago, Dallas / Fort Worth, Salt Lake City, Denver, Minneapolis, Los Angeles, Seattle and Washington D.C. *Average commute is 23 minutes.*

## POPULATION

According to the 2010 US Census Bureau, 1,248,514 people call Cuyahoga County home. The County has a total area of 1,246 square miles (3,230km<sup>2</sup>), 457 sq/mi is land and 788 sq/mi (63%) is water. There are an estimated 571,457 households of 2.2 persons per household and 621,763 available housing units. Population density is 2,800 people per sq/mi.

Population by age range



## AGE DISTRIBUTION

23% of the county's population is 19 years of age or younger, 25% are over 60 years of age, 63% of the population is over 35 years and the Median age: 40.1 years. *Cleveland's population median age is 36 years. Note: 6.4% of the county's population are wartime veterans.*

## ETHNIC COMPOSITION

In 2010, of the 319,996 families living in Cuyahoga County, the racial makeup of the County is 64% white, 30% African American, and 5% Latino or Hispanic. Ancestries include German (16.3%), Irish (12.3%), Italian (9%) & Polish (8.6%). 7.2% of residents are foreign-born residents— largely from India, Mexico and China.



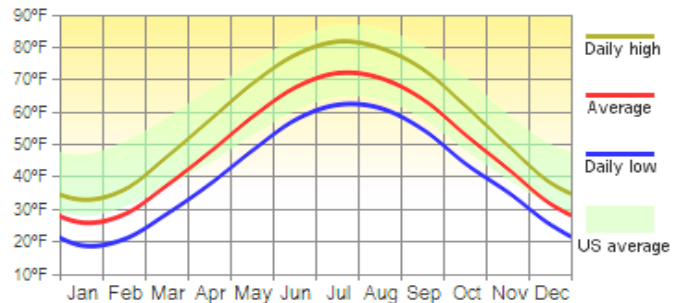
## COST OF LIVING

Cuyahoga County has some of the most affordable real estate in the State of Ohio. The **median price of a home in Cuyahoga County is \$131,600** – nearly ½ of the US median . Vacancy rates are decreasing— 7% in 2017; 11% in 2010.

## MEDIAN INCOME

In 2010, the median household income in the county was \$46,784, and average household income was \$26,263. 16% of the population lives below the poverty line. *Cleveland's median household income is \$29,000; poverty rate is 35%.*

Average Temperatures



## CLIMATE

Cuyahoga County gets **39" of rain per year** (above the US avg. of 38") and 149 days of precipitation. On average, Cuyahoga County experiences 163 sunny days annually, w/ mid-summer high temperatures around 83° and a mid-Winter low temperature of 21°. Avg. annual snowfall is 58 inches – the average US city is the 28 inches.

Cuyahoga County (Cleveland) also rests in the Great Lakes Region along the south coast of Lake Erie. Summers are generally warm, humid, and partly cloudy and the winters are very cold, windy, and mostly cloudy. The pollution index in Cleveland is high due to high use of heating oils and wood used during winter month, fossil fuels burned at factories and power plants, and automobiles.

# FORM of GOVERNMENT



Cuyahoga County Administration Building

In 2009 a ballot initiative, 66% of voters approved Issue #6 a Charter form of government replacing the 200-year-old 3-commissioner structure with a new government of 11 commissioners (one elected per district), an **elected Prosecutor and Executive**.

This Form of Government was designed to significantly improve the County's economic competitiveness with:

- (1) *focused, effective and accountable leadership;*
- (2) *job creation and economic growth, retaining jobs and ensuring essential health and human services;*
- (3) *collaborative leadership with Cleveland, suburbs and others within the public and private sectors;*
- (4) *an improved focus on equity for all citizens;*
- (5) *long-term regional and global competitiveness; and*
- (6) *taxpayer savings by streamlining and eliminating unnecessary elected offices.*

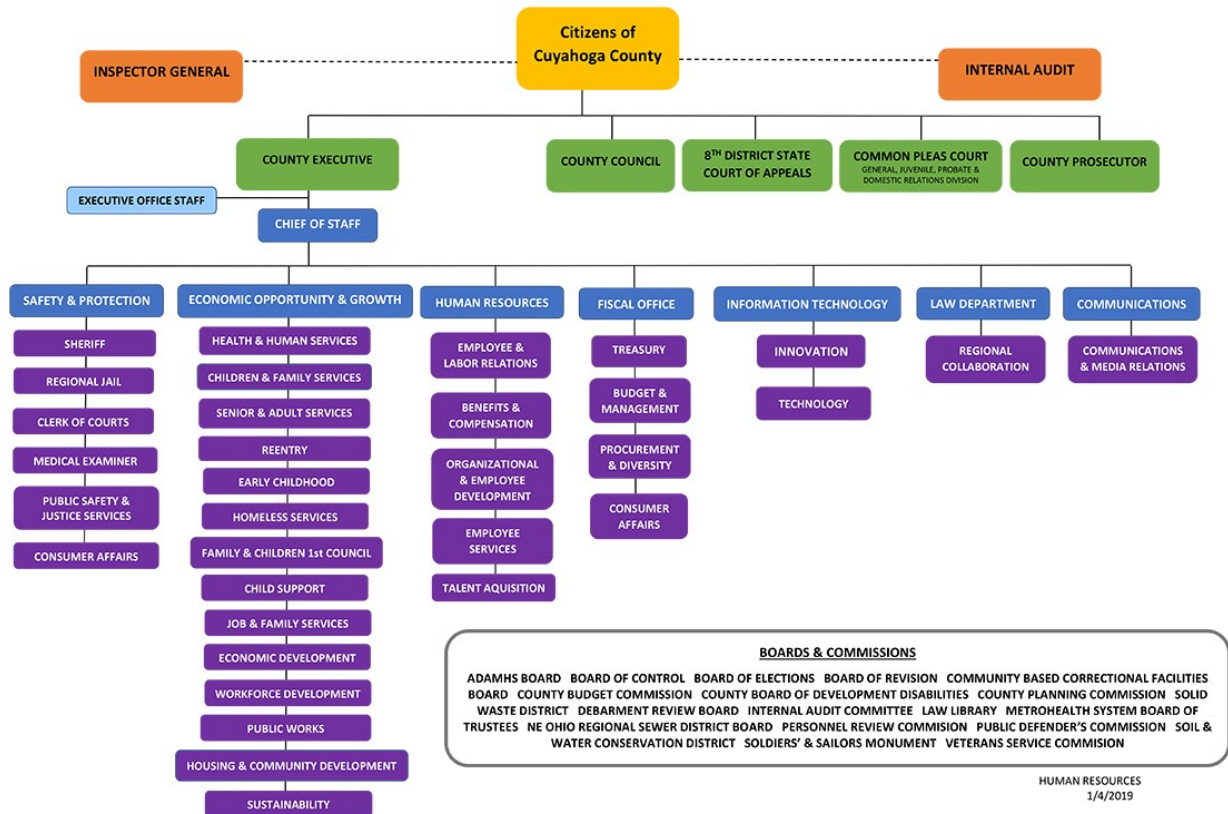
Councilmembers professional backgrounds include:

*State Representative, State Senator, Attorney, Funeral Director, Court Administrator, Retired Military, Child Advocate, Printing & Promotions, Real Estate & Magistrate.*

## ORGANIZATIONAL STRUCTURE

The (appointed) County Executive reports directly to the 11-member County Council and exercises all powers and duties delegated to him / her by ordinance and statute to create / enforce administrative procedures for the orderly administration of the County. The Charter states that the County Executive is responsible for management, appointment and removal of more than 7,700 full-time county personnel. He / she is also responsible for working with other local governments, introducing legislation to the county council, submits budgets and capital improvement plans to the council, among with other duties.

The County Executive has been with the County since January 2015 and is serving in his second 4-year term.



HUMAN RESOURCES  
1/4/2019



# COUNTY SERVICES

The County's 2019 Biennial General Fund Budget was \$432,000,000. Average Residential Property tax rate was 2.68% or \$2.68 per \$100 assessed valuation.

## **(Elected Positions)**

**8th District State Court of Appeals** is an intermediate level appellate court whose primary function is to hear appeals from the common pleas, municipal & county courts. 12 judges to 3 panels to review 9 or more cases per week.

**County Council** - Legislative, policy and taxing body of County government and co-equal with the Executive Branch. Council members may sit on or chair 10 internal committees and may also choose to sit on one or more boards and commissions.

**County Prosecutor** is a prosecuting attorney elected to represent the citizen of the County in both criminal and civil matters. Manages a staff of 350—including 210 assistant prosecuting attorneys and 120 support staff.

**Common Pleas Court** provides Dispute Resolution (*arbitration, mediation and business mediation services*), Magistrates (*foreclosures, title and property disputes, civil stalking and protection orders*) and Court Reporters.

**County Executive** manages all County departments.

### **(under the direction of the County Executive)**

**Human Resources** manages recruitment, compensation, employee relations and benefits of more than 4,500 employees, leave program, policy compliance safety training, worker's compensation, wellness, participation in the Ohio Public Employee Retirement System (OPERS).

**Fiscal Office** provides services including: Estate Taxes, General Accounting, Licenses, Real Estate Assessments, Deeds and Records, Budget Management, Treasury, Procurement and Consumer Affairs.

**Law Department** contains 63 staff providing legal support services to County departments in areas of Procurement, Real Estate, Contracting, Risk Management, Budget and Finance, Labor and Employment, Open meetings, Public Records, Environmental and Statutory issues.

**Information Technology & Research** responsible for policies, standards, information, research and technology solutions to ensure the privacy and information security for any and all Cuyahoga County agencies. Also provides network engineering and support on computer hardware and software, Wide-Area Networks, telephone systems, and law enforcement and justice systems .



Cuyahoga County Criminal Justice Building

**Economic Opportunity & Growth Development** planning, business attraction, retention, redevelopment

**Communications Department** is responsible for managing the County's brand as well as disseminating both internal and external messaging. The department creates and/or edits designs and content for all departments under the County Executive.

**Safety & Protection** (details below)

## SHERIFF'S DEPARTMENT

The Sheriff's position went through a charter change in 2009, and since 2011, the Sheriff is now a position *appointed* by the County Executive and is NOT elected.

The 2017 **Sheriff's Department Budget Expenditures was \$107,758,985 representing 30 %** of the County's overall 2017 Operating Budget. The Sheriff directly manages 5 divisions (*% of total budget*): *Jail (69.2%), Law Enforcement (18.5), Protective Services (10.8%), Sheriff Operations (5.7%), Regional Jail Operations (1.8%)* from 3 facilities.

The Sheriff's Department is a **FULL SERVICE** department - providing a wide range of services and requiring an incredible range of technical and operations experience including: *Corrections, Extraditions, Data Systems, Forensic Lab, SWAT, Public Building Security, Marine SAR, Electronic Monitoring, Court Security, Sex Offender Registry, Juvenile Protection, Protective Services, and Concealed Carry permit certifications.*

Four key divisions are detailed below.

- ◆ **Law Enforcement Division** consists of 183 persons who support 83 municipalities throughout the county and maintain agreements / relationships w/ state & federal agencies. **Bureaus/Units** include *Apprehension, Civil, Crime Stoppers, Court Security, Detectives, Electronic Monitoring, Impact, K-9, Protective Services, Records, Marine Patrol, SWAT and Warrants.*



Cuyahoga County Corrections Center

- ◆ **Corrections Division** provides management and care of over 26,000 inmates per year from 3 Jail locations - 2 which have a combined 1,000,000 square feet of space, and a pilot project facility in Bedford. Services including: *food preparation, medical, dental, pharmacy, social services, mental health, as well as corrections officers (guards), administration and support staff. 670 staff provide essential support services.*
- ◆ **Protective Services Division** provides safety & security for all staff, clients, and 30 County-owned properties. Includes deterrence, alarm response, court security, security screening, safety inspections, employee escorts, emergency response, HazMat, etc.
- ◆ **Fiscal Division** prepares & executes the Department's annual budget, manage procurement, implement internal controls, fiscal policies, forecasts & analysis.
- ◆ **Civil Division** assists the Common Pleas Court in the execution of court orders relating to land, deeds, property, delinquent taxes and other collections.



**Dispatch** 911 calls & text messages sent w/in Cuyahoga County (except the City of Cleveland) are routed through Cuyahoga Emergency Communications System (CECOMS).

## Budget & Finance

Department Expenditures	\$107,758,985
% County General Fund Budget	30%
Total Salaries	\$60,773,547
Total Fringe Benefits	\$25,241,284
Space Maintenance	\$10,187,597
Total Contractual Services	\$5,685,415

## Personnel & Resources

# Total FT Staff/ # FT Sworn	1,160 / 1,053
Staff / Uniformed / non-Uniformed	183 / 110 / 73
# Command Staff	8
# Health Care Staffing	80 (nurses, records, paramedics & admin)
# Sergeant Detectives / Detectives	3 / 28
# Vehicles	75
# K9 Teams	4
Corrections Center / Staff Officers	690 total employees (not including contractors, partners) (585 officers)

## Service Levels

Annual Bookings / FT Staff	27,465 / 19
Jail Annual Inmate Population (year)	26,000
Jail Inmates Total Men/Women (year)	14,314 / 2,263
Jail Average Daily Population (year)	2,263
Jail Daily Acute Mentally-ill Patients	80
Jail Annual Health Assessments (year)	11,500
Ext. Electronic Monitoring Alerts (year)	472,500
Warrants Processed	11,303
Total Registered Sex Offenders	3,958
Criminal Investigations	223
Concealed Carry Appointments / Renewals / New Permits	2,128 / 1,285 / 858

## Certifications

Handgun / Shotgun / Tactical Rifle	366 / 398 / 217
SWAT / S.A.V.E	18 / 149
Crisis Negotiators	2
Trauma Training	196
Drug Recognition Experts (DRE)	DNR
Use of Force Training	196
Marine / Dive Rescue Certified	27
Firearms Training	981

*Statistics from [Sheriff's Annual Report 2017](#)*



# OPPORTUNITIES & FUTURE CHALLENGES

After nearly 30 years of service to the Department, the Sheriff's recent departure (retirement) has created some opportunities and challenges for the new Sheriff, however a highly-dedicated management team awaits the new Sheriff. Expected opportunities & challenges are listed below:

**Council - Executive - Sheriff Relationship** - The County Executive and Council are dedicated public servants with a passion for good governance, transparency and quality service delivery. They are looking forward to working with a new Sheriff who brings open and honest communication, professionalism & innovation to the department.

**Accountability; Clear Chain of Command** - The County has a unique organizational structure where Public Safety, Legal and Justice must be clearly understood. Creating and maintain an effective organizational structure - one which clearly provides accountability and transparency is an urgent priority.

**High Performance / Improvement of Processes and Service Quality** - With a budget of \$90,000,000, the need to improve internal systems, tools, processes, policies, planning & procedures while improving services must be realized. Monthly & Annual Reports should be current and published to demonstrate the value that the Sheriff's Department provides to the community. Recent losses of life within the Jail is a principal concern and reform is expected.

**Recruitment, Retention of Diverse Workforce** - The Department competes with 100s of local & regional governments to attract and retain highly-dedicated staff. The Sheriff must be able to exhibit skilled leadership to recruit, select, train, and retain high-quality and experienced uniformed and non-uniformed law enforcement professionals who are diverse in age, gender and years of experience.

**Regional & Local Collaboration** - The new Sheriff must establish himself / herself to develop a collaborative and cohesive relationship w/ other local and state government agencies within the region and state agencies. Interaction with local residents (*neighborhood watch, community education, volunteers*) is expected in Cuyahoga County.



Citizens Academy

**Coaching & Mentoring** - A Sheriff who can effectively serve as an advisor, coach, mentor & strategist, who values the time, inputs, efforts & lives of staff and others will be welcomed in Cuyahoga County.

**Vision, Goals & Strategy** - The Sheriff's Management Team needs to develop and follow a strategic vision & plans for the department, it's operations and resources. This vision and plans should align with the goals and priorities of the County Executive and Council's to be effective.



K-9 Team



Explorers



# REGIONAL AMENITIES

Lake Erie Islands / Glacial Grooves Park State & Petroglyphs  
Sandusky - Cedar Point Amusement Park (*Worlds #1*)  
Holmes County - Amish & Mennonite Communities  
Dayton - Wright Brothers / Aviation Museum  
Port of Toledo / Museum of Art

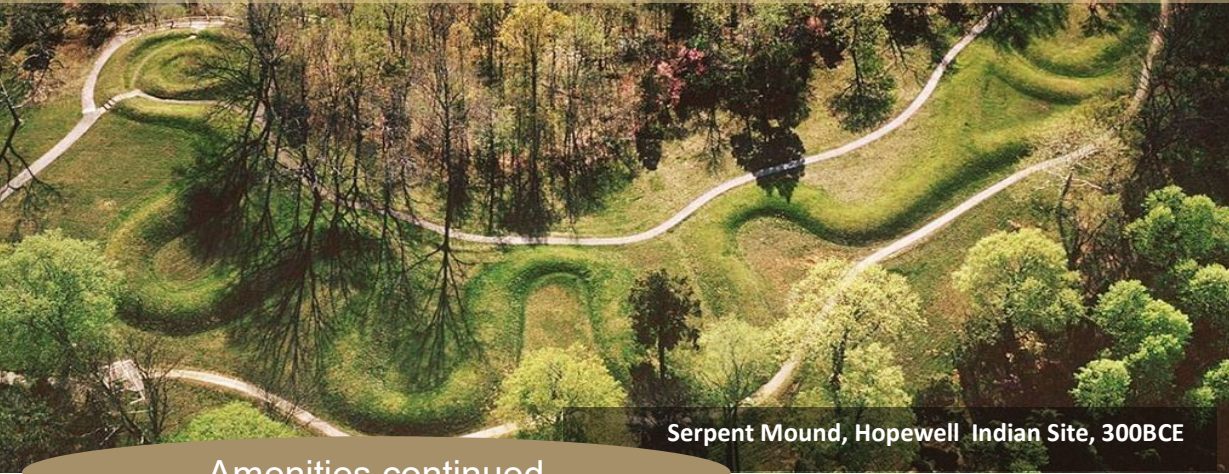
Canton - The Pro Football Hall of Fame  
Cleveland - The Rock & Roll Hall of Fame  
Hocking Valley Scenic Railway / Steam Train  
Cleveland - Historic Playhouse Square Playhouse  
Historic Kirtland—Mormon Village, Temple & Morley Farm



This is why 1,250,000 people call Cuyahoga County home.



# AMENITIES



Serpent Mound, Hopewell Indian Site, 300BCE



An Ohio Buckeye

## Amenities continued

Within minutes of leaving home, Cuyahoga County residents can attend the Symphony, enjoy dozens of Art Museums and Native American sites, and year-round festivals. Sports enthusiasts choose from three Professional Sports MLB, NFL, NBA franchises and more than 30 collegiate athletics programs.

Outdoors enthusiasts can hunt, fish, and ski (water and snow) within as little as 60 minutes by car.

Cuyahoga County / Cleveland honors its early heritage and celebrates its diversity for incredible quality of life for local residents. Cuyahoga County offers a total of 31 events per year including the *Cleveland International Film Festival*, *St. Patrick's Day Parade*, *Cleveland Asian Festival*, *Hessler Street Fair*, *Cleveland Marathon*, *Tremont Greek Fest*, *Rock-in' on the River*, *Cleveland Pride Parade & Festival*, *Irish Cultural Festival*, *Cuyahoga County Fair* and *In-genuityFest*.



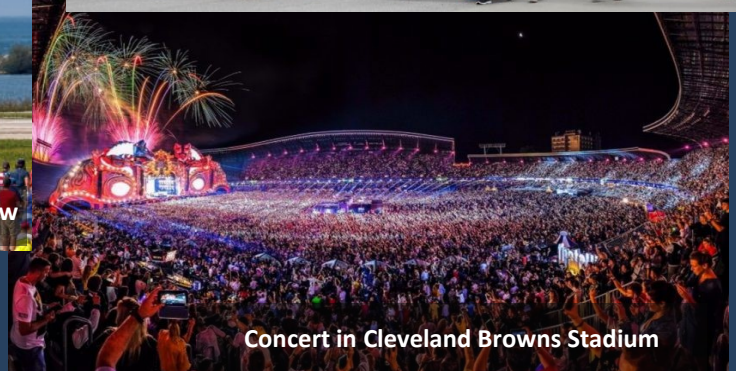
Festival of the Circle



Pride in the CLE



Cleveland National Air Show



Concert in Cleveland Browns Stadium

***Cuyahoga County...  
...something for everyone!***





# THE IDEAL CANDIDATE

A highly-effective Law Enforcement executive possessing and demonstrating both the technical & interpersonal skills to effectively and efficiently lead this highly visible and important department. The following education, skills and experience are desired:

## ACCOUNTABILITY & PERFORMANCE MEASUREMENT

The ability to delegate authority & responsibility to staff & hold them accountable for decisions and actions / inactions.

## EXCELLENT COMMUNICATION

An individual who can communicate effectively with Council, County Executive, Senior Management, Staff, the public and the media – in person and in writing. Ability to listen to and understand opposing viewpoints and the ability to articulate policy & vision in difficult situations.

## EFFECTIVE WORKING RELATIONSHIPS

The Department relies heavily on mutual-aid & interagency communication. The successful candidate’s proven ability to establish and maintain working relationships must be broad and effective to include contractors, developers, property owners, County staff and local residents as well as external public safety agencies.

## TECHNICALLY SKILLED, EDUCATED & EXPERIENCED

Highly educated and experienced in a variety of Law Enforcement services and Personnel Management.

## EXTENSIVE KNOWLEDGE

Knowledge of federal, state and local laws, codes and regulations regarding government administration & operations. Extensive knowledge of Law Enforcement, current and best practices, and Community Policing.

## TEAM BUILDER

A leader with a positive, infectious attitude and personnel manager willing to inspire and lead those around him/her.

The desired candidate will also be described as:

- » Ethical and of high integrity
- » Customer service-minded & team focused
- » Highly-effective in delegation, accountability
- » Transparent & innovative
- » Sets goals & develops effective operational plans

## EDUCATION & EXPERIENCE

- ◆ Minimum of five (5) years Law Enforcement or in Correctional Facilities Management.
- ◆ Bachelor’s Degree in any field OR an Associates Degree in Law Enforcement or Criminal Justice from a college / university authorized by the Ohio Board of Regents or comparable agency of another state where the college / university is located.
- ◆ Candidates with experience as a Police Chief, Deputy or Assistant Chief in a city or agency *is desirable*.
- ◆ Ten (10) years consecutive & progressively responsible management experience is *desirable*.

## CERTIFICATIONS & LICENSES

Certifications:

- ◆ Ohio OPATA / OPOTC certified and maintained .
- ◆ A valid Ohio driving license before start date.
- ◆ Clean Background Check of criminal, civil, financial, employment & education history (*pre-appointment*)

Obtain or already posses one or more of the following within 1 year or other time period established by Council:

- ◆ Jail Operations Certificate or comparable certification approved by the National Sheriffs Association;
- ◆ Certified Corrections Executive Certificate or comparable approved by the American Correctional Association;
- ◆ Certified Jail Officer Certificate or comparable approved by the American Jail Association; or
- ◆ A professional certification or degree related to the management and operation of a jail as may be approved by Council.





# CUYAHOGA COUNTY SHERIFF

## PAST SHERIFFS

Since 1810, 50 Sheriff's have served Cuyahoga County an average of 5 years - the longest serving 33 years and only 5 Sheriff's since 1977. Recent Sheriff retired after serving a total 30 years within the Department—4 as Sheriff, 2 as Deputy, 5 as Detective and 15 years in Narcotics, FBI Task Force and Sex offender Units. The **Interim Sheriff** has 25 years in the Department – 15 as Deputy Sheriff.

## RESIDENCY

By Statute, residency w/in the County for one (1) year prior to appointment required, however a one (1) year Interim appointment may be possible to gain residency.

## COMPENSATION

Salary Range: up to **\$125,000** (DOQ )

Benefits include:

- » *Medical*: Multiple plan options MetroHealth Medical System\* & Medical Mutual of Ohio (MML). *\*Employee receives 100% employee and family coverage with most plans!*
- » Multiple *Dental, Life, AD&D & Vision plans*
- » *Retirement: Ohio Public Safety Retirement System (OPRS)*
- » *Deferred Compensation (optional)*
- » *Generous Prescription Drugs*
- » *Personal and Sick Leave*
- » *Gym/Fitness Club discounts*
- » *Life Insurance: Term, Supplemental, Dependent and Universal Flex Spending*

Links: [Sheriff's Dep't. Annual Report \(2017\)](#)  
[2019 New Employee Handbook](#)  
[2019 New Hire Benefits Guide](#)

## CONFIDENTIALITY

Candidate applications may be kept confidential until selection of Finalists for interview is made.

## EQUAL OPPORTUNITY

*Cuyahoga County values diversity & equal opportunity in the workplace. Veterans, all genders, ethnicities and persons with disabilities who meet the minimum qualifications are encouraged to apply.*

## HOW TO APPLY

Resume and Letter of Interest by EMAIL only to:

[recruit121@municipalsolutions.org](mailto:recruit121@municipalsolutions.org)

Direct questions to the Recruiting Team at the email above or by calling (888) 545-7333.

## TIMELINE & SELECTION PROCESS

- Oct 20** - Deadline to Express interest
- Oct 2-30** - Candidates screened
- Oct 31** - Finalist interviews & selection
- Nov 1** - Conditional Offer & BG checks

*This recruitment actively managed by:*



[www.MunicipalSolutions.org](http://www.MunicipalSolutions.org)

Express Interest by October 20th