



SUMMIT COUNTY

UPWARD MOBILITY ACTION PLAN

Summit County, Ohio

<https://co.summitoh.net/countyexecutive>

(330) 643-2510

June 2022

CONTENTS

CONTENTS1

SUMMARY2

COLLABORATORS2

GOALS2

MOBILITY INSIGHTS.....2

KEY STRATEGIC ACTIONS2

VISION STATEMENT4

HOW WE GOT HERE.....4

SUMMARY OF UPWARD MOBILITY INSIGHTS8

STRATEGIC ACTIONS..... 16

SUSTAINABILITY STRATEGY 18

APPENDIX 01..... 39

SUMMARY

The Summit County Upward Mobility Project is an interagency initiative of the Summit County Executive's Office intended to boost mobility from poverty and ensure that prosperity is shared by all residents. Through this project, the County will use a racial equity lens to address inequities and disparities in economic and social outcomes. This work focuses on the priority areas of mental health and juvenile justice.

COLLABORATORS

Since joining the Upward Mobility cohort, the County Executive's staff has worked collaboratively with several community partners to learn more about current barriers to upward mobility and to develop the Mobility Action Plan. These partners include Juvenile Court, the ADM Board, several non-profits, county residents and others. The participation of these entities and individuals facilitated critical conversations about the challenges facing Summit County residents, especially those in poverty, and potential strategies that can be leveraged to boost upward mobility.

GOALS

- Continue reducing the number of youth who engage in certain activities, especially those related to gun violence, supporting youth through rehabilitation, and connecting families with existing resources to promote healthy family structures and stability.
- Reduce stigmas associated with mental illness, promote existing mental health services that address mental wellness, eliminate barriers to accessing services, and educate our citizens to promote supportive and safe communities.
- Increase the number of youth connected to mentors and professionals that offer personal development and or early exposure to career pathways.

MOBILITY INSIGHTS

The Urban Institute's Mobility Metrics identified a concern regarding Summit County's rate of juvenile arrests, measured as number of arrests per 100,000 juveniles. Compared to the other counties, Summit County's youth, especially Black youth, are arrested at a higher rate. There is also a need for increased access to and awareness of mental health services and resources; failure to address mental health needs will exacerbate the barriers that prevent residents from achieving upward mobility from poverty.

KEY STRATEGIC ACTIONS

01	Collaborate with stakeholders to increase awareness of existing services and assistance programs offered by local agencies and non-profits, with a focus on supporting families before a youth is engaged with the system.
02	Collaborate with community partners to explore and expand diversion tactics that prevent youth who interact with law enforcement officials from entering the justice system.

03	Align its community support with the City of Akron's Youth and Community Violence Prevention Taskforce's efforts to violence prevention programs in the community and reduce the number of youth involved in gun violence.
04	Collaborate with partners to explore the feasibility of a qualitative and quantitative data collection program to assess youth interaction with law enforcement.
05	Continue to prepare residents for conversations about mental health by partnering with employers to offer annual Mental Health First Aid and Question, Persuade, Refer Suicide Prevention trainings through a partnership with Love Akron and Greenleaf."
06	Assess existing mental health programming at Akron Public Schools' I Promise School and pilot a program in additional public schools to educate families about mental health to reduce the stigma.
07	Advocate for existing community organizations to adopt an intergenerational mental health program developed by the Age-Friendly Advisory Council to educate youth and families about mental health, reduce the stigma, and build relationships across ages.
08	Collaborate with existing agencies and organizations to reinvigorate the Change Direction initiative and break down barriers to mental health services.
09	Increase the number of youth connected to mentors and professionals that offer personal development and or early exposure to career pathways.

To begin implementation of this work, the County Executive's staff will begin convening relevant stakeholders to discuss each priority's goal and the associated strategic actions. These conversations will help create a roadmap for the future work. The internal team anticipates beginning work on at least one strategic action from each priority area in Summer 2022. To educate the public about the Upward Mobility work, the County Executive and her team will identify opportunities to engage with residents at the neighborhood level and incorporate messaging about Upward Mobility in relevant communication with internal and external partners, including other government officials.

The Upward Mobility Cohort

Everyone deserves the chance to improve their lives: to strengthen their economic well-being, to be valued and feel they belong, and to have power and autonomy.

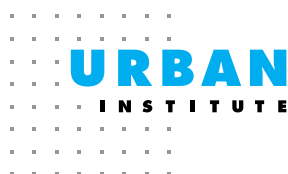
Thriving communities support opportunity, boost upward mobility and aim to narrow racial and ethnic inequities for children, youth, and adults. Local leaders increasingly have access to strategies and policy levers that can help achieve those goals.

This Mobility Action Plan describes goals, strategies, and target outcomes for boosting mobility from poverty for Summit County. These findings are the product of 18 months of research and engagement by Summit County with support from the nonprofit Urban Institute. Building on the insights of the US Partnership on Mobility from Poverty, namely that upward mobility is about more than just economic success but also belonging and autonomy, Urban and a working group of researchers developed a framework and set of mobility metrics representing a range of policy areas that influence mobility. Communities can use these metrics to understand local conditions and disparities, set priorities, and take policy action to boost upward mobility and reduce inequities.

To better understand how these mobility metrics can support communities, Urban selected eight counties from across the country to participate in the Upward Mobility Cohort. Summit County was a member of this initial cohort. Beginning in early 2021, each county sought to better understand the local conditions that enable or prevent mobility and equity in their communities and to develop priorities and strategies for action. As part of this process, counties have

- analyzed the mobility metrics and other local data to understand the areas of strength and concern for upward mobility and the people and communities who are most affected;
- partnered with local organizations and community members to examine the local histories and underlying factors that may perpetuate structural barriers affecting mobility and equity outcomes and ensure that the Mobility Action Plan reflects community priorities;
- identified the current and potential landscape of solutions by inventorying existing plans and programs within and beyond government to assess where there are gaps or opportunities for improvement; and
- engaged with peer counties to share best practices, address roadblocks, and facilitate continuous learning and improvement.

As each county implements and sustains its Mobility Action Plan, the Urban Institute will draw insights and lessons from the Upward Mobility Cohort to guide further improvements to the framework and mobility metric.



For more information on this work, visit <https://upward-mobility.urban.org>

VISION STATEMENT

Summit County is a place where every person can reach their full potential as individuals and community members through the demolition of barriers and promotion of resources and services needed to live a prosperous life.

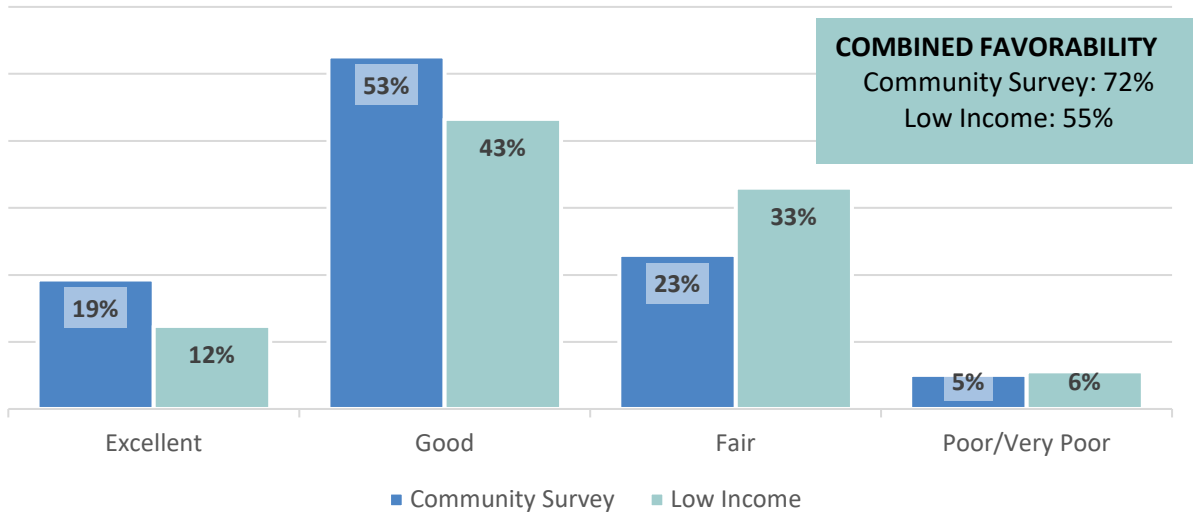
- All residents can access neighborhoods that are safe, affordable, diverse places to live and have access to a range of opportunities and amenities for educational, economic, and social advancement.
- All families can build stable, healthy, satisfying lives for themselves and their children with support from the community.
- All residents can participate fully in civic life, exercising their rights and responsibilities as voters, taxpayers, and residents to ensure their government and its agencies are both supportive of and accountable to the community.

HOW WE GOT HERE

Summit County, like communities across the country, continues to grapple with historic inequities in society. These inequities prevent residents, notably poorer residents and racial and ethnic minorities, from improving their socioeconomic status. Recognizing a unique opportunity to confront these inequities with the assistance of data experts, County Executive Ilene Shapiro applied to participate in the Urban Institute's Upward Mobility project.

Prior to joining the project, Summit County and its community partners had taken steps to collect data on indicators related to poverty, health, housing, education, criminal justice, addiction, mental health, transportation, internet access and more. While the County was utilizing this data in decision making, there was no formal integration of this data into the County's operations and no strategy for using data to advance social and economic justice. The Upward Mobility framework and metrics provided by the Urban Institute illustrate how these data can be leveraged to form a roadmap for improving the lives of residents. Rather than placing these data in silos, Summit County examined these data as interconnected indicators that were used to organize a plan for upward mobility.

Summit County as a Place to Live



County Commitment

The County Executive convened a core group of internal staff to broadly oversee the project and communicate with the community. These staff members were responsible for the day-to-day execution of the project. To support the more technical aspects of the project like data collection and community engagement, the County contracted with Synergy, a local marketing, strategy, and research firm with significant experience in the project topic areas and The Center for Marketing & Opinion Research (CMOR), a local public opinion research firm known for its expertise in community data collection.

The Influence of COVID-19

The COVID-19 pandemic presented challenges to the convening of the Upward Mobility Coalition, the collaborative development of the Mobility Action Plan and the ability to convene community events. The project, with few exceptions, was conducted virtually to ensure health and safety of the project participants.

Partnerships

Community engagement was a core component of the County's Upward Mobility work and will continue to be prioritized as the County and its partners implement the Mobility Action Plan.

Upon acceptance into the project, Summit County mobilized the many community partners it already engaged with to begin discussing the strengths and challenges currently present in the community. These macro-level discussions led Summit County to create a smaller working group that focused on potential priority areas. Following conversations guided by the Mobility Metrics and local data, and several focus groups with relevant stakeholders, the County's staff identified mental health and juvenile justice as its priority areas.

With priority areas identified, Summit County recruited members to serve on the Upward Mobility. The County sought to balance professionals working in each priority area with residents who have

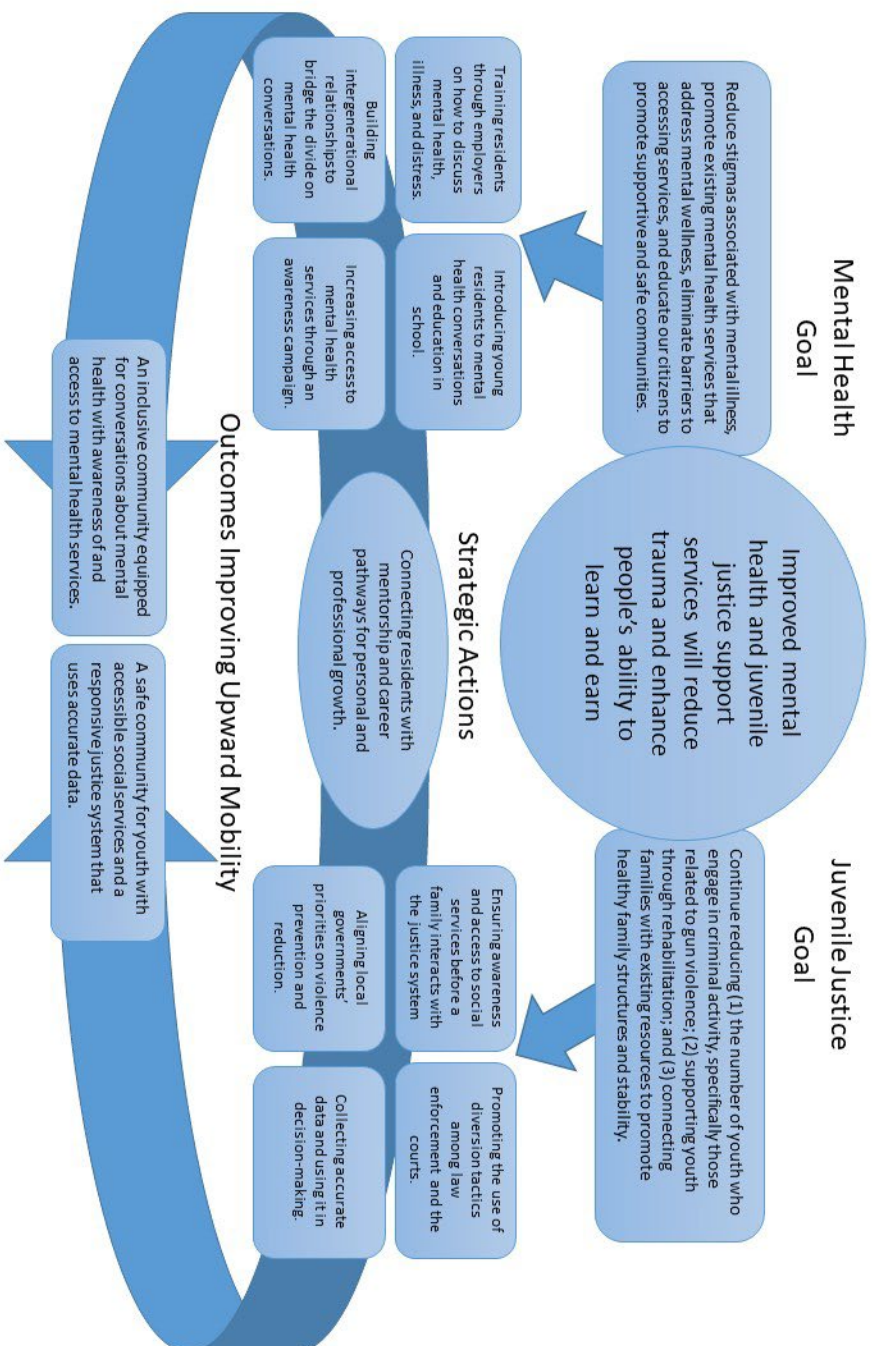
lived experience related to each priority area. The following organizations were represented on the Mobility Coalition:

-
- Open M
 - 100 Black Men
 - South Street Ministries
 - Warriors Journey Home
 - Akron Youth Alliance
 - Love Akron
 - Greater Akron Chamber (GAC)
 - Akron Public Schools (APS)
 - Akron Police Department (APD)
 - Summit County National Alliance on Mental Illness (NAMI)
 - Summit County Community Partnership
 - Summit County Executive's Office
 - Summit County Alcohol, Drug, and Mental Health (ADM) Board
 - Summit County Juvenile Court
 - The Urban Minority Alcoholism Drug Abuse Outreach Program
-

Summit County hosted five monthly meetings with the coalition members. The meetings were used to set goals, create shared definitions, co-create strategic actions, ensure sustainability, and build a communication plan. In addition to extensive discussions with the coalition members, Summit County collaborated with CMOR to conduct two community surveys. The first focused on mental health, juvenile justice, belongingness, and social capital among residents. The second assessed the community's perceptions towards the proposed strategic actions. Additionally, Synergy facilitated focus groups with youth and families engaged with Juvenile Court to ensure the voices of youth were included in the assessment and development of the Mobility Action Plan.

Theory of Change

By providing programs on mental wellness, violence prevention, and mentorship, Summit County can improve the upward mobility of residents in the short- and long-term. Fostering good mental health can aid residents in gaining education or employment and maintaining relationships with family and friends. By promoting Mental Health First Aid training for employees, programming for younger and older residents alike, and facilitating connections between mental health organizations, Summit County can provide robust support for mental healthcare. Summit County also seeks to prevent violence and provide safe neighborhoods for residents, yet another crucial component to fostering wellness, specifically through stronger families. Lastly, by offering mentorship and career pathways programming, Summit County can continue to empower younger residents by connecting them with older residents. Ultimately, these actions aim toward building autonomy and trust in the community, and by working together with local organizations to create and implement the Mobility Action Plan, the process will reflect the intended outcome: empowerment.



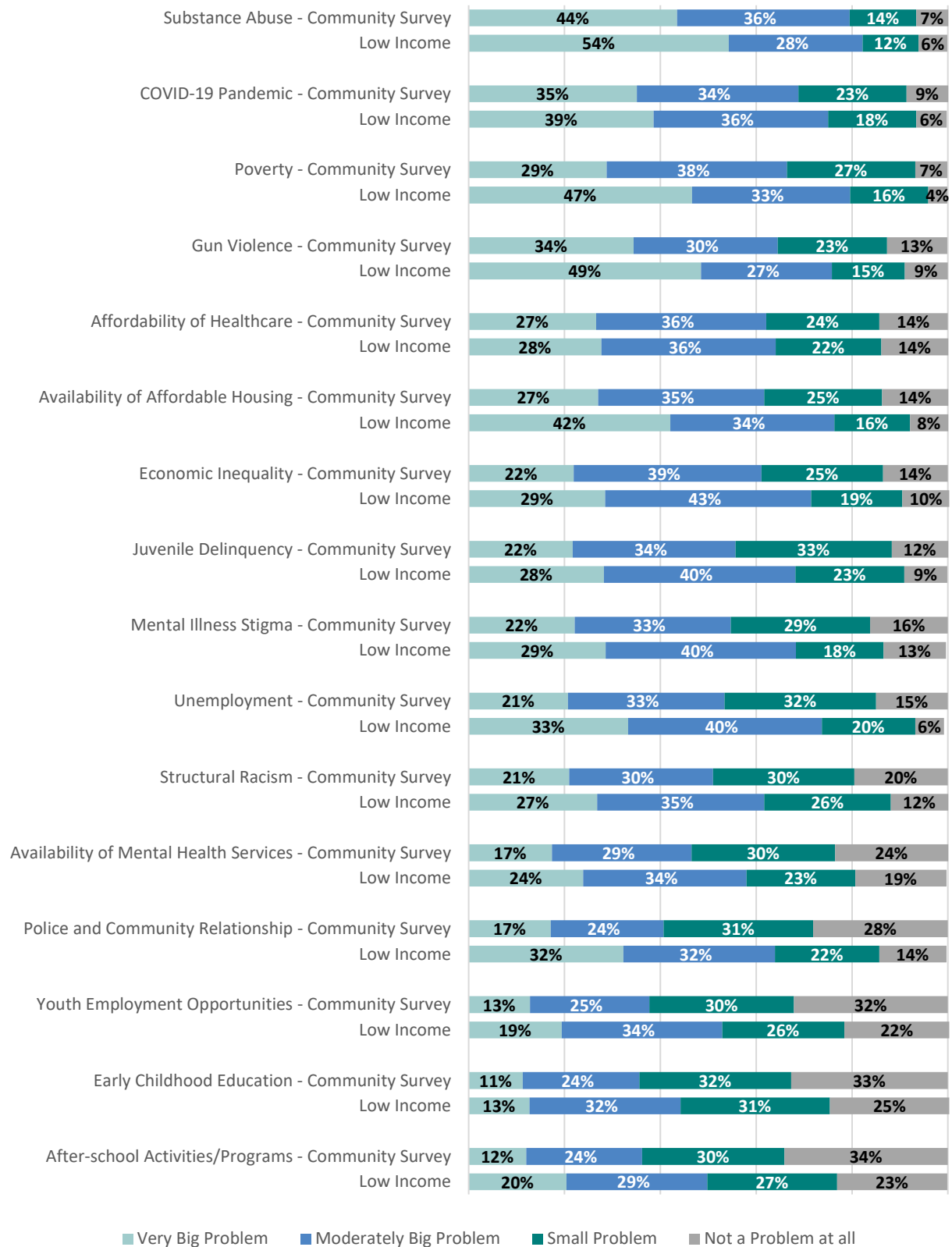
SUMMARY OF UPWARD MOBILITY INSIGHTS

The Process

Exploring Issues in Summit County

Summit County was provided metrics by the Urban Institute that addressed poverty, crime, and race that pointed to intersections between data points. These intersections jumpstarted the conversation about how to identify and address problem areas. The core team at Summit County assessed current efforts to address inequities by convening local leaders and organizations as well as researching their strategic plans. In doing so, Summit County looked to find gaps in coverage and avoid the duplication of ongoing efforts to improve the lives of residents.

Summit County Problem



Data

Quantitative Data

Summit County collected two forms of quantitative data to inform the priority and goal setting with the Coalition: the Upward Mobility metrics and the Center for Marketing and Opinion Research (CMOR) survey. The metrics laid the groundwork for priority-setting, coalition-building, and creating the survey, while the survey would later serve to inform the execution of the plan. After reviewing the metrics and current efforts in Summit County to address economic and social inequities, the County selected juvenile justice and mental health as priority areas and moved on to building the survey.

Summit County then worked with the CMOR to administer the survey and collect data with the goal of understanding how the juvenile justice system affects youth and how poor mental health both contributes to and is created by economic and social conditions. The following topics were included in the survey:

- Health
 - Mental Health
 - Belongingness
 - Social Capital
 - Juvenile Justice
 - Punitive Policing
 - Gun Violence
 - Internet and Social Media Use
 - Early Childhood Education
-

The survey was conducted online and by phone. The sample size was 800 residents with an oversample of 250 impoverished residents. The survey was volunteer-based and the data was deidentified. Demographic data on race, age, gender, location, etc., was also collected and will be used to break down the aggregate results.

Limitations

While the survey accounted for the demographics of Summit County and included an oversample to reflect the needs of impoverished residents, the County was not able to be inclusive of all populations. For instance, the County was unable to ensure that immigrant and non-English speaking populations were included in the survey due to a strain on the resources and bandwidth of the core team.

Qualitative Data

The Summit County held a series of focus groups with key stakeholders regarding the selected priority areas for juvenile justice and mental health to better understand current efforts around these issues and the needs of the community. Focus groups were selected so the researcher could ask questions around the experience of the stakeholders. According to Glenese (2011)¹, focus group interviews are most useful when looking to gain multiple perspectives on a similar experience.

In October 2021 the County invited 26 participants with professional experience around these issues in Summit County to join a virtual focus group. Synergy International Limited LLC, the County's consulting firm, orchestrated the focus groups and reported on the results. The findings confirmed the assumption of the core team at Summit County and elevated subthemes that needed additional attention.

Summit County also invited those who participated in the focus groups to join the Summit County Mobility Coalition to share their lived experiences and provide expertise in the priority areas on behalf of their organizations. Additionally, the County requested that they provide organizational data, reports, plans, and other materials relevant to this work. **(Appendix 1)**

In the Spring of 2022, an additional set of focus groups were conducted to validate the strategic actions regarding the juvenile justice priority area. In total, the three focus groups included youth who were in the juvenile justice system and parents who had youth in the juvenile justice system. Common themes that emerged from these focus group indicated:

- Hopelessness among youth
- More relevant activities and programs for youth
- Support for families who are victims in Juvenile related cases

Based on the findings, Summit County agrees that the goals and strategic actions align with the community and key stakeholders.

Limitations

In taking a collaborative approach, Summit County relied on the organizations and individuals to commit to this project. While a large number of participants spoke about their lived experiences and expertise, there were potential partners that were not included in the focus groups or Coalition due to scheduling and capacity.

Priority Areas

Mental Health

While there is not a specific mental health Mobility Metric available, there is consensus locally and nationally, that many individuals struggle with mental health, and this crisis has likely been exasperated by the ongoing COVID-19 pandemic. Summit County Public Health's 2019 Community Health Assessment found 47% of community survey participants felt they can sometimes get the mental health services they need². National county health rankings show Summit County residents on average experience 5 poor mental health days (reported in the last 30 days), higher than the top

¹ Glesne, C. (2011). *Becoming qualitative researchers*. 4th ed. Boston, MA: Pearson Education, Inc, 2011. Print.

² 2019 Community Health Assessment Summit County Public Health
<https://www.scph.org/sites/default/files/editor/Summit%20County%20CHA%202019%20Combined.pdf>

performing counties' rate of 4.0³. These ranking also show Summit County's ratio of mental health providers, 310:1, is significantly higher than the top performing counties' ratio of 250:1⁴. Further, the rankings show 16% of residents reported frequent mental distress, measured as 14 or more days of poor mental health per month⁵.

These data and those from additional sources show a clear need for increased access to mental health and awareness of existing community resources. Efforts to address mental health and wellness are already underway in various sectors of the community. For example, Summit County Alcohol, Drug & Mental Health Board is working with Akron Latino Networking Committee, Change Direction Faith Outreach Subcommittee, Summit County Coalition on Health Initiatives Policy Subcommittee, Transgendered Youth Allied Task Force, Refugee Health Task Force and Diversity on the Board to promote health equity and reduce disparities across populations (e.g. Black people, Indigenous people, and other people of color; ethnic & linguistic minorities; disabled people; LGBTQ people).

Failure to address the mental health needs of Summit County residents will contribute to barriers that prevent residents from achieving upward mobility from poverty. Those struggling with mental health and a lack of wellness are more likely to struggle to find economic success, feel less valued in their community and feel as though they have little power and autonomy over their own lives and community.

Juvenile Justice

Urban's Mobility Metrics identified a concern regarding Summit County's rate of juvenile arrests, measured as number of arrests per 100,000 juveniles. Compared to the other counties and using this data set, Summit's juveniles are arrested at a rate higher than national averages, especially Black youth. It is important to note this metric is rated as marginal quality, however, due to a lack of local data. This metric is also assessed in the national county health rankings and shows a somewhat different view of juvenile arrests. It shows 32 arrests per 1,000 juveniles, which appears to be average when compared to other Ohio counties⁶. This metric is not available by race. These rankings also show 16% of all Summit County children live in poverty, with 42% of Black children living in poverty⁷. Further, Summit County Public Health reported a spike in homicide in 2020. There were 61 people were killed, including 50 who were killed by a firearm, 41 who were Black, and 4 who were under 18.

³ County Health Rankings and Roadmaps

<https://www.countyhealthrankings.org/app/ohio/2022/rankings/summit/county/outcomes/overall/snapshot>

⁴ County Health Rankings and Roadmaps

<https://www.countyhealthrankings.org/app/ohio/2022/rankings/summit/county/outcomes/overall/snapshot>

⁵ County Health Rankings and Roadmaps

<https://www.countyhealthrankings.org/app/ohio/2022/rankings/summit/county/outcomes/overall/snapshot>

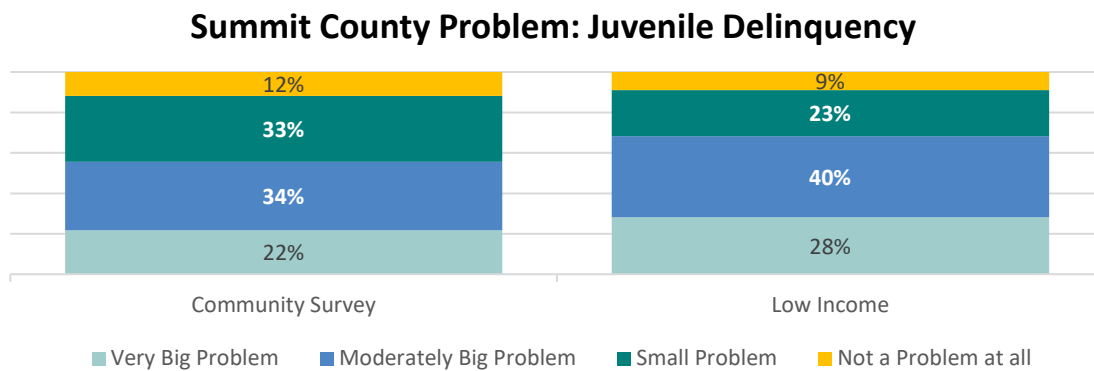
⁶ County Health Rankings and Roadmaps

<https://www.countyhealthrankings.org/app/ohio/2022/rankings/summit/county/outcomes/overall/snapshot>

⁷ County Health Rankings and Roadmaps

<https://www.countyhealthrankings.org/app/ohio/2022/rankings/summit/county/outcomes/overall/snapshot>

Summit County's youth, especially Black youth, are in need of support and resources. The Summit County Juvenile Court offers extensive resources to families already connected to the system. However, there appears to be lack of understanding of what the Court offers to the public. In addition to the programs offered by the Juvenile Court, there are several mentoring programs in Summit County, including iCare Mentoring and 100 Black Men, among others that are targeting at-risk youth. Akron Public Schools and other public school districts are leading efforts to help reduce violence. Though there is good work ongoing, the work would be much more impactful if there were more collaboration and unification. Failure to support the youth of Summit County and provide resources needed to achieve lifelong success will have long term effects on the entire community. Our youth will struggle to find economic success if they are not fully engaged in their education. They will not feel safe, secure or valued in the community, and they are likely to feel powerless over their own autonomy.



Summit County Juveniles Focus Group

The juvenile participants reported growing-up with their families (including their dads) and having strong ties to their family. Unfortunately, their strong family ties do not fully serve as a protective factor against the violence that is prevalent in their communities. The violence in their communities is escalated by the presence of guns and the perceived “need” for retaliation for those they have lost to violence. The juveniles believe that this retaliation and the violence associated with it will last forever. The juveniles reported that there are three ways for them to get out of this situation: leave Akron, go to jail, or be killed. Furthermore, the juveniles feel that Summit County, the court system, and the government do not care about them. The juveniles reported that Summit County has been saying that they will improve things for them for many years, but the juveniles have not seen any actions. The conditions that these juveniles live in have caused them to experience [learned helplessness](#). The juveniles reported that they could be killed anywhere at any time. They live in a world of uncertainty, a world that you cannot understand unless you have lived in it. Based on this observation, one major recommendation is to meet juveniles where they are at by helping them fulfil their basic needs and helping them cope with the uncertainty of their environment ([Maslow's hierarchy of needs and motivation](#)).

UPWARD MOBILITY GOALS & STRATEGIC ACTIONS OVERVIEW

The following goals and strategic actions were developed with information gathered from focus groups, community surveys and collaborative meetings with the Mobility Coalition.

GOALS	MEASURES
JUVENILE JUSTICE Summit County seeks to continue reducing the number of youth who engage in certain activities, specifically those related to gun violence, supporting youth through rehabilitation, and connecting families with existing resources to promote healthy family structures and stability.	<ul style="list-style-type: none">▪ Increase number of families connected to supportive services by Juvenile Court Family Resource Center and United Way Family Resource Centers.▪ Increase calls/website visits to 2-1-1 for family and youth services.▪ Increase awareness of Family Resource Centers (Juvenile Court and United Way).▪ Increase number of youth granted warnings, formal cautions and civil citations.▪ Increase education of law enforcement about the benefits and appropriate use of warnings, formal cautions and civil citations.▪ Increase law enforcement referrals to supportive services like Family Resource Centers and 2-1-1.▪ Increase TANF funding to organizations offering community violence prevention programming.▪ Increase the number of law enforcement agencies collecting data related to youth interaction with officers (quantity, type and outcomes).▪ Increase the number of qualitative interviews conducted with youth and

families engaged with the juvenile justice system.

MENTAL HEALTH

Summit County seeks to reduce stigmas associated with mental illness, promote existing mental health services that address mental wellness, eliminate barriers to accessing services, and educate our citizens to promote supportive and safe communities.

- Increase number of employers that offer mental health trainings to employees
- Increase preparedness of residents to discuss mental health and reference mental health programming and services
- Increase innovative mental health programming at schools
- Increase mental and physical health programming for multiple generations
- Increase awareness of the ADM Board
- Increase awareness of Change Direction
- Increase the number of post- and pre-assessments for programming

JUSTICE AND MENTAL HEALTH

- Increase number of mentors and mentees in Summit County.
- Increase youth participation in career pathways programming.
- Increase community awareness of mentorship programming and career pathways programming.

STRATEGIC ACTIONS

STRATEGY: JUVENILE JUSTICE

Summit seeks to continue reducing the number of youth who engage in certain activities, especially those related to gun violence, supporting youth through rehabilitation, and connecting families with existing resources to promote healthy family structures and stability.

SHORT TERM

- The Summit County Executive's Office will collaborate with stakeholders to increase awareness of existing services and assistance programs offered by local agencies and non-profits, with a focus on supporting families before youth is engaged with the system.

MID TERM

- The Summit County Executive's Office will collaborate with community partners to explore and expand diversion tactics that prevent youth who interact with law enforcement officials from entering the justice system.
- Summit County Executive's Office will align its community support with the City of Akron's Youth and Community Violence Prevention Taskforce's efforts to promote community violence prevention programs and reduce the number of youth involved in gun violence.

LONG TERM

- The Summit County Executive's Office will collaborate with partners to explore the feasibility of a qualitative and quantitative data collection program to assess youth interaction with law enforcement.

STRATEGY: MENTAL HEALTH

Summit County seeks to reduce stigmas associated with mental illness, promote existing mental health services that address mental wellness, eliminate barriers to accessing services, and educate our citizens to promote supportive and safe communities.

SHORT TERM

- The Summit County Executive's Office will continue to prepare residents for conversations about mental health by partnering with employers to offer annual Mental Health First Aid and Question, Persuade, Refer Suicide Prevention trainings through a partnership with Love Akron and Greenleaf.

MID TERM

- The Summit County Executive's Office will advocate for existing community organizations to adopt an intergenerational mental health program developed by the Age-Friendly Advisory Council to educate youth and families about mental health, reduce the stigma, and build relationships across ages.

LONG TERM

- The Summit County Executive's Office seeks to assess existing mental health programming at Akron Public Schools' I Promise School and pilot a program in additional public schools to educate families about mental health to reduce the stigma.
- The Summit County Executive's Office will work with existing agencies and organizations to reinvigorate the Change Direction initiative and break down barriers to mental health services.

STRATEGY: JUVENILE AND MENTAL HEALTH

Summit County Executive's Office will increase the number of youth connected to mentors and professionals that offer personal development and or early exposure to career pathways.

SHORT TERM

- Summit County Executive's Office will increase the number of youth connected to mentors and professionals that offer personal development and or early exposure to career pathways.

SUSTAINABILITY STRATEGY

Strategic Action 1: Promoting Existing Assistance Programs

“The Summit County Executive’s Office will collaborate with stakeholders to increase awareness of existing services and assistance programs offered by local agencies and non-profits, with a focus on supporting families before a youth is engaged with the system. ”

In discussing the causes of youth violence and involvement in the criminal justice system, the Upward Mobility Coalition identified a need for families, especially those in poverty, to be supported by their community. The group believes families that receive support from the community are in turn better able to support one another and help children, teens and young adults feel safe and secure. The coalition members believe a lack of safety and security lead many youths down a path that too often leads to illicit activity and violence.

Several organizations in Summit County, including Juvenile Court, United Way and others, connect residents with services to support families, with a focus on those engaged with the juvenile justice system. The Executive’s Office and the coalition seek to assess and increase the number of families served through such services by creating a community wide information awareness campaign. This program can be implemented over 6-12 months.

The Summit County Juvenile Court’s Family Resource Center (FRC) was established in 2006 by Judge Teodosio to provide youth and families with services aimed at increasing youth opportunities for success in school, work and life. The program is partially funded through Summit County Job and Family Services TANF funding. Utilizing a case management model, FRC case managers partner with clients to assess their needs, connect families to community resource providers, and monitor progress and support along with an array of special programming offered at the Court and within the community. Following focus groups with various community stakeholders in 2021, the need to increase community awareness of the FRC was identified.

A similar program is offered by United Way of Summit and Medina Counties. Also named the Family Resource Center, the centers are located at four Akron Public Schools locations and offer wraparound supports and direct services in the following core areas: basic needs, health and wellness programs, financial coaching and parent leadership opportunities. Expanding knowledge of the centers and the services it offers, and looking at the feasibility of adding additional locations, will greatly benefit the youth and families of Summit County.

The County Executive’s Office maintains strong relationships with Juvenile Court, United Way and other social services providers in the County. The County directly funds Juvenile Court’s FRC with TANF funds, provides United Way with funding for various programs, including 2-1-1, and supports many other providers through its various federal funding sources. Using these existing relationships,

the Executive's Office will facilitate discussions about how to best assess and increase the number of families served by supportive programming.

This approach is supported by findings in CMOR's community survey. Residents were given three different methods for minimizing youth crime in Summit County and asked how effective they felt each method was. For both populations, counseling or therapy and awareness programs were seen as more effective means for minimizing youth crime than detention facilities. Additionally, more than half of all parents, 52.4%, reported that they have a lot of support from friends or extended family when it comes raising their children, while for low-income parents, the percentage is much lower, 38.6%.

To measure this strategic action, the number of families currently served by either the Juvenile Court or United Way must be assessed. The objective of this assessment is to better understand the current reach of the two resources. Following assessment of the current reach, the organizations can collaboratively determine an appropriate increase goal for this metric. Other measurement methods can include 2-1-1 data (phone calls/website visits for either Family Resource Center) and periodic surveys of residents to gauge awareness of the resources.

To meet an increase goal, the Executive's Office will support Juvenile Court and United Way in crafting and launching information campaign. The campaign will focus on educating families directly and educating those trusted community leaders/resources that serve as information hubs for residents. Families currently utilizing the centers will be asked to participate in order to identify the messages and methods most likely to reach other families in need of these services.

Objectives to reach this goal include:

1. Adopt or create criteria for hosting community meetings.
2. Allocate funding as necessary to hold community meetings, create and print educational materials, support staff work, and purchase advertisements. Hold community meetings in various communities to highlight the availability of programming at the centers and tout success stories.
3. Determine how best to involve youth in awareness efforts.
4. Reprint or create educational materials to be distributed to stakeholders
5. Educate teachers, counselors, and other school staff to make referrals to the centers.
6. Educate medical providers to make referrals to the centers.
7. Educate faith community leaders to make referrals to the centers.
8. Educate other social services providers to make referrals to the centers.
9. Provide informational materials to stakeholders likely to make referrals.
10. Create a social media campaign with posts and ads to generate awareness of centers; ask stakeholders to participate.
11. Assess current location of supportive programming to better understand if physical location helps or hinders a family's ability to access services.

Financial costs associated with the strategic action include: printed materials, social media ads, and staff time for various activities.

This action can be implemented within 6-12 months, beginning in June 2022, with measurements taken at 12 months to assess its success. To sustain this action, the stakeholders must commit to continued dialogue and engagement with one another and the community. Sustainability may also require adaption of messages and methods as the needs of the community change over time. A periodic community-wide survey similar to the one deployed for this plan would likely offer the insight needed to assess the changing needs of the community over time. The stakeholders should also continue to prioritize direct communication with those residents they serve in order to maximize continued progress and success.

Objective	Start Date	End Date
1-4	June 1, 2022	August 1, 2022
5-9	July 1, 2022	December 1, 2022
10	September 1, 2022	June 1, 2023
11	May 1, 2023	July 1, 2023

Strategic Action 2: Exploring and Expanding Diversion and Restorative Justice

“Summit County Executive’s Office will collaborate with community partners to explore and expand diversion tactics that prevent youth who interact with law enforcement officials from entering the justice system.”

Research has shown formal juvenile justice processing has the potential to increase recidivism among youth, especially among low-risk offenders. Diversion tactics allow select justice involved youth to take responsibility for their actions while putting them on a more productive path and allowing those youth with mental health or other underlying concerns to receive needed services and resources. Diversion does not absolve a youth of offenses. It does, however, allow law enforcement, prosecutors, and judges to exercise discretion when determining how a youth’s harmful actions should be assessed.

In Summit County, Juvenile Court facilitates the Juvenile Detention Alternatives Initiative (JDAI). Using detention as an entry point strategy, the target is overall juvenile justice system improvement. JDAI seeks to demonstrate how communities can improve their current practices without negatively affecting public safety. The work is led by a committee that represents the varied sectors and agencies engaged with the juvenile justice system, including schools, law enforcement, the County Executive, the ADM Board, the DD Board and others.

The Upward Mobility Coalition is interested in building on the existing JDAI framework and continuing to reduce the number of juveniles held in detention, while also exploring the feasibility of reducing the number of juveniles referred to Juvenile Court. This has the potential to be achieved through increased law enforcement utilization of caution and warning programs and civil citations. Both policies hold a youth accountable for offenses, but stop short of referring the youth to prosecutors and the courts for further action. A warning or formal caution policy is initiated by law enforcement and typically involves a discussion about consequences of further delinquent action, and may also include a more structured, restorative discussion with affected persons. A civil citation policy grants a youth a citation for a misdemeanor offense in lieu of arrest and typically requires some sort of sanction, such as community service, participation in intervention services, restitution or other conditions. In conjunction with these policy changes, the Upward Mobility Coalition is also interested in exploring how increased CIT training can be used to reduce the number of juvenile arrests.

The County Executive's Office is interested in using the lessons learned from the [Durham County Misdemeanor Diversion Program](#) to guide efforts in Summit County. This program allows law enforcement officers to exercise discretion with select juvenile and young adult offenders, granting officers the opportunity to divert misdemeanor offenders to community-based services rather than face formal citation or arrest. Research conducted into this program revealed program participants were highly likely to complete the program requirements and significantly less likely to reoffend. Despite this success, researchers determined the program was not effectively utilized by law enforcement, and more eligible offenders could have been diverted through the program.

Juvenile Focus Group

As was noted in Strategic Action 1, this approach was supported in the CMOR community survey. Residents were more supportive of counseling or therapy and awareness programs than detention as methods to minimize juvenile crime.

To measure this strategic action, the number of youth granted warnings, formal cautions and civil citations in Summit County must be assessed. The objective of this assessment is to understand the current utilization of each policy by local law enforcement. Following assessment of current utilizations, the partners can collaboratively determine an appropriate increase goal for this metric. To support this effort, the partners will also determine how best to educate law enforcement about the benefits of these policies, as well as how and when they can appropriately be utilized. The partners will also provide information and awareness to law enforcement regarding how to make a referral to the Family Resource Centers or other supportive programming. Additionally, the partners will encourage discussion about increasing CIT trainings targeted to juvenile interactions.

To meet this goal, the County Executive Office will support Juvenile Court and the JDAI partners in assessing use of the policies and education of law enforcement.

Objectives to reach this goal will include:

1. Create a diversion tactics working group with the JDAI partners and other interested stakeholders.
2. Request data from local law enforcement to assess current use of diversion tactics.
3. Educate law enforcement about appropriate use of diversion tactic.
4. Encourage law enforcement to make referrals to the Family Resource Centers and provide associated printed materials (strategic action #1).
5. Support increased CIT training for law enforcement and other first responders.
6. Assess the need to implement a program similar to Durham County and assess feasibility of doing so in Summit County.

Financial costs associated with the strategic action include: printed materials, CIT trainings and staff time for various activities.

This action will require 12-24 months to implement, beginning in summer 2022. To sustain this action, the partners will be required to convene regularly to assess progress and adapt as needed.

Objective	Start Date	End Date
1-2	July 1, 2022	August 1, 2022
3-5	August 1, 2022	January 1, 2023
6	January 1, 2023	June 1, 2023

Strategic Actions 3: Aligning with Existing Violence Prevention Priorities

“Summit County Executive’s Office will align its community support with the City of Akron’s Youth and Community Violence Prevention Taskforce’s efforts to violence prevention programs in the community and reduce the number of youth involved in gun violence.”

In 2021, the City of Akron announced a Five Point Framework for Community Violence Reduction. The Framework is designed to communicate the City’s broad work in the area of violence reduction, identify key partners in these varied and ongoing efforts, and inspire further community conversation. Two of the five points, prevention and intervention & support, align specifically with the Upward Mobility Coalition’s goal of reducing youth involvement in crime and violence. In defining prevention, the city seeks to stop violence before it starts by providing community members with stable neighborhoods, healthy recreational opportunities, and economic hope. In defining intervention & support, the city seeks to intervene in the lives of at-risk individuals, reducing overall community violence. Rather than undertake action to replicate the City’s framework, the County Executive’s Office will align its community funding to strengthen the City’s prevention and intervention & support efforts. This action will take 12-24 months to implement.

The need for additional community support of gun violence prevention is evidenced in the CMOR survey, with nearly twice as many low-income residents reporting that they or someone in their household has been a victim of gun violence, 22.5% compared to 11.6%. When given a list of seven potential contributors to gun violence and asked how much they thought each contributed to gun violence, the top contributor to gun violence for each population was the ease in which people can illegally obtain guns.

Temporary Assistance for Needy Families (TANF) and Prevention, Retention, and Contingency (PRC) services are delivered to the community through local non-profits and organizations which contract with Summit County Department of Job and Family Services (SCDJFS) to deliver the services. Contracted providers work with SCDJFS on the application and eligibility process in order to deliver services to TANF eligible households. Each year, SCDJFS provides millions of dollars to the community in the form of TANF contracts. Leveraging these considerable financial resources, the County Executive's Office has the ability to provide support to those community organizations on the front lines of efforts to prevent and reduce youth violence. The County Executive's Office will seek out community partners who can help identify grassroots organizations serving youth that are worthy of funding. To assist organizations receiving TANF funds for the first time, SCDJFS will provide additional support and guidance for reporting and application requirements.

To measure this strategic action, an audit of TANF contracts provided to organizations serving youth will be conducted to assess the number of recipients who served youth in the last five years and then again after implementation of the action.

Objectives to achieve this action may include:

1. Engage the City of Akron in regular discussion the framework and opportunities for the County Executive to align its discretionary TANF funding to support violence prevention programs in the community.
2. Identify criteria to be used to allocate TANF funds to organizations focused on youth violence prevention and gun violence.
3. Conduct an audit of JFS TANF contracts provided to organizations in the last 5 years to assess if they are targeting youth populations with their services.
4. Create a youth violence/mental health survey TANF contract recipients must provide to clients receiving TANF funded services.
5. Encourage partners to consider requiring survey use for grant funded activities in order to more easily assess community conditions and needs.
6. Engage community organization to develop criteria to identify grassroots organizations deserving of TANF funds.
7. Provide support and guidance to grassroots organizations receiving TANF funds for the first time.
8. Hold community outreach events to educate local non-profits about TANF funding and opportunities.

Financial costs associated with the strategic action include: TANF funds, TANF informational materials and staff time for various activities.

This action can be implemented within 12-24 months, beginning in June 2022, with measurements taken at 12 months to assess its success. To sustain this action, the County Executive's Office and the City of Akron must engage in continued dialogue about the progress of the framework. It is likely that the priorities and actions will be altered as the work is undertaken and conditions in the community change.

Objective	Start Date	End Date
1-2	June 1, 2022	August 1, 2022
3-5	July 1, 2022	December 1, 2022
6-8	September 1, 2022	June 1, 2023

Strategic Action 4: Collecting Data on Youth Interaction with Law Enforcement

"Summit County Executive's Office will collaborate with partners to explore the feasibility of a qualitative and quantitative data collection program to assess youth interaction with law enforcement."

Since beginning the Upward Mobility project, one primary focus of the group's work has been the overly punitive policing metric provided by the Urban Institute. This metric shows great disparity between juvenile arrests among white juveniles and black juveniles. This finding alarmed the County Executive's staff and was quickly identified as a key priority. In community and Coalition conversation, however, individuals associated with law enforcement, Juvenile Court and other entities expressed skepticism at the accuracy of the metric. These conflicting positions identified the need for improved data collection to better assess quantity, type and outcomes of youth interaction with law enforcement in Summit County.

Through conversations with the community and Coalition members, it is apparent that law enforcement agencies likely have data pertaining to juvenile interactions. It is not clear, however, if that data is easily accessible or aggregated. There are also questions regarding the uniformity of data collected by different law enforcement agencies throughout the County, which could prevent the identification of countywide trends. Additionally, while data collected by law enforcement can reveal important findings, it is equally important to collect data directly from youth who have themselves been engaged with law enforcement. This perspective can be assessed both qualitatively and quantitatively.

To address these challenges, the Upward Mobility Coalition identified the need for the County Executive to lead efforts to improve data collection in Summit County. Measurements for this action include the number of law enforcement agencies conducting intentional data collection, aggregation and analysis, the ability for the public to view data representing youth interaction with law enforcement, and the number of qualitative interviews conducted among youth.

The increased transparency at the core of this strategic action may help increase trust in local law enforcement. The CMOR community survey found mixed feelings among residents. When given five statements related to law enforcement in their community and asked for level of agreement with each, for all five statements, agreement was significantly higher for the community as a whole than for low-income residents. For community residents, the statement with the highest level of agreement was “The police will be there when I need them.” For low-income residents, the statement with the highest level of agreement was “There is a strong police presence in my community.” For both populations, the statement with the lowest level of agreement was “Local law enforcement treats people fairly.”

Objectives to achieve this action may include:

1. Pilot qualitative data collection from justice system involved youth with Synergy in partnership with Juvenile Court.
2. Convene a working group of law enforcement, court staff and other relevant stakeholders to discuss current data collection methods for youth interaction with law enforcement in Summit County to assess quantity, type and outcomes of youth interaction.
3. Assess what information is currently collected by law enforcement, what is done with it after collection, and identify what additional information would be valuable to collect.
4. Encourage increased and consistent qualitative data collection from justice system involved youth.
5. Discuss the value of collecting demographic information to better understand who is interacting with law enforcement throughout Summit County.
6. Determine how collected data can be aggregated and analyzed to understand juvenile justice trends in Summit County.
7. Identify a data platform that law enforcement, court staff, other relevant stakeholders and the public can access.

Financial costs associate with this strategic action include: data platform, staff time and costs related to data collection.

This is a long-term goal that will require considerable discussion before action can be taken. It will require consensus building among several different entities. The working group will be convened in June 2022 and progress towards the goal of improved data collection beginning in 2023. Sustainability of this action will require ongoing dialogue and financial support.

Objective	Start Date	End Date
1	April 2022	May 2022
2-5	July 1, 2022	December 1, 2022
6-7	September 1, 2022	June 1, 2023

Strategic Action 5: Training Employees on Mental Health

“The Summit County Executive’s Office will continue to prepare residents for conversations about mental health by partnering with employers to offer annual Mental Health First Aid and Question, Persuade, Refer Suicide Prevention trainings through a partnership with Love Akron and Greenleaf.”

Mental Health First Aid and Question, Persuade, Refer are current programs administered by Love Akron and Greenleaf, respectively, through a partnership with the ADM Board. These programs train residents on the signs of mental illness or distress and how to respond. The coalition aims to expand these programs through employers to reduce stigma and increase mental wellness in Summit County. This program can be expanded in 6-12 months.

[Love Akron](#) and [Red Oak Behavioral Health](#), administer [Mental Health First Aid \(MHFA\)](#) training in Summit County. MHFA is a nationally recognized, evidence-based program that teaches people how to respond to potential mental illness or substance use disorder (SUD) with a focus on knowing the signs of mental illness and SUD, reducing the stigma around these issues, and elevating the conversations around these conditions in the community. Mental Health First Aid involves one to two certified instructors that teach the course to about 30 participants. MHFA is offered in two versions, one for helping adults and one for helping youth. Love Akron maintains certified instructors that provide MHFA to the community, but there is also an option for organizations to get their staff certified. The costs for certifying new instructors for both adult and youth trainings range from \$2,000-3,000. There is also an option to host on-site training for up to 16 participants for \$26,000. Thus, the County and its partners have the ability to both offer MHFA training directly and offer MHFA certification to add instructors to the community.

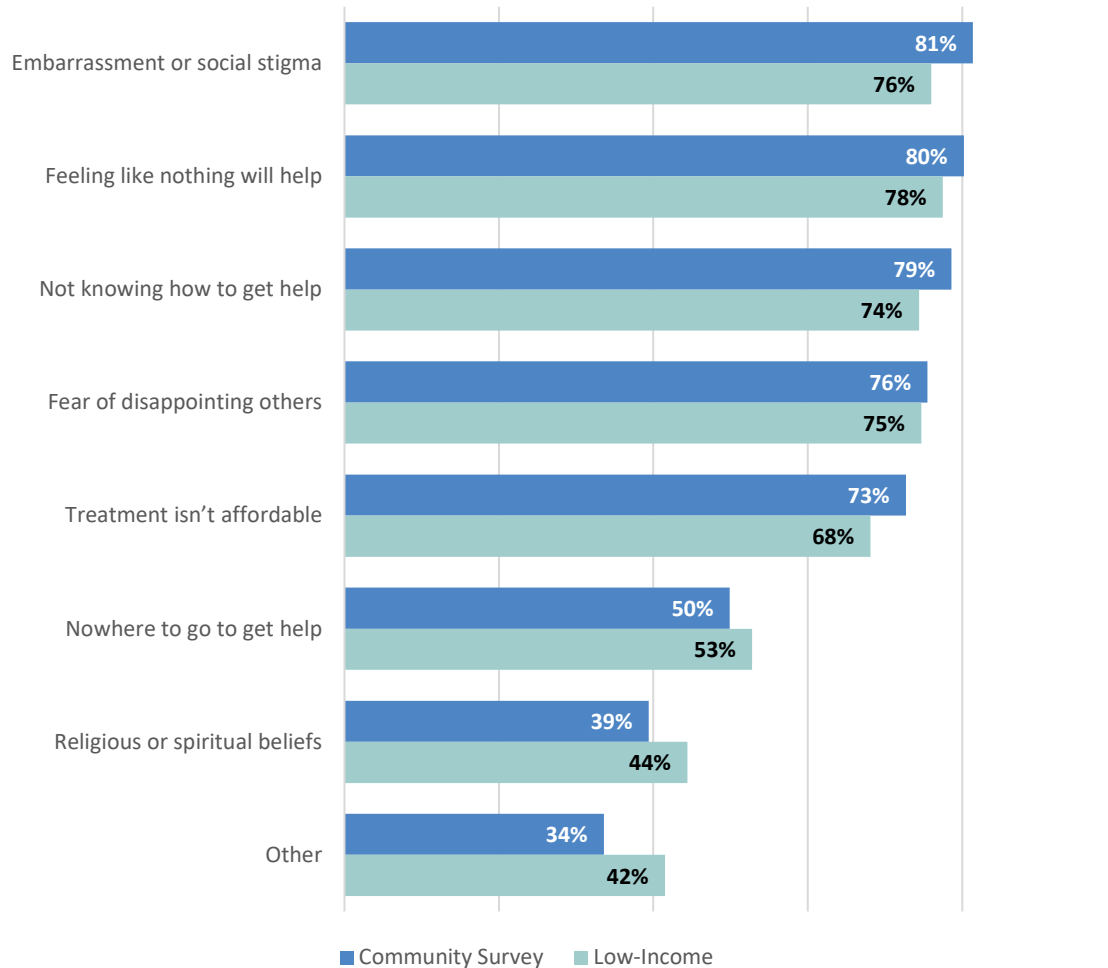
[Greenleaf Family Center](#) administers [Question, Persuade, Refer \(QPR\)](#) in Summit County. QPR is another nationally recognized, evidence-based program, but QPR is specifically for suicide prevention. QPR teaches people to recognize the signs of a pending suicide, how to ask someone about suicidal thoughts and feelings, and how to refer someone to an organization or individual that can help. Greenleaf maintains certified instructors, but certification is also offered to employers and other organizations’ staffs for \$495. This training is less extensive than MHFA but is especially

relevant to organizations or communities that have experienced recent suicides among their members. QPR also provides the data from its feedback surveys, which indicates that participants move from a medium to low competencies in persuading someone to get help, feel confident in finding help, and feel confident in their understanding of suicide and suicide prevention to a high to very high competency in all three areas.

As suicide rates rise and the pandemic places additional social, political, and financial stresses on communities across the country, trainings to prepare residents for conversations about mental illness and distress or suicidal thoughts and feelings are crucial to improving the health of residents and preventing suicide. According to the National Institute of Mental Health an estimated [21% of adults in the United States reported having a mental, emotional, or behavioral disorder in 2020](#) compared to 18% in 2017. [In 1999, the suicide rate was 10 per 100,000; in 2019, the suicide rate was 14 per 100,000.](#) Both reports of mental illness and rates of suicide have been increasing steadily over the past two decades. Notably, more women on average reported having a mental, emotional, or behavioral disorder than men, but the suicide rate is significantly higher among men, 22 per 100,000 compared to 6 per 100,000 for women in 2019. This points to the importance of implementing these trainings as the effects of the pandemic on mental health become clearer as well as how these trainings address the prevalence of recognized mental illness among women and the high suicide rate among men. The role of stigma in lower reporting of mental illness among men but a higher rate of suicide cannot be overlooked.

Furthermore, a [2022 CMOR poll](#) commissioned for the Upward Mobility project found that 79.4% of residents cited substance abuse as a big or moderately big problem, 55% cited the stigma surrounding mental illness as a big or moderately big problem, and 47% cited the availability of mental health services as a big or moderately big problem in Summit County. On stigma and mental health services, 68% and 58% of impoverished residents respectively see these as big or moderately big problems, a substantial increase. When asked about the barrier that prevent people from seeking mental health help, residents overwhelmingly cite embarrassment or stigma, at 81%. At the same time, 90% of residents also believe that “mental illness is nothing to be ashamed of,” pointing to a discrepancy between beliefs about mental illness. This could be attributed to the self-reported nature of the survey. If people see a barrier to mental health as stigma, there probably is stigma in the community, and people may not know or may not admit that they are reinforcing that stigma. Either way, the Coalition members also identified stigma as a barrier to getting help, and considering the evidence of a social, cultural, or economic component to mental health based on self-reporting by gender and income, it seems like stigma is more complicated than the survey can fully encapsulate. This further supports the need for more education and conversation around mental health in Summit County.

Barriers that Prevent People from Seeking Mental Health Help



The [Alcohol, Drug Addiction, and Mental Health \(ADM\) Services Board](#) works with Love Akron, Red Oak, and Greenleaf to provide these trainings to the community. This strategic action seeks to ensure that these trainings are as fully utilized and available as possible in Summit County, especially by employers. Utilization involves measuring the capacity of the current certified instructors, the interest of residents and organizations in receiving this training, and the number of residents and organizations that are already committed to these trainings. There is also the possibility that, as with many services, the COVID-19 pandemic diminished the number of MHFA and QPR trainings available. Summit County will work with the ADM Board, Love Akron, Red Oak, and Greenleaf to make sure their efforts are supported. Availability involves the number of certified instructors, the number of residents and organizations taking these trainings, and preventing these local organizations from becoming overloaded with requests. Summit County will work to increase utilization and availability by training County staff and partnering with a handful of employers interested in receiving either of these trainings. The County will explore whether this expansion can

be done through existing certified instructors or whether the County's or employers' human resources departments are able to certify their staff and perform these trainings independently. Either way, Love Akron, Red Oak, and Greenleaf can continue to provide these trainings to the community and can offer expertise to the County and employers on the certification process. Ideally, larger employers could certify their staffs and perform annual trainings and smaller employers could rely on local organizations to perform at least one training.

The Executive's Office will pursue the following objectives to achieve this strategic action:

1. Convene Love Akron, Red Oak, Greenleaf, the ADM Board, and the Summit County Executive's Department of Human Resources to explore how MHFA and QPR trainings can be fully utilized and fully available to residents and organizations.
2. Assess and adjust the number of certified trainers for MHFA and QPR training in Summit County with the intention of finding funding for increasing the number of trainers, if needed.
3. Assess and adjust the funding provided to Love Akron, Red Oak, and Greenleaf to ensure that these trainings remain available through these organizations.
4. Explore the process for acquiring MHFA and QPR certifications for staff at the County's and employers' human resources departments.
5. Administer one or both trainings for County employees.
6. Select 2-5 employers that would be willing to host these trainings for their employees.
7. Administer one or both trainings for participating employers' employees.
8. Co-create a short communication strategy for reaching additional employers with the possibility of including information about the "988" rollout.
9. Explore a partnership with local Chambers of Commerce to reach additional employers.
10. Track the number of employers and employees participating and explore accessing the pre- and post-survey data collected by MHFA and QPR.
11. Reassess these actions after 6-12 months with the stakeholders.

This strategic action can be measured by the number of participating employers and employees as well as by their feedback through the pre- and post-assessments.

Objective	Start Date	End Date
1	July 1, 2022	October 1, 2022
2-3	July 1, 2022	October 1, 2022
4-5	July 1, 2022	January 1, 2023
6-11	January 1, 2023	July 1, 2023

Strategic Action 6: Piloting Mental Health Programs in Public Schools

“The Summit County Executive’s Office seeks to assess existing mental health programming at Akron Public Schools’ I Promise School and pilot a program in additional public schools to educate families about mental health to reduce the stigma.”

Juvenile Focus Group Observation:

Juvenile: “There’s a lot of people that just want to have an honest everyday life, but they really got no kind of hustle or somethings wrong with them, personal.”

The I Promise School is an Akron Public School that takes a wraparound approach to schooling by offering educational and social services to students and their families, including innovative programming on mental health and wellness. The Executive’s Office will work with leadership from the I Promise School, Akron Public Schools, NAMI Summit County, and Child Guidance to pilot two programs modeled off of the I Promise School’s programming at additional schools in Summit County. The goal of these pilots is to improve the mental health of students and reduce the stigma around mental health in schools. These pilots can be developed and deployed in 24+ months.

The [I Promise School \(IPS\)](#) is a public school founded in 2018 through a collaboration between Akron Public Schools and the LeBron James Family Foundation. The school serves several hundred students and is poised to house grades 1st-8th by the 2022. The I Promise School selects students from across the Akron Public School district through a lottery system. Students with low test scores are admitted to a lottery from which a specific number are selected per grade. IPS is funded jointly by both Akron Public Schools, the LeBron James Family Foundation, and other donors, and recently announced the addition of I Promise Housing, which will offer affordable housing to IPS families. The I Promise School was preceded by the I Promise Program which guaranteed students free tuition to attend the University of Akron or Kent State University. The school is notable for its unique funding, wraparound services for students and families, and familial approach to schooling. Among its programming is the family resource center, which offers opportunities for parents to earn their GEDs. The I Promise School also serves as a model for building a compassionate, constructive atmosphere for students and their families alike to talk about their experiences and concerns. The school’s programming on mental health and wellness is of particular interest to the County and Coalition for its potential to be expanded to other schools both within and outside of Akron Public Schools.

Data from the [2022 CMOR poll](#) indicates that parents are very concerned about anxiety and depression among their children, suggesting that this type of programming is needed. 78% of parents said they worried that their children struggle with anxiety or depression, higher than worries like bullying, violence, and drug use. At the same time, only 21% of residents reported feeling as connected as possible, very strongly connected, or strongly connected to their community; only 15% of impoverished residents reported the same feelings. A whopping 46% of residents and

59% of impoverished residents reported feeling a little connected or not connected at all to their community. This is highly alarming considering the survey took place in 2022 as pandemic restrictions were easing. Schools are often hubs of community activity and serve as microcosms of the community. The I Promise School in particular, which serves students *and* families, offers a communal outlook on education that is valuable for creating a constructive atmosphere for addressing mental health.

The Coalition was very interested in the I Promise School model and though the County does not directly work with schools on curriculums and programming, the County maintains working relationships with local schools and with local organizations that offer programming in these schools. The County will thus rely on partners like Child Guidance & Family Solutions for their experience and expertise at working with local schools. Barberton City Schools and Akron Public Schools are districts of interest for developing and deploying these pilots. The County will assist the National Alliance on Mental Illness (NAMI) Summit County, Child Guidestone and or other mental health organizations that work with Barberton and Akron schools to collaborate on a pilot based on the I Promise School's approach to mental health. The Summit County Executive's Office will assess avenues for financial and technical support for these pilot programs.

The Executive's Office will pursue the following objectives to achieve this strategic action:

1. Convene leadership from the Summit County Executive's Office, Akron Public Schools, NAMI Summit County, Child Guidestone, and staff from the I Promise School to learn about current programming and brainstorm future possibilities.
2. Convene leadership from Summit County Executive's Office, Barberton City Schools, NAMI Summit County, Child Guidestone, and staff from the I Promise School to learn about current programming and brainstorm future possibilities.
3. Determine the roles and responsibilities of the County, the school districts, and the mental health organizations.
4. Work with NAMI Summit County to conduct a review of current mental health programming at Barberton and Akron school districts.
 - a. How many students, staff do these programs impact either as facilitators or participants?
 - b. What do these programs require (money, materials, time)?
 - c. How do these programs help students?
5. Facilitate the co-creation of a pilot to be administered at both schools based off of the I Promise School programming.
6. Meet with stakeholders on a quarterly basis during the co-creation and administration of the pilot.
7. Review the pilots and assess their expansion after 24+ months.

The success of this strategic action can be measured through the number of participating students, the feedback from teachers, administrators, and staff that worked to build and deploy the pilot, and the response from students on if they feel better prepared to discuss their mental health.

Objective	Start Date	End Date
1-2	July 1, 2022	January 1, 2023
3	January 1, 2023	April 1, 2023
4	April 1, 2023	January 1, 2024
5	January 1, 2024	January 1, 2025
6-7	January 1, 2025	July 1, 2025

Strategic Action 7: Creating an Intergenerational Mental Health Program

“The Summit County Executive’s Office will advocate for existing community organizations to adopt an intergenerational mental health program developed by the Age-Friendly Advisory Council to educate youth and families about mental health, reduce the stigma, and build relationships across ages.”

Preparing people of all ages to practice mental wellness is a crucial step in fostering healthy, long-lasting relationships and communities. The Executive’s Office will work with the Age-Friendly Advisory Council and NAMI Summit County to develop and deploy a new program marketed to all age groups that ties together mental and physical health and cultivates intergenerational relationships. Possible sites for this program include libraries, parks, recreation centers, concert halls, college campuses, community centers, religious centers, senior living facilities, and other places where people of all ages can easily convene. This program will aim to reduce the stigma around mental health and foster intergenerational relationships that break down barriers and defy stereotypes. This program can be planned and carried out in 12-24 months.

According to [CMOR](#), younger residents are significantly more likely than older residents to report their mental health is worse off due to COVID-19, with 63% of residents between 18-24 and 46% of residents 25-44 worse off compared to only 22% of residents 65+ saying their mental health is worse off. This trend holds for physical health, finances, and employment as well. Younger residents are also significantly more likely to see multiple days per month with poor mental health. 21% of residents 18-24 and 18% of residents 25-44 reported having poor mental health for more than 10 days while only 4% of residents 65+ reported the same. These substantial differences could be attributed to a variety of factors, but the bottom line is that there are clear distinctions between younger and older residents on mental health, physical health, finances, employment, and the impact of the pandemic that will require relationships and communication to overcome.

Summit County and the Coalition have repeatedly discussed the differing perceptions of different generations on mental health, but their differing *situations* are linked with these perceptions and just as important. Thus, relationship-building is a key component to educating residents of all ages on

mental health so as not to lose the valuable experiences that are shared between colleagues and friends. But as one Coalition member put it, “How do you jump start a culture shift?”

There is no simple answer, but intergenerational programming that ties together healthy attitudes toward mental and physical fitness and fosters relationships between younger and older people is a step in the right direction. Programs marketed to all age groups are not nonexistent but are not necessarily intentional in incorporating mental health education within their goals. Furthermore, many intergenerational relationships are formed between family members, and while this is a valuable and positive means for bridging gaps between the ages, this program seeks to move beyond familial ties. Whether it’s a walking group that meets every month, a community choir that sings together for the holidays, or a cooking club that shares recipes from across families and cultures, marketed these types of events to older and younger residents and combining them with an educational piece on mental health and wellness could connect the dots between health, age, and friendship. Fortunately, there are already plans in place to improve Summit County’s livability for residents of all ages through the Summit County Age-Friendly initiative.

[Summit County Age-Friendly](#) is part of a national process by AARP that enables communities to achieve an Age-Friendly Status. To guide this process, Summit County and its partners formed the Age-Friendly Advisory Council and produced an [Age-Friendly Plan](#) with recommendations for improving the community for older residents. An intergenerational program that incorporates physical and mental health aligns with the mission of Summit County Age-Friendly and the plan’s recommendations, and thus, Summit County will seek to utilize the expertise and experience of the Advisory Council in pursuing this action. The Council is currently comprised of Direction Home Akron Canton, Summit Metro Parks, METRO Regional Transit Authority, the Akron Cleveland Association of Realtors, Barberton Kiwanis, VANTAGE Aging, United Way of Summit and Medina Counties, Summit County Public Health, the Akron Community Foundation, the University of Akron, and several local governments, and is aiming to increase the number of organizations participating as the plan is rolled out.

The Executive’s Office will convene NAMI Summit County and the Age-Friendly Advisory Council to begin the planning process for creating a program that links mental and physical health as well as younger and older residents in an attempt to reduce the stigma, break down intergenerational barriers, and build intergenerational relationships. Possible locations for this program include recreation centers, religious centers, community centers, senior centers, parks, libraries, college campuses, concert halls, and more. The program would benefit from being recurring biweekly or monthly with the possibility for expansion if the program is a success.

The Executive’s Office will pursue the following objectives to achieve this strategic action:

1. Convene NAMI Summit County and the Age-Friendly Advisory Council to discuss the connections between the Mobility Action Plan and Age-Friendly Strategic Plan.

2. Designate the organization(s) responsible for the program, including a program developer, a program host, and a program funder.
3. Develop the program and a brief pre- and post-survey and market it accordingly.
4. Launch round 1 of programming at least at one site.
5. Review round 1 of programming and the survey results.
6. Launch round 2 of programming at least at three sites.
7. Review round 2 of programming and the survey results.
8. Convene stakeholders and revise accordingly.

This strategic action's success can be measured through the number of host sites, the number of community members that participated as well their age range, and the results of a short survey that follows up with participants about potential relationships they forged during the program.

Objective	Start Date	End Date
1	January 1, 2023	April 1, 2023
2	April 1, 2023	July 1, 2023
3	July 1, 2023	April 1, 2024
4-5	April 1, 2024	July 1, 2024
6-7	July 1, 2024	January 1, 2025
8	November 1, 2025	January 1, 2025

Strategic Action 8: Breaking Down Barriers to Getting Help

“The Summit County Executive’s Office will work with existing agencies and organizations to reinvigorate the Change Direction initiative and break down barriers to mental health services.”

The Summit County Executive’s Office will work with the ADM Board to reinvigorate Change Direction, an initiative aimed at promoting awareness about mental health services and reducing the stigma through partnerships with community leaders and organizations. Change Direction is part of a larger push to ensure that the barriers to getting help, be they a lack of information, a fear of judgement, or an inability to afford services, are addressed and reduced. The Executive’s Office will support existing efforts to ensure that residents receive ample communication about these resources and are able to utilize these resources when needed. This action will take 24+ months.

Summit County residents reported having poor mental health on 4 of the last 30 days, and impoverished residents reported having poor mental health on 7 of the last 30 days according to the [CMOR Survey](#). In short, residents experience on average at least one day of poor mental health per week. When asked about barriers to getting help with their mental health, 81% of residents cited

social stigma or embarrassment, 80% cited feeling like nothing will help, and 79% cited not knowing how to get help. These three barriers are prime concerns of the ADM Board and the Change Direction initiative. When asked about barriers to getting help with substance abuse, 81% of residents cited social stigma or embarrassment, 81% cited feeling like nothing will get help, and 72% cited not knowing how to get help. Clearly, similar barriers to getting mental health services exist for residents with substance use disorders, which further stresses the importance of supporting awareness of services in Summit County by working with the ADM Board and its partners.

[Change Direction](#) is part of a campaign to change the culture around mental health in the United States by reminding people to pay attention to their mental wellbeing as its just as important as their physical wellbeing. Change Direction in Summit County focused on bringing together government, business, and faith leaders along with 50 additional organizations through events and communication. In recent months, Change Direction has not been as active in the community with the faith subcommittee being the only core group that continues to regularly meet. By reconvening members, relaunching a communications campaign, and adapting the initiative to the changes in mental health conversations that have occurred over the pandemic are three ways in which Change Direction can be reinvigorated. There may also be an opportunity to leverage the launch of “988,” the National Suicide Prevention Lifeline, in order to boost awareness around mental health.

Beyond Change Direction, there are clearly ties between the social, cultural, financial, and geographical contexts that residents live within and the ability to maintain mental wellness. The Executive’s Office seeks to explore the connections between mental health and these areas to find additional solutions for residents facing complex challenges. This involves creating bridges between resources, such as offering free public transportation to community events, offering employment information alongside mental health information, and coordinating with faith leaders to provide referrals to mental health services. Given the limited time and resources available to Summit County and its partners, not all of these options will be feasible, but considering local organizations already coordinate on some of their operations, exemplified by the ability of the Coalition to work together on this project, Summit County must continue to strive to avoid “silos of information.”

The Executive’s Office will pursue the following objectives to achieve this strategic action:

1. Meet with the ADM Board to discuss the current awareness, utilization, and capacity for mental health services.
2. Review the Change Direction initiative
 - a. What were the goals?
 - b. What actions were taken?
 - c. What was successful? Less successful?
3. Revise and reinvigorate the Change Direction initiative by reaffirming or adapting its goals and actions.
4. Plan and host an event that reintroduces Change Direction, the ADM Board, and its key partners on mental health to the public.

5. Plan and execute a communications and awareness campaign that addresses barriers to getting help that were highlighted in the survey.
6. Explore ways to coordinate mental health services with other services to eliminate barriers, including with 988.
7. Explore new and innovative ways to reach the public with mental health services.
8. Evaluate the results by using routine measures of the recognition of Change Direction and the ADM Board.

Summit County will measure success by tracking the recognition levels of the ADM Board and Change Direction and the confidence of residents in their ability to get help or refer someone to get help.

Objective	Start Date	End Date
1	June 1, 2022	January 1, 2023
2-3	January 1, 2023	July 1, 2023
4	July 1, 2023	January 1, 2024
5-7	January 1, 2024	January 1, 2025
8	January 1, 2025	July 1, 2025

Strategic Action 9: Promoting Youth Mentorship and Career Pathways

“Summit County Executive’s Office will increase the number of youth connected to mentors and professionals that offer personal development and or early exposure to career pathways.”

Mentorship programs like Adjust the Crown, Big Brothers Big Sisters, and iC.A.R.E. and career pathway programs like Summer Youth, BOSS, and Jobs for Ohio’s Graduates connect youth to mentors and professionals that are willing to share their experiences and expertise. By expanding the number of mentors through a marketing campaign, the Executive’s Office and its partners can connect youth to people outside their circle of family or friends that will support them and teach them valuable lessons. The Executive’s Office will partner with key local organizations to increase awareness among families about existing mentoring programming and recruit new mentors and professionals, thereby building a more supportive and safe community. This strategic action should be achievable in 6-12 months.

Coalition members have repeatedly discussed both the value of mentorship and career opportunities for young people in Summit County as well as the lack of these opportunities compared to the number of young people interested in them. The Coalition has stressed the mentorship and career pathways can provide young people with both personal and financial

support that young people might not have otherwise. Beyond young people themselves, it is also important for parents, teachers, and peers to ensure their children, students, or peers have ample means for getting advice or assistance. Whether it's asking about what the future might look like, trying to find a summer job, or just chatting with someone who cares, these programs must be available.

[Adjust the Crown](#) is an empowerment group for girls grades 5th through 12th led by South Street Ministries that encourages a healthy heart, mind, body, and spirit.

[Big Brothers Big Sisters of Summit, Medina, and Stark Counties](#) is a local affiliate of a national organization that promotes one-on-one mentorship to ignite the power and promise of youth. As of April 1, 2022, the organization maintains 203 active matches across the community and logs 944 hours of one-on-one mentoring per week.

[iCARE](#) is funded by several community organizations and government agencies and trains, guides, and supports mentees through mentorship.

The [Summer Youth Employment Program](#) is offered by Summit County Job and Family Services and provides short-term employment to low-income youth. Participants receive gain work experience and compensation.

[Building Opportunities for Sustained Success](#) (BOSS) is an innovative program offered by Summit County Job and Family Services that helps low-income youth build career paths, find employment, and break the cycle of poverty. The program offers support services and case management to help youth overcome barriers and achieve their goals.

[Jobs for Ohio's Graduates](#) (JOG) assists youth in completing their education and transition to employment at a livable wage or post-secondary job training. JOG offers various services like "Schools-to-Careers," "Dropout Prevention Services," and "Career Connections," that have a track record of success. 93% of JOG participants graduated high school and 80% secured full-time jobs.

According to [CMOR](#), parents worry about the effects of anxiety and depression on their kids, and in a changing world, young people are overwhelmingly reporting being negatively impacted by the pandemic compared to older people. But even as 82% of residents report their neighborhood as a good or excellent place to raise children, only 57% of people age 18-24 report the County as a "good place to live" compared to 85% of people age 65+ that say the same. Though people are pretty happy overall, the disparity by age is a concern and if young people are not able to discuss their successes and challenges with older adults or able to put their potential to the test through a career or job, young people may not be satisfied with their community.

The Executive's Office will pursue the following objectives to achieve this strategic action:

1. Convene organizations that offer mentorship opportunities in Summit County.
2. Convene organizations that offer career pathway opportunities in Summit County.

3. Conduct an audit on the current number of mentors and mentees involved with these organizations and set a recruitment objective for mentors.
4. Conduct an audit on the current number of participants and professionals in career pathways programs and set a recruitment objective for professionals and or staff.
5. Leverage the County's resources to develop and implement a recruitment and communications plan for boosting these programs.
 - a. Consider working with schools, universities, libraries, recreation centers, religious centers, and more to recruit mentors.
 - b. Consider additional staffing or funding to increase the capacity of career pathway programs.
6. Track the number of recruitments toward a target number.
7. Assess the results.

Objective	Start Date	End Date
1-2	July 1, 2022	October 1, 2022
3-4	October 1, 2022	January 1, 2023
5-6	January 1, 2023	July 1, 2023
7	June 1, 2023	July 1, 2023

Belongingness is a key factor in building power and autonomy in a community, and both mentorship and career pathways have the potential to foster power and autonomy among young people that are learning about their world and themselves. When youth are lacking the experiences and expertise of supportive older adults or are seen as immature and unable to make complex and important decisions about their lives, their sense of belonging and control are diminished. A community that lifts its youth out of poverty and fights inequity by building a better future for the next generation is a community that increases its upward mobility.

This strategic action can be measured by the increase in the number of mentors and mentees as well as the responses of mentees and participants in career pathway programs.

APPENDIX 01

Current Efforts and Strategic Plans

Summit County is proud of the collaboration and innovation that sets it apart from its peers. Prior to joining the Upward Mobility cohort, the County and its many community partners were engaged in work related to social and economic prosperity. Below are examples of some of the work underway in the County. This information was used to help narrow down potential priority areas for the Mobility Action Plan.

Western Reserve Community Fund

Strategic Plan: <https://www.developmentfinanceauthority.org/news-events/western-reserve-community-fund-obtains-community-development-financial-institution-certification>

WRCF was established in 2019 and received its official certification as a Community Development Financial Institution (CDFI) in 2021; the goal of CDFIs is to expand economic opportunity in low-income communities by providing residents access to financial products and services. As a CDFI, WRCF is eligible for the Rapid Response Program (RRR) and attracts investment from partners interested in the Community Reinvestment Act. In addition to its general loan fund, WRCF collaborated with partners to launch MCCAP, the Akron Resiliency Fund, and the Summit County Affordable Housing Trust Fund.

Mobility Domains: affordable housing, economic inclusion, homelessness, employment, and access to jobs paying a living wage.

Elevate Greater Akron

Strategic Plan: <http://elevategreaterakron.org/wp-content/uploads/2021/03/EGA-2.0-Strategic-Plan.pdf>

Launched in 2018 and reassessed in 2021, Elevate Greater Akron's mission is to forward a transformative economic development plan for Greater Akron. Elevate 2.0 has five strategies for pursuing this overarching goal: (1) Opportunity Akron, (2) Spark Akron, (3) NEW Business Retention and Expansion (BRE), (4) Refocus on Downtown Akron, and (5) Lead Greater Akron. Opportunity Akron aims to ensure the Black population is able to engage and share in the benefits of the regional economy through entrepreneurship, workforce development, supplier diversity, and change with accountability. Spark Akron focuses on transforming the area into a hub of entrepreneurship by increasing technical support (especially to minorities and with a focus on access to capital) and improving navigation through the local economic ecosystem. BRE supports business growth through the proactive identification of target businesses as well as reactive plans for business recovery and resource centers. BRE also seeks to coordinate development through funding, site selection, and job hubs. Refocus Downtown works to shore up the commitment to revitalizing downtown, identify projects that will redevelop downtown over the next few years, and leverage community and corporate investments. Lastly, Lead Greater Akron provides communications, metrics, research, leadership, and opportunities to work together for Greater Akron. Some of the specific initiatives created to further these goals include the [Opportunity Akron Strategy Team](#), [RAISE Jobs](#), DEI studies and commitments, [Bounce](#), [MCCAP](#), the [Downtown Redevelopment Plan](#), the Polymer Initiative, and various surveys and studies to provide local information.

Mobility Domains: income, financial security, economic inclusion, social capital, employment, and access to jobs paying a living wage.

Summit County Juvenile Court

Strategic Plan: <https://juvenilecourt.summitoh.net/>

The Court offers specialized dockets and initiatives related to mental health, substance abuse, human trafficking, family reunification, reducing unnecessary incarceration, reducing recidivism, and offering alternatives to punishment. Three specialized dockets, Crossroad, Family Reunification through Recovery, and Restore which allow the courts to innovate and tailor their practices to the needs of the community. Crossroads serves children with substance abuse/dependence problems and mental illness; the program involves a minimum one year of probation with regular drug testing, hearings, counseling, and other services. Restore offers mentoring, counseling, case management, and supervision for victims of human trafficking to reenter society. The Child Responsibility Project offers an opportunity for offenders to pay up to \$600 in restitution to the victims of their crime through work assigned by the Court. The Family Resource Center (FRC) was established in 2006 through TANF funding and provides services aimed at increasing youth success in school, work, and elsewhere. The FRC assigns case managers who assess the needs of the family and child, connects them with resources, and monitors their progress. Examples of programming include School to Work and Truancy Mediation. The Juvenile Detention Alternatives Initiative (JDAI) is a strategy developed by the Annie E. Casey Foundation to address the overuse of secure detention. The Casey Foundation selected Summit County among only five in the state to participate in the program when it began. There are now 19 sites across that state. JDAI uses eight core strategies to eliminate unnecessary secure detention, ensure appropriate conditions when secure detention is necessary, minimize rearrest and failure to appear rates, and redirect public finances to sustain these reforms. The strategies are as follows: (1) collaborate with relevant agencies, (2) use accurate data to diagnose problems, (3) use objective criteria for incarcerating children, (4) offering new or modified alternatives to detention, (5) expedite the flow of cases, (6) recognize special cases, (7) reduce racial disparities, (8) improving the conditions of confinement. From 2009-2011, JDAI reduced the Court Detention Center's average daily occupancy by 25%.

Mobility Domains: social capital, exposure to trauma, exposure to crime, overly punitive policing, public education, and family structure and stability.

United Way of Summit and Medina

Strategic Plan: <https://www.uwsummit.org/strategies>

United Way envisions a community where all individuals achieve their human potential through education, financial stability, and healthy lives. To advance this vision, United Way aims to ignite social movements in local communities, galvanize multiple sectors to action, raise and leverage funds to support programs, and hold ourselves accountable throughout this process. United Way has set goals for Summit and Medina Counties to be achieved by 2025: (1) 65% of APS third graders reading at or above their grade level, (2) 90% of APS high schoolers graduating in 4 years with 60% college/career ready, (3) financially empower 11,000 people, and (4) reduce ER visits due to drug overdoses to 1,000 annually. To meet these goals, United Way will develop programs for kindergarten readiness, K-3 attendance, and minimizing summer learning loss;

focus on job readiness and math skills; continue to coordinate with the City of Akron on Financial Empowerment Centers (FEC) to reduce debt, raise credit scores, budget for the future; and lastly, promote drug abuse awareness and treatment. United Way offers services and programs such as 2-1-1, Bank on Rubber City, Bridges Virtual Workshop, College and Career Academies, Family Resource Center, Financial Empowerment Center, Imagination Library, Volunteer Income Tax Assistance (VITA), as well as other community, financial, and policy services. 2-1-1 is a database of resources for residents. Bank on Rubber City is a coalition led by United Way and the City of Akron that increases access to banking services in the area. Bridges Summit County teaches people the realities of poverty and inequality. College and Career Academies provides hands-on-learning experience for students to strengthen the education to employment pipeline. The Family Resource Center offers information to parents and caregivers. The FEC provides financial coaching. Imagination Library offers books to children 1-5, and VITA assists working families with tax preparation.

Mobility Domains: financial security, public education, college readiness, student poverty, and employment.

Akron Metropolitan Housing Authority

Strategic Plan: https://www.akronhousing.org/files/16001/file_upload/amha-2021-2025-strategic-plan-final-5.17.21.pdf

The AMHA was established over 80 years ago and continues to work to provide quality, affordable housing to residents. AMHA owns and oversees 4,700 units in Summit County through the Housing Operations Department. The Real Estate Department owns and manages about 1,000 parcels. AMHA has an estimated \$372 million in capital needs but only \$100 million in capital funds. The Housing Choice Voucher Program (HCVP) administers housing assistance to 5,200 low-income households; it has a waitlist of 20,000 families. Human Resources is implementing DEI training for employees and applicants. The Resident Services Department (RS) connects residents to services, resources, and each other through resident councils, the Family Self Sufficiency (FSS), Jobs Plus, Parents as Teachers (PAT), and Supporting Partnerships to Assure Ready Kids (SPARK) programs. RS also oversees Building for Tomorrow (BFT) and the REACH Opportunity Center at Summit Lake. FSS is a voluntary program open to most Public Housing and HCVP residents in which staff provide assistance in completing education goals, finding jobs, increasing income, increasing credit score, creating a savings account, and or making a down payment on a home. Jobs Plus provides strength-based coaching, rent incentives, and community supports for work. SPARK is a home visitation program where parents are taught how to prepare children for kindergarten. BFT focuses on keeping kids in schools, connecting residents through reliable, high-speed internet, as well as offering health, wellness, financial, and education services. REACH Opportunity Center was completed in 2014 after the Department of Housing and Urban Development (HUD) provided a grant to AMHA to build the facility. REACH hosts several programs from AMHA, Akron Public Schools, Summit Metro Parks, and other community partners.

Mobility Domains: income, financial security, affordable housing, homelessness, family structure and stability, health, racial diversity, belongingness, public education, student poverty, employment, and access to a job that pays a living wage.

Stark State College

Strategic Plan: N/A

Stark State provides education and career sources programs focused on overcoming student debt and maintaining good mental health, as well as the Guided Pathways 2.0 Initiative. Guided Pathways is comprised of seven different committees or design teams (DEI, financial supports and stability, other target populations such as transfer students) that aims to increase access to education for underserved populations. The programs' tenets involve taking stock of the resources available to students, creating opportunities for student involvement in assessing resources, partnering with other organizations to ensure wrap-around services, etc.

Mobility Domains: racial diversity, public education, college readiness, and access to jobs paying a living wage.

Summit Education Initiative

Strategic Plan: <https://seisummit.org/wp-content/uploads/2021/12/SEI-Strategic-Plan-September-2021.pdf>

Summit Education Initiative is the backbone of collective impact efforts Summit County. The organization seeks to inspire increased equity and achievement with research and evidence and drive continuous improvement to increase student success from cradle to career. It is especially concerned with improving systems and outcomes for Black, Indigenous, work Latinx and Asian students, students experiencing poverty, and members of other, marginalized or underrepresented communities. The organization directs collective, community-wide efforts at significant education milestones for greater impact. SEI uses the social determinants of educational attainment to guide its work.

Key Points:

- SEI is a member of the Cradle to Career collective impact network, Strive Together Network.
- Monitor student outcomes from kindergarten to post-secondary matriculation and completion.
- Teams study data and identify opportunities for improvement and implement strategies as tactic.
- Leading indicators of success at key transition points are important.
- Family engagement and outreach.
- Data showed that Black youth were least likely to have kindergarten readiness; team of Black young men and women in community made series of videos targeting local talent, etc. to show how learning can happen anywhere and create community support to move needle.
- At the request of County Executive, they led County's Collaborative on Prenatal to Age 5 (First Things First); social services, housing, etc. to leverage all those pieces; been focused on this for past 18 months.
- Collective impact group: bring together stakeholders already engaged in the work (don't provide services themselves); i.e. Akron Housing Authority home visitation program; Stark State College to remove barriers to re-enrollment

Mobility Domains: Access to preschool, effective public education, student poverty concentration, college readiness,

Pathways HUB (program of Akron Summit Community Action)

Pathways Community HUB represents a network of care coordination agencies focused on reaching those at greatest risk and addressing their identified risk factors. The model uses 20 Pathways that address the social determinants of health to improve health outcomes.

Pathways HUB Community Action is replicating an evidenced-based model under mentors and creators of the HUB model, Community Health Access to help improve the health of the community.

The purpose of the Pathways HUB Community Action is to reduce infant mortality in Summit County by focusing efforts on improving access to primary care and eliminating social disparities such as poverty, social economic status, access to healthcare and others that attribute to poor birth outcomes.

The overarching goals guide the work of the Pathways HUB Community Action:

- Replicate evidenced-based Pathways HUB model in Summit County and surrounding areas
- Reduce and eliminate Ohio's infant mortality rates
- Reduce and eliminate social determinants as pre- and post- service delivery barriers that most often prevent pregnant mothers from receiving prenatal care
- Target, monitor and report on all 20 Pathways within the care coordination system as required by the HUB certification

Pathways HUB Community Action connects agencies, hospital systems, federally qualified health centers, non-profit and government organizations to improve care coordination among individuals at highest risk for poor health outcomes. Community Health Workers provide outreach, health education, care coordination, and advocate for individuals of different ages and categories such as pregnant women.

Care Coordination partners include: AxessPointe Community Health Centers, Summit County Public Health Department, Akron Children's Hospital, FameFathers, Greenleaf Family Center, Minority Behavioral Health Group, Summa Health and Summit County Job and Family Services.

Pathways Hub receives funding from: Ohio Commission on Minority Health, Buckeye Health Plan, United Healthcare, ADM Board, Ohio Department of Medicaid, Community Services Block Grant, Molina Healthcare (insurance providers are the state's contracted Medicaid managed care providers, may change in 2022).

Mobility Domains: Overall health, access and utilization of health services, neonatal health

The Well CDC

Middlebury Neighborhood Plan: <https://thewellakron.com/wp-content/uploads/2018/08/Middlebury-Book-REVISED-LR.pdf>

The Well CDC exists to encourage worth, value, and dignity in the communities of Akron. As Akron's first place-based community development corporation devoted to the Middlebury neighborhood, it seeks to create a shared prosperity for current residents through housing, economic development, and placemaking initiatives. The Well CDC's holistic approach to community development is designed to promote neighborhood resiliency and revitalization through family stability and wealth-building strategies. This includes healthy rentals that lead to responsible home ownership, restoration of property values, opportunities for employment and entrepreneurship, and increased civic engagement. The Well CDC seeks to support thriving communities and flourishing individuals. The organization supports the following programs:

- **Compass Coffee:** Compass is an economic driver and placemaking initiative that aims to operate as a successful social enterprise for all people in Middlebury and Greater Akron, creating a sense of place for neighbors and making our community a destination.
- **Akron Food Works:** A food business incubator that provides part-time kitchen space, connections to local retailers and access to funding sources.
- **Tool Library and Home Maintenance:** The Community Tool Library educates and equips individuals with the skills and resources they need to maintain their homes and tackle improvement projects.
- **Restoring Housing:** Offers quality and affordable housing to local residents.
- **Akron Hope:** Akron Hope seeks to build relationships with students, families, and teachers at Mason CLC to leverage resources, increase family engagement, and provide access to quality, affordable housing. It supports Helen Arnold CLC to improve 3rd grade OST (Ohio State Test) scores and increase parent involvement within the school.
- **Career Development:** Works directly with participants to eliminate barriers, increase career-readiness, provide access to careers with living wages, support personal/professional development, and encourage upward economic mobility. Partner with local employers who provide monthly cohorts that get participants onto their desired career pathway.

Mobility Domains: Affordable housing, housing instability and homelessness, economic inclusion, financial security

Alcohol, Drug, Mental Health Board

Community Plan: https://www.admboard.org/Data/Sites/25/summit-county_community-plan-report-2021-2022-update-final.pdf

The County of Summit ADM Board is responsible for planning, funding, monitoring and evaluating treatment, prevention and support services for people who experience alcoholism, drug addiction and/or mental illness. The ADM Board does not provide any direct service, but contracts with local agencies to provide quality, affordable services for people at critical times in their lives.

As outlined in the agency's 2021-2022 Community Plan, a key priority is to promote health equity and reduce disparities across populations (e.g. racial, ethnic & linguistic minorities, LGBT). The priority is addressed by ensuring all residents in need have equitable access to effective behavioral health care services.

To meet this goal, the ADM Board emphasizes the need to monitor and evaluate utilization trends and patterns and implement strategies accordingly. The plan further outlines the need to utilize evaluation and training to enhance intercultural competency and calls out the following initiatives: Akron Latino Networking Committee, Change Direction Faith Outreach Subcommittee, Summit County Coalition on Health Initiatives Policy Subcommittee, Transgendered Youth Allied Task Force, Refugee Health Task Force and Diversity on the Board. Finally, the ADM Board intends to track data from new language interpretation platform to better address community interpretation/translation needs, written and spoken.

Change Direction

<https://www.admboard.org/change-direction.aspx>

The Campaign to Change Direction is a national campaign that encourages all Americans to pay attention to their emotional well-being and reminds individuals their emotional well-being is just as important as physical well-being. Change Direction focuses on changing the culture of mental health in America so that all of those in need receive the care and support they deserve.

In 2016, Congressman Tim Ryan, then County Executive Russ Pry, the ADM Board and other local partners came together to create Change Direction Summit County. The local initiative has focused on bringing together diverse segments of the community—private business, clergy, non-profits and others—and encouraging them to educate their employees, congregations, and clients about emotional health.

The agency is currently working closely with the Faith Outreach subcommittee to offer the Mental Health First Aid (MHFA) training program with Love Akron.

Love Akron

Love Akron is a Christian- based organization working to unify the colors, cultures, and congregations of Greater Akron.

Mental Health First Aid

<https://loveakron.org/mental-health-and-wellness/>

MHFA is an evidence-based program that takes the fear and hesitation out of starting conversations about mental health and substance use problems by providing laypeople with an action plan to safely and responsibly identify and address a potential mental illness or substance use disorder. Given the current pandemic and social unrest, building community capacity to address mental health needs has never been more critical.

In partnership with Red Oak Behavioral Health and other community partners, Love Akron provides training to help lay individuals within the community become more aware of and reduce the stigma of mental health disorders. MHFA trainings increase the awareness of and the ability to recognize the signs and symptoms; reduce the perceived stigma of mental health disorders, and increase knowledge, awareness, and acceptance of a mental health disorder and care within the Greater Akron community. These trainings will equip the trained to serve both adults and teens. This program is currently being offered to adults and youth ages 12-18.

Mobility Domains: Overall health, access and utilization of health services, racial diversity

Akron Urban League

The mission of the Akron Urban League (AUL) is to improve the quality of life of the citizens of Summit County, particularly African Americans, by advocating and facilitating programs that are economically and educationally transformational, impacting their lives and the lives of future generations. AUL is a close partner of the Summit County Executive's Office.

AUL focuses programming on education, workforce and entrepreneurship to achieve its mission.

- Education: AUL works with Akron Public Schools to develop curriculum that prepares students to take the necessary steps to become contributing citizens. It offers a STEAM Afterschool Program, a scholarship program and a Summer Youth Enrichment Camp.
- Workforce: The Workforce Development programs assist those between the ages of 16-65 prepare for, find, and maintain employment. The goal is to develop the job seeker both personally and professionally for long-term job retention. AUL works with Job and Family Services to offer the BOSS, Building Opportunities for Sustained Success, Program and the Summit County NEXT Program, offered to individuals who experience a reduction in public assistance benefits due to an increase of income, commonly known as the "benefits cliff." This program offers retention and support services, including incentives to assist you on your path to stability.
- Entrepreneurship Empowerment Center: Program empowers small, minority-owned and disadvantaged businesses through technical assistance, professional consulting, access to capital and assistance obtaining contract opportunities. AUL offers MBE/EDGE certification, access to capital loan programs for small & minority businesses and technical services like accounting assistance, businesses management counseling and procurement assistance.

Mobility Domains: Income, financial security, economic inclusion, racial diversity, social capital, employment, access to jobs paying a living wage.

SUMMIT COUNTY

UPWARD MOBILITY ACTION PLAN

Summit County, Ohio

<https://co.summitoh.net/countyexecutive>

(330) 643-2510

June 2022