

Cleveland Rising Capstone Project

JUNE 2022



FORWARD: WE MUST CONTINUE TO WORK TOGETHER TO CREATE AN INCLUSIVE, EQUITABLE ECONOMY FOR ALL

From the earliest planning stages of the Summit to the Working Groups formed to continue championing efforts that emerged during the two-and-a-half-day community conversation, Cleveland Rising (CLE Rising) was an intentionally ambitious endeavor. The collaborative engagement sought to foster a unified vision of a reimagined, more inclusive Greater Cleveland economy by uplifting voices too often left out of important economic discussions.

The Cleveland National Association for the Advancement of Colored People (NAACP) welcomed the opportunity to participate in CLE Rising and to help deliver this report to the community. The ambitious undertaking sought to flip the script, taking a bottom-up approach to economic development and community building while encouraging mass participation and the sharing of diverse perspectives.

This capstone report synthesizes lessons learned through the lens of CLE Rising Co-Chairs and Working Group participants. It was created to serve as a road map for continued progress toward a thriving, inclusive economy for Greater Cleveland. In that spirit, it's important to highlight the key themes that emerged from CLE Rising and channel the collaborative energy that resulted from the open and honest dialogue to spur meaningful, lasting change.

The need for improved racial equity was quickly identified as a central theme, which is yet another affirmation for us and likely countless other organizations and individuals committed to creating a thriving, more prosperous Greater Cleveland for all. Put simply, we can't create an equitable economic system until we address racial inequities.

The social justice movement that swept the country during the summer of 2020 and the health disparities exposed by the COVID-19 pandemic over the past two-plus years again underscored the urgency with which racial inequities must be addressed in multiple systems of economic empowerment.

The NAACP was founded in 1909 as a direct response to hate, and with an urgent focus on the systems that supported racial inequality. Our organization's mission is to ensure a society in which all individuals have equal rights, and where race-based discrimination is eradicated. It is because of this mission that we've been partnering with other community organizations to educate and advocate for this reality while increasing the visibility of racial inequities for the past 113 years.

The economic burdens and lack of trust that are holding Greater Cleveland's economy back cannot be solved – regardless of the appetite for change – without first addressing the crisis of racial inequity. CLE Rising demonstrated the power of collaboration and we, as a community, are collectively responsible for continuing that momentum.

United by our shared desire to create an inclusive economy that empowers all, we must continue to work together to break down systems of inequity and specifically eradicate racial inequities. Multiple entities and individuals have been, and continue to be, involved in this work.

We urge fellow community organizations to get – or stay – involved. Lending support through words alone is not enough. To create a truly inclusive economy fueled by our community's multiple dimensions of diversity, we must all commit to being part of the solution and holding others accountable.



Danielle Sydnor

President, Cleveland branch of NAACP



ABOUT THIS REPORT

The Cleveland Rising Summit, held at Cleveland's Public Auditorium in October 2019, was a bold exercise in collaborative community building with even more courageous aspirations.

Today, more than two years later, many of the big ideas discussed during the two-and-a-half-day event are being advanced through the work of passionate individuals and organizations committed to creating a more equitable and prosperous Greater Cleveland for all.

Some of the issues discussed during the Summit were identified long ago and were already formal initiatives being shepherded by local organizations. Others continue to be nurtured by the Working Groups that formed after the Summit and by others driven to make a difference. Some have stalled or stagnated, while – to be expected – new priorities have arisen or morphed from previously discussed topics.

This capstone report was primarily funded through a grant from The Cleveland Foundation with administrative support from Destination Cleveland, the community's destination marketing and management organization. Published in June 2022, it was developed by Dix & Eaton, a Cleveland-based integrated communications and public relations consulting firm, in partnership with the Cleveland branch of the NAACP and with insights from the CLE Rising Co-Chairs and 2019 CLE Rising participants.

Our shared hope is that this document serves as a road map and inspiration for continued progress toward an economy that empowers all Greater Clevelanders to thrive. As a community, we must move past rhetoric and commit to continuing to work together to achieve results.

In December 2021, Dix & Eaton facilitated listening sessions with CLE Rising Co-Chairs and participants, identified as Launch Leaders and Working Group members, to synthesize the diverse perspectives of those involved with CLE Rising. An online survey was conducted in January 2022 to collect updated feedback from a wider audience and to put a timely lens on the prior findings and takeaways.

This report frames those overarching themes and guideposts, updates them as they relate to Cleveland in 2022, and serves as an authentic representation of the feedback received. The recent input was as varied as the participants and their lived experiences – especially when considered through the lens of a community hit hard by the COVID-19 pandemic.

The pages that follow reflect that dichotomy of thought and document recurring themes, lingering sentiments and the sincere hope that this work will continue well beyond the framed conversation of the CLE Rising Summit to be adapted for a better Cleveland tomorrow.

A huge thank you to everyone who contributed to this project. We extend our gratitude to those continuing this vitally important work, whether formally or informally, individually or collectively.

“We were a huge group of people united by the love of our community. CLE Rising represented an enormous opportunity to try to solve some of our community's biggest issues – ones that can only be solved by lots of people collaborating.”

– CLE Rising Co-Chair David Gilbert



The Need To Do Something Different

Like citizens of large cities across the country pointing to common civic issues or problems, Clevelanders from every walk of life have found themselves lamenting a fundamental question over the years: “If we know and agree on these major challenges for our community, why can’t we work together to solve them in faster, more efficient ways?”

The difficulty in advancing community priorities in Cleveland is a lack of true collaboration and trust. This reality led to a small-group discussion in 2018 about Northeast Ohio’s economic struggles and the need for regional unity that goes beyond the typical discourse.

Focusing on the issue of mistrust – and its debilitating effect on complex, collaborative efforts – an even larger discussion between business leaders, nonprofit executives and others helped to identify the need for a broad community conversation focused on building a more economically inclusive Greater Cleveland.

The pre-Summit meeting in late 2018 focused on a shared desire to drive cooperative economic empowerment for all Greater Clevelanders by embracing a ground-up approach to both the planning and participation stages of the CLE Rising Summit. It emphasized purposely infusing diverse perspectives into the Summit by opening all phases of the project to everyone, including community members not typically involved in economic development decisions. A primary driver was to create an open forum for big ideas from anyone willing to participate.

For two and a half days in October 2019, more than 600 community members interested in shaping the economic future of a thriving Greater Cleveland talked, debated, learned from one another, and envisioned a more equitable regional economy through the lens of collaborative problem-solving. The Summit’s purpose statement was as lofty and ambiguous as its goal was concise.

CLE Rising Summit Purpose Statement:

To create measurable, transformative goals and envision a Greater Cleveland in 2030 in a way that cultivates trust, includes all voices, unites our strengths, and propels collective action, resolve and sustainable success.

The CLE Rising Summit sought to build trust and create a unified vision for the future of the region that focused on accelerating economic growth while promoting equity and opportunity for all. The Summit was structured using the Appreciative Inquiry (AI) model developed by Drs. David Cooperrider and Ronald Fry, professors of organizational behavior at Case Western Reserve University’s Weatherhead School of Management.

“It felt like we were facing a bit of a crisis and that we needed to do something – perhaps, something that hadn’t been done before in ways that hadn’t been tried before.”

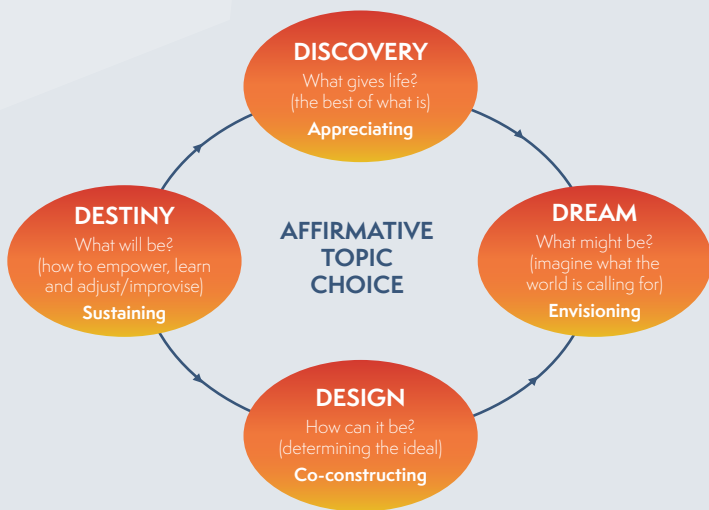
– CLE Rising Co-Chair Dan Moulthrop



Applying Appreciative Inquiry

Appreciative Inquiry (AI) is a collaborative process used to identify and understand a system's strengths and greatest opportunities, as well as people's aspirations. The model is a four-step cyclical process that encompasses the phases of discovery, dream, design and destiny.

AI has been successfully implemented by established businesses, organizations and government entities around the globe, but using it as the framework for the CLE Rising Summit was unique because it had not previously been applied to a community or any system with such a diverse distribution of stakeholders. No leader was responsible for driving alignment and progress around certain initiatives. Instead, it functioned solely as a model to foster an organic, welcoming approach to input, issues and problem-solving.



Adapted from: Cooperrider, D.L. et.al [Eds.] 2008, The Appreciative Inquiry Handbook: For Change Leaders, 2nd Edition. Berrett-Koehler Publishers

“It wasn’t our job to say who should do what. It was really more of a culture change. ... Let’s create a different way of talking to each other so that, maybe, we start to build trust for the long term.”

– CLE Rising Co-Chair Daniel Walsh

“We showed up. We brought our passion, and we brought our ideas. We were encouraged to think outside of our areas of expertise. We did that. ... We really were there to learn as much as we were there to contribute ideas.”

– CLE Rising Launch Leader Paterson Gauntner

Cultivating Diverse Perspectives


Intentionally including diverse voices representative of our community differentiated the CLE Rising Summit from past engagements. Everyone across our community was welcome and encouraged to participate. Outreach efforts through both traditional media and grassroots initiatives sought to convene as many people and perspectives as possible.

Guiding values were established to help underpin the forum. From the outset, the principles of accountability, transparency, courage, love and equity were prioritized.

Guiding Values

- **Accountability:** We are committed to results and to holding one another responsible.
- **Transparency:** We are committed to an open process in which all are welcome and information is shared, accessible and true.
- **Courage:** We will be comfortable with discomfort, fearless in the face of challenges, and bold and brave as we take risks to become the community we aspire to be.
- **Love:** We care for one another, and we care about this place. We act out of empathy and compassion. We will do what it takes to be truly inclusive, and we will find joy in the journey.
- **Equity:** We will create an inclusive economy where jobs and the means of wealth creation are accessible to all.

The diversity of participants in the Summit helped foster open dialogue and the sharing of differing viewpoints on a multitude of issues.



CLE Rising's ability to convene a diverse cohort of participants was a distinguishing attribute, and the conversation represented a broad and deep discussion around Cleveland's future. The collective commitment to strive toward a more fair and equitable economy for all was noted as an accomplishment, but was also tempered by the realization that even greater community participation and trust would be required to move the needle on major priorities and common challenges. Another key component of the process was helping participants have access to significant information to drive empowerment and expertise.

“Some people that have never been involved in these spaces were fired up. They wanted to put their hands on more. Yet, even with all the organizations that participated, it was still hard to determine where to direct people to really get involved.”

– CLE Rising Co-Chair Chardonnay Graham

The Chaos of Consensus Building

The interviewed participants appreciated the initial excitement infused into the project by the free exchange of ideas. However, not surprisingly, the ambiguity of large-scale consensus building, particularly with an approach such as AI that prioritizes co-creating an ideal future state, is a complicated endeavor that can create friction among participants who don't agree on the same priorities.

The lack of defined decision-makers was intentional, but caused frustration with some participants who cited it as a significant roadblock to obtaining consensus and moving forward. Some participants shared their belief that a general lack of ability or desire to think holistically – diving too far into the details – significantly slowed the progress of some Working Groups. A few organizational leaders praised the philosophy and spirit of the effort but also acknowledged the challenges to transform a large-scale, inclusive brainstorm into an easily actionable mechanism to drive sustainable change and improvement. As an alternative, they suggested breaking the priorities into manageable segments and facilitated ways for participants to work collaboratively to solve for specific issues or priorities.

Another theme that emerged from the 2021 listening sessions was the affirmation among participants that systemic change is difficult, time-consuming and requires the support and buy-in of existing leaders. For many, the fundamental question became: “How do you attack major issues and challenges collaboratively while still lining up the support of critical parties?”

“You can't have that diversity, in regard to intention and skill set, in a room and give them a whiteboard and expect them to make something immediately clear and coherent.”

– CLE Rising Launch Leader Joe Cimperman

Aligning Priorities

During the CLE Rising Summit, more than 600 residents identified the priorities needed to stimulate economic growth in the region. Participants asked one another thought-provoking questions and brainstormed solutions within Working Groups to develop initiatives and objectives able to be achieved by 2030.

Informed by these objectives, 32 Working Groups were aligned within six goal areas:

1. Digital Access & Literacy
2. Entrepreneurship, Workforce Development & Equitable Business Growth
3. Equitable Civic Engagement & Community Empowerment
4. Health, Wellness & Education
5. Land Use, Transportation & Sustainability
6. Population Growth

Today, some Working Groups remain engaged while others have become inactive due to a lack of progress and a clear path forward, pandemic-related constraints or other external interruptions.

“Everyone seemed to approach the Cleveland Rising Summit with humility, acknowledging that none of us knew all the answers or knew the outcomes. Collectively, we agreed to the premise of letting it be organic.”

– CLE Rising Co-Chair Crystal Bryant

“Change requires a concerted, conscious and authentic effort of those who took that stage to lead this to support those who have raised their hand to say, ‘I support change.’ It’s going to take leaders stepping up with power and influence to rise against those who want things to be the same.”

– CLE Rising Launch Leader Renee Ligon

At A Glance

Here’s a snapshot of CLE Rising’s continued progress:

6 goal areas identified

32 Working Groups developed

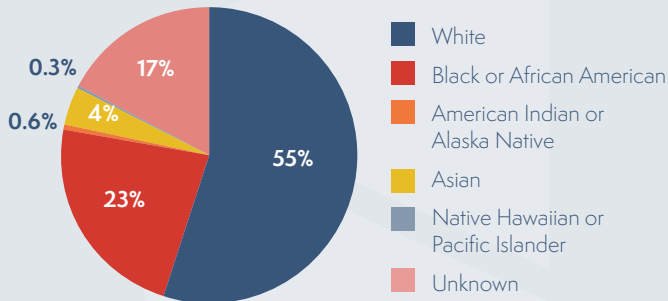
250 people participating in Working Groups outside of the Summit

22 of 32 Working Groups demonstrated progress (June 2020)

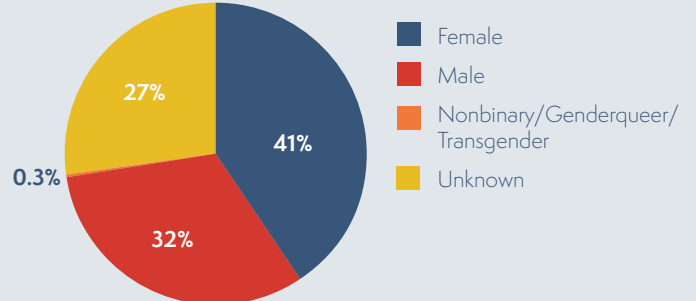
By the Numbers

These charts depict the demographic makeup of the 950 CLE Rising Summit registrants as of Oct. 25, 2019.

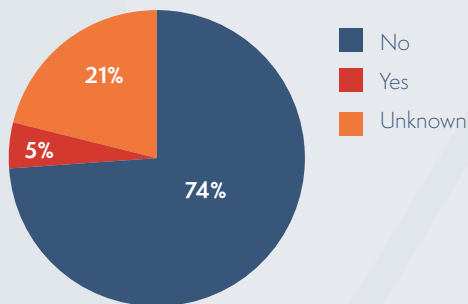
Race



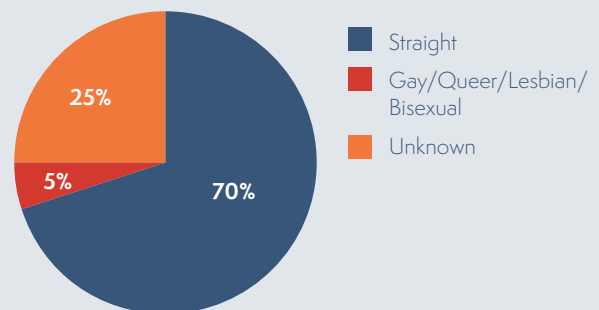
Gender



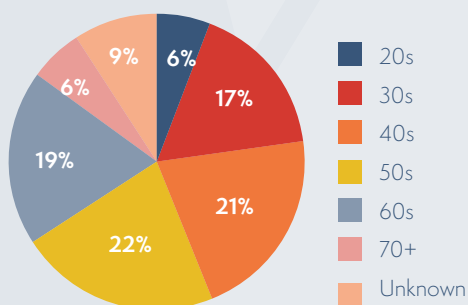
Hispanic or Latino



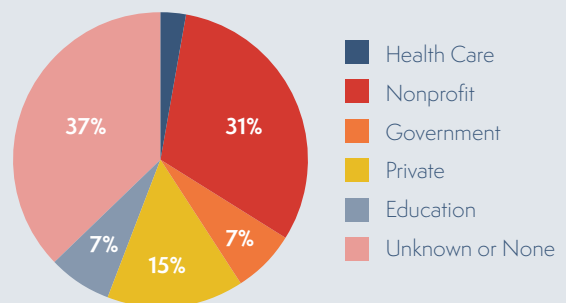
Sexual Orientation



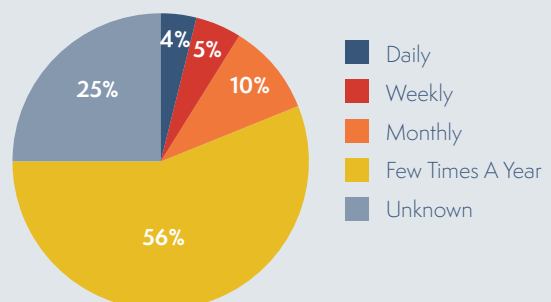
Age



Industry



Use of Public Transportation





The Impact of the COVID-19 Pandemic

Like elsewhere in the United States, Cuyahoga County – and the city of Cleveland in particular – suffered many setbacks as a result of the ongoing COVID-19 pandemic. Lives, jobs and businesses were disrupted by the virus, including the work of the CLE Rising Working Groups.

The COVID-19 pandemic further exposed racism as a public health crisis and highlighted the need for communities to address systemic issues with the same sense of urgency and collaboration the public, private and philanthropic sectors have displayed in addressing the pandemic.

Ongoing issues of racial inequity

The challenges brought on by the COVID-19 pandemic shined a vital light on the lingering – and destructive – problems of an unequal distribution of resources for communities of color, the expansion of the digital divide and chronic disparities in our city’s health care system. While many Working Groups recognized these themes coming out of the CLE Rising Summit, the emergence of COVID-19 and its devastating consequences contributed to racial equity being thrust into the highest visibility of public consciousness.

“This moment in our city’s history is really an opportunity to look at how we solve problems and think about how we can solve them differently. Now is the time to seize this opportunity.”

– CLE Rising Launch Leader Roseanne Deucher

“COVID-19 really highlighted racism as a public health crisis. The pandemic has brought racism to the forefront and showed us how it continues to be an issue for our city and why it should be the No. 1 thing that needs our attention to move Cleveland forward.”

– CLE Rising Co-Chair Chardonnay Graham

A need for creative problem-solving

Many CLE Rising capstone project participants expressed a sense of optimism with the influx of new, diverse leadership at the top of Greater Cleveland’s civic and nonprofit institutions in the past few years. This change is viewed by many CLE Rising participants as a signal of opportunity for newly enhanced collaboration, sustained progress and transformation.

Lessons Learned From CLE Rising

CLE Rising brought together an incredibly diverse group of individuals with a simple passion around a complex goal: Making our community better and more equitable for all. They were united by the shared purpose to develop a broad-based, communitywide set of priorities. The following action items emerged during the capstone listening sessions as lessons learned:

ACTION

Local leaders must ensure their work to solve community challenges is accessible.

A common theme that remained consistent throughout CLE Rising, and that remains true today, is that tremendous enthusiasm for the work and the opportunity to improve Greater Cleveland exists, but that passion is tempered by the inability to truly and tangibly affect real change. Participants expressed frustration with the lack of opportunity to partner with existing organizations tackling similar or congruent workstreams. Without access to, or the ability to be heard by, these institutions, participants felt it was difficult in many cases to achieve progress.

“You can only do so much at the grassroots level. You have to have people who can clear paths and have that voice and perspective to keep the path open.”

– CLE Rising Launch Leader Lenora Inez Brown

ACTION

Local leaders must regularly engage residents in solving community challenges and actively invite them to participate.

While many leaders have spoken about the importance of moving Greater Cleveland forward, the general citizenry find it difficult to connect with community leaders who have the ability to create impactful, lasting change. While many influential community voices participated in CLE Rising, not all of the city’s influential voices were present. Capstone participants candidly acknowledged that until there is buy-in from leadership at multiple levels, it will be exceedingly difficult to execute on key areas for progress.

“What we really need is buy-in from organizations working on existing issues. It would be helpful to have a pledge or commitment from them to incorporate new ideas or work with folks that have new or fresh perspectives.”

– CLE Rising Co-Chair Crystal Bryant

ACTION

Local leaders must find links, alignment and efficiencies to advance promising solutions and impact results.

A multitude of civic, nonprofit, public and private Greater Cleveland organizations are engaged in doing meaningful and high-impact work that directly addresses major societal, cultural and financial issues like inequity, access to resources, economic development, education and empowerment. The value of the Summit was gleaning insight into the important initiatives currently being addressed. Some organizations around the city are already doing the work that many CLE Rising participants deemed important for progress. The opportunity for improvement, per many in attendance, is in finding linkage, alignment and efficiencies that connect organizations already involved with other groups or individuals that can further efforts and impact results.

“Until we are willing to fail because we are willing to try, I don’t see how things are going to change.”

– CLE Rising Launch Leader Marianne Crosley

“There’s something happening. Even if it’s flickering, there’s something happening and there are people who can see through to the other side and want to make ever-so-small steps toward making life better for people to live in our community.”

– CLE Rising Launch Leader Jim Budinger

Survey Snapshot

To gather feedback from those involved in CLE Rising, organizers developed and deployed a survey in January 2022. The focus of the survey was to gather input from participants on their experiences at the Summit, with a focus on the progress made since the conclusion of the event.

Of those who participated in the survey:

- Almost **25% of respondents said they remain extremely passionate about continuing the work** first started at the CLE Rising Summit.
- Almost **33% of survey respondents said they feel like COVID-19 hindered the progress** of the CLE Rising Working Groups.
- Nearly **80% of survey participants are no longer engaged** with the Working Groups.
- Nearly **80% of survey participants reported they do not feel like Cleveland is prepared** for economic or social progress.



The Appetite and Need for Continued Progress

CLE Rising served as a shared experience for hundreds of Greater Clevelanders determined to have their voice heard in a way that would positively impact their community. It sparked a collective conversation that, despite the ebbs and flows in progress over the past two-plus years, isn't over. The passion with which participants spoke about their experience – both the highs and the lows, as well as the progress in some areas or lack thereof in others – serves as a testament to the need for continued conversation.

Where, how and in what form the work to achieve a more equitable Greater Cleveland will continue remain unanswered questions. But, if the CLE Rising participants are, indeed, a true representation of our broader community, the appetite for continued collaboration and lasting change exceeds the work that was confined to Public Auditorium during the Summit.

CLE Rising tested a new approach to tackling systemic issues that have stunted progress in our community for generations. The Summit prioritized connecting community members with diverse, often divergent, perspectives who were committed to being part of the solution for a more equitable, inclusive future. That engaged dialogue, among hundreds of people, was messy, insightful, difficult and affirming. And at the Summit's core was a very specific and widespread commonality – an undeniable and shared appetite for change and collaboration.

The need for significant progress is urgent, and we all have a role to play in ensuring Greater Cleveland continues to rise. It's time, as a community, to go to work. Let's use this collective energy to spur collaborative solutions that lead to transformative progress for the betterment of all.

“We have to continue the mission. It is more imperative now than ever that we do something. ... Let's enhance the bonds that we've established and look at how we might design the future that we want to have for our community.”

– CLE Rising Launch Leader Jud Kline

Appendix






CLE Rising Summit Supporters (as of October 2019)

Case Western Reserve University	Lyft
Cuyahoga County	Oswald Companies
Destination Cleveland	Jon & Amanda Pinney
Dix & Eaton	Port of Cleveland
Greater Cleveland Partnership	The Cleveland Foundation
Greater Cleveland Regional Transit Authority	The George Fund Foundation
Independence Business Supply	The Stephen J. McHale Family Foundation
JumpStart	WKYC Studios
KeyBank	

CLE Rising Summit Co-Chairs (as of October 2019)

Justin Bibb	Kristen Morris
Crystal Bryant	Dan Moulthrop
Carrie Carpenter	Chris Quinn
Scott Chaikin	Felton Thomas
David Gilbert	Dan Walsh
Chardonay Graham	Vanessa Whiting



The following is a listing of Summit attendees as well as community members who completed a Share Your Voice form and/or registered for a Share Your Voice pre-Summit event in 2019. We thank each of you for being a part of the momentum that became the Cleveland Rising Summit.

Rasheedah Abdur-Razzaq	Richard Bazile	Lenora Brown	Neeta Chandra
Armand Accordino	April Bebee	Linda Brown	Alex Chapman
Patricia Ackerman	Nelson Beckford	Robin Brown	Peter Chapman
Kristen Adams	Erika Bell	Janine Brubaker	Susan Chapo
Vince Adamus	Hannah Belsito	Crystal Bryant	Adam Chapple
Bishara Addison	Douglas Bennett	Edward Buchholz	Chia-Min Chen
Angie Agnoni	Michael Bennett	Megan Buchter	Rajiv Chokshi
Manmeet Ahluwalia	Mark Beno	Jim Budinger	Laura Christian Imbornoni
Michelle Aigner	Susan Berger	Amy Jacoby Budish	Mark Chupp
Bruce Akers	Marlene Berlan	Douglas Bugie	Paul Cibula
Denise Ali	Nicole Bernardo	V Bunkley	Kory Clark
Nasreen Ali	John Betchkal	Daniel Burlinghaus	Marika Clark
Tyler Allchin	Joseph Bialek	Evelyn Burnett	Phyllis Cleveland
Xavier Allen	Justin Bibb	Kari Burns	Joshua Close
Christopher Alvarado	Shana Black	Marilyn Burns	Ann Coffey
Peter Anagnostos	Tyanna Blanchard	Grady Burrows	Jessica Cohen
Kendra Anderson	Jazmyn Blockson	Clark Button	Terrell Cole
Shana Anderson	Renata Bobakova	Bianca Butts	Michael Collier
Kate Anderson Foley PhD	Jerry Bohinc	Katrice Cain	Benjamin Collinger
Dale Anglin	Adetokunbo Borishade	Amanda Calabrese	Nadia Comenichi
Roland Anglin	Kwame Botchway	LaShorn Caldwell	Katie Connell
John Anoliefo	Akram Boutros	Nickol Calhoun	James Connole
Jacqueline Armstrong	Holly Bowen	Maya Camhi	Cynthia Connolly
Michael Armstrong	Octavia Boykin	Alise Campbell	Sara Continenza
William Arnett	Aleksandra Brankov	Caryn Candisky	Jenice Contreras
Sandra Artis	Tony Brancatelli	Melody Caraballo	Donna Cook
Victoria Avi	John Brennan	Mordecai Cargill	Janika Cook
Jack Bacevice	Aylwin Bridges	Carrie Carpenter	Tom Cook
Amy Bailey	Sara Briechle	Courtnee Carrigan	David Cooperrider
Dr. Jacquelyne Bailey	Michael Brizz	Matt Carroll	Peter Corrigan
Layisha Bailey	Dionne Broadus	Luis Cartagena	Devin Cotten
Mitchell Balk	Victoria Broer	Kelsi Carter	Colleen Cotter
John Balliett	Thomas Brooks	Joi Carter	Anthony J. Coyne
Joyce Banjac	Michael Brosko	Carol Caruso	David Crampton
Nicholas Barendt	Ben Brown	Michelle Carver	Mary Anne Crampton
Jessica Baretty	Thomas Brooks	Lawrence Caswell	Todd Crockett
Andrew Barksdale	Michael Brosko	leisha Catledge-Hicks	Susan Cucuzza
John Barnes	Ben Brown	Andre Cato	Tom Cucuzza
Charesha Barrett	Daniel Brown	Scott Chaikin	Jeff Culliton
Lou Ann Barrett	Darlene Brown	Kenneth Chalker	Dahlia Cummings
Mark Batson	Edward Brown	Keshia Chambers	Elizabeth Cusma
Phyllis Batson	Jejuana Brown	Tiffany Chandler	Nicholas D'Angelo

**The names were compiled from various distribution lists. We apologize in advance for any errors or omissions.*

Summit attendees

Beth D'Arcy
Matt D'Arcy
Michael Dalby
Jared Daly
Jackie Dalzell
Leola Daniels
Kevin Daniels
Jade Davis
Connie Davis
Wanda Davis
Bradford Davy
Nick De Leon
Angela DeCarlo
Cotilia Decembly
Peter DeCrane
Erin Deimling
Michelle Del Toro
Tony DeLisi
Cindy Demsey
Daniel Dermer
Douglas DeRose
Roseanne Deucher
Eric Diamond
Frances DiDonato
Christopher Dieck
Nikki DiFilippo
Diane DiPiero
Brennan Donnellan
Amber Donovan
Rebekah Dorman
Craig Dorn
Kim Dorniden
Chantal Dothey
Michael Dover
Danielle Doza
David DuBois
Robert Durham
Ric Eastburn
R Eatmon
Gina Eaton
Bob Eckardt
Jon Eckerle
Mark Eckman
Alexandra Ehrett
Pam Eichenauer
Yvette Eley
Rut Elisa
Kirsten Ellenbogen
Laura Englehart
Jeff Epstein
Leah Epstein
Chris Ericksen
Diane Euchenhofer Rossa
Jared Eummer
Marissa Evans
Taylor Evans
Danny Everett
John Farina
Melanie Farrell
James Feagin
Paul Federico
Anne Felepelle
Jose Feliciano
Anna Ferguson
Duncan Ferguson
Kathleen Ferry
Laura Fibbi
Terence Fibbi
Mary Filipic
Cherese Fiorina
Lee Fisher
Kelly Flamos
Jeremy Fleischer
Michael Foley
Heather Foote
Ida Ford
Kevin Ford
Maria Foschia
Jill Fowler
Chann Fowler-Spellman
Les Fox
Gus Frangos
Linda Frazier
Mansfield Frazier
Rose Frech
Adrian Freeman
William Friedman
Heather Frutig
Ron Fry
Lynne Furman
Peg Furnas
John Gall
Angel Galvan
Onix Garcia
Keith Garner
Alana Garrett-Ferguson
Maura Garven
Liz Gauntner
Paul Gehrig
Ed George
Audrey Gerlach
John Gest
Susan Giagnorio
Alyssa Giannirakis
Brandon Gibson
Debbie Gibson
Monica Gibson
David Gilbert
Ron Gilbert
Jacqueline Gillon
Marcus Glanton
Dawn Glasco
Brenda Glass
Mike Glavin
Brian Gleisser
Jason Goodrick
Marina Gorenshteyn
Gary Gottfried
Leslie Graf
Julieona Graffaree
JP Graulty
Keniece Gray
Patricia Gray
Courtney Green
Benjamin Greenberg
Elizabeth Grepp
Christine Grieves
Blaine Griffin
Mary Groth
Greg Groves
Jordyn Grzelewski
Murat Gur
Monica Gustin
Terence Gutgsell
Jason Guyer
Matthew Gymer
Ann Gynn
Reijo Haapalahti
James Haas
Matt Habash
Michael Hahn
Erika Hakko
Anson Hall
Anna Maria Hamm
Chad Hamman
Amy Hanauer
Anthony Hancovsky
Christina Hannon Luehring
Karen Hanrahan
Maia Hansen
Lute Harmon, Jr.
Trevelle Harp
Phyllis Harris
Greg Harris
BJ Harris
Annette Hazapis
Kate Hazlett
Nancy Hecht
Gerard Henwood
Tahia Herd
Joe Hicks
Stephanie Hicks Thompson
Judy Ghazoul Hilow
Carole Hirsch
Neal Hodges
Heather Holmes
Charniece Holmes
Pamela Holmes
Ray Hom
Anne Marie Homolka
Avery Hong
Travis Howard
Valissa Howard
Karrie Howard
Chris Hrivna
Joyce Huang
Scott Hubay
Gary Hubbell
Audrey Hudak
Robbin Hudson
Michael J. Hudson
Judy Hulse
William Humbert
Michele Hunt
Rhonda Hurt
Yvette Iltu
Nicholas Iuliani
Stanley Jackson
Robert Jacquay
Quentin James
Ronald James
Nancy Janis
Gwen Jarvis
Nicolette Jaworski
Michael Jeans
Sharon Jefferson
Penelope S. Jeffrey
Mica Job
Joe Johannes
Vickie Johnson
Caitlin Johnson
Cassandra Johnson
Eric Johnson
Jeffrey Johnson
Trey Johnson
Vaughn Johnson
Benaud Jones
Colette Jones

Summit attendees – continued

Nancy Jones	Joe LaGuardia	Kevin Martin	Janet Montoya
Judge Wanda Jones	Steven Lake	Molly Martin	Maddie Mooney
Odetta Jordan	Maxine Landers	Stephen Martin	Clarence Moore
Sharon Jordan	Brian Lane	Amy Martin-Madeley	Jan Moore
Luc Wilsen Joseph	Don Langshaw	Ray Marvar	Kevin Moore
Lori Josephson	Mary Ann Lasch	Gina Masterka	Louis Moore
Laura Junglas	Keith Laschinger	Sam Mathi	Caracciola Morales
Phil Kalina	Emily Lauer	Meg Matko	Marcia Moreno
David Kallevig	Mary Lauer	Liz Maugans	Holly Morgan
George Kamen	Alison Lauge	Josh Maxwell	Amy Morgenstern
Linda Kane	Michael Lavelle	Matt McBride	Annie Morino
Ira Kaplan	James Lawrence	Justin McCaulley	Kristen Morris
Kurt Karakul	Liz Lazar	Bryan McCleery	Wayne Mortensen
Daniel Karchmer	Nicol Ledinek	Kerry McCormack	Ellis Mosley
Katie Keane	Heather Lenz	Sinera Mccoy	Daniel Moss
Shilpa Kedar	Karen Leventhal	Kate McDade	Scott Moss
Patricia Kellner	Robin Levine	Kevin McDaniel	Dan Moulthrop
Danny Kelly	Eric Lewis	Marty McGann	Jacqueline Muhammad
Nathan Kelly	Nicole Liatos	Margaret (Meg) McGarry	Carrie Murphy
Joyce Kennedy	Anthony Ligon	Melanie McGee	Patrick Murray
Sarah Kevany	Alec Lintz	Terry McGrady	Marc Nathanson
Susan Kenney	Ben Linville	Jim McGuffin-Cawley	Andrea Navratil
Daniel Kevany	Steven Litt	Molly McGuigan	Lourdes Negron-McDaniel
Mary Kilpatrick	David Little	Stephen McHale	Lori Neiswander
Rebecca Kimble	Cathy Liu	David Megenhardt	Papa Ngom
Adam King	Janet Loehr	Alan Melamed	Mary Jane Nguyen
Amanda King	Jazmin Long	Aaron Mendelsohn	Charlene Nichols
Ashley King	Whitnye Long-Jones	Tom Mendelsohn	Flores Nichols
Martin King	Geneva Lordes	Nicole Mendelsohn	Scott Nichols
Trina Kinnebrew	Steve Lorenz	Susan Mengay	Renee Nied
Jeffrey Kipp	Doretha Love	Stephanie Mercado	Inna Nikolova
Ariane Kirkpatrick	Steven Luca	David Merriman	Cindy Norwood
Robert Kirschner	Melanie Lucas	Srinivas Merugu	John Nunnari
Robert Klann	Mariely Luengo	Wayne Mesker	Andrea O'Brien
Debbie Klein	Allison Lukacsy-Love	Alex Michaels	Lee Ann O'Brien
Judson Kline	Jennifer Lumpkin	Bob Miko	Megan O'Bryan
Cathy Knittel	Chuck Mackey	Lynn Miliner	Patrick O'Donnell
Tim Koches	Meg Madrigal Wilson	Mike Milkovich	Ashley Oeken
Bill Koehler	Deane Malaker	Nicky Miller	Gary Ohara
Margaret Koehler	Rosey Malkin	Baylee Miller	Chiderah Okoye
William Koons	Beverly Malone	Evan Miller	Awilda Olah
Rob Korecky	Samira Malone	Jay Miller	Tyler Olson
Sumit Kovoov	Ratnesh Malviya	Carrie Miller	Katie Onders
Jennifer Kramer	Theresa Manley	Emily Miller	Alla Onitskansky
Michele Krampitz	Joseph Marcoguiseppe	Arin Miller-Tait	Chinemerem Onyeukwu
Anton Krieger	Dave Margolius	Niesha Minnifield	Ellen Opalach
Peter Krouse	Cynthia Marizette	Jodi Mitchell	Olivia Ortega
Gregory Kruszka	Mary Beth Marks	Erin Miyoshi	Daniel Ortiz
Ganesh Kumaraswamy	Allison Marlatt	Brooks Modie	Larry Oscar
Lillian Kuri	Marina Marquez	Neil Mohny	Marek Owca
Sheila Kuser	Charron Martin	Jens Molbak	Richard Pace
Dennis Lafferty	Clare Martin	Kate Monter Durban	Ben Pack

Summit attendees – continued

Howard Pack	Ranen Reichstein	John Schober	Kurt Stange
Selina Pagan	Tyler Reimshisel	Valerie Schumacher	Charolette Stanton
Susan Palmentera	Joseph Rider	Terry Schwarz	Brad Steinberg
Jorge Pantoja	John Rinehart	Claire Scott Miller	Lauren Steiner
Jean-Marie Papoi	Maggie Rivera-Tuma	Suzanne Seifert	Councilwoman Cheryl Stephens
Phil Parker	Nicholas Roaldi	Nichole Sendelbach	Jackie Stevenson
Patrick Pastore	Kate Robins	Jean Seneff	Jim Stifler
Yogi Patel	John Paul Robinson	Kahlil Seren	Edward Stockhausen
Jill Paulsen	Pamela Robinson	Shanice Settle	Jonathan Stone
Jamie Pawlak	Terrence Robinson	Chris Seuffert	Tom Stone
Caroline Peak	Tomeka Robinson	Bob Sferra	Devin Stowers
LaVerne Peakes	Max Rodas	Em Shank	Justin Strizzi
Annie Pease	Shawna Rohrman	Lillian Sharpley	Tonya Strong-Charles
Samantha Peddicord	Jan Roller	Bill Shaul	Bethany Studenic
Allison Peltz	Joy Roller	Kevyn Shaw	Cindy Stull
Jerry Pena	Joe Roman	Ashley Shaw	Mylonne Sullivan
Andrea Penn	Chris Ronayne	Sean Sheeler	Kirby Suntala
Michelle and Ami Perez	Griselda Rondon	Patrick Shepherd	Emmy Suydam
Olivera Perkins	Carrie Rosenfelt	Tiffany Short	Abigail Svigelj
Anna Perlmutter	Marcy Rosenthal	Richard Shurney	Joan Sweeny
Alyssa Perna	Bob Ross	Milt Sierra	Theresa Sweeny
Lisa Peterson	Mark Ross	Yoshi Silverstein	Bryce Sylvester
Amanda Petrak	Mary Ann Ross	Marjorie Simon	Trish Sylvia
Anne-Marie Petros	Terry Ross	Lisa Simoneau	Gary Szelagowski
Sam Petros	Bob Rotatori	Daylon Sims	Julie Szeltner
India Pierce Lee	Susan Rotatori	Teresha Sims	Jean E. Szorady
Earl Pike	Dr. Steven Rowan	Bella Sin	Supriya Tamang
Jon Pinney	Karen Royer	David Sires	Scott Tang
Hema Pokharna	Dawn Rucker	Carl J. Skalak, Jr.	William Tarter Jr
Stacey Polk	Nitra Rucker	Rose Skladany	Turkessa Tenney
Theresa Pollard	Julie Rugh	Audrey Skula	Kate Terrell
Michele Pomerantz	Becky Ruppert McMahon	Jeffrey Sleasman	Jason Therrien
Tom Poole	Clarissa Russell	Valerie Slovenec	Felton Thomas
Ann Poston	Luigi Russo	C Smith	Jonathan Thomas
Jody Potts-Hayes	Patrick Russo	Christopher Smith	Faye Thornton
Lynnie Powell	Ted Rybeck	Crain Smith	Jan Thrope
Elizabeth Presley	Steven Rys	Helen Smith	Qianna Tidmore
Kristie Pretti-Frontczak	Robert Saffold	Roshonda Smith	Catherine Tkachyk
Yvette Pringle	R. Ray Saikus	Shanelle Smith	Gabriel Tolliver
Joanne Purtsezova	Gary Samarin	Stuart Smith	Michelle Tomallo
Roslyn Quarto	Robert Sanders	Amy Snell	Missy Toms
Chris Quinn	Jasmin Santana	Stephen Snitzky	Mo Toumert
Michael Quinn	Gene Sasso	Sharon Sobol Jordan	Timothy Tramble
Chris Quinn	Jim Schaefer	Ron Soeder	Robyn Trem
Tristan Rader	Samantha Schartman	Dro Sohrabian	Mark Trew
Sudhir Raghupathy	Louis Schaul	Brian Sokol	Brendan Trewella
Patricia Ramsey	Karin F. Schleifer	Douglas Solomon	Carla Tricarichi
Robert Rankin	Jon Schmittgen	Bob Sopko	Rich Trickel
Beth and Clay Rankin	Kevin Schmotzer	David Southerington	James Trutko
Melaak Rashid	Adrian Schnell	James Sparks	Janice Tubbs
Zack Reed	Ken Schneck	Lionel Spearman	Sherelle Tucker
Brian Register	Carolina Schneider	Nigamanth Sridhar	

Summit attendees – continued

Elmo Tumbokon
Glynece Turner
Nicholas Turner
Stacy Turner
Twyla Turner
Dan Tyson
Theodore Tywang
Karis Tzeng
Chris Urban
David Urbanic
Linda Uveges
Katie Van Dusen
Piet Van Lier
Olyria Vance
Ramonita Vargas
Michael Varvaro
Argerie Vasilakes
Anna Vedouras
Lorraine Vega
Tony Vento
Colleen Vickers
Ronald Victor
Jessica Virant
Luis Vizcarrondo
Paul Volpe
Gina Voytek
Dustin Wadsworth

Stephanie Wahome-Lassiter
Michael Walker
Frank Wallis
Elijah Walrath
Daniel Walsh
Shannon Walsh
Julia Wang
Don Wank
Casey Ward
Eugene Ward
Jenna Ward
Nate Ward
Sean Ward
Tiffany Warner
Willie Warner
Linda Warren
Ashley Wasielewski
Ashley Watson
Jayah Watters-Clark
Andrew Watterson
Sean Watterson
Brian Webster
Amy Weinfurtnr
Matt Weinkam
Jonathan Welle
Richard Wesorick
Sharonda Whatley

Matt Whisenhunt
Andre White
Sherri White
Stacey White
Bradley Whitehead
Peter Whitehouse
Vanessa Whiting
Kent Whitley
Linda Whitman
Bradley Wiescinski
Janai Wiggins
Laurel Wilder
Anthony Williams
Bruce Williams
Craig Williams
Curt Williams
George Williams
Jae Williams
Linda Williams
Rita Williams
Sandra Williams
Tony Williams
David Wilson
Thea Wilson
Santino Wilson
Edmund Wilson
James Wilson

Rachel Wilson
Robert Wimbiscus
William Winans
Eliza Wing
Patrick W. Winslow
Holly Witchey
Warren Wolfson
Lisa Wong
Sharnell Woods
Sicily Woods
Luci Workman
Sheila Wright
Annie Wu
Johnny Wu
Lauren Wyman
Elise Yablonsky
Dongfang Yang
George Yarolin
Sean Yeats
Leslie Yerkes
Amy Young
Keri Zipay
Cal Zunt
Jerome Zurowski