



CONVENTIONAL * WISDOM

FEW EXPECTED CLEVELAND TO HAVE A SHOT AT ATTRACTING THE 2016 REPUBLICAN NATIONAL CONVENTION. BUT A DEVOTED GROUP OF CIVIC, BUSINESS AND POLITICAL LEADERS TOOK WHAT THEY LEARNED FROM PREVIOUS FAILED ATTEMPTS, PUT EGO AND PARTY ALLEGIANCES ASIDE AND ASSEMBLED A WINNING BID. HERE'S THE INSIDE STORY OF HOW THEY DID IT. BY JENNIFER KEIRN

CONSIDER IT POWER IN ACTION. More than a dozen influential people from Northeast Ohio's civic, business, political and nonprofit communities banded together in pursuit of one unlikely goal — bringing the 2016 Republican National Convention to Cleveland.

We can do this. This is Cleveland's time, they believed.

But in many circles, they were the minority. Plenty of locals doubted Cleveland could actually score such a victory. Other cities believed the odds were in their favor. Republican National Committee higher-ups gave Cleveland a chance but never expected us to rise to the challenge. All were blinded by the tired old narratives of a lifeless city whose glory days were over.

"It's been the most selfless use of power I've ever seen," says Terry Egger, president and CEO of the Cleveland 2016 Host Committee. "The prize was so big, the potential to validate our community was so great, that people were selfless in their contributions and leadership."

The scope of the project is immense. About 50,000 delegates

will spend the week here, occupying 16,000 hotel rooms and 1,000 hotel suites. Another 15,000 credentialed media will be covering the event — second only to the Olympics — from a 300,000-square-foot media center. The host committee will be responsible for raising more than \$60 million toward the effort, in addition to recruiting and training nearly 8,000 volunteers.

"I think Cleveland from the start was not highly considered," says David Gilbert, president and CEO of Destination Cleveland. "Every step of the way we really opened some eyes."

The story behind our 2014 victory starts back in 2006, when Cleveland began preparing its bid for the 2008 Republican National Convention.

"We've been working on this eight years," says Jon Pinney, a partner with Kohrman Jackson & Krantz and treasurer-secretary of the Cleveland 2016 Host Committee. "It's, in my opinion, the greatest private-public partnership the city has done in decades. It took cooperation at just about every level, which is rare."

This is the largely untold story.

THE HISTORY

In 2006, just two weeks after his first inauguration, Mayor Frank Jackson received an invitation to submit a bid for the 2008 Republican National Convention. Jackson saw the opportunity as civic, not political, so he built a coalition of organizations to tackle the effort, including the city, the Greater Cleveland Partnership and what is now Destination Cleveland. Back then, the convention center wasn't built and the inventory of hotel rooms within a reasonable distance of downtown was woefully lacking. Yet the city still came in second to St. Paul, Minnesota.

VALARIE J. MCCALL CHIEF OF GOVERNMENT & INTERNATIONAL AFFAIRS, CITY OF CLEVELAND
Sometimes coming in second isn't a good thing, because it's not first. But we learned a lot. We did a debrief with them and asked a lot of questions: *Why? What were we missing?* All of the things they talked to us about, we rolled up our sleeves and we've done.

MCCALL Fast-forward to early 2011, we came in second to Charlotte [for the 2012

Democratic National Convention], but we were a lot further than where we were in 2006. This time around, the mayor was adamant: "I think we're ready. We need to host a national convention."

PINNEY Without the mayor [supporting it] like he did, this would have been a non-starter. His sole focus is doing what's best for the city.

JACKSON It was pretty clear that we didn't have some of the infrastructure that was needed. That has been corrected. We have doubled the number of hotels in Cleveland. ... We knew we would be very competitive.

Pinney kept everything from the 2006 and 2010 bids — emails, proposals, donor lists and more. He continued to add to that base of knowledge, understanding that one day Cleveland's civic community would try again.

PINNEY After the [bid for the 2008 RNC], I was downloading FEC reports and making Freedom of Information [Act] requests,



MAYOR FRANK JACKSON

"WE DIDN'T HAVE TO CONVINCE ANYONE THAT WE WERE READY FOR THIS AND THIS WAS THE RIGHT TIME TO DO IT. PEOPLE COMMITTED TO DOING THEIR PART."



VALARIE J. MCCALL

“ENID MICKELSEN SAID, ‘I HOPE YOU MEANT WHAT YOU SAID ABOUT SPENDING TIME WITH US, BECAUSE WE’RE COMING TO CLEVELAND.’ ... IT WAS A SIGH OF RELIEF, THEN IT WAS ‘OK, LET’S GET TO WORK.’”



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DAVID GILBERT

“WE WERE NOT LOOKED AT IN ANY WAY, SHAPE OR FORM A FRONTRUNNER. FOR US TO WIN, WE HAD TO DO EVERYTHING BETTER THAN THE OTHER CITIES.”

which no one had ever done before. Through FOIA, we were able to gather information and contracts from all the prior cities, both conventions. No one had ever done [that level of research]. We had the contracts before we negotiated the contracts.

EGGER Joe Roman [from the Greater Cleveland Partnership] and I went and had a beer in late January. [He] let me know that they were going for it. The chairs weren’t formalized yet. They’d had conversations with some of the CEOs, the mayor, the county executive, and had some money pledged already — about \$4 [million] to \$5 million. We didn’t know what our chances were, but *What if? What if? How cool would it be?*

CHRIS KELLY PARTNER-IN-CHARGE, JONES DAY CLEVELAND, AND CO-CHAIR, CLEVELAND 2016 HOST COMMITTEE There was a mixed feeling; some folks seemed cynical of our ability to get it, others clearly said, “We can do this, and this is the time to do it.” The convention center is done, we have a lot of great things going on downtown. There’s a lot of positive vibes and now is the time to showcase to the world who we are.

THE DECISION

In January 2014, about a dozen business, civic and political leaders gathered in the Union Club to make a decision about submitting bids for both conventions. The city and county were already on board, as were civic organizations such as the Greater Cleveland Partnership and Destination Cleveland. This meeting brought in a handful of CEOs from Northeast Ohio’s biggest corporations — including Chris Connor of Sherwin-Williams, Beth Mooney of KeyCorp and Sandy Cutler of Eaton Corp. — to solicit their support.

MCCALL This time the difference was the groundswell of support from the corporate community.

GILBERT It was that meeting where the CEOs gave their blessing, and when I say blessing I mean a commitment to significant funding and engagement.

PINNEY We didn’t have any clue how the business leadership would react. David, Joe and I presented the technical elements. We thought they would be hesitant, but there was absolutely no hesitation.

GILBERT We had a PowerPoint of what we needed to do and what it would do for the community. I remember one of the folks in the room saying, “Why *wouldn’t* we do this?” It wasn’t, “Here are the obstacles.” It was, “Why *wouldn’t* we?” The consensus was we are ready and this is our time.

PINNEY Then all of a sudden they started passing the hat, and we raised a fortune in a matter of minutes.

GILBERT It really signaled that we were all in.

PINNEY That evolved into asking Sandy, Beth and Chris to be co-chairs. (Chris Kelly later became the fourth.) You’ve got three of the most powerful people in the state if not the region, and that forms the basis of a great host committee. When the RNC evaluates the bid, they are looking very closely at the strength of the host committee ... not just who they are, but can they raise the money?

THE ANNOUNCEMENT

On Feb. 20, Mayor Jackson and Cuyahoga County Executive Ed Fitzgerald made a joint announcement of Cleveland’s intention to bid on both the Republican National Convention and the Democratic National Convention. That paved the way for the creation of the Cleveland 2016 Host Committee, of which Egger became the official president and CEO. Then came the tough work of actually preparing the bid, a 347-page document covering nearly 50 separate elements of the convention. It includes blueprints of Quicken Loans Arena, public transport infrastructure, telecommunications capabilities, fundraising commitments, security details and more. Two dozen local leaders formed an executive advisory committee to support the effort.

JACKSON I never feel like an underdog, if you mean that we weren’t prepared or capable of doing it. But if you mean that others would not consider us legitimate competition, then yes, that’s how they thought of us.

GILBERT We were one of the last cities to formally declare we were bidding. We needed to fully get our act together, to know we had all the pieces together. That really put us behind in developing it.

EGGER [Pinney] is one of the silent superstars in this whole thing. He had done so much homework. He was involved in the effort in 2006 for the 2008 RNC bid, then again in 2010 for the 2012 DNC bid. He had learned so much about the bidding process, so he led the team in putting the actual bid package together.

PINNEY There was no time to write the bid as a group, so I was nominated to write it cover to cover. We had 10 people in my firm working on it. I slept three straight nights in my office. We had to bring in backup color printers from New York. We had seven printers going full time. The copy

company had to bring in extra staff. We spent \$35,000 just on printing the bids. I spent about 1,000 hours on it.

GILBERT There were probably a dozen people working 10 to 20 hours a week or more on top of their other work activities to put this together.

PINNEY We almost missed the overnight. We had 12 minutes left. It had to be shipped — 35 bound copies, 12 boxes of bids. We had to take it to the airport FedEx location, to the desk that you can hardly find. They take it straight to the cargo plane.

THE PITCH

On Feb. 27, RNC chairman Reince Priebus announced eight finalist cities — Cleveland, Cincinnati, Denver, Dallas, Kansas City, Las Vegas and Phoenix. Representatives of each went to Washington, D.C., on March 3 and got one hour to make their pitch to committee members. The weather in the nation's capital was brutal, virtually shutting down the city. Snow coated the ground and wind gusts reached 30 mph, pushing wind chills as low as 1 degree.

CHRIS CONNOR CHAIRMAN AND CEO, THE SHERWIN-WILLIAMS CO. By sheer determination, the Cleveland contingent forces its way in there. We get these four-wheel drive vehicles and make our way into deserted downtown D.C. for this meeting. It kind of catches Reince Priebus and Enid Mickelsen [chairwoman of the RNC site selection committee] off-guard: *They're here? They're really here?* We had the worst time slot, 5 p.m. It had been a long day for them.

PINNEY David did a really smart thing. He brought Malley's chocolate-covered coffee beans. It hopped them all up.

The plan was for Egger to lead the presentation. He'd previously scheduled a family trip to Cabo San Lucas, Mexico, to celebrate his retirement as publisher of The Plain Dealer, but the RNC meeting fell right in the middle of his trip. He decided to fly into Washington, D.C., for the meeting then return to his vacation, but engine trouble grounded his flight and prevented him from making it there in time.

EGGER It turned out to be the best thing possible because it let Chris Connor take charge, and no one's going to stand taller than he would. It would have been so easy for us to be dead-on-arrival, dismissed. Chris had them at hello.

CONNOR Over the course of the hour that we had to tell our story, it totally changed

the dynamics in the room. It was one of the more exciting team presentations I've ever been involved with. ... That was the moment we went from [the RNC saying], "We have to include Cleveland because they sent all the stuff in we require" to "Wow, Cleveland is a very viable candidate for this."

PINNEY At one point, one of the people on the site selection committee said, "In the hotel package you're quoting, are these all motels?" Chris turned a negative into a positive and said, "Sure, we have plenty of motels. We call it Pittsburgh." Everyone was cracking up.

THE FIRST DATE

On April 30, the RNC representatives got their first hard look at Cleveland. It was a 24-hour technical site selection visit designed to evaluate whether we had the infrastructure, venues and capabilities to pull off such a large event. They scrutinized every inch of the Q — including the closets — during their inspection.

EGGER They were coming here from Cincinnati, so Joe Roman and I drove down to pick them up and then chartered a plane back here. They were friendly but tired, kind of OK, *what do you got?*

GILBERT We were already starting a half step behind the starting line. For us to win, we had to do everything better than other cities. We felt that if you took the top six or eight things that were important to them, our goal was to be in the top two for every one.

EGGER We had initial seed money of about \$4 [million] to \$5 million, but we felt we needed to be closer to \$20 million. We were really tight on deadline. The county stepped up with \$2.5 million, then the city stepped up with \$2.5 million.

In an effort to raise the rest, Egger went to Gov. John Kasich with a request for state funding. At the time, both Cincinnati and Columbus were also preparing bids.

EGGER We asked, "Would you be willing to help find \$10 million and pledge it to any of the three cities should they be selected for the RNC?" He liked the idea of making an ask of JobsOhio, and they came through. That was a huge moment of validation for us.

EGGER After that first visit, there was a genuine buzz. When we said goodbye to them, we just had a sense that they were coming back.

POWER

GREATER AKRON

VIRGINIA ALBANESE, president and CEO, FedEx Custom Critical

ANTHONY J. ALEXANDER, executive chairman, FirstEnergy Corp.

WILLIAM BATCHELDER, speaker of the Ohio House of Representatives

DANIEL COLANTONE, president and CEO, Greater Akron Chamber

WILLIAM CONSIDINE, president and CEO, Akron Children's Hospital

JAY GERSHEN, president, Northeast Ohio Medical University

PAUL GREIG, chairman, president and CEO, FirstMerit Corp.

► **DEBORAH HOOVER**, president and CEO, Burton D. Morgan Foundation
NEW Hoover's making quiet but significant inroads in support of entrepreneurship in Northeast Ohio, funding such initiatives as the Northeast Ohio Collegiate Entrepreneurship Program. She's the current chair of the Fund for Our Economic Future and now board member of the Regional Competitiveness Council.

JOE KANFER, CEO and chairman, GOJO Industries

RICHARD KRAMER, chairman, president and CEO, The Goodyear Tire & Rubber Co.

CHRISTINE AMER MAYER, president, GAR Foundation

► **JOHN T. PETURES JR.**, president and CEO, Akron Community Foundation
NEW He's led the Akron Community Foundation since 2008 and will this year preside over its 60th anniversary. It's seen record growth under his leadership, reaching 450-plus funds and \$180 million in assets.

DON PLUSQUELLIC, mayor, Akron

RUSS PRY, Summit County executive

► **SCOTT SCARBOROUGH**, president, University of Akron
NEW He assumed the top spot at the University of Akron in July following Luis Proenza's 15-year tenure. Proenza's leadership was marked by changes in the curriculum and campus layout, and Scarborough's challenge is to maintain UA's forward momentum.

FRANK SULLIVAN, chairman and CEO, RPM International

► **BEVERLY WARREN**, president, Kent State University
NEW This year, she became the 12th president of this 104-year-old institution. She's a newcomer, fresh off a 14-year stint at Virginia Commonwealth University, but is quickly integrating into Kent State and the region.

WARD J. "TIM" TIMKEN JR., chairman, CEO and president, TimkenSteel Corp.

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CUYAHOGA COUNTY

DAVID **ABBOTT**, executive director, The George Gund Foundation

MONTE **AHUJA**, CEO, Mura Holdings; founder, Transtar Industries

RONALD **BERKMAN**, president, Cleveland State University

AKRAM **BOUTROS**, president and CEO, The MetroHealth System

SHERROD **BROWN**, U.S. senator

ARMOND **BUDISH**, executive, Cuyahoga County

MARC **BYRNES**, chairman, Oswald Cos.

RICK **CHIRICOSTA**, president and CEO, Medical Mutual of Ohio

PAUL **CLARK**, regional president for Cleveland, PNC

LONNIE **COLEMAN**, president and CEO, Coleman Spohn Corp.

CHRISTOPHER **CONNOR**, chairman and CEO, The Sherwin-Williams Co.

DELOS "TOBY" **COSGROVE**, president and CEO, Cleveland Clinic

ALEXANDER "SANDY" **CUTLER**, chairman and CEO, Eaton Corp.

► **TERRY EGGER**, CEO, Cleveland 2016 Host Committee

NEW Egger retired as publisher of The Plain Dealer in 2014 and waited mere weeks before signing on to lead the RNC bid effort. Now that we've won, it will be Egger's job to oversee the effort to pull it off.

ART **FALCO**, president and CEO, Playhouse Square Foundation

UMBERTO **FEDELI**, president and CEO, The Fedeli Group

WILLIAM **FRIEDMAN**, president and CEO, Cleveland-Cuyahoga County Port Authority

MARCIA **FUDGE**, U.S. representative

FRED **GEIS**, co-owner, Geis Cos.

DAN **GILBERT**, majority owner, Cleveland Cavaliers; chairman and founder, Quicken Loans Inc.; chairman and founder, Rock Gaming

DAVID **GILBERT**, president and CEO, Greater Cleveland Sports Commission; president and CEO, Destination Cleveland

DAVID S. **GOODMAN**, Cleveland managing partner, Squire Patton Boggs

THE SECOND DATE

On May 22, the RNC announced that Cleveland had made it into the final four host cities, along with Dallas, Denver and Kansas City. RNC reps returned for a two-day visit scheduled for June 3-4. On the first night, a handful of Northeast Ohio civic leaders took to the stage at Playhouse Square to share what they love about their hometown. The group moved to the Idea Center for a reception complete with champagne toast as dusk fell and the chandelier came to life. On the second night, a gala dinner for 300 — the governor was a guest and speaker — was held at the Cleveland Museum of Art.

GILBERT Every minute was planned. Very thoughtfully. We knew from them all the things that they wanted to see. We planned very carefully our movements, what they would see, when they would see it, who they would hear each message from.

EGGER On the first night they were here, I was talking with Sharon Day [co-chair of the Republican National Committee], who had been here in 2006 for the 2008 site selection. She was pretty candid: "I have to be honest. I was here in 2006 and your city was pretty tired." I said, "Sharon, I cannot wait to have this conversation with you again on the last day and see what you think."

PINNEY On the second night, we were leaving Playhouse Square and Sharon Day says, "I'm going for a walk. I want to see the city at night." We were walking toward the Westin when a guy walks up and asks, "Are you guys from Cleveland?" He goes into a five-minute story about how he's in from out of town and what an amazing city Cleveland is. She turns to me and says, "Did you plant him?"

GILBERT It was such a proud moment. There are a lot of things you can plan for ... but you can't plan for the genuineness of people. You can't plan for locals and their hospitality. It was such a great, genuine moment.

The visit nearly went off without a hitch. On the final day, just before taking their guests to Burke Lakefront Airport to depart, the group decided to go for a short ride on the RTA Waterfront Line. But they were an hour off schedule and caused the train to get trapped by two others, taking an hour to travel 2 miles.

PINNEY David and I were texting back and forth while the train was completely silent. I texted, "Where is this train going?" and David responds, "I think this train is going back to Dallas." We later heard that they

were doing the same thing, texting each other back and forth.

EGGER They say the way to really learn something is to teach it. When we were "teaching" them about our community, we were really learning about it too — wow. Dave Gilbert and I always talked about it like popcorn: It's popping here and there, then you see it all together.

EGGER A bunch of us went to the tarmac at Burke to see them off. It was emotional, people hugging. I went over to Sharon and said, "Well? What do you think?" She literally started tearing up. She said, "I cannot believe it. This is an entirely new city. What a vibrant, wonderful place. I can't wait to come back."

THE FINAL TWO

On June 25, Priebus announced that the Republican National Committee had narrowed its choices to Dallas and Cleveland as the final contenders. It was agreed that the host committee partners would meet at the mayor's office on the morning of Tuesday, July 8, to take the 11:30 a.m. call from Mickelsen. Pinney and other attorneys involved in the negotiation spent the entire weekend fielding emails and providing supplements to the contracts to the RNC's chief counsel.

CONNOR I was remarkably at peace leading up to that. I'm not an intuition kind of guy, but I just said, "This is ours. We got this."

GILBERT Jon Pinney and I were having breakfast at Latitude 41 that morning. We sat at breakfast for about 2 1/2 hours.

PINNEY I had my laptop and the chief counsel [of the RNC] was still hitting me with all kinds of questions, new questions. I started to realize these are new people with new questions. I start to get the sense that I was answering questions with the [site selection] committee in the room. Then I get one last question: "If you are selected, please confirm that you will withdraw from the DNC bid."

PINNEY I knew the minute they asked that, we won.

The two leapt out of their seats, hugging and jumping up and down, attracting plenty of perplexed stares. The email communications with the RNC went silent, so Pinney and Gilbert got in their cars and drove to the mayor's office to wait for the call from Mickelsen.

MCCALL For me, it was a surreal moment. [Mickelsen's] words were, "I hope you meant what you said about spending time with us, because we're coming to Cleveland." It was

a sigh of relief, then it was, "OK, let's get to work."

CONNOR When the announcement came down, I didn't have this moment of euphoric surprise. I was like, *Of course that's the decision!* It's not being arrogant about it, but just a quiet confidence.

EGGER Five or 10 minutes [into the call] the fire alarm goes off. We had to adjourn the call and evacuate the building and all stand outside on the sidewalk. It was like, *really?*

PINNEY Enid said, "If you're going outside the room, you can't tell anyone because we haven't called Dallas yet." We are standing outside with all of the council leadership and all of the media. They have cameras on all of our faces trying to gauge our reaction, and we didn't know what to do.

THE NEXT STEPS

Beginning this month the RNC will begin migrating staff to Cleveland to live and work in preparation for the convention. At the peak, that number will total 130, and the operation will occupy 35,000 to 40,000 square feet of downtown office space. Meanwhile, the Host Committee has created 19 subcommittees to oversee every element of our support of the event, from hotels and security to medical and transportation.

PINNEY We celebrated for a few weeks. Immediately, our attention shifted to *we've got to get to work*. The only thing worse than not getting it is getting it and screwing it up. It is a long and complicated process to get the city ready to host 50,000-plus people for a week.

CONNOR Lots of people want this. It's a much smaller list of people who can actually make [a national convention] happen.

GILBERT It was such an affirmation. It was an amazing feeling. The people of this city deserve so much for sticking through tough times. We aren't perfect, but we are changing.

CONNOR The impact isn't that week at all. It's not how many delegates arrive with their shirts laden with pins. That week will be enormous, every hotel room filled, every restaurant filled. The eyes of the world will be on Cleveland. But the real impact we're seeing already. It's one more validation of how remarkable this city is.

GILBERT [In 2013], with tremendous effort, there were 1,100 articles written about Cleveland, roughly double from the year before and from the year before that. Two weeks after the RNC announcement, we tracked more than 7,000 articles written about Cleveland.



TERRY EGGER

"THE PRIZE WAS SO BIG, THE POTENTIAL TO VALIDATE OUR COMMUNITY WAS SO GREAT, THAT PEOPLE WERE SELFLESS IN THEIR CONTRIBUTIONS AND LEADERSHIP."



CHRIS KELLY

"SOME FOLKS SEEMED CYNICAL OF OUR ABILITY TO GET IT, OTHERS CLEARLY SAID, 'WE CAN DO THIS AND THIS IS OUR TIME.' ... NOW IS THE TIME TO SHOWCASE TO THE WORLD WHO WE ARE."

KELLY We've established a volunteer list of at least 100 people [at Jones Day] who want to help. That's not unique. Everywhere, everyone wants to volunteer and help. We'll probably have more volunteers than positions.

PINNEY Some people use the direct spend number of \$200 million in [estimated] economic impact. Others use the direct and indirect of up to \$400 million in total impact. But we were never really focused on that. Really the focus was that we saw the statistics that when you bring people in, when they see the city, they absolutely love it.

GILBERT This is a once-in-a-generation if not more opportunity. We are working so hard on changing the story, the narrative of Cleveland. ... Of all these things, the biggest and most important one could be the tipping point of self-confidence for our community.

► **LEV GONICK**, co-founder and CEO, OneCommunity
NEW *He took the top spot at this nonprofit in 2013 and is leading the way in improving broadband access in Cleveland. With the November announcement of a new 100 gigabit network on the way, OneCommunity will make data access along the HealthTech Corridor faster than any other U.S. city.*

ERIC GORDON, CEO, Cleveland Metropolitan School District

FRANK JACKSON, mayor, Cleveland

► **LEBRON JAMES**, Cleveland Cavaliers
NEW *He's a leader on the court and off, with just his name carrying influence and prestige. Media coverage of his homecoming became a weeklong commercial for Cleveland and is expected to have a lasting impact on the downtown economy.*

► **ALEX JOHNSON**, president, Cuyahoga Community College
NEW *He took the helm of Tri-C in 2013 and oversaw a smooth leadership transition after the retirement of longtime president Jerry Sue Thornton. Under his watch, the college is upping its efforts to help Northeast Ohioans get retrained and back to work.*

MARCY KAPTUR, U.S. representative

RAY LEACH, CEO, JumpStart Inc.

► **ARI MARON**, partner, MRN Ltd.
NEW *The Maron family has been behind some of the hottest real estate developments in Cleveland, including East Fourth Street and Uptown in University Circle. Now they're working double-time to fill fast-rising demand for downtown living options.*

STEVE MILLARD, president and executive director, Council of Smaller Enterprises

SAM MILLER, co-chairman emeritus, Forest City Enterprises Inc.

BETH MOONEY, chairwoman and CEO, KeyCorp

BERNIE MORENO, CEO, The Collection Auto Group

FRED NANCE, regional managing partner, Squire Patton Boggs; general counsel, Cleveland Browns

► **JON PINNEY**, partner, Kohnman Jackson & Krantz
NEW *He was the behind-the-scenes guy who made the technical elements of the RNC bid happen. With longtime ties to city projects, including previous political convention bids, his legwork on the 347-plus-page bid was pivotal to sealing the deal.*

RICHARD POGUE, senior adviser, Jones Day

ALBERT RATNER, co-chairman emeritus, Forest City Enterprises Inc.

CHARLES RATNER, director, Forest City Enterprises Inc.

DEBORAH READ, managing partner, Thompson Hine

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