



**AGENDA**  
**CUYAHOGA COUNTY COUNCIL REGULAR MEETING**  
**TUESDAY, JUNE 11, 2013**  
**CUYAHOGA COUNTY JUSTICE CENTER**  
**COUNCIL CHAMBERS – 1<sup>ST</sup> FLOOR**  
**5:00 PM**

- 1. CALL TO ORDER**
- 2. ROLL CALL**
- 3. PLEDGE OF ALLEGIANCE**
- 4. SILENT MEDITATION**
- 5. PUBLIC COMMENT RELATED TO AGENDA**
- 6. APPROVAL OF MINUTES**
  - a) May 28, 2013 Work Session (See Page 12)
  - b) May 28, 2013 Regular Meeting (See Page 14)
  - c) June 4, 2013 Committee of the Whole Meeting (See Page 31)
- 7. ANNOUNCEMENTS FROM THE COUNCIL PRESIDENT**
- 8. MESSAGES FROM THE COUNTY EXECUTIVE**
- 9. COMMITTEE REPORT AND CONSIDERATION OF A RESOLUTION OF COUNCIL FOR SECOND READING ADOPTION UNDER SUSPENSION OF RULES**
  - a) R2013-0086: A Resolution determining the services and programs that shall be provided and funded from the Veterans Services Fund in 2013; approving an alternative procurement process; making awards to various providers in the total amount of \$758,306.00 for said services and programs for the period ending 6/30/2014; authorizing the County Executive to execute the agreements, contracts and all other documents

consistent with said awards and this Resolution; and declaring the necessity that this Resolution become immediately effective: (See Page 33)

- 1) Cuyahoga Community College in the amount of \$73,330.00.
- 2) Cleveland State University in the amount of \$73,330.00.
- 3) Cuyahoga County Office of Homeless Services in the total amount of \$242,500.00.
- 4) Cleveland Municipal Court in the amount of \$104,146.00.
- 5) Cuyahoga County Land Reutilization Corporation in the amount of \$100,000.00.
- 6) The Legal Aid Society of Cleveland in the amount of \$75,000.00
- 7) Cuyahoga County Department of Workforce Development in the amount of \$55,000.00.
- 8) Cuyahoga County Soldiers' and Sailors' Monument Commission in the amount of \$10,000.00.
- 9) Economic and Community Development Institute in the amount of \$25,000.00.

Sponsors: Councilmembers Connally, Greenspan, Simon, Rogers, Miller, Jones and Conwell

Committee Assignment and Chair: Finance & Budgeting – Miller

#### **10. COMMITTEE REPORT AND CONSIDERATION OF A RESOLUTION OF COUNCIL FOR THIRD READING ADOPTION**

- a) R2013-0087: A Resolution making an award to College Now Greater Cleveland in the amount of \$380,000.00 from the Cuyahoga County Educational Assistance Fund for Component 2 of the Cuyahoga County Educational Assistance Program for the period ending 6/30/2014; authorizing the County Executive to execute the contract and all other documents consistent with said award and this Resolution; and declaring the necessity that this Resolution become immediately effective. (See Page 37)

Sponsors: Councilmembers Rogers and Miller

Committee Assignment and Chair: Education, Environment & Sustainability – Rogers

#### **11. CONSIDERATION OF AN ORDINANCE OF COUNCIL FOR FIRST READING AND REFERRAL TO COMMITTEE**

- a) O2013-0013: An Ordinance establishing the Council's annual approval of the County's five-year economic development plans which shall be accomplished by Resolution and published on the County Council's website, and declaring the necessity that this Ordinance become immediately effective. (See Page 40)

Sponsor: Council President Connally/Clerk of Council and Director of Law

## **12. COMMITTEE REPORT AND CONSIDERATION OF AN ORDINANCE OF COUNCIL FOR THIRD READING ADOPTION**

- a) O2013-0011: An Ordinance amending Ordinance No. O2012-0007 dated 7/10/2012, which established the Cuyahoga County Educational Assistance Program and the Cuyahoga County Educational Assistance Fund, to add additional components to the Program and to authorize an alternative procurement process; creating Chapter 710 and Section 804.01 to codify said Program and Fund; and declaring the necessity that this Ordinance become immediately effective. (See Page 42)

Sponsors: Councilmembers Rogers and Miller

Committee Assignment and Chair: Education, Environment & Sustainability – Rogers

## **13. CONSIDERATION OF A RESOLUTION FOR FIRST READING ADOPTION UNDER SUSPENSION OF RULES**

- a) R2013-0118: A Resolution amending the 2012/2013 Biennial Operating Budget for 2013 by providing for additional fiscal appropriations from the General Fund and other funding sources, for appropriation transfers between budget accounts, and for cash transfers between budgetary funds, in order to meet the budgetary needs of various County departments, offices, and agencies; and declaring the necessity that this Resolution become immediately effective. (See Page 48)

Sponsor: County Executive FitzGerald/Fiscal Officer/Office of Budget & Management

## **14. CONSIDERATION OF RESOLUTIONS FOR FIRST READING AND REFERRAL TO COMMITTEE**

- a) R2013-0119: A Resolution adopting the Annual Tax Budget, including the Cuyahoga County Library Budget, for the year 2014; and declaring the necessity that this Resolution become immediately effective. (See Page 86)

Sponsor: County Executive FitzGerald/Fiscal Officer/Office of Budget & Management

- b) R2013-0120: A Resolution authorizing an amendment to Contract No. CE0800365-01 with Puskarco, LTD for lease of office space located at 11699 Brookpark Road, Parma, for the Employment Connection One-Stop System for use by Department of Workforce Development for the period 6/1/2008 - 5/31/2013 to extend the time period to 5/31/2018 and for additional funds in the amount of \$1,831,060.10; authorizing the County

Executive to execute the amendment and all other documents consistent with this Resolution; and declaring the necessity that this Resolution become immediately effective. (See Page 88)

Sponsor: County Executive FitzGerald/Department of Public Works

- c) R2013-0121: A Resolution adopting the 2013 Economic Development Plan in accordance with Section 7.05 of the Cuyahoga County Charter and Section 801.01 of the Cuyahoga County Code, and declaring the necessity that this Resolution become immediately effective. (See Page 92)

Sponsor: County Executive FitzGerald/Department of Development

- d) R2013-0122: A Resolution authorizing an Economic Development Loan in the amount not-to-exceed \$650,000.00 to 4400 Carnegie, LLC for redevelopment of a manufacturing facility located at 4400 Carnegie Avenue, Cleveland; authorizing the Deputy Chief of Staff of Development or Director of Development to execute all documents consistent with said loan and this Resolution; and declaring the necessity that this Resolution become immediately effective. (See Page 211)

Sponsor: County Executive FitzGerald/Department of Development

- e) R2013-0123: A Resolution authorizing an Economic Development Large Scale Attraction Loan in the amount not-to-exceed \$3,000,000.00 to 30033 Clemens Road LLC for renovation of a facility located at 30033 Clemens Road, Westlake; authorizing the Deputy Chief of Staff of Development or Director of Development to execute all documents consistent with said loan and this Resolution; and declaring the necessity that this Resolution become immediately effective. (See Page 217)

Sponsor: County Executive FitzGerald/Department of Development

- f) R2013-0124: A Resolution authorizing an amendment to Contract No. CE1200430-01 with Educational Service Center of Cuyahoga County for fiscal and administrative services for the Help Me Grow Bright Beginnings Program for the period 7/1/2012 - 6/30/2013 to extend the time period to 6/30/2014, to change the scope of services, effective 7/1/2013, and for additional funds in the amount of \$1,254,979.00; authorizing the County Executive to execute the amendment and all other documents consistent with this Resolution; and declaring the necessity that this Resolution become immediately effective. (See Page 221)

Sponsor: County Executive FitzGerald/Department of Health and Human Services/Division of Community Initiatives/Office of Early Childhood

**15. COMMITTEE REPORTS AND CONSIDERATION OF RESOLUTIONS FOR SECOND READING ADOPTION UNDER SUSPENSION OF RULES**

- a) R2013-0102: A Resolution declaring that public convenience and welfare requires resurfacing of Miller Road from Katherine Boulevard to Barr Road in the City of Brecksville; total estimated construction cost \$130,000.00; finding that special assessments will neither be levied nor collected to pay for any part of the County's costs of said improvement; authorizing the County Executive to enter into an agreement of cooperation with said municipality in connection with said project; and declaring the necessity that this Resolution become immediately effective. (See Page 228)

Sponsors: County Executive FitzGerald/Department of Public Works/  
Division of County Engineer and Councilmember Jones

Committee Assignment and Chair: Public Works, Procurement &  
Contracting – Jones

- b) R2013-0103: A Resolution declaring that public convenience and welfare requires resurfacing of Riverview Road from State Route 82 to approximately 1,500 feet south of Wiese Road in the City of Brecksville; total estimated construction cost \$191,000.00; finding that special assessments will neither be levied nor collected to pay for any part of the County's costs of said improvement; authorizing the County Executive to enter into an agreement of cooperation with said municipality in connection with said project; and declaring the necessity that this Resolution become immediately effective. (See Page 231)

Sponsor: County Executive FitzGerald/Department of Public Works/  
Division of County Engineer

Committee Assignment and Chair: Public Works, Procurement &  
Contracting – Jones

- c) R2013-0104: A Resolution declaring that public convenience and welfare requires resurfacing of West 130<sup>th</sup> Street from Brookpark Road to Lorain Road in the City of Cleveland; total estimated construction cost \$5,000,000.00; finding that special assessments will neither be levied nor collected to pay for any part of the County's costs of said improvement; authorizing the County Executive to enter into an agreement of cooperation with said municipality in connection with said project; and declaring the necessity that this Resolution become immediately effective. (See Page 234)

Sponsors: County Executive FitzGerald/Department of Public Works/  
Division of County Engineer and Councilmembers Miller and Brady

Committee Assignment and Chair: Public Works, Procurement & Contracting – Jones

- d) R2013-0105: A Resolution declaring that public convenience and welfare requires resurfacing of West Grace Avenue from Broadway Avenue to approximately 800 feet west of Oakwood Avenue in the City of Bedford; total estimated construction cost \$420,000.00; finding that special assessments will neither be levied nor collected to pay for any part of the County's costs of said improvement; authorizing the County Executive to enter into an agreement of cooperation with said municipality in connection with said project; and declaring the necessity that this Resolution become immediately effective. (See Page 237)

Sponsor: County Executive FitzGerald/Department of Public Works/  
Division of County Engineer

Committee Assignment and Chair: Public Works, Procurement & Contracting – Jones

- e) R2013-0106: A Resolution declaring that public convenience and welfare requires replacement of Bagley Road Bridge No. 03.45 in the City of Olmsted Falls; total estimated construction cost \$1,700,000.00; finding that special assessments will neither be levied nor collected to pay for any part of the County's costs of said improvement; authorizing the County Executive to enter into an agreement of cooperation with said municipality in connection with said project; and declaring the necessity that this Resolution become immediately effective. (See Page 240)

Sponsors: County Executive FitzGerald/Department of Public Works/  
Division of County Engineer and Councilmember Gallagher

Committee Assignment and Chair: Public Works, Procurement & Contracting – Jones

- f) R2013-0107: A Resolution making an award on RQ26546 to Mr. Excavator, Inc. in the total amount not-to-exceed \$2,806,087.35 for the 2013 Operations Resurfacing Program Group 1; authorizing the County Executive to execute the contract and all other documents consistent with said award and this Resolution; authorizing the County Engineer, on behalf of the County Executive, to make an application for allocation from County Motor Vehicle \$7.50 License Tax Funds in said amount to fund said contract; and declaring the necessity that this Resolution become immediately effective: (See Page 243)

- 1) Sprague Road from Marks Road to Prospect Street in the Cities of Berea and Strongsville.

- 2) Riverview Road from Fitzwater Road to Brookside Road in the Cities of Brecksville and Independence.
- 3) York Road from Bennett Road to Royalton Road in the City of North Royalton.

Sponsors: County Executive FitzGerald/Department of Public Works/  
Division of County Engineer and Councilmember Gallagher

Committee Assignment and Chair: Public Works, Procurement &  
Contracting – Jones

- g) R2013-0108: A Resolution making an award on RQ26597 to Terrace Construction Company, Inc. in the amount not-to-exceed \$2,744,044.50 for the Sewer and Lateral Repair Program for various County Sewer Districts; authorizing the County Executive to execute the contract and all other documents consistent with said award and this Resolution; and declaring the necessity that this Resolution become immediately effective. (See Page 246)

Sponsor: County Executive FitzGerald/Department of Public Works/  
Division of County Engineer

Committee Assignment and Chair: Public Works, Procurement &  
Contracting – Jones

- h) R2013-0110: A Resolution making an award on RQ26232 to Coastal Quality Construction, Inc. in the amount not-to-exceed \$874,700.00 for the Juvenile Justice Center Public Defenders Relocation Project; authorizing the County Executive to execute the contract and all other documents consistent with said award and this Resolution; and declaring the necessity that this Resolution become immediately effective. (See Page 248)

Sponsor: County Executive FitzGerald/Department of Public Works

Committee Assignment and Chair: Public Safety & Justice Affairs –  
Gallagher

- i) R2013-0111: A Resolution making an award on RQ26692 to First Energy Services Corp. in the amount not-to-exceed \$8,370,821.00 for purchase of electric utility services for County-owned facilities for the period 10/1/2013 - 9/30/2015; authorizing the County Executive to execute the contract and all other documents consistent with said award and this Resolution; and declaring the necessity that this Resolution become immediately effective. (See Page 250)

Sponsor: County Executive FitzGerald/Department of Public Works

Committee Assignment and Chair: Public Works, Procurement & Contracting – Jones

- j) R2013-0112: A Resolution authorizing an amendment to Contract No. CE0800492-01 with Cleveland Commerce Center, Inc. for lease of parking spaces located at East 40<sup>th</sup> Street and Perkins Avenue, Cleveland, for use by the Division of Children and Family Services for the period 5/1/2008 - 4/30/2013 to extend the time period to 4/30/2018 and for additional funds in the amount of \$327,120.00; authorizing the County Executive to execute the amendment and all other documents consistent with this Resolution; and declaring the necessity that this Resolution become immediately effective. (See Page 252)

Sponsors: County Executive FitzGerald/Department of Public Works and Councilmember Conwell

Committee Assignment and Chair: Public Works, Procurement & Contracting – Jones

- k) R2013-0113: A Resolution authorizing an amendment to Contract No. CE0800729-01 with Priemer Investment Co., LLC for lease of 128 parking spaces located at 4209, 4213 and 4415 Euclid Avenue, Cleveland, for use by the Division of Children and Family Services for the period 5/1/2008 - 4/30/2013 to extend the time period to 4/30/2018 and for additional funds in the amount of \$341,236.80; authorizing the County Executive to execute the amendment and all other documents consistent with this Resolution; and declaring the necessity that this Resolution become immediately effective. (See Page 254)

Sponsor: County Executive FitzGerald/Department of Public Works

Committee Assignment and Chair: Public Works, Procurement & Contracting – Jones

- l) R2013-0114: A Resolution making an award on RQ26333 to Catholic Charities Corporation in the amount not-to-exceed \$600,672.00 for pre-employment screening services for Ohio Works First applicants for the period 7/1/2013 - 6/30/2014; authorizing the County Executive to execute the contract and all other documents consistent with said award and this Resolution; and declaring the necessity that this Resolution become immediately effective. (See Page 256)

Sponsor: County Executive FitzGerald/Department of Health and Human Services/Cuyahoga Job and Family Services

Committee Assignment and Chair: Health, Human Services & Aging – Brady



m) R2013-0115: A Resolution authorizing amendments to contracts with various providers for Job Readiness, Job Search, Job Placement and Job Retention Services for the period 7/1/2012 - 6/30/2013 to extend the time period to 6/30/2014, to change the scope of services, effective 7/1/2013, and for additional funds in the total amount not-to-exceed \$1,105,716.28; authorizing the County Executive to execute the amendments and all other documents consistent with this Resolution; and declaring the necessity that this Resolution become immediately effective: (See Page 258)

- 1) No. CE1200421-01 with El Barrio Incorporated in the amount not-to-exceed \$579,293.00.
- 2) No. CE1200422-01 with LNE & Associates, LLP in the amount not-to-exceed \$526,423.28.

Sponsor: County Executive FitzGerald/Department of Health and Human Services/Cuyahoga Job and Family Services

Committee Assignment and Chair: Health, Human Services & Aging – Brady

n) R2013-0116: A Resolution authorizing amendments to contracts with various providers for community wraparound care coordination and family/youth advocacy services for the period 4/1/2012 - 6/30/2013 to extend the time period to 3/31/2015 and for additional funds in the total amount not-to-exceed \$6,415,893.08; authorizing the County Executive to execute the amendments and all other documents consistent with this Resolution; and declaring the necessity that this Resolution become immediately effective: (See Page 261)

- 1) No. CE1200167-01 with Catholic Charities Corporation dba St. Martin de Porres Family in the amount of \$629,656.00.
- 2) No. CE1200168-01 with The East End Neighborhood House Association in the amount of \$665,002.00.
- 3) No. CE1200169-01 with University Settlement, Incorporated in the amount of \$525,895.00.
- 4) No. CE1200170-01 with West Side Community House in the amount of \$775,410.00.
- 5) No. CE1200171-01 with Applewood Centers, Inc. in the amount of \$793,467.10.
- 6) No. CE1200172-01 with Beech Brook in the amount of \$984,637.20.
- 7) No. CE1200173-01 with Catholic Charities Corporation dba Parmadale in the amount of \$1,320,012.39.
- 8) No. CE1200343 with The Cleveland Christian Home Incorporated in the amount of \$721,813.39.

Sponsor: County Executive FitzGerald/Department of Health and Human Services/Division of Children and Family Services

Committee Assignment and Chair: Health, Human Services & Aging – Brady

- o) R2013-0117: A Resolution authorizing a contract with Sadler-NeCamp Financial Services, Inc. dba PROWARE in the amount of \$6,136,749.00 for maintenance and support services for the Criminal and Civil Justice Information System for the period 4/1/2013 - 1/31/2016; authorizing the County Executive to execute the contract and all other documents consistent with this Resolution; and declaring the necessity that this Resolution become immediately effective. (See Page 264)

Sponsors: County Executive FitzGerald and Councilmember Gallagher

Committee Assignment and Chair: Public Safety & Justice Affairs – Gallagher

#### **16. CONSIDERATION OF ORDINANCES FOR FIRST READING AND REFERRAL TO COMMITTEE**

- a) O2013-0014: An Ordinance establishing a required oath of office or affirmation for County officers, directors and other employees; setting the bonds for County officers, directors, employees and officials; and declaring the necessity that this Ordinance become immediately effective. (See Page 266)

Sponsor: County Executive FitzGerald/Director of Law

- b) O2013-0015: An Ordinance establishing the Sheriff's Department, and divisions and sections within the Department; and declaring the necessity that this Ordinance become immediately effective. (See Page 271)

Sponsor: County Executive FitzGerald/County Sheriff and Director of Law

#### **17. CONSIDERATION OF ORDINANCES FOR THIRD READING ADOPTION**

- a) O2013-0003: An Ordinance providing for modifications to and adoption of the Cuyahoga County Human Resources Personnel Policies and Procedures Manual to be applicable to all County employees, and declaring the necessity that this Ordinance become immediately effective. (See Page 275)

Sponsor: County Executive FitzGerald/Department of Human Resources

Committee Assignment and Chair: Human Resources, Appointments & Equity – Conwell

- b) O2013-0012: An Ordinance providing for adoption of various changes to the Cuyahoga County Non-Bargaining Classification Plan, and declaring the necessity that this Ordinance become immediately effective. (See Page 426)

Sponsors: County Executive FitzGerald/Department of Human Resources on behalf of Human Resource Commission

Committee Assignment and Chair: Human Resources, Appointments & Equity – Conwell

**18. MISCELLANEOUS COMMITTEE REPORTS**

**19. MISCELLANEOUS BUSINESS**

**20. PUBLIC COMMENT UNRELATED TO AGENDA**

**21. ADJOURNMENT**

NEXT MEETINGS

WORK SESSION:

TUESDAY, JUNE 25, 2013  
4:00 PM / COUNCIL CHAMBERS

REGULAR MEETING:

TUESDAY, JUNE 25, 2013  
5:00 PM / COUNCIL CHAMBERS

\*In accordance with Ordinance No. O2011-0020, as amended, complimentary parking in the Huntington Park Garage will be available for the public on any day when the Council or any of its committees holds meetings. Please see the Clerk to obtain a parking pass.



## **MINUTES**

**CUYAHOGA COUNTY COUNCIL WORK SESSION  
TUESDAY, MAY 28, 2013  
CUYAHOGA COUNTY JUSTICE CENTER  
COUNCIL CHAMBERS – 1<sup>ST</sup> FLOOR  
4:00 PM**

### **1. CALL TO ORDER**

**The work session was called to order by Council President Connally at 4:04 p.m.**

### **2. ROLL CALL**

**Council President Connally asked Clerk Schmotzer to call the roll. Councilmembers Gallagher, Schron, Conwell, Jones, Greenspan, Miller, Brady, Germana and Connally were in attendance. Councilmember Rogers entered the meeting shortly after the roll call was taken. Councilmember Simon was absent from the work session.**

### **3. PRESENTATION**

#### **a) Update on County Administration Complex**

**Ms. Bonnie Teeuwen, Director of Public Works, updated Council regarding the new County Administration Complex. Ms. Teeuwen reported that the demolition phase is complete, design development is on schedule and tenant improvements need to be finalized by June 10th. Discussion ensued.**

**Mr. Denver Brooker of Vocon and Ms. Mary Ann Lasch of URS, addressed Council regarding various aspects of the new building design. Discussion ensued regarding accessibility, rooftop green space and wind barriers, fourth floor Council Chambers and access and security issues.**

4. MISCELLANEOUS BUSINESS

**There was no miscellaneous business.**

5. PUBLIC COMMENT

**There were no public comments.**

6. ADJOURNMENT

**With no further business to discuss, the work session was adjourned by Council President Connally at 4:55 p.m., without objection.**



## **MINUTES**

**CUYAHOGA COUNTY COUNCIL REGULAR MEETING  
TUESDAY, MAY 28, 2013  
CUYAHOGA COUNTY JUSTICE CENTER  
COUNCIL CHAMBERS – 1<sup>ST</sup> FLOOR  
5:00 PM**

**1. CALL TO ORDER**

**The meeting was called to order by Council President Connally at 5:10 p.m.**

**2. ROLL CALL**

**Council President Connally asked Clerk Schmotzer to call the roll. Councilmembers Gallagher, Schron, Conwell, Jones, Rogers, Simon, Greenspan, Miller, Brady, Germana and Connally were in attendance and a quorum was determined.**

**3. PLEDGE OF ALLEGIANCE**

**The Pledge of Allegiance was recited.**

**4. SILENT MEDITATION**

**Council President Connally requested a moment of silent meditation be dedicated in honor of Mr. Powell Caesar, Senior Community Affairs Officer for the Medical Examiner, who passed away on Memorial Day.**

**5. PUBLIC COMMENT RELATED TO AGENDA**

**No public comments were given related to the agenda.**

**6. APPROVAL OF MINUTES**

- a) May 14, 2013 Work Session
- b) May 14, 2013 Regular Meeting

**A motion was made by Ms. Conwell, seconded by Mr. Rogers and approved by unanimous vote to approve the minutes of the May 14, 2013 work session and regular meeting.**

**7. ANNOUNCEMENTS FROM THE COUNCIL PRESIDENT**

**Council President Connally thanked Council Vice-President Brady for presiding over the May 14<sup>th</sup> meetings during her absence.**

**8. MESSAGES FROM THE COUNTY EXECUTIVE**

**County Executive FitzGerald reported the following:**

- 1) Spoke about Powell Caesar and expressed sympathies to his family and loved ones;**
- 2) Indicated that during “CountyStat Chats,” in which he meets with employees to discuss County issues, he was asked if employees could tour the Convention Center and Global Center for Health Innovation. Employees are now able to tour the facilities during their lunch hour or after work hours; and**
- 3) Thanked Council President Connally for joining him in announcing the Veterans I.D. Card initiative at the Soldiers’ and Sailors’ Monument on Memorial Day.**

**9. CONSIDERATION OF A MOTION OF COUNCIL FOR FIRST READING AND REFERRAL TO COMMITTEE**

- a) M2013-0021: A Motion amending the Rules of the Cuyahoga County Council to establish the duties and authority of the Chief of Staff and declaring the necessity that this Motion become immediately effective.

Sponsors: Councilmembers Connally, Greenspan, Brady and Gallagher

**Council President Connally referred Motion No. M2013-0021 to the Council Operations & Intergovernmental Relations Committee.**

**10. COMMITTEE REPORTS AND CONSIDERATION OF MOTIONS OF COUNCIL FOR SECOND READING ADOPTION UNDER SUSPENSION OF RULES**

**A motion was made by Mr. Gallagher, seconded by Mr. Germana and approved by unanimous vote to suspend Rule 9D and to place on final passage Motion No. M2013-0018.**

- a) M2013-0018: A Motion confirming the County Executive’s appointment of Mayor Vic Collova (Chagrin/Southeast Region) to serve on the Cuyahoga County Planning Commission, and declaring the necessity that this Motion become immediately effective.

Sponsors: Councilmembers Connally and Conwell

Committee Assignment and Chair: Human Resources, Appointments & Equity – Conwell

**On a motion by Ms. Conwell with a second by Mr. Jones, Motion No. M2013-0018 was considered and approved by unanimous vote.**

- b) M2013-0019: A Motion confirming the County Executive’s appointment of various individuals to serve on the Cuyahoga County Community Improvement Corporation Board of Trustees, and declaring the necessity that this Motion become immediately effective:

- 1) David Reines
- 2) Matthew Rubino
- 3) Wade Steen
- 4) Mark A. Parks, Jr.
- 5) Lawrence E. Benders
- 6) J. W. Sean Dorsey
- 7) Radhika Reddy
- 8) Candace Klein
- 9) Richard C. Perry

Sponsors: Councilmembers Connally, Conwell, Germana and Jones

Committee Assignment and Chair: Human Resources, Appointments & Equity – Conwell

**Ms. Conwell introduced a proposed substitute on the floor. Discussion ensued. A motion was then made by Ms. Conwell, seconded by Mr. Miller and approved by unanimous vote to accept the proposed substitute to Motion No. M2013-0019.**

**On a motion by Mr. Schron with a second by Ms. Conwell, Motion No. M2013-0019 was considered and approved by majority vote, as substituted, with Council President Connally abstaining herself from the vote.**

- c) M2013-0020: A Motion confirming the County Executive’s reappointment of Karen Gabriel Moss to serve on the Greater Cleveland Regional Transit Authority Board of Trustees, and declaring the necessity that this Motion become immediately effective.

Sponsors: Councilmembers Connally, Conwell and Germana

Committee Assignment and Chair: Human Resources, Appointments & Equity – Conwell



**On a motion by Ms. Conwell with a second by Mr. Germana, Motion No. M2013-0020 was considered and approved by unanimous vote.**

**11. COMMITTEE REPORT AND CONSIDERATION OF A RESOLUTION OF COUNCIL FOR SECOND READING AND REFERRAL TO COMMITTEE**

- a) R2013-0087: A Resolution making an award to College Now Greater Cleveland in the amount of \$115,000.00 from the Cuyahoga County Educational Assistance Fund for Component 2 of the Cuyahoga County Educational Assistance Program for the period ending 6/30/2014; authorizing the County Executive to execute the contract and all other documents consistent with said award and this Resolution; and declaring the necessity that this Resolution become immediately effective.

Sponsors: Councilmembers Rogers and Miller

Committee Assignment and Chair: Education, Environment & Sustainability – Rogers

**Upon a request by the Committee Chair, Council President Connally referred Resolution No. R2013-0087 to the Education, Environment & Sustainability Committee.**

**12. COMMITTEE REPORT AND CONSIDERATION OF AN ORDINANCE OF COUNCIL FOR SECOND READING AND REFERRAL TO COMMITTEE**

- a) O2013-0011: An Ordinance amending Ordinance No. O2012-0007 dated 7/10/2012, which established the Cuyahoga County Educational Assistance Program and the Cuyahoga County Educational Assistance Fund, to add additional components to the Program and to authorize an alternative procurement process; creating Chapter 710 and Section 804.01 to codify said Program and Fund; and declaring the necessity that this Ordinance become immediately effective.

Sponsors: Councilmembers Rogers and Miller

Committee Assignment and Chair: Education, Environment & Sustainability – Rogers

**Upon a request by the Committee Chair, Council President Connally referred Ordinance No. O2013-0011 to the Education, Environment & Sustainability Committee.**

13. CONSIDERATION OF AN ORDINANCE OF COUNCIL FOR THIRD READING ADOPTION

- a) O2013-0002: An Ordinance amending the Public Records Policy for Cuyahoga County, and declaring the necessity that this Ordinance become immediately effective.

Sponsor: Councilmember Miller

**Mr. Miller introduced a proposed substitute on the floor. Discussion ensued. A motion was then made by Mr. Miller, seconded by Mr. Greenspan and approved by unanimous vote to accept the proposed substitute to Ordinance No. O2013-0002.**

**On a motion by Mr. Miller with a second by Ms. Conwell, Ordinance No. O2013-0002 was considered and adopted by unanimous vote, as substituted.**

14. CONSIDERATION OF A RESOLUTION FOR FIRST READING ADOPTION UNDER  
SUSPENSION OF RULES

**A motion was made by Mr. Gallagher, seconded by Mr. Germana and approved by unanimous vote to suspend Rules 9D and 12A and to place on final passage Resolution No. R2013-0100.**

- a) R2013-0100: A Resolution amending the 2012/2013 Biennial Operating Budget for 2013 by providing for additional fiscal appropriations from the General Fund and other funding sources, for appropriation transfers between budget accounts, and for cash transfers between budgetary funds, in order to meet the budgetary needs of various County departments, offices, and agencies; and declaring the necessity that this Resolution become immediately effective.

Sponsor: County Executive FitzGerald/Fiscal Officer/Office of Budget & Management

**A motion was made by Ms. Connally, seconded by Mr. Miller and approved by unanimous vote to amend Resolution No. R2013-0100 by deleting Item "E." Item "E" was then referred by Council President Connally to the Finance & Budgeting Committee.**

**On a motion by Mr. Miller with a second by Ms. Conwell, Resolution No. R2013-0100 was considered and adopted by unanimous vote, as amended.**

15. CONSIDERATION OF RESOLUTIONS FOR FIRST READING AND REFERRAL TO  
COMMITTEE

- a) R2013-0093: A Resolution authorizing the issuance and sale of County of Cuyahoga, Ohio Taxable Economic Development Revenue Bonds, Series 2013 (Flats East Development, LLC Project) in a principal amount not-to-

exceed \$17,000,000.00 for the purpose of assisting in financing the costs of a “Project” within the meaning of Chapter 165, Ohio Revised Code, paying capitalized interest, funding a debt service reserve fund and paying costs of issuance; providing for a guaranty for the payment of such bonds; authorizing the execution of various documents required in connection with said bond issuance and authorizing and approving related matters; and declaring the necessity that this Resolution become immediately effective.

Sponsor: County Executive FitzGerald/Department of Development

Bond Counsel: Tucker Ellis LLP

**Council President Connally referred Resolution No. R2013-0093 to the Economic Development & Planning Committee.**

- b) R2013-0101: A Resolution declaring that public convenience and welfare requires widening and reconstruction of East 105<sup>th</sup> Street and intersecting streets from Quincy Avenue to Chester Avenue (Phase 1 – Opportunity Corridor) in the City of Cleveland; total estimated construction cost \$44,475,196.00; finding that special assessments will neither be levied nor collected to pay for any part of the County’s costs of said improvement; authorizing the County Executive to enter into an agreement of cooperation with said municipality in connection with said project; and declaring the necessity that this Resolution become immediately effective.

Sponsor: County Executive FitzGerald/Department of Public Works/  
Division of County Engineer

**Council President Connally referred Resolution No. R2013-0101 to the Public Works, Procurement & Contracting Committee.**

- c) R2013-0102: A Resolution declaring that public convenience and welfare requires resurfacing of Miller Road from Katherine Boulevard to Barr Road in the City of Brecksville; total estimated construction cost \$130,000.00; finding that special assessments will neither be levied nor collected to pay for any part of the County’s costs of said improvement; authorizing the County Executive to enter into an agreement of cooperation with said municipality in connection with said project; and declaring the necessity that this Resolution become immediately effective.

Sponsor: County Executive FitzGerald/Department of Public Works/  
Division of County Engineer

**Council President Connally referred Resolution No. R2013-0102 to the Public Works, Procurement & Contracting Committee.**

- d) R2013-0103: A Resolution declaring that public convenience and welfare requires resurfacing of Riverview Road from State Route 82 to approximately 1,500 feet south of Wiese Road in the City of Brecksville; total estimated construction cost \$191,000.00; finding that special assessments will neither be levied nor collected to pay for any part of the County's costs of said improvement; authorizing the County Executive to enter into an agreement of cooperation with said municipality in connection with said project; and declaring the necessity that this Resolution become immediately effective.

Sponsor: County Executive FitzGerald/Department of Public Works/  
Division of County Engineer

**Council President Connally referred Resolution No. R2013-0103 to the Public Works, Procurement & Contracting Committee.**

- e) R2013-0104: A Resolution declaring that public convenience and welfare requires resurfacing of West 130<sup>th</sup> Street from Brookpark Road to Lorain Road in the City of Cleveland; total estimated construction cost \$5,000,000.00; finding that special assessments will neither be levied nor collected to pay for any part of the County's costs of said improvement; authorizing the County Executive to enter into an agreement of cooperation with said municipality in connection with said project; and declaring the necessity that this Resolution become immediately effective.

Sponsors: County Executive FitzGerald/Department of Public Works/  
Division of County Engineer and **Councilmembers Miller and Brady**

**Council President Connally referred Resolution No. R2013-0104 to the Public Works, Procurement & Contracting Committee.**

- f) R2013-0105: A Resolution declaring that public convenience and welfare requires resurfacing of West Grace Avenue from Broadway Avenue to approximately 800 feet west of Oakwood Avenue in the City of Bedford; total estimated construction cost \$420,000.00; finding that special assessments will neither be levied nor collected to pay for any part of the County's costs of said improvement; authorizing the County Executive to enter into an agreement of cooperation with said municipality in connection with said project; and declaring the necessity that this Resolution become immediately effective.

Sponsor: County Executive FitzGerald/Department of Public Works/  
Division of County Engineer

**Council President Connally referred Resolution No. R2013-0105 to the Public Works, Procurement & Contracting Committee.**

- g) R2013-0106: A Resolution declaring that public convenience and welfare requires replacement of Bagley Road Bridge No. 03.45 in the City of Olmsted Falls; total estimated construction cost \$1,700,000.00; finding that special assessments will neither be levied nor collected to pay for any part of the County's costs of said improvement; authorizing the County Executive to enter into an agreement of cooperation with said municipality in connection with said project; and declaring the necessity that this Resolution become immediately effective.

Sponsors: County Executive FitzGerald/Department of Public Works/  
Division of County Engineer and **Councilmember Gallagher**

**Council President Connally referred Resolution No. R2013-0106 to the Public Works, Procurement & Contracting Committee.**

- h) R2013-0107: A Resolution making an award on RQ26546 to Mr. Excavator, Inc. in the total amount not-to-exceed \$2,806,087.35 for the 2013 Operations Resurfacing Program Group 1; authorizing the County Executive to execute the contract and all other documents consistent with said award and this Resolution; authorizing the County Engineer, on behalf of the County Executive, to make an application for allocation from County Motor Vehicle \$7.50 License Tax Funds in said amount to fund said contract; and declaring the necessity that this Resolution become immediately effective:

- 1) Sprague Road from Marks Road to Prospect Street in the Cities of Berea and Strongsville.
- 2) Riverview Road from Fitzwater Road to Brookside Road in the Cities of Brecksville and Independence.
- 3) York Road from Bennett Road to Royalton Road in the City of North Royalton.

Sponsors: County Executive FitzGerald/Department of Public Works/  
Division of County Engineer and **Councilmember Gallagher**

**Council President Connally referred Resolution No. R2013-0107 to the Public Works, Procurement & Contracting Committee.**

- i) R2013-0108: A Resolution making an award on RQ26597 to Terrace Construction Company, Inc. in the amount not-to-exceed \$2,744,044.50 for the Sewer and Lateral Repair Program for various County Sewer Districts; authorizing the County Executive to execute the contract and all other documents consistent with said award and this Resolution; and

declaring the necessity that this Resolution become immediately effective.

Sponsor: County Executive FitzGerald/Department of Public Works/  
Division of County Engineer

**Council President Connally referred Resolution No. R2013-0108 to the Public Works, Procurement & Contracting Committee.**

- j) R2013-0109: A Resolution making an award on RQ26349 to Frank Novak & Sons, Inc. in the amount not-to-exceed \$582,480.00 for interior painting at various County facilities for the period 6/1/2013 - 5/31/2015; authorizing the County Executive to execute the contract and all other documents consistent with said award and this Resolution; and declaring the necessity that this Resolution become immediately effective.

Sponsor: County Executive FitzGerald/Department of Public Works

**Council President Connally referred Resolution No. R2013-0109 to the Public Works, Procurement & Contracting Committee.**

- k) R2013-0110: A Resolution making an award on RQ26232 to Coastal Quality Construction, Inc. in the amount not-to-exceed \$874,700.00 for the Juvenile Justice Center Public Defenders Relocation Project; authorizing the County Executive to execute the contract and all other documents consistent with said award and this Resolution; and declaring the necessity that this Resolution become immediately effective.

Sponsor: County Executive FitzGerald/Department of Public Works

**Council President Connally referred Resolution No. R2013-0110 to the Public Safety & Justice Affairs Committee.**

- l) R2013-0111: A Resolution making an award on RQ26692 to First Energy Services Corp. in the amount not-to-exceed \$8,370,821.00 for purchase of electric utility services for County-owned facilities for the period 10/1/2013 - 9/30/2015; authorizing the County Executive to execute the contract and all other documents consistent with said award and this Resolution; and declaring the necessity that this Resolution become immediately effective.

Sponsor: County Executive FitzGerald/Department of Public Works/  
Division of County Engineer

**Council President Connally referred Resolution No. R2013-0111 to the Public Works, Procurement & Contracting Committee.**

- m) R2013-0112: A Resolution authorizing an amendment to Contract No. CE0800492-01 with Cleveland Commerce Center, Inc. for lease of parking spaces located at East 40<sup>th</sup> Street and Perkins Avenue, Cleveland, for use by the Division of Children and Family Services for the period 5/1/2008 - 4/30/2013 to extend the time period to 4/30/2018 and for additional funds in the amount of \$327,120.00; authorizing the County Executive to execute the amendment and all other documents consistent with this Resolution; and declaring the necessity that this Resolution become immediately effective.

Sponsor: County Executive FitzGerald/Department of Public Works

**Council President Connally referred Resolution No. R2013-0112 to the Public Works, Procurement & Contracting Committee.**

- n) R2013-0113: A Resolution authorizing an amendment to Contract No. CE0800729-01 with Priemer Investment Co., LLC for lease of 128 parking spaces located at 4209, 4213 and 4415 Euclid Avenue, Cleveland, for use by the Division of Children and Family Services for the period 5/1/2008 - 4/30/2013 to extend the time period to 4/30/2018 and for additional funds in the amount of \$341,236.80; authorizing the County Executive to execute the amendment and all other documents consistent with this Resolution; and declaring the necessity that this Resolution become immediately effective.

Sponsor: County Executive FitzGerald/Department of Public Works

**Council President Connally referred Resolution No. R2013-0113 to the Public Works, Procurement & Contracting Committee.**

- o) R2013-0114: A Resolution making an award on RQ26333 to Catholic Charities Corporation in the amount not-to-exceed \$600,672.00 for pre-employment screening services for Ohio Works First applicants for the period 7/1/2013 - 6/30/2014; authorizing the County Executive to execute the contract and all other documents consistent with said award and this Resolution; and declaring the necessity that this Resolution become immediately effective.

Sponsor: County Executive FitzGerald/Department of Health and Human Services/Cuyahoga Job and Family Services

**Council President Connally referred Resolution No. R2013-0114 to the Health, Human Services & Aging Committee.**

- p) R2013-0115: A Resolution authorizing amendments to contracts with various providers for Job Readiness, Job Search, Job Placement and Job Retention Services for the period 7/1/2012 - 6/30/2013 to extend the

time period to 6/30/2014, to change the scope of services, effective 7/1/2013, and for additional funds in the total amount not-to-exceed \$1,105,716.28; authorizing the County Executive to execute the amendments and all other documents consistent with this Resolution; and declaring the necessity that this Resolution become immediately effective:

- 1) No. CE1200421-01 with El Barrio Incorporated in the amount not-to-exceed \$579,293.00.
- 2) No. CE1200422-01 with LNE & Associates, LLP in the amount not-to-exceed \$526,423.28.

Sponsor: County Executive FitzGerald/Department of Health and Human Services/Cuyahoga Job and Family Services

**Council President Connally referred Resolution No. R2013-0115 to the Health, Human Services & Aging Committee.**

q) R2013-0116: A Resolution authorizing amendments to contracts with various providers for community wraparound care coordination and family/youth advocacy services for the period 4/1/2012 - 6/30/2013 to extend the time period to 3/31/2015 and for additional funds in the total amount not-to-exceed \$6,415,893.08; authorizing the County Executive to execute the amendments and all other documents consistent with this Resolution; and declaring the necessity that this Resolution become immediately effective:

- 1) No. CE1200167-01 with Catholic Charities Community Services Corporation dba St. Martin de Porres Family in the amount of \$629,656.00.
- 2) No. CE1200168-01 with The East End Neighborhood House Association in the amount of \$665,002.00.
- 3) No. CE1200169-01 with University Settlement, Incorporated in the amount of \$525,895.00.
- 4) No. CE1200170-01 with West Side Community House in the amount of \$775,410.00.
- 5) No. CE1200171-01 with Applewood Centers, Inc. in the amount of \$793,467.10.
- 6) No. CE1200172-01 with Beech Brook in the amount of \$984,637.20.
- 7) No. CE1200173-01 with Catholic Charities Services Corporation dba Parmadale in the amount of \$1,320,012.39.
- 8) No. CE1200343 with The Cleveland Christian Home Incorporated in the amount of \$721,813.39.

Sponsor: County Executive FitzGerald/Department of Health and Human Services/Division of Children and Family Services



**Council President Connally referred Resolution No. R2013-0116 to the Health, Human Services & Aging Committee.**

- r) R2013-0117: A Resolution authorizing a contract with Sadler-NeCamp Financial Services, Inc. dba PROWARE in the amount of \$6,136,749.00 for maintenance and support services for the Criminal and Civil Justice Information System for the period 4/1/2013 - 1/31/2016; authorizing the County Executive to execute the contract and all other documents consistent with this Resolution; and declaring the necessity that this Resolution become immediately effective.

Sponsors: County Executive FitzGerald and Councilmember Gallagher

**Council President Connally referred Resolution No. R2013-0117 to the Public Safety & Justice Affairs Committee.**

16. COMMITTEE REPORTS AND CONSIDERATION OF RESOLUTIONS FOR SECOND READING

- a) R2013-0088: A Resolution amending the 2012/2013 Biennial Operating Budget for 2013 by providing for additional fiscal appropriations from the General Fund and other funding sources, for appropriation transfers between budget accounts, and for cash transfers between budgetary funds, in order to meet the budgetary needs of various County departments, offices, and agencies; and declaring the necessity that this Resolution become immediately effective.

Sponsor: County Executive FitzGerald/Fiscal Officer/Office of Budget & Management

Committee Assignment and Chair: Finance & Budgeting – Miller

**Mr. Miller introduced a proposed substitute on the floor. Discussion ensued. A motion was then made by Mr. Miller, seconded by Mr. Germana and approved by unanimous vote to accept the proposed substitute to Resolution No. R2013-0088.**

**A motion was then made by Mr. Miller, seconded by Mr. Germana and approved by unanimous vote to suspend Rule 9D and to place on final passage Resolution No. R2013-0088.**

**On a motion by Mr. Miller with a second by Ms. Conwell, Resolution No. R2013-0088 was considered and adopted by unanimous vote, as substituted.**

- b) R2013-0098: A Resolution making an award on RQ26347 to Spectra Contract Flooring in the amount not-to-exceed \$907,086.98 for flooring at various County facilities for the period 6/1/2013 - 5/31/2014; authorizing the County Executive to execute the contract and all other documents

consistent with said award and this Resolution; and declaring the necessity that this Resolution become immediately effective.

Sponsor: County Executive FitzGerald/Department of Public Works

Committee Assignment and Chair: Public Works, Procurement & Contracting – Jones

**At the request of the County Executive’s administrative staff, Resolution No. R2013-0098 was withdrawn from consideration.**

17. COMMITTEE REPORTS AND CONSIDERATION OF RESOLUTIONS FOR SECOND READING ADOPTION UNDER SUSPENSION OF RULES

**A motion was made by Mr. Gallagher, seconded by Mr. Germana and approved by unanimous vote to suspend Rule 9D and to place on final passage Resolution Nos. R2013-0083, R2013-0094, R2013-0095, R2013-0096, R2013-0097 and R2013-0099.**

- a) R2013-0083: A Resolution making an award on RQ27205 to Northeast Ohio Regional Sewer District in the amount of \$30.00 for lease of space located at 6000 Canal Road, Cuyahoga Heights, for construction and operation of a Regional Law Enforcement Firing Range and Training Facility for the period 5/1/2013 - 4/30/2043; authorizing the County Executive to execute the agreement and all other documents consistent with said award and this Resolution; and declaring the necessity that this Resolution become immediately effective.

Sponsors: County Executive FitzGerald/County Sheriff **and Councilmember Jones**

Committee Assignment and Chair: Public Safety & Justice Affairs – Gallagher

**On a motion by Mr. Jones with a second by Ms. Conwell, Resolution No. R2013-0083 was considered and adopted by unanimous vote.**

- b) R2013-0094: A Resolution authorizing the reversal of a 1998 parcel swap with the Cuyahoga Metropolitan Housing Authority of Permanent Parcel Nos. 103-19-002 and 103-13-019; authorizing the County Executive to execute all documents necessary for the conveyance of said parcels and consistent with this Resolution; and declaring the necessity that this Resolution become immediately effective.

Sponsor: County Executive FitzGerald/Department of Public Works

Committee Assignment and Chair: Public Works, Procurement & Contracting – Jones

**On a motion by Mr. Jones with a second by Ms. Conwell, Resolution No. R2013-0094 was considered and adopted by unanimous vote.**

- c) R2013-0095: A Resolution authorizing the appropriation of real property in connection with right-of-way plans as set forth in Plat No. M-5010 for reconfiguration of the Warrensville Center Road/Van Aken Boulevard/ Chagrin Boulevard/Northfield Road Intersection in the City of Shaker Heights and Village of Highland Hills; directing the County Executive to proceed with the acquisition of real property required for public highway purposes; authorizing the Fiscal Officer to issue the monetary warrant to be deposited with the Probate Court of Cuyahoga County in an amount that is equal to the fair market value of the property; and declaring the necessity that this Resolution become immediately effective:

- 1) Parcel No(s): 4-WD & T  
Permanent Parcel No.: 751-01-015  
Owner: Shaker Place VOA Affordable Housing L.P., an Ohio Limited Partnership  
Approved Appraisal (Fair Market Value Estimate): \$899,300.00

Sponsors: County Executive FitzGerald/Department of Public Works/  
Division of County Engineer **and Council President Connally**

Committee Assignment and Chair: Public Works, Procurement &  
Contracting – Jones

**On a motion by Mr. Jones with a second by Ms. Conwell, Resolution No. R2013-0095 was considered and adopted by unanimous vote.**

- d) R2013-0096: A Resolution authorizing an amendment to Contract No. CE0300328-01 with Stonebridge Center, LLC for lease of office space located at 2100 Superior Viaduct, Cleveland, for the period 8/1/2003 - 7/31/2013 to extend the time period to 9/30/2014 and for additional funds in the amount of \$712,141.78; authorizing the County Executive to execute the amendment and all other documents consistent with this Resolution; and declaring the necessity that this Resolution become immediately effective.

Sponsor: County Executive FitzGerald/Department of Public Works

Committee Assignment and Chair: Public Works, Procurement &  
Contracting – Jones

**On a motion by Mr. Jones with a second by Mr. Miller, Resolution No. R2013-0096 was considered and adopted by unanimous vote.**

- e) R2013-0097: A Resolution making an award on RQ25309 to The Osborn Engineering Company in the amount not-to-exceed \$1,289,082.00 for facility assessment services of the Cuyahoga County Justice Center Complex; authorizing the County Executive to execute the contract and all other documents consistent with said award and this Resolution; and declaring the necessity that this Resolution become immediately effective.

Sponsors: County Executive FitzGerald/Department of Public Works and Councilmember Conwell

Committee Assignment and Chair: Public Works, Procurement & Contracting – Jones

**On a motion by Mr. Jones with a second by Ms. Conwell, Resolution No. R2013-0097 was considered and adopted by unanimous vote.**

- f) R2013-0099: A Resolution authorizing an agreement with City of Cleveland in the amount not-to-exceed \$1,958,000.00 for reimbursement of eligible expenses in connection with the FY2011 Urban Area Security Initiative Grant Program for the period 9/1/2011 - 7/31/2014; authorizing the County Executive to execute the agreement and all other documents consistent with this Resolution; and declaring the necessity that this Resolution become immediately effective.

Sponsor: County Executive FitzGerald/Department of Public Safety and Justice Services/Division of Public Safety Grants

Committee Assignment and Chair: Public Safety & Justice Affairs – Gallagher

**On a motion by Mr. Schron with a second by Mr. Gallagher, Resolution No. R2013-0099 was considered and adopted by unanimous vote.**

#### 18. COMMITTEE REPORTS AND CONSIDERATION OF ORDINANCES FOR SECOND READING

- a) O2013-0003: An Ordinance providing for modifications to and adoption of the Cuyahoga County Human Resources Personnel Policies and Procedures Manual to be applicable to all County employees, and declaring the necessity that this Ordinance become immediately effective.

Sponsor: County Executive FitzGerald/Department of Human Resources

Committee Assignment and Chair: Human Resources, Appointments & Equity – Conwell

**Ms. Conwell introduced a proposed substitute on the floor. Discussion ensued. A motion was then made by Ms. Conwell, seconded by Mr. Germana and approved by unanimous vote to accept the proposed substitute to Ordinance No. O2013-0003.**

**This item will move to the June 11, 2013 Council meeting agenda for consideration for third reading adoption, as substituted.**

- b) O2013-0012: An Ordinance providing for adoption of various changes to the Cuyahoga County Non-Bargaining Classification Plan, and declaring the necessity that this Ordinance become immediately effective.

Sponsors: County Executive FitzGerald/Department of Human Resources on behalf of Human Resource Commission

Committee Assignment and Chair: Human Resources, Appointments & Equity – Conwell

**This item will move to the June 11, 2013 Council meeting agenda for consideration for third reading adoption.**

19. MOTION TO WITHDRAW COMMITTEE REFERRAL AND CONSIDERATION OF AN ORDINANCE FOR FOURTH READING ADOPTION

- a) O2013-0004: An Ordinance amending Ordinance No. O2011-0045, as amended, which established divisions and sections within the Department of Health and Human Services, to create the Office of the Director and to clarify and delineate displacement, reinstatement and reemployment procedures; combining Ordinance Nos. O2011-0045 and O2012-0029 with this Ordinance for purposes of codification; and declaring the necessity that this Ordinance become immediately effective.

Sponsor: County Executive FitzGerald/Department of Health and Human Services

**A motion was made by Mr. Brady, seconded by Mr. Miller and approved by unanimous vote to withdraw referral of Ordinance No. O2013-0004 to the Health, Human Services & Aging Committee.**

**Mr. Brady then introduced an amendment on the floor to amend Ordinance No. O2013-0004 to delete “this Ordinance” in sections (E) and (H) and insert “Section 202.10 of the Cuyahoga County Code. Discussion ensued. A motion was then made by Mr. Brady, seconded by Mr. Schron and approved by unanimous vote to accept the amendment to Ordinance No. O2013-0004.**

**On a motion by Mr. Brady with a second by Ms. Conwell, Ordinance No. O2013-0004 was considered and adopted by unanimous vote, as amended.**

## 20. MISCELLANEOUS COMMITTEE REPORTS

**Mr. Greenspan reported that the Council Operations & Intergovernmental Relations Committee will meet on Monday, June 17, 2013 at 9:00 a.m. Mr. Greenspan further reported that the Committee of the Whole will meet on the following dates to hear items referred from the Charter Review Committee:**

- 1) Tuesday, July 9<sup>th</sup> at 3:00 p.m.**
- 2) Wednesday, July 10<sup>th</sup> at 1:00 p.m.**
- 3) Thursday, July 11<sup>th</sup> at 1:00 p.m.**

**Mr. Miller reported that the Finance & Budgeting Committee will meet to discuss the item referred to Committee and to meet jointly with the Health, Human Services & Aging Committee to hear the first quarter update. The meeting date is to be determined.**

**Mr. Brady reported that the Health, Human Services & Aging Committee will meet on Wednesday, May 29, 2013 at 1:00 p.m.**

**Mr. Gallagher reported that the Public Safety & Justice Affairs Committee will meet on Tuesday, June 4, 2013 at 1:00 p.m.**

**Mr. Schron reported that the Economic Development & Planning Committee will meet on Wednesday, May 29, 2013 at 11:00 a.m.**

**Mr. Jones reported that the Public Works, Procurement & Contracting Committee will meet on Wednesday, June 5, 2013 at 11:00 a.m.**

## 21. MISCELLANEOUS BUSINESS

**Mr. Germana announced that he has been elected to serve as a board member on the Cuyahoga Valley Regional Council of Governments.**

## 22. PUBLIC COMMENT UNRELATED TO AGENDA

**No public comments were given.**

## 23. ADJOURNMENT

**With no further business to discuss and on a motion by Mr. Brady with a second by Mr. Germana, the meeting was adjourned at 6:17 p.m., without objection.**



## **MINUTES**

**CUYAHOGA COUNTY COMMITTEE OF THE WHOLE MEETING  
TUESDAY, JUNE 4, 2013  
CUYAHOGA COUNTY JUSTICE CENTER  
COUNCIL CHAMBERS – 1<sup>ST</sup> FLOOR  
10:00 AM**

### **1. CALL TO ORDER**

**The meeting was called to order by Council President Connally at 10:04 a.m.**

### **2. ROLL CALL**

**Council President Connally asked Clerk Schmotzer to call the roll. Councilmembers Conwell, Greenspan, Miller, Brady, Germana, Gallagher and Connally were in attendance and a quorum was determined. Councilmember Jones was in attendance shortly after roll call was taken. Councilmember Schron was absent from the meeting.**

**A motion was then made by Mr. Miller, seconded by Mr. Germana and approved by unanimous vote to excuse Mr. Schron from the meeting.**

### **3. PUBLIC COMMENT RELATED TO AGENDA**

**There was no public comment given related to the agenda.**

### **4. DISCUSSION / EXECUTIVE SESSION**

- a) Matters required to be kept confidential under federal or state law: privileged attorney-client communications, competitive advantage in purchase/sale of real estate, trade secrets, and R.C. 307.862(C).

**A motion was made by Mr. Germana, seconded by Mr. Miller and approved by unanimous roll-call vote to move to Executive Session for the purpose of discussing matters required to be kept confidential under federal or state law: privileged attorney-client communications, competitive advantage in purchase/sale of real estate, trade secrets, and R.C. 307.862(C), and for no other purpose whatsoever.**

Executive Session was then called to order by Council President Connally at 10:08 a.m. The following Councilmembers were present: Conwell, Jones, Greenspan, Miller, Brady, Germana, Gallagher and Connally. Councilmembers Rogers and Simon were in attendance after roll-call for Executive Session was taken. The following additional attendees were present: County Executive Ed FitzGerald; Executive Chief of Staff Matt Carroll; Director of Law Majeed Makhoul; Assistant Director of Law Joseph Boatwright; Director of Public Works Bonnie Teeuwen; Fiscal Officer Wade Steen; Attorney Kevin Brokaw, representing GEIS Companies; Chief of Staff Joe Nanni, Legislative Budget Advisor Trevor McAleer, Research & Policy Analyst Kahlil Seren and Jeffrey Appelbaum. At 12:00 p.m., Executive Session was adjourned, without objection, and Council President Connally then reconvened the meeting.

5. MISCELLANEOUS BUSINESS

**There was no miscellaneous business.**

6. PUBLIC COMMENT UNRELATED TO AGENDA

**There was no public comment given unrelated to the agenda.**

7. ADJOURNMENT

**With no further business to discuss, the meeting was adjourned at 12:01 p.m., without objection.**



# County Council of Cuyahoga County, Ohio

## Resolution No. R2013-0086

<p>Sponsored by: <b>Councilmembers Connally, Greenspan and Simon</b></p> <p>Co-sponsored by: <b>Councilmembers Rogers, Miller, Jones and Conwell</b></p>	<p><b>A Resolution</b> determining the services and programs that shall be provided and funded from the Veterans Services Fund in 2013; approving an alternative procurement process; making awards to various providers in the total amount of \$758,306.00 for said services and programs for the period ending 6/30/2014; authorizing the County Executive to execute the agreements, contracts and all other documents consistent with said awards and this Resolution; and declaring the necessity that this Resolution become immediately effective.</p>
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**WHEREAS**, Chapter 5901 of the Ohio Revised Code established a veterans service commission in each Ohio county, among whose duties include providing for the “administration of assistance” to veterans and “establishing programs of outreach and coordination with other agencies to enhance available services to veterans within the county;” and

**WHEREAS**, the Veterans Service Commission of Cuyahoga County is required to annually determine the amount it needs to provide assistance to veterans and must prepare and submit a budget to the Cuyahoga County Council, such budget to be within a statutorily prescribed formula; and

**WHEREAS**, the Council may review the proposed budget, but is required to appropriate the requested amount so long as the proposed budget is within the statutorily prescribed formula; and

**WHEREAS**, the Veterans Service Commission of Cuyahoga County has not traditionally spent all of its annual appropriation, returning an average of \$1.2M per fiscal year to the General Fund of Cuyahoga County for fiscal years 2008 through 2011;” and

**WHEREAS**, by Ordinance No. O2012-0013, Cuyahoga County Council established the Veterans Services Fund, whereby the amounts appropriated and unspent by the Veterans Service Commission of Cuyahoga County are to be placed in a Veterans Services Fund and used to benefit veterans of the county; and

**WHEREAS**, \$733,306.00 has been deposited in the Veterans Services Fund from the 2012 appropriation for the Veterans Services Commission; and

**WHEREAS**, under Ordinance No. O2012-0013, Cuyahoga County Council shall determine the services and programs that shall be provided or funded from the Veterans Services Fund, consistent with the amount of funds available and with the purpose of the Fund; and

**WHEREAS**, under Ordinance No. O2012-0013, Council directed that 20% of the available funds each year shall be used for a workforce development program to assist veterans with the costs of post-secondary education; and

**WHEREAS**, Council now desires to determine the services and programs that shall be provided or funded from the remaining available 2012 funds, and the amounts to be designated for the services and programs; and consistent with Ordinance No. O2012-0013, Council desires to direct additional funds in the amount of \$25,000.00 to the Veterans Services Fund and to designate the service and program to be funded by the additional funds; and

**WHEREAS**, Cuyahoga County Council has adopted and amended a Contracting and Purchasing Ordinance under which the appropriate contracting authority may approve an alternative procurement process when it is determined to be advantageous to the County; and

**WHEREAS**, in order to provide for the beneficial and immediate impact of these funds, Council has determined that it would be advantageous to the County to distribute the 2012 funds to public bodies with veterans related programs or services that benefit or exist to serve veterans or to non-profit agencies with existing or prior county contracts and programs or services dedicated to veterans.

**NOW, THEREFORE, BE IT RESOLVED BY THE COUNTY COUNCIL OF CUYAHOGA COUNTY, OHIO:**

**SECTION 1.** That the Cuyahoga County Council authorizes an alternative procurement process for the one-time expenditure of available 2012 Veterans Services Funds, and additional directed funds, in the total amount of \$758,306.00, for the following services and programs in the 2013 calendar year:

- 1) Cuyahoga Community College, Veterans Services & Program Office for scholarships for veterans residing in Cuyahoga County in the amount of **\$73,330.00**.
- 2) Cleveland State University, Veterans Benefit Office, for scholarships for veterans residing Cuyahoga County in the amount of **\$73,330.00**.
- 3) Cuyahoga County Office of Homeless Services for
  - a. the Supportive Services for Veterans Families Program (Operation Cleveland Home Front) administered by MHS, Inc. in the amount of **\$175,000.00**.
  - b. move-in kits required for veterans entering permanent supportive housing in Cuyahoga County, supplied and administered by EDEN, Inc., in the amount of **\$47,500.00**.

- c. the Louis Stokes Veterans Affairs Medical Center Community Resource and Referral Center (CRCC) for support of the veterans initiative to end homelessness in the amount of **\$20,000.00**.
- 4) Cleveland Municipal Court, Veterans Treatment Docket for operational support in the amount of **\$104,146.00**.
- 5) Cuyahoga County Land Reutilization Corporation for support of a revolving loan fund to rehab houses for veterans and provide financial counseling in the amount of **\$100,000.00**.
- 6) The Legal Aid Society of Cleveland for its Legal Services for U.S. Veterans program in the amount of **\$75,000.00**.
- 7) Cuyahoga County Department of Workforce Development for operational support of the CO-VETT United Way 2-1-1 program in the amount of **\$55,000.00**.
- 8) Cuyahoga County Soldiers' and Sailors' Monument Commission for outreach to recruit veterans as Monument volunteers, programming and transportation for Wade Park Campus Bound Veterans and annual recognition for active duty service members and veterans in the amount of **\$10,000.00**.
- 9) Economic and Community Development Institute (ECDI) for microloans and other services to veterans consistent with ECDI's existing agreement with Cuyahoga County in the amount of **\$25,000.00**, from the additional funds directed to the Fund.

**SECTION 2.** Each of the offices, agencies, departments, or other bodies, awarded funds under the VSF in 2013 shall provide written reports to Council, by January 30, 2014 and July 30, 2014, summarizing the uses, amounts, and impacts of the distributed funds. Council may request additional information, in the form of oral or written reports.

**SECTION 3.** That the County Executive is authorized to execute any necessary agreements and contracts in connection with the authorized expenditures and all other documents consistent with this Resolution.

**SECTION 4.** It is necessary that this Resolution become immediately effective for the usual daily operation of the County and the reasons set forth in the preamble. Provided that this Resolution receives the affirmative vote of at least eight members of Council, it shall take effect and be in force immediately upon the earliest occurrence of any of the following: (1) its approval by the County Executive through signature, (2) the expiration of the time during which it may be disapproved by the County Executive under Section 3.10(6) of the Cuyahoga County Charter, or (3) its passage by at least eight members of Council after disapproval pursuant to Section 3.10(7) of the Cuyahoga County Charter. Otherwise, it shall take effect and be in force from and after the earliest period allowed by law.

**SECTION 5.** It is found and determined that all formal actions of this Council relating to the adoption of this Resolution were adopted in an open meeting of the Council, and that all deliberations of this Council and of any of its committees that resulted in such formal action were in meetings open to the public, in compliance with all legal requirements, including Section 121.22 of the Ohio Revised Code.



# County Council of Cuyahoga County, Ohio

## Resolution No. R2013-0087

<p>Sponsored by: <b>Councilmember Rogers</b></p> <p>Co-sponsored by: <b>Councilmember Miller</b></p>	<p><b>A Resolution</b> making an award to College Now Greater Cleveland in the amount of \$380,000.00 from the Cuyahoga County Educational Assistance Fund for Component 2 of the Cuyahoga County Educational Assistance Program for the period ending 6/30/2014; authorizing the County Executive to execute the contract and all other documents consistent with said award and this Resolution; and declaring the necessity that this Resolution become immediately effective.</p>
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**WHEREAS**, Article III, Section 3.09(11) of the Charter authorizes Council to “establish and provide for the administration of a program to provide scholarships, loans, grants and other forms of financial assistance for residents of the County that will enable them to participate in post-secondary education, including vocational education and job training and retraining;” and

**WHEREAS**, Ordinance No. O2012-0007 established the Cuyahoga County Educational Assistance Program (the “Program”) and the Cuyahoga County Educational Assistance Fund (the “Fund”), and set aside \$6,000,000.00 in the 2012-2013 General Fund Budget in anticipation of the Program; and

**WHEREAS**, Ordinance No. O2012-0007 was amended to add an additional component to the Program, to authorize an alternative procurement process and to authorize Council to annually designate the amount of budgeted funds to be allocated for each component of the Program; and

**WHEREAS**, Council has determined to allocate an amount to College Now Greater Cleveland for Component 2 of the Program; and

**WHEREAS**, it is necessary that this Resolution become immediately effective in order that critical services provided by Cuyahoga County can continue and to provide for the usual, daily operation of a County department.

**NOW, THEREFORE, BE IT RESOLVED BY THE COUNTY COUNCIL OF CUYAHOGA COUNTY, OHIO:**

**SECTION 1.** That the Cuyahoga County Council hereby authorizes the award of \$380,000.00 to College Now Greater Cleveland for scholarships, retention and mentoring services for Cuyahoga County residents as described in Component 2 of the

Cuyahoga County Educational Assistance Program for the period ending June 30, 2014. College Now Greater Cleveland shall be entitled to no more than fifteen (15) percent of the total amount awarded for program administration.

**SECTION 2.** That the County Executive is authorized to execute a contract in connection with the authorized expenditures and all other documents consistent with this Resolution.

**SECTION 3.** It is necessary that this Resolution become immediately effective for the usual daily operation of the County and the reasons set forth in the preamble. Provided that this Resolution receives the affirmative vote of at least eight members of Council, it shall take effect and be in force immediately upon the earliest occurrence of any of the following: (1) its approval by the County Executive through signature, (2) the expiration of the time during which it may be disapproved by the County Executive under Section 3.10(6) of the Cuyahoga County Charter, or (3) its passage by at least eight members of Council after disapproval pursuant to Section 3.10(7) of the Cuyahoga County Charter. Otherwise, it shall take effect and be in force from and after the earliest period allowed by law.

**SECTION 5.** It is found and determined that all formal actions of this Council relating to the adoption of this Resolution were adopted in an open meeting of the Council, and that all deliberations of this Council and of any of its committees that resulted in such formal action were in meetings open to the public, in compliance with all legal requirements, including Section 121.22 of the Ohio Revised Code.

On a motion by \_\_\_\_\_, seconded by \_\_\_\_\_, the foregoing Resolution was duly adopted.

Yeas:

Nays:

\_\_\_\_\_  
County Council President                          \_\_\_\_\_  
Date

\_\_\_\_\_  
County Executive    \_\_\_\_\_  
Date

\_\_\_\_\_  
Clerk of Council    \_\_\_\_\_  
Date

First Reading/Referred to Committee: May 14, 2013  
Committee(s) Assigned: Education, Environment & Sustainability

Additional Sponsorship Requested on the Floor: May 14, 2013

Second Reading/Referred to Committee: May 28, 2013

Committee(s) Assigned: Education, Environment & Sustainability

Journal CC010

June 11, 2013

# County Council of Cuyahoga County, Ohio

## Ordinance No. O2013-0013

Sponsored by: <b>Council President Connally/Clerk of Council and Director of Law</b>	<b>An Ordinance</b> establishing the Council's annual approval of the County's five-year economic development plans which shall be accomplished by Resolution and published on the County Council's website, and declaring the necessity that this Ordinance become immediately effective.
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WHEREAS, Section 7.05 of the Cuyahoga County Charter requires the Director of Development, in conjunction with the County Executive and in consultation with the Economic Development Commission, to prepare and present to the Council by the first day of June of each year a proposed five-year economic development plan for the County, for actions to be carried out by the County itself, and in cooperation with other public and private agencies and organizations, for the purpose of enhancing the prosperity and well-being of the County and its residents and communities; and

WHEREAS, it is necessary that this Ordinance become immediately effective in order that critical services provided by Cuyahoga County can commence and continue on behalf of the various municipalities within the County's jurisdiction.

**NOW, THEREFORE, BE IT ENACTED BY THE COUNTY COUNCIL OF CUYAHOGA COUNTY, OHIO:**

**SECTION 1.** Chapter 801 of the Cuyahoga County Code, which was enacted in Ordinance No. O2011-0026, as amended by Ordinance No. O2012-0018, is hereby amended and replaced to read as follows:

### **CHAPTER 801: Economic Development Plan**

**Section 801.01 Adoption of Five-Year Economic Development Plans.** The County Council's annual exercise of its approval rights over the County's five-year economic development plans under Section 7.05 of the Cuyahoga County Charter shall be accomplished by Resolution.

**Section 801.02 Publication of Economic Development Plan.** The Clerk of Council shall annually publish the five-year economic development plan adopted by County Council pursuant to Section 7.05 of the Cuyahoga County Charter on the County Council's website.

**SECTION 2.** It is necessary that this Ordinance become immediately effective for the usual daily operation of the County and the reasons set forth in the preamble.





# County Council of Cuyahoga County, Ohio

## Ordinance No. O2013-0011

Sponsored by: <b>Councilmember Rogers</b>  Co-sponsored by: <b>Councilmember Miller</b>	<b>An Ordinance</b> amending Ordinance No. O2012-0007 dated 7/10/2012, which established the Cuyahoga County Educational Assistance Program and the Cuyahoga County Educational Assistance Fund, to add additional components to the Program and to authorize an alternative procurement process; creating Chapter 710 and Section 804.01 to codify said Program and Fund; and declaring the necessity that this Ordinance become immediately effective.
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WHEREAS, Article III, Section 3.09(11) of the Charter authorizes Council to “establish and provide for the administration of a program to provide scholarships, loans, grants and other forms of financial assistance for residents of the County that will enable them to participate in post-secondary education, including vocational education and job training and retraining;” and

WHEREAS, Ordinance No. O2012-0007 established the Cuyahoga County Educational Assistance Program and the Cuyahoga County Educational Assistance Fund, and set aside \$6,000,000.00 in the 2012-2013 General Fund Budget in anticipation of the Program; and

WHEREAS, it is now necessary to add additional components to the Program; and

WHEREAS, Cuyahoga County Council has adopted and amended a Contracting and Purchasing Ordinance under which the appropriate contracting authority may approve an alternative procurement process when it is determined to be advantageous to the County; and

WHEREAS, it is necessary that this Ordinance become immediately effective in order that critical services provided by Cuyahoga County can continue and to provide for the usual, daily operation of a County department.

**NOW, THEREFORE, BE IT ENACTED BY THE COUNTY COUNCIL OF CUYAHOGA COUNTY, OHIO:**

**SECTION 1.** Chapter 710 and Section 804.01 are hereby enacted as follows:

## Chapter 710: Cuyahoga County Educational Assistance Fund

The Cuyahoga County Educational Assistance Fund is hereby established for the purpose of depositing all revenue and other funds intended to be used for the Cuyahoga County Educational Assistance Program.

### Section 804.01: Cuyahoga County Educational Assistance Program

(A) The Cuyahoga County Educational Assistance Program is hereby established to promote access to postsecondary education, including vocational, job training and retraining opportunities, in order to increase the number of skilled workers in Cuyahoga County's workforce, encourage completion of college degrees and program certification among Cuyahoga County residents, and enhance economic development opportunities for the region.

#### (B) Component One - Job Training/Retraining Program

- (1) Component One of the Cuyahoga County Educational Assistance Program provides financial assistance for Cuyahoga County residents seeking a postsecondary degree and/or program certification that will lead to gainful employment or career advancement.
- (2) Component One scholarships are open to all Cuyahoga County residents who satisfy one of the following criteria:
  - (a) They enroll in a degree or certification program in a field designated as "in demand" by the City of Cleveland/Cuyahoga County Workforce Investment Board; or
  - (b) They enroll in a degree or certification program in a non-demand field that has a commitment from an employer to hire or promote; or
  - (c) They are within twelve (12) credit hours from completing an associate, bachelor, or master degree in any field at an approved postsecondary institution; or
  - (d) They enroll in a class to satisfy continuing educational credit obligations associated with professional licensing.
- (3) Individual scholarships will be awarded up to a maximum of \$5,000.00.
- (4) The County Council shall annually designate an amount of the budgeted funds for Component One.
- (5) Public and private postsecondary educational program providers are eligible to participate in Component One who satisfy both of the following criteria:

- (a) They are approved by Employment Connection; and
  - (b) They are either accredited by the North Central Association of Colleges and Schools (the Higher Learning Commission), or registered with the Ohio State Board of Career College and Schools.
- (6) The Program will be administered by Employment Connection, a collaborative workforce system of the City of Cleveland and Cuyahoga County. The County shall determine annually the administrative fee for program administration. The Program administrator has all of the following responsibilities:
- (a) Provide a policies and procedures manual to the County Council prior to implementation of Component One; and notify the Council of all changes, additions or deletions from the manual; and
  - (b) Create an application and other relevant materials for review by the County Council prior to implementation of Component One; and
  - (c) Accept, review and make recommendations for approval of scholarships; and
  - (d) Monitor the performance of the educational program providers on an on-going basis, considering, among other factors, training program completion rate and training-related job placements or advancements; and
  - (e) Provide quarterly updates to the County Council to include 1) the number and monetary amount of scholarships awarded; 2) the geographic distribution of the awardees; 3) the distribution of income levels of the awardees; 4) the fields, degrees or certifications being pursued by the awardees; 5) the number of new job placements or career advancements among awardees during the time period; 6) a listing of participating employers; and 7) any problems or significant accomplishments of which the Council should be aware.
- (7) Restrictions. The following restrictions apply to Component One of the Program:
- (a) When applicable, students must complete the Free Application for Federal Student Aid (FAFSA). He/she must demonstrate unmet financial need after all federal, state, institutional or other grant and scholarship aid has been applied to the cost of attendance. County dollars will be awarded as “last dollars in” to reduce remaining unmet financial need.

- (b) Scholarship awardees must complete their program, degree or certification within 18 months of receiving an award from Component One.
- (c) The Program administrator may give priority to awarding scholarships based on financial need according to its established criteria.
- (d) The Program administrator reserves the right to recoup funds from an awardee who fails to complete his/her intended program, degree or certification within the required time period.

(C) Component Two – Post-Secondary College or University Scholarship Program

- (1) Component Two of the Cuyahoga County Educational Assistance Program provides financial assistance for Cuyahoga County residents seeking a postsecondary college or university degree at institutions located within Cuyahoga County.
- (2) Individual one (1) year renewable scholarships will be awarded up to a maximum of \$1,250.00.
- (3) The County Council shall annually designate an amount of the budgeted funds for Component Two.
- (4) Initial Eligibility. Cuyahoga County residents who satisfy all of the following criteria are eligible for Component One scholarships:
  - (a) They are a graduating high school senior attending one of the high schools served by College Now; and
  - (b) They have not otherwise been awarded College Now funding; and
  - (c) They complete the College Now scholarship application; and
  - (d) They plan to attend a two or four-year college or university; and
  - (e) They have a GPA of at least 2.5; and
  - (f) They achieve either a score of 18 or higher on the ACT, or a score of 860 or higher on the critical reading and math test of the SAT; and
  - (g) They meet College Now’s income criteria (Pell eligibility).
- (5) Eligibility for Scholarship Renewal. The Program administrator shall determine when scholarships are eligible for renewal.
- (6) The Program will be administered by College Now Greater Cleveland, a nonprofit organization providing comprehensive college-access services. The

County shall determine annually the administrative fee for program administration. The Program administrator has all of the following responsibilities:

- (a) Select scholarship recipients based on the criteria provided in this section; and
- (b) Verify continuing eligibility as scholarship recipients progress through their degree program; and
- (c) Administer all award payments with postsecondary education institutions; and
- (d) Provide all retention services, including mentoring, for all scholarship recipients; and
- (e) Report to the Cuyahoga County Council on an annual basis on 1) the number and monetary amount of scholarships awarded, 2) the geographic distribution of the awardees (city of residence and high school attended), 3) a list of postsecondary institutions attended by the scholarship recipients, 4) retention and graduation rates of scholarship recipients, and 5) any highlights or problems of which the Council should be aware.

**SECTION 2.** The Cuyahoga County Council hereby authorizes an alternative procurement process for components of the Cuyahoga County Educational Assistance Program.

**SECTION 3.** It is necessary that this Ordinance become immediately effective for the usual daily operation of the County and the reasons set forth in the preamble. Provided that this Ordinance receives the affirmative vote of at least eight members of Council, it shall take effect and be in force immediately upon the earliest occurrence of any of the following: (1) its approval by the County Executive through signature, (2) the expiration of the time during which it may be disapproved by the County Executive under Section 3.10(6) of the Cuyahoga County Charter, or (3) its passage by at least eight members of Council after disapproval pursuant to Section 3.10(7) of the Cuyahoga County Charter. Otherwise, it shall take effect and be in force from and after the earliest period allowed by law.

**SECTION 4.** It is found and determined that all formal actions of this Council relating to the adoption of this Ordinance were adopted in an open meeting of the Council, and that all deliberations of this Council and of any of its committees that resulted in such formal action were in meetings open to the public, in compliance with all legal requirements, including Section 121.22 of the Ohio Revised Code.

On a motion by \_\_\_\_\_, seconded by \_\_\_\_\_, the foregoing Ordinance was duly enacted.

Yeas:

Nays:

\_\_\_\_\_  
County Council President

\_\_\_\_\_  
Date

\_\_\_\_\_  
County Executive

\_\_\_\_\_  
Date

\_\_\_\_\_  
Clerk of Council

\_\_\_\_\_  
Date

First Reading/Referred to Committee: May 14, 2013

Committee(s) Assigned: Education, Environment & Sustainability

Additional Sponsorship Requested on the Floor: May 14, 2013

Second Reading/Referred to Committee: May 28, 2013

Committee(s) Assigned: Education, Environment & Sustainability

Journal CC010

June 11, 2013

# County Council of Cuyahoga County, Ohio

## Resolution No. R2013-0118

Sponsored by: <b>County Executive FitzGerald/Fiscal Officer/Office of Budget &amp; Management</b>	<b>A Resolution</b> amending the 2012/2013 Biennial Operating Budget for 2013 by providing for additional fiscal appropriations from the General Fund and other funding sources, for appropriation transfers between budget accounts, and for cash transfers between budgetary funds, in order to meet the budgetary needs of various County departments, offices, and agencies; and declaring the necessity that this Resolution become immediately effective.
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WHEREAS, on December 11, 2012, the Cuyahoga County Council adopted the Biennial Operating Budget and Capital Improvements Program Update for 2013 (Resolution No. R2012-0232) establishing the 2013 biennial budget update for all County departments, offices and agencies; and

WHEREAS, it is necessary to adjust the Biennial Operating Budget for 2013 to reflect budgetary funding increases, funding reductions, to transfer budget appropriations, and to transfer cash between budgetary funds, in order to accommodate the operational needs of certain County departments, offices, and agencies; and

WHEREAS, it is further necessary that this Resolution become immediately effective in order that critical services provided by Cuyahoga County can continue and to provide for the usual, daily operation of County departments, offices, and agencies.

**NOW, THEREFORE, BE IT RESOLVED BY THE COUNTY COUNCIL OF CUYAHOGA COUNTY, OHIO:**

**SECTION 1.** That the 2012/2013 Biennial Operating Budget for 2013 be amended to provide for the following additional appropriation increases and decreases:

<u>Fund Nos./Budget Accounts</u>	<u>Journal Nos.</u>	
A. 20A606 – Fatherhood Initiative	<b>BA1302102</b>	
SE507152 – Fatherhood Initiative		
Personal Services		\$ 10,035.00
Other Expenses		\$ 540,910.56

Funding Source: Health & Human Services Levy Fund.



B.	29A391 – Fatherhood Initiative SU515999 – Fatherhood Initiative Other Expenses	\$ 1,100,000.00	<b>BA1302155</b>
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Funding Source: Health and Human Services Levy Fund.

C.	29A391 – HHS Levy 4.8 SU514273 – Fatherhood Initiative Other Expenses	\$ (1,100,000.00)	<b>BA1302185</b>
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Funding Source: Health and Human Services Levy Fund.

D.	01A001 – General Fund DR495515 – Domestic Relations Child Support Personal Services	\$ 84,861.00	<b>BA1302106</b>
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Funding Source: General Fund.

E.	01A001 – Domestic Relations DR391052 – Domestic Relations Personal Services	\$ 105,907.00	<b>BA1302152</b>
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Funding Source: General Fund.

F.	01A001 – General Fund CO380113- Common Pleas-Legal Research Other Expenses	\$ (64,504.00)	<b>BA1302079</b>
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Funding Source: General Fund.

G.	20A825 –9-1-1 Consolidated Shared Service JA106781 – Cuyahoga County 911 Consolidated Shared Service Other Expenses	\$ 2,500,000.00	<b>BA1302136</b>
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Funding Source: \$1,000,000 is being transferred from the Wireless 911 special revenue fund and the remaining \$1,500,000 is a General Fund Subsidy. The appropriations cover the period May 14, 2013 through December 31, 2013. The establishment of the fund was authorized through Council Ordinance 02013-0010 on April 9, 2013.

H.	01A001 –General Fund SU514695 – 911 Consolidated Shared Services General Fund Subsidy Other Expenses	\$ 1,500,000.00	<b>BA1302137</b>
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Funding Source: General Fund covering the period May 14, 2013 through December 31, 2013.

I.	20A695 –Clerk of Courts Computerization CL576124 – Clerk of Courts Computerization Capital Outlays	\$ 300,000.00	<b>BA1302138</b>
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Funding Source: Funding is from a \$10 fee collected as part of court costs covering the period January 1, 2013 through December 31, 2013.

J.	29A391 –Health & Human Services Levy 4.8 SU514331 – Children Witness Violence Subsidy Other Expenses	\$ 1,988,692.00	<b>BA1302165</b>
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Funding Source: Funding is from the Health & Human Services Levies covering the period January 1, 2013 through December 31, 2013.

K.	29A389 –Health & Human Services Levy 4.9 SU513549 – HHS Subsidy Witness Victim Other Expenses	\$ (1,988,692.00)	<b>BA1302166</b>
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Funding Source: Funding is from the Health & Human Services Levies covering the period January 1, 2013 through December 31, 2013.

L.	21A764 –Interoperable Emergency Communications JA752584 – 2009 Interoperable Emergency Communications-CY2010 Capital Outlays	\$ (8.65)	<b>BA1302171</b>
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Funding Source: Funding is from the United States Department of Homeland Security covering the period June 1, 2009 through May 31, 2011.

M1.	01A001 - General Fund FS109645 – Fiscal Operations – Record/License/Outreach Personal Services Capital Outlay	\$ 163,000.00 \$ 280,000.00	<b>BA1302183</b>
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M2.	01A001 - General Fund FS109652 – Fiscal Operations – Contractual Services Personal Services	\$ 51,000.00
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M3.	01A001 - General Fund FS109678 – Office of Procurement & Diversity Personal Services	\$ 154,000.00
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Funding Source: General Fund.

N.	20A815 – Health and Community Services SM522573 – Solid Waste Convenience Center Other Expenses	\$ 200,000.00	<b>BA1302178</b>
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Funding Source: Funding is provided by \$1.50 disposal fee surcharge.

O.	65A604 – Postage	<b>BA1302180</b>
	CT577353 – County Mailroom	
	Other Expenses	\$ 100,000.00

Funding Source: Funding is provided by internal charges for services.

P.	01A001 – General Fund	<b>BA1302048</b>
	HR018010 – Human Resources – General Fund	
	Personal Services	\$ 133,000.00

Funding Source: General Fund.

Q.	40A069 – Capital Project Future Debt Issuance	<b>BA1302251</b>
	CC767723 – Communications Equipment Upgrades	
	Capital Outlays	\$ 300,000.00

Funding Source: Funding for this project comes from the 2009 LTGO bond issuance.

R.	40A069 – Capital Project Future Debt Issuance	<b>BA1302253</b>
	CC768200 – New County Headquarters	
	Capital Outlays	\$ 300,000.00

Funding Source: Funding for this project from the General Fund.

S.	21A604 – OCJS JAG/PSI Grant	<b>BA1302255</b>
	CO754184- OCJS JAG/PSI Grant 2013	
	Personal Services	\$ 65,000.00

Funding Source: Funding is from the United States Department of Justice, Bureau of Justice Assistance from the Edward Byrne Memorial Justice Assistance Grant covering the period January 1, 2013 through December 31, 2013. The original award required a cash match that was modified to an in-kind match of \$21,667.67.

T1.	01A001 - General Fund	<b>BA1302247</b>
	FS109660 – Treasury Management	
	Other Expenses	\$ (15,286.20)
	Capital Outlay	\$ (230.00)

T2.	20A322 – Treasury – Delinquent Tax Assessment Collection	
	FS109710 – Treasury – Delinquent Tax Assessment Collection	
	Other Expenses	\$ (1,331.94)

T3.	20A340 – Fiscal Tax Certificate Administration	
	FS109736 – Fiscal Tax Certificate Administration	
	Other Expenses	\$ (442.20)

T4.	01A001 - General Fund	
	FS109645 – Fiscal Operations – Records/Licenses/Outreach	
	Other Expenses	\$ (17,107.45)

T5.           20AA03 – County Land Reutilization  
               TR163808 – County Land Reutilization  
               Other Expenses                                 \$                 (20,000.00)

Funding Source: Funding comes from the General Fund. Funding for the Delinquent Tax Assessment Collection fund comes from fees on delinquent taxes and assessment pursuant to O.R.C. 321.261. Funding for the Fiscal Tax Certificate Administration Fund comes from fees from the administration of tax certificates pursuant to O.R.C. 5721.31. The County Land Reutilization fund receives its funding from penalties and interest on collected delinquent real estate taxes and assessment pursuant to O.R.C. 321.263.

U1.           63A100 – Cuyahoga County Information Services Center                 **BA1302249**  
               IS821009 – Information Services Center  
               Other Expenses                                 \$                 (1,536,687.63)  
               Capital Outlay                                 \$                 (28,369.33)

U2.           63A300 – Geographic Information System  
               IS694588 – Geographic Information System  
               Other Expenses                                 \$                 (184,927.00)  
               Capital Outlay                                 \$                 (662.50)

U3.           01A001 – General Fund  
               IT601104 – Mainframe Operation Services  
               Other Expenses                                 \$                 (62,511.10)

U4.           01A001 – General Fund  
               IT601161 – Communications Services  
               Other Expenses                                 \$                 (300,000.00)

Funding Source: Funding for the Information Services Center came from data processing charges to user agencies. Funding for the Geographic Information System primarily comes from the Real Estate Assessment fund. Funding for the Department of Information Technology consolidated budget comes from the General Fund.

V.            22A284- SHP Zelma George   **BA1302143**  
               HS758094 –SHP Zelma George '12  
               Other Expenses                                 \$                 174,731.00

Funding Source: United States Department of Housing & Urban Development.

W.            22A287 - SHP - HEP   **BA1302144**  
               HS753863 – SHP – '12 - HEP  
               Other Expenses                                 \$                 317,109.00

Funding Source: United States Department of Housing & Urban Development in connection with the Continuum of Care for Homeless Assistance programs for the West Side Catholic Housing Empowerment Program in the amount of \$317,109.00 covering the period May 01, 2013 through June 30, 2015.

X.	20A308 – County Planning Commission – Cuyahoga Valley Initiative CP522540 – County Planning Commission – Cuyahoga Valley Initiative Other Expenses	\$ (21,606.94)	<b>BA1302266</b>
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Funding Source: The Cuyahoga Valley Initiative was supported by a general fund subsidy.

Y.	54P513 – Emergency Repair Fund DV755645 – Emergency Repair Fund Other Expenses	\$ 5,000,000.00	<b>BA1302267</b>
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Funding Source: Funding for this project is provided from charges for services within the sewer district accounts.

Z.	54P607 – North Granger Sewer Replacement ST540435 – North Granger Sewer Replacement Capital Outlay	\$ 145,400.00	<b>BA1302268</b>
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Funding Source: Funding for this project is provided from charges for services within the sewer district accounts.

AA.	40A526 – Ohio Department of Transportation Local Projects Administration CE785006 – Ohio Department of Transportation Local Projects Administration Capital Outlay	\$ 200,000.00	<b>BA1302269</b>
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Funding Source: This Ohio Department of Transportation (ODOT) LPA project is funded 50% from the United States Federal Highway Administration passed through ODOT and 50% is provided from the Cuyahoga County \$5.00 permissive fund.

BB.	40A524 – Ohio Department of Public Works Integrating Committee CE785220 – Noble Road Project Personal Services	\$ 6,851.00	<b>BA1301715</b>
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Funding Source: This project is funded 40% from the Ohio Department of Transportation Issue 1 capital project fund and 60% is provided from the Cuyahoga County \$7.50 license tax fund.

CC .	01A001 – General Fund SH350470- Sheriff Jail Operations Capital Outlays	\$ 244,698.00	<b>BA1302224</b>
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Funding Source: The increase is supported by a deposit made into the General Fund from the Sheriff's discretionary commissary fund on May 10, 2013, Revenue Receipt Number RR1305266-01.

DD.	54P900 – Sanitary Engineer Bond Retirement DV752006 – Bond Retirement Chagrin Highlands 543A Other Expenses	\$ 84,795.00	<b>BA1301728</b>
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Funding Source: Funding for the Chagrin Highlands bond debt service comes from special assessments leveled on the property owners.

**SECTION 2.** That the 2012/2013 Biennial Operating Budget for 2013 be amended to provide for the following appropriation transfers:

<u>Fund Nos./Budget Accounts</u>		<u>Journal Nos.</u>
A FROM:	24A430 – Executive Office of HHS HS157289 – Executive Office of HHS Other Expenses	<b>BA1302104</b>  \$ 11,000.00
TO:	24A430 – Executive Office of HHS HS157289 – Executive Office of HHS Capital Outlay	  \$ 11,000.00

Funding Source: The purchase will be paid for by the Executive Office of HHS subfund of the Public Assistance Fund.

B. FROM:	24A301 –Children and Family Services CF135491 – Information Services Other Expenses	<b>BA1302000</b>  \$ 130,000.00
TO:	24A301 –Children and Family Services CF135467 – Administrative Services Other Expenses	  \$ 130,000.00

Funding Source: The funding source is primarily Federal and State revenues, as well as the Health and Human Services Levy Fund.

C. FROM:	20A821 – State Criminal Alien Assistance Program SH456608 – Sheriff Capital Outlays	<b>BA1302129</b>  \$ 188.00
TO:	20A821 – State Criminal Alien Assistance Program SH456608 – Sheriff Other Expenses	  \$ 188.00

Funding Source: Funding is from reimbursement from the State of Ohio covering the period January 1, 2013 through December 31, 2013.

D. FROM:	01A001 – General Fund SH350579 – Sheriff Operations Personal Services	<b>BA1302130</b>  \$ 187,587.60
TO:	01A001 – General Fund HR018010 – Human Resources-GF Personal Services	  \$ 187,587.60

Funding Source: Funding is from the General Fund covering the period January 1, 2013 through December 31, 2013.

E. FROM:	21A039 – CPC Felony Drug Court	<b>BA1302131</b>
	JA758078 – CPC Felony Drug Court FFY2010/2013	
	Personal Services	\$ 6,500.00
TO:	21A039 – CPC Felony Drug Court	
	JA758078 – CPC Felony Drug Court FFY2010/2013	
	Other Expenses	\$ 6,500.00

Funding Source: Funding is from the United States Department of Justice covering the period September 30, 2010 through September 29, 2013.

F. FROM:	21A764 – Interoperable Emergency Communications	<b>BA1302160</b>
	JA752949 – 2010 Interoperable Emergency Communications 10/12	
	Personal Services	\$ 723.75
TO:	21A764 – – Interoperable Emergency Communications	
	JA752949 – 2010 Interoperable Emergency Communications 10/12	
	Other Expenses	\$ 723.75

Funding Source: Funding is from the from the Ohio Emergency Management Agency covering the period August 1, 2010 through May 31, 2013.

G. FROM:	21A065 – Cleveland Safe Port	<b>BA1302164</b>
	SH456079 – Cleveland Safe Port	
	Other Expenses	\$ 43.11
	Capital Outlays	\$ 649.09
TO:	21A065 – Cleveland Safe Port	
	SH456079 – Cleveland Safe Port	
	Personal Services	\$ 692.20

Funding Source: Funding is from the United States Department of Homeland Security, Federal Emergency Management Agency covering the period June 1, 2009 through May 31, 2013.

H. FROM:	01A001 – General Fund	<b>BA1302168</b>
	JA100354 – CECOMS	
	Personal Services	\$ 2,700.00
TO:	01A001 – General Fund	
	JA100354 – CECOMS	
	Capital Outlays	\$ 2,700.00

Funding Source: Funding is from the General Fund covering the period January 1, 2013 through December 31, 2013.

I. FROM:	01A001 – General Fund	<b>BA1302170</b>
	JA100990 – Division of Information Technology	
	Personal Services	\$ 447,415.00

TO: 01A001 – General Fund  
 SH350579 – Sheriff Operations  
 Personal Services \$ 447,415.00

Funding Source: Funding for both departments is from the General Fund covering the period January 1, 2013 through December 31, 2013.

J. FROM: 01A001 – General Fund **BA1302187**  
 IT601104 – Mainframe Operation Services  
 Other Expenses \$ 300,000.00

TO: 01A001 – General Fund  
 IT601047 – Web & Multi-Media Development  
 Other Expenses \$ 300,000.00

Funding Source: Funding comes from the General Fund.

K. FROM: 20A301 – Real Estate Assessment **BA1302188**  
 FS109702 – Fiscal Operations/Assessment  
 Personal Services \$ 500,000.00  
 Other Expenses \$ 728,000.00

TO: 20A301 – Real Estate Assessment  
 BR420067 – Board of Revision  
 Personal Services \$ 70,000.00  
 Other Expenses \$ 1,158,000.00

Funding Source: Funding comes from a fee applied to moneys collected on any tax duplicate other than estate taxes.

L. FROM: 01A001 – General Fund **BA1302189**  
 HC019018 – Human Resource Commission  
 Other Expenses \$ 87,000.00

TO: 01A001 – General Fund  
 HC019018 – Human Resource Commission  
 Personal Services \$ 87,000.00

Funding Source: Funding comes from the General Fund.

M. FROM: 01A001 – General Fund **BA1302190**  
 CL200055 – Clerk of Courts  
 Personal Services \$ 163,988.62

TO: 01A001 – General Fund  
 IT601021 – IT Administration  
 Personal Services \$ 163,988.62

Funding Source: The General Fund provides funding for both departments.



N. FROM: 01A001 – General Fund **BA1302191**  
FS109611 – Fiscal Office Administration  
Personal Services \$ 130,000.00

TO: 01A001 –General Fund  
FS109637 – Financial Reporting  
Personal Services \$ 130,000.00

Funding Source: Funding comes from the General Fund.

O. FROM: 20A658 – Fiscal Certificate of Title Administration **BA1302182**  
FS109694 – Fiscal Operations – Title Bureau  
Other Expenses \$ 1,000.00

TO: 20A658 – Fiscal Certificate of Title Administration  
FS109694 – Fiscal Operations – Title Bureau  
Capital Outlay \$ 1,000.00

Funding Source: Funding comes from fees for the titling of motor vehicles.

P. FROM: 61A607 – Centralized Custodial Services **BA1302181**  
CT577411 – Central Services Other Services  
Other Expenses \$ 200,000.00

TO: 61A607 – Centralized Custodial Services  
CT577379 – Custodial Services  
Other Expenses \$ 200,000.00

Funding Source: Funding for the Centralized Custodial Services fund is provided by internal charges for services.

Q. FROM: 21A303 – CCA FY12 Probation Improvement/ **BA1302232**  
Incentive  
CO756015 – CCA FY12-13 Probation Improvement/Incentive  
Personal Services \$ 125,752.00

TO: 21A303 – CCA FY Probation Improvement/Incentive  
CO756015 – CCA FY12 Probation Improvement/Incentive  
Other Expenses \$ 125,752.00

Funding Source: Funding is from the Ohio Department of Rehabilitation and Correction covering the period January 1, 2012 through June 30, 2013.

R. FROM: 21A051 – Northern Border Maritime Awareness **BA1302234**  
SH350033 – Northern Border Maritime Awareness  
Other Expenses \$ 55.61

TO: 21A051 – Northern Border Maritime Awareness  
SH350033 – Northern Border Maritime Awareness  
Capital Outlays \$ 55.61

Funding Source: Funding is the United States Department of Homeland Security, Federal Emergency Management Agency in connections with the FY2010 Port Security Grant Program covering the period June 1, 2010 through May 31, 2013.

S. FROM: 21A066 – Second Chance Adult Reentry Demo **BA1302246**  
HS157388 – FY12 Second Chance Adult Reentry Demo  
Personal Services \$ 2,522.63

TO: 21A066 – Second Chance Adult Reentry Demo  
HS157388 – FY12 Second Chance Adult Reentry Demo  
Other Expenses \$ 2,522.63

Funding Source: Funding is the United States Department of Justice, Office of Justice Programs, Bureau of Justice Assistance covering the period October 1, 2012 through September 30, 2013.

T. FROM: 21A342 – Northeast Ohio Regional Fusion Center- **BA1302256**  
FY09  
JA767996 – Northeast Ohio Regional Fusion Center FY09  
Other Expenses \$ 30,000.00

TO: 21A342 – Northeast Ohio Regional Fusion Center FY09  
JA767996 – Northeast Ohio Regional Fusion Center FY09  
Capital Outlays \$ 30,000.00

Funding Source: Funding is the United States Department of Homeland Security State Homeland Security Law Enforcement grant covering the period August 1, 2009 through March 31, 2014.

U. FROM: 21A764 – Interoperable Emergency Communications **BA1302259**  
JA752949 – 2010 Interoperable Emergency Communications 10/12  
Other Expenses \$ 91.76

TO: 21A764 – Interoperable Emergency Communications  
JA752949 – 2010 Interoperable Emergency Communications 10/12  
Personal Services \$ 91.76

Funding Source: Funding is from the United States Department of Homeland Security passed through the Ohio Emergency Management Agency covering the Period August 1, 2010 through May 31, 2013.

V. FROM: 01A001 – General Fund **BA1302248**  
AE511501 – Bureau of Inspection  
Other Expenses \$ 5,825.00

TO: 01A001 – General Fund  
FS109637 - Financial Reporting  
Other Expenses \$ 5,825.00

Funding Source: Funding comes from the General Fund.

W. FROM:	01A001 – General Fund FS109645 – Fiscal Ops – Record/License/Outreach Personal Services	\$ 58,391.49	<b>BA1302254</b>
TO:	01A001 – General Fund FS109678 – Office of Procurement & Diversity Personal Services	\$ 58,391.49	

Funding Source: Funding comes from the General Fund.

**SECTION 3.** That the 2012/2013 Biennial Operating Budget for 2013 be amended to provide for the following cash transfers between County funds.

<u>Fund Nos. /Budget Accounts</u>	<u>Journal Nos.</u>		
A FROM:	20A814 – Wireless 9-1-1 Government Assistance JA106773 – Wireless 9-1-1 Government Assistance Transfer Out	\$ 1,000,000.00	<b>JT1305183</b>
TO:	20A825 – 9-1-1 Consolidated Shared Service JA106781 – Cuyahoga County 911 Consolidated Shared Service Revenue Transfer	\$ 1,000,000.00	

Funding Source: The contribution is from the Department of Public Safety and Justice Services Wireless 911 special revenue fund that derives funding a fee assessed from cell phones in Cuyahoga County. Funding covers the period January 1, 2013 through December 31, 2013. There is a sufficient cash balance in the Wireless 911 account for this transfer.

B. FROM:	01A001 – General Fund JA302224 – Public Safety Grants Administration Transfer Out	\$ 0.01	<b>JT1305184</b>
TO:	21A277 – SHSP Exercise FY2008 JA752105 – SHSP Exercise FY2008 Revenue Transfer	\$ 0.01	

Funding Source: Funding for the one cent is the General Fund covering the period January 1, 2013 through December 31, 2013.

C. FROM:	21A764 – Interoperable Emergency Communications JA752584 – 2009 Interoperable Emergency Communications-CY2010 Transfer Out	\$ 2.66	<b>JR1301881</b>
TO:	01A001 – General Fund JA302224 – Public Safety Grants Administration Revenue Transfer	\$ 2.66	

Funding Source: Funding is from the United States Department of Homeland Security, passed through the Ohio Emergency Management Agency covering the period June 1, 2009 through May 31, 2011.

D. FROM: 21A837 – State Homeland Security (SHSG) **JT1305186**  
 JA763441 – State Homeland Security (SHSP) 2010/2013  
 Transfer Out \$ 58,233.50

TO: 21A900 – Regional Collaboration Project  
 JA753483-Regional Collaboration Project 2010/2013  
 Revenue Transfer \$ 58,233.50

Funding Source: Funding is from the United States Department of Homeland Security passed through the Ohio Emergency Management Agency covering the period August 1, 2010 through March 31, 2013.

E. FROM: 63A300 – Geographic Information System **JR1301702**  
 IS694588 – Geographic Information System  
 Transfer Out \$ 69,321.07

TO: 20A819 – Geographic Information System  
 IT470591 – Geographic Information System  
 Revenue Transfer \$ 69,321.07

Funding Source: The GIS budget receives a subsidy from the Real Estate Assessment fund which receives funding from a fee applied to moneys collected on tax duplicates other than estate taxes.

F. FROM: 26A650 – \$5.00 Road Capital Improvements **JT1305189**  
 CE418053 – County Engineer \$5.00 License Tax Fund  
 Transfer Out \$ 1,661,871.00

TO: 40A526 – Ohio Department of Transportation Local  
 Projects Administration  
 CE785006 – Ohio Department of Transportation Local  
 Projects Administration  
 Revenue Transfer \$ 1,661,871.00

Funding Source: The project is 80% United States Federal Highway Administration funded passed through the Ohio Department of Transportation, 10% City of Brooklyn funded, and 10% Cuyahoga County Road and Bridge funded. The contract bid amount is \$8,309,354.

G1. FROM: 29A391 – Health and Human Services Levy 4.8 **JT1305187**  
 SU514430 – Children & Family Services Subsidy  
 Transfer Out \$ 7,622,100.50

FROM: 29A390 – Health and Human Services Levy 2.9  
 SU513960 – Children & Family Services Subsidy  
 Transfer Out \$ 7,622,100.50

TO: 24A301 – Public Assistance Children and Family Services  
 CF135467 – Administrative Services - CFS  
 Revenue Transfer \$ 15,244,201.00

G2. FROM: 29A391 – Health and Human Services Levy 4.8  
SU514315 – Children’s Services Fund Subsidy  
Transfer Out \$ 9,538,757.50

FROM: 29A390 – Health and Human Services Levy 2.9  
SU513978 – Children’s Services Fund Subsidy  
Transfer Out \$ 9,538,757.50

TO: 20A303 – Children’s Services Fund  
CF134049 – Children’s Services Fund  
Revenue Transfer \$ 19,077,515.00

G3. FROM: 29A391 – Health and Human Services Levy 4.8  
SU514414 – Senior and Adult Services Subsidy  
Transfer Out \$ 2,745,039.50

FROM: 29A390 – Health and Human Services Levy 2.9  
SU513994 – Senior and Adult Services Subsidy  
Transfer Out \$ 2,745,039.50

TO: 24A601 – Public Assistance - Senior and Adult Services  
SA138321 – Administrative Services - SAS  
Revenue Transfer \$ 5,490,079.00

Funding Source: The Health and Human Services Levy Fund is funded by general property taxes.

H. FROM: 29A390 – Health and Human Services Levy 2.9 **JT1305188**  
SU513986 – Employment and Family Subsidy 2.9  
Transfer Out \$ 515,912.88

TO: 24A510 – Work and Training Admin.  
WT137109 – Administrative Services  
Revenue Transfer \$ 515,912.88

FROM: 29A390 – Health and Human Services Levy 2.9  
SU513986 – Employment and Family Subsidy 2.9  
Transfer Out \$ 194,665.83

TO: 24A510 – Work and Training Admin.  
WT137109 – Administrative Services  
Revenue Transfer \$ 194,665.83

FROM: 29A391 – Health and Human Services Levy 4.8  
SU514430 – Employment and Family Subsidy 4.8  
Transfer Out \$ 841,752.60

TO: 24A510 – Work and Training Admin.  
WT137109 – Administrative Services  
Revenue Transfer \$ 841,752.60

FROM:	29A391 – Health and Human Services Levy 4.8 SU514430 – Employment and Family Subsidy 4.8 Transfer Out	\$ 317,612.67
TO:	24A510 – Work and Training Admin. WT137109 – Administrative Services Revenue Transfer	\$ 317,612.67

Funding Source: The funding source is the Health and Human Services Levy.

**SECTION 4.** It is necessary that this Resolution become immediately effective for the usual daily operation of the County and the reasons set forth in the preamble. Provided that this Resolution receives the affirmative vote of at least eight members of Council, it shall take effect and be in force immediately upon the earliest occurrence of any of the following: (1) its approval by the County Executive through signature, (2) the expiration of the time during which it may be disapproved by the County Executive under Section 3.10(6) of the Cuyahoga County Charter, or (3) its passage by at least eight members of Council after disapproval pursuant to Section 3.10(7) of the Cuyahoga County Charter. Otherwise, it shall take effect and be in force from and after the earliest period allowed by law.

**SECTION 5.** It is found and determined that all formal actions of this Council relating to the adoption of this Resolution were adopted in an open meeting of the Council, and that all deliberations of this Council and of any of its committees that resulted in such formal action were in meetings open to the public, in compliance with all legal requirements, including Section 121.22 of the Ohio Revised Code.

On a motion by \_\_\_\_\_, seconded by \_\_\_\_\_, the foregoing Resolution was duly adopted.

Yeas:

Nays:

_____	_____
County Council President	Date

_____	_____
County Executive	Date

\_\_\_\_\_  
Clerk of Council

\_\_\_\_\_  
Date

Journal CC010  
June 11, 2013



EDWARD FITZGERALD  
Cuyahoga County Executive

CUYAHOGA COUNTY  
FISCAL OFFICER



June 4, 2013

Clerk of County Council

Dear Ms. Schmotzer:

A brief summary of the fiscal items that will be submitted for consideration for adoption on first reading at the regular County Council meeting scheduled for June 11, 2013, are presented below.

**Additional Appropriation Summary** – Additional appropriations are needed when there is a new or increased revenue source, or a revision to the original appropriation level that is required to cover expenditures that exceed the original estimate. A budget review document is provided for General Fund and Health & Human Services Levy Fund impact items.

A reduction in appropriation is requested in conjunction with the close-out of a program, grant, project or decertification of an encumbrance.

\* Impact of fiscal item is included in the current projection and ending fund balance.

General Fund/Health & Human Services*	Amount
Q1 - Fatherhood Initiative – Additional appropriation to cover expenses. Funding is from the Health & Human Services Levy Fund.	\$550,945.56
Q1 - Fatherhood Initiative – Increase and corresponding decrease appropriation to move subsidy to separate index code. Funding is from the Health & Human Services Levy Fund. (\$1,100,000.)	\$0.00
Q1 - Domestic Relations – Additional appropriation to cover a Domestic Violence Magistrate, Court Scheduler, Social Worker and part-time Psychologist. Funding is from the General Fund.	\$190,768.00
Common Pleas Court – A decrease in the Legal Research General Fund account. A corresponding increase to the Legal Research Computerization Special Revenue account was approved on April 9, 2013 (R2013-0067).	-\$64,504.00
Q1 - Justice Services – Additional appropriation to provide appropriations to the 9-1-1 Consolidated Shared Service program from the General Fund subsidy.	\$1,500,000.00
Q1 - HHS Subsidy/Children Who Witness Violence – Additional appropriation to restore appropriation to the Children who Witness Violence program which was decreased in error in the amount of \$1,813,692 and to provide proper funding for the Family Justice Center subsidy in the amount of \$175,000, and a corresponding decrease to Witness Victim account. Funding is from the Health & Human Services Levy Fund.	\$0.00
Q1 - Fiscal Office – Additional appropriation to cover personal services and the purchase of scanning equipment. Funding is from the General Fund.	\$648,000.00
Q1 - Human Resources – Additional appropriation to restore the personal services budget that was reduced during the 2013 Budget Update. Funding is from the General Fund.	\$133,000.00
Fiscal Office – Decreasing appropriation from Treasury Management (\$15,516.20) and Fiscal Operations/Records/Licenses/Outreach (\$17,107.45) from expired contracts that have been decertified and are no longer needed. Funding is from the General Fund.	-\$32,623.65
Information Technology – Decreasing appropriation, from the Mainframe Operation Services (\$62,511.10) and the Communication Services (\$300,000.00) accounts, from expired contracts that have been decertified and are no longer needed. Funding is from the General Fund.	-\$362,511.10
Sheriff – Additional appropriation to upgrade the IMACSA V Jail Records Management System. Funding is from funds transferred from the Jail Commissary Fund.	\$244,698.00
<b>TOTAL</b>	<b>\$2,807,772.81</b>



<b>Other Operating Funds</b>	<b>Amount</b>
<b>Q1</b> - Justice Services – To establish appropriation for the 9-1-1 Consolidated Shared Service program. Funding is from a cash transfer (JT1305183) in the amount of \$1,000,000 from the 9-1-1 Wireless Fund and \$1,500,000 transfer from the General Fund.	\$2,500,000.00
Clerk of Courts – Increase of appropriation to cover funding for pending disaster recovery project. Funding is a fee collected as part of court costs.	\$300,000.00
<b>Q1</b> - Solid Waste Management District – Additional appropriation to cover the full payment of the convenience center management contract. Funding is from a disposal fee surcharge.	\$200,000.00
<b>Q1</b> - Public Works/Facilities Management – Additional appropriation to cover postage in the County Mailroom. Funding is from charges for services.	\$100,000.00
Fiscal Office – Decreasing appropriation from Treasury Delinquent Tax Assessment Collections (\$1,331.94), Fiscal Tax Certificate Administration (\$442.20) and the County Land Reutilization (\$20,000.00) from expired contracts that have been decertified. Funding is from the General Fund.	-\$21,774.14
Information Technology – Decreasing appropriation, from the former Information Services Center (\$1,561,056.96) and the Geographic Information System (\$185,589.50) accounts, from expired contracts that have been decertified and no longer needed. Funding for the former Information Services Center was from data processing charges. Funding for the Geographic Information System comes primarily from the Real Estate Assessment Fund.	-\$1,750,646.46
County Planning Commission – Decreasing appropriation from the Cuyahoga Valley Initiative project that has been discontinued due to the focus on new priorities. Funding was from a General Fund Subsidy.	-\$21,606.94
Public Works/Sanitary Engineer – Additional appropriation to cover the payment of emergency repairs, lateral repairs, sewer lining as well as television inspection and cleaning for contracted service communities. Funding is from charges for services within the sewer district accounts.	\$5,000,000.00
<b>TOTAL</b>	<b>\$6,305,972.46</b>

<b>Grants/Projects</b>	<b>Amount</b>
Justice Services – Decreasing appropriation to close-out the 2009 Interoperable Emergency Communication grant from the U.S. Department of Homeland Security.	-\$8.65
Capital Projects/Communications Equipment Upgrades – Additional appropriation to cover the purchase of communications equipment. Funding is from the 2009 LTGO bond issuance.	\$300,000.00
Capital Projects/New County Headquarters – Additional appropriation to hire a moving consultant to assist in the relocation to the new County Headquarters.	\$300,000.00
Common Pleas/Treatment Alternatives to Street Crime (TASC) – To establish the TASC Ohio Criminal Justice Services (OCJS) Justice Assistance Grant (JAG) Public Safety Initiative grant from the U.S. Department of Justice, Bureau of Justice Assistance from the Edward Byrne Memorial Justice Assistance Grant.	\$65,000.00
Homeless Services – To establish appropriation for the Zelma George Link Program for Homeless Assistance Programs (\$174,731) and the Continuum of Care for Homeless Assistance for the West Side Catholic Housing Empowerment Program (\$317,109) awards from the U.S. Department of Housing and Urban Development.	\$491,840.00
Public Works/Sanitary Engineer – Additional appropriation to cover a change order for the North Granger Sewer Replacement project. Funding is from charges for services within the sewer district accounts.	\$145,400.00
Public Works/Road & Bridge – To establish appropriation for the Ridge Road Right of Way Local Project Administration project. Funding is 50% Federal Highway Administration, and 50% from the County \$5.00 permissive fund.	\$200,000.00
Public Works/Road & Bridge – Additional appropriation to cover personal services for the Noble Road Project. Funding is 40% Ohio Department of Transportation Issue 1 and 60% County \$7.50 license tax fund.	\$6,851.00
Public Works/Sanitary Engineer – Additional appropriation to cover the interest payment on the Chagrin Highlands bonds. Funding is from special assessments leveled on the property owners.	\$84,795.00
<b>TOTAL</b>	<b>\$1,593,877.35</b>

<b>Total Additional Appropriations - All Funds</b>	<b>\$10,707,622.89</b>
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The following represents the overall changes made to the Annual Appropriation Measure for 2013 since its adoption

on December 11, 2012 Resolution R2012-0232. The changes reflect the Additional Appropriations, Appropriation Transfers and Cash Transfers to the original adopted appropriation resolution.

**APPROPRIATION STATUS SUMMARY:**

	<u>06/11/2013 Agenda</u>	<u>Year to Date*</u>	<u>Adjusted Annual Appropriation</u>
General Fund Impact	\$ 2,256,827.25	\$ 361,708,846.00	\$ 371,251,300.10
HHS Levy Impact	\$ 550,945.56	\$ 222,615,901.00	\$ 205,299,525.97
Other Fund Impact	\$ <u>7,899,849.81</u>	\$ <u>919,467,552.00</u>	\$ <u>980,084,741.50</u>
<b>Total Impact</b>	<b>\$ 10,707,622.62</b>	<b>\$ 1,503,792,299.00</b>	<b>\$ 1,556,635,567.57</b>

\* 2013 appropriation levels adopted by resolution R2012-0232 on December 11, 2012.

**Appropriation Transfer Summary** – Is a transfer of appropriation between two or more budget accounts or between different resolution categories within the same budget account.

<b>General Fund/Health &amp; Human Services</b>	<b>Amount</b>
Office of Health & Human Services – Realignment to cover the replacement of computer workstations and monitors. Funding is from the Health & Human Services Levy Fund.	\$11,000.00
Children & Family Services – Realignment to properly align appropriation with expenditures. Funding is from Federal and State revenues as well as the Health & Human Services Levy Fund.	\$130,000.00
<b>Q1</b> - Sheriff – Realigning appropriations from the Sheriff’s Operation account for staff transferred to the Office of Human Resources. Funding is from the General Fund.	\$187,587.60
<b>Q1</b> - Justice Services – Realigning appropriation within the CECOMS to cover the purchase of a security control panel. Funding is from the General Fund.	\$2,700.00
<b>Q1</b> - Justice Services – Realigning appropriation from the Division of Information Technology to restore appropriation to the Sheriff’s Operations for seven staff that were not transferred to the Division per decision item 12JA02. Funding is from the General Fund.	\$447,415.00
<b>Q1</b> - Information Technology – Realigning appropriation from Mainframe Operation Services to Web & Multi-Media Development to cover consulting services for case management software development. Funding is from the General Fund.	\$300,000.00
<b>Q1</b> - Human Resource Commission – Realigning appropriation from other expenses to personal services to hire an on staff attorney. Funding is from the General Fund.	\$87,000.00
<b>Q1</b> - Clerk of Courts – Realigning appropriation from the Clerk of Courts to the Department of Information Technology for payroll expenses associated with staff consolidated into Information Technology. Funding is from the General Fund.	\$163,988.62
<b>Q1</b> - Fiscal Office – Realigning appropriation from Administration to Financial Reporting to cover personal services for staff members reassigned from the Operations division. Funding is from the General Fund.	\$130,000.00
Bureau of Inspection – Realigning appropriation to move appropriation from the Bureau of Inspection to Financial Reporting to cover an encumbrance that is now under the Financial Reporting account. Funding is from the General Fund.	\$5,825.00
Fiscal Office – Realigning appropriation from Fiscal Operations to Office of Procurement & Diversity’s budget to cover a transfer of personnel. Funding is from the General Fund.	\$58,391.49
<b>TOTAL</b>	<b>\$1,523,907.71</b>

<b>Other Operating Funds</b>	<b>Amount</b>
Sheriff – Realigning appropriation to cover the cost of annual software licenses and equipment for the IRIS and SORIS software. Funding is from state reimbursements.	\$188.00
<b>Q1</b> - Fiscal Office – Realigning appropriation from Real Estate Assessment Fiscal Operations/Assessment to the Board of Revision to cover increased expenses due to the number of complaints received following the sexennial reappraisal. Funding is from fees collected on tax duplicates other than estate taxes.	\$1,228,000.00
Fiscal Office – Realigning appropriation within the Fiscal Operation Title Bureau to cover the purchase of stools. Funding is from fees for the titling of motor vehicles.	\$1,000.00
<b>Q1</b> - Public Works/Facilities Management – Realigning appropriation from Other Services to Custodial Services to cover the cost of additional commodities associated with the preventative maintenance program. Funding is from charges for services.	\$200,000.00
<b>TOTAL</b>	<b>\$1,429,188.00</b>

<b>Grants/Projects</b>	<b>Amount</b>
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Justice Services – Realigning appropriation within the CPC Felony Drug Court for the year two budget revision. Funding is from the U.S. Department of Justice.	\$6,500.00
Justice Services – Realigning appropriation within the Interoperable Emergency Communications to cover expenses and to close-out the grant. Funding is from the Ohio Emergency Management Agency.	\$723.75
Sheriff – Realigning appropriation in the Cleveland Safe Port grant in compliance with a recent budget modification. Funding is from the U.S. Department of Homeland Security, Federal Management Agency.	\$692.20
Common Pleas Court/Community Corrections – Realigning appropriations within the CCA FY12 Probation Improvement/Incentive grant to properly align the grant. Funding is from the Ohio Department of Rehabilitation and Correction.	\$125,752.00
Sheriff – Realigning appropriation within the Northern Border Maritime Awareness grant per recent budget modification. Funding is from the U.S. Department of Homeland Security, Federal Emergency management Agency.	\$55.61
Office of ReEntry – Realigning appropriation within the Second Chance Adult Reentry Demo grant per a recent budget modification. Funding is from the U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Assistance.	\$2,522.63
Justice Services - Realigning appropriation within the Northeast Ohio Regional Fusion Center FY09 grant per a recent budget modification. Funding is from the U.S. Department of Homeland Security, State Homeland Security Law Enforcement grant.	\$30,000.00
Justice Services – Realigning appropriation within the Interoperable Emergency Communications grant to cover pending final expense adjustments. Funding is from the U.S. Department of Homeland Security.	\$91.76
<b>TOTAL</b>	<b>\$166,337.95</b>

<b>Total Appropriation Transfers - All Funds</b>	<b>\$3,119,433.66</b>
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**Cash Transfer Summary** – Operating transfers support operating expenditures, related to a cash matches for a grants, transfer of taxes or fees to a debt service fund, transfers from the General Fund to a capital project fund or operating subsidies to special revenue funds, enterprise funds, or internal service funds. This type of transaction posts as an expenditure and sufficient appropriation must be available to process the transaction.

<b>General Fund/Health &amp; Human Services</b>	<b>Amount</b>
Justice Services – A cash transfer from Public Safety Grants Administration to the State Homeland Security Program Exercise FY2008 grant in preparation of grant closure. Funding is from the U.S. Department of Homeland Security.	\$0.01
Health & Human Services Levy Subsidies – A cash transfer for the first half of the 2013 subsidy requirement. Funding is from the Health & Human Services Levy Fund.	\$39,811,795.00
Health & Human Services Levy Subsidy – A cash transfer to cover the County’s mandated share of Temporary Assistance to Needy Families (TANF) and Non – TANF related expenditures. Funding is from the Health & Human Services Levy Fund.	\$1,869,943.98
<b>TOTAL</b>	<b>\$41,681,738.99</b>

<b>Other Operating Funds</b>	<b>Amount</b>
<b>Q1</b> - Justice Services – A cash transfer to provide the contribution to the Cuyahoga County 9-1-1 Consolidated Shared Services Fund that was established by Council on April 9, 2013, Ordinance O2013-0010. Funding is from fees assessed on cell phones in the County.	\$1,000,000.00
Information Technology/Geographic Information System – A cash transfer from the inactive fund to the new special revenue fund created for GIS. Funding is from fees collected on tax duplicates other than estate taxes.	\$69,321.07
<b>TOTAL</b>	<b>\$1,069,321.07</b>

<b>Grants/Projects</b>	<b>Amount</b>
Justice Services – A cash transfer from the FY09 Interoperable Emergency Communications CY2010 grant to return the unused portion of the cash match to the General Fund and prepare to close-out the grant.	\$2.66
Justice Services – A cash transfer to reimburse reported expenses through an intra-agency agreement between Public Safety/Justice Services and the Office of Emergency Management. Funding is from the U.S. Department of Homeland Security.	\$58,233.50
Public Works/Road & Bridge – A cash transfer for the Ridge Road Local Project Administration construction project for a road project in Brooklyn. Funding is 80% Federal Highway Administration funds, 10% City of Brooklyn, and 10% County Road & Bridge.	\$1,661,871.00
<b>TOTAL</b>	<b>\$1,720,107.16</b>

<b>Total Cash Transfers - All Funds</b>
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<b>\$44,471,167.22</b>
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Thank you for your consideration regarding this matter.

Sincerely,

A handwritten signature in black ink, appearing to read "Matthew Rubino". The signature is fluid and cursive, with a large, prominent circular flourish at the end.

Matthew Rubino  
Director, Office of Budget & Management  
[mrubino@cuyahogacounty.us](mailto:mrubino@cuyahogacounty.us)  
(216) 443-7448  
Fax: (216) 443-8193

## MEMORANDUM

TO: Jeanne Schmotzer, Clerk of Council

FROM: Matthew Rubino, Director, Office of Budget & Management

DATE: June 4, 2013

RE: Agenda Items

The Office of Budget & Management is requesting that the following fiscal items be presented to the members of County Council for their consideration for approval on first reading at the meeting of June 11, 2013. The requested fiscal items including additional appropriations, appropriation transfers, and cash transfers meet agency budgetary needs.

### **Resolution: Additional Appropriations**

A.	20A606 – Fatherhood Initiative		<b>BA1302102</b>
	SE507152 – Fatherhood Initiative		
	Personal Services	\$	10,035.00
	Other Expenses	\$	540,910.56

The Fatherhood Initiative is requesting additional appropriation to enable a transfer of expenses to a new budget structure. This increase will be offset by a future corresponding decrease in appropriation to the current index code. Both index codes are funded by the Health & Human Services Levy Fund.

B.	29A391 – Fatherhood Initiative		<b>BA1302155</b>
	SU515999 – Fatherhood Initiative		
	Other Expenses	\$	1,100,000.00

This is a request for a transfer of subsidy to the Fatherhood Initiative. This will delineate the funds from the Child Support Enforcement Agency, and does not require additional funds from the Health and Human Services Levy Fund.

C.	29A391 – HHS Levy 4.8		<b>BA1302185</b>
	SU514273 – Fatherhood Initiative		
	Other Expenses	\$	(1,100,000.00)

This is a request for a transfer of subsidy to the Fatherhood Initiative. This will delineate the funds from the Child Support Enforcement Agency, and does not require additional funds from the Health and Human Services Levy Fund.

Fiscal Office  
Office of Budget & Management  
1219 Ontario Street, Cleveland, OH 44113, (216) 443-7220, FAX (216) 443-8193  
Ohio Relay Service (TTY) 711

D.	01A001 – General Fund DR495515 – Domestic Relations Child Support Personal Services	\$ 84,861.00	<b>BA1302106</b>
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The Domestic Relations Court is requesting appropriation from the General Fund for a Support and Domestic Violence Magistrate and a Court Scheduler. The actual impact to the General Fund will be less than the total appropriation because these positions are 66% reimbursable by IV-D. The actual impact to the general fund will be \$28,852.74.

E.	01A001 – Domestic Relations DR391052 – Domestic Relations Personal Services	\$ 105,907.00	<b>BA1302152</b>
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The Domestic Relations Court is requesting additional appropriation from the General Fund for a Court Scheduler, a Social Worker, and a part-time Psychologist.

F.	01A001 – General Fund CO380113- Common Pleas-Legal Research Other Expenses	\$ (64,504.00)	<b>BA1302079</b>
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Decrease appropriations in the Common Pleas Court Legal Research general Fund account that will now be paid from the Common Pleas Legal Research Computerization special revenue account. An increase in the Common Pleas special revenue account (CO456541) seen on document BA1302073 appearing on the April 9, 2013 Council Fiscal Agenda, R2013-0067 for \$54,000. Funding for the decrease is from the General Fund covering the period January 1, 2013 through December 31, 2013.

G.	20A825 –9-1-1 Consolidated Shared Service JA106781 – Cuyahoga County 911 Consolidated Shared Service Other Expenses	\$ 2,500,000.00	<b>BA1302136</b>
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Provide appropriations in the Department of Public Safety and Justice Services in the newly created Cuyahoga County 911 Consolidated Shared Service fund. \$1,000,000 is being transferred from the Wireless 911 special revenue fund (JT1305183, fiscal item E, on page 15) and the remaining \$1,500,000 is a General Fund Subsidy. The appropriations cover the period May 14, 2013 through December 31, 2013. The establishment of the fund was authorized through Council Ordinance 02013-0010 on April 9, 2013.

H.	01A001 –General Fund SU514695 – 911 Consolidated Shared Services General Fund Subsidy Other Expenses	\$ 1,500,000.00	<b>BA1302137</b>
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Provide appropriations for the General Fund Subsidy to the Department of Public Safety and Justice Services in the newly created Cuyahoga County 911 Consolidated Shared Service fund. The establishment of the fund was authorized through Council Ordinance 02013-0010 on April 9, 2013. Funding for the subsidy is from the General Fund covering the period May 14, 2013 through December 31, 2013.

I.	20A695 –Clerk of Courts Computerization CL576124 – Clerk of Courts Computerization Capital Outlays	\$ 300,000.00	<b>BA1302138</b>
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To increase appropriations in the Clerk of Courts Computerization special revenue fund for a pending disaster recovery project that will include Common Pleas, Probate and Domestic Relations Courts as well as Clerk of Court and the Sheriff Foreclosure/Civil Division. Funding is from a \$10 fee collected as part of court costs covering the period January 1, 2013 through December 31, 2013. Sufficient cash exist in this special revenue fund for the additional appropriations and has been authorized by the Court of Common Pleas.

J.	29A391 –Health & Human Services Levy 4.8 SU514331 – Children Witness Violence Subsidy	<b>BA1302165</b>
	Other Expenses	\$ 1,988,692.00

To increase appropriations in the Children Who Witness Violence subsidy account for 2013 to offset the decrease processed in error and is on NSF for BA1302007 in the amount of \$1,813,692, Council Ordinance R2013-0039. Additionally provide the proper funding of \$175,000 for the Family Justice Center subsidy. Funding is from the Health & Human Services Levies covering the period January 1, 2013 through December 31, 2013.

K.	29A389 –Health & Human Services Levy 4.9 SU513549 – HHS Subsidy Witness Victim	<b>BA1302166</b>
	Other Expenses	\$ (1,988,692.00)

To decrease appropriations in the HHS Subsidy Witness Victim account for 2013. There was an increase in the Witness Victim General Fund subsidy account (SU514661) of \$1,813,692 on document BA1302009-01, Council Ordinance R2013-0039. Funding is from the Health & Human Services Levies covering the period January 1, 2013 through December 31, 2013.

L.	21A764 –Interoperable Emergency Communications JA752584 – 2009 Interoperable Emergency Communications-CY2010	<b>BA1302171</b>
	Capital Outlays	\$ (8.65)

To decrease appropriations in Justice Services 2009 Interoperable Emergency Communication CY2010 grant in preparation to close out the grant. Funding is from the United States Department of Homeland Security passed through the Ohio Emergency Management Agency covering the period June 1, 2009 through May 31, 2011.

M1.	01A001 - General Fund FS109645 – Fiscal Operations – Record/License/Outreach	<b>BA1302183</b>
	Personal Services	\$ 163,000.00
	Capital Outlay	\$ 280,000.00

M2.	01A001 - General Fund FS109652 – Fiscal Operations – Contractual Services	
	Personal Services	\$ 51,000.00

M3.	01A001 - General Fund FS109678 – Office of Procurement & Diversity	
	Personal Services	\$ 154,000.00

This request would increase General Fund personal services appropriation in the Fiscal Office based on first quarter projections. The Fiscal Office has seen additional staff realignments and refinements among General Fund divisions since the 2013 budget update. The Operations/Records & Licenses General Fund division has a projected personal services surplus

sufficient to cover the payroll deficits in the other General Fund divisions based on the current staffing level. However, this division plans to hire fourteen employees to provide expansive scanning services to county agencies and external customers, which will use the surplus and require additional appropriation of \$163,000 for personal services and \$280,000 for the purchase of scanning equipment.

N.	20A815 – Health and Community Services SM522573 – Solid Waste Convenience Center Other Expenses	\$ 200,000.00	<b>BA1302178</b>
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Appropriation is requested for the full payment of the convenience center management contract with vendor Clean Harbors. Additional services will be completed during 2013 due to increased demand for solid waste disposal functions. Funding is provided by \$1.50 disposal fee surcharge.

O.	65A604 – Postage CT577353 – County Mailroom Other Expenses	\$ 100,000.00	<b>BA1302180</b>
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Appropriation is requested for the payment of postage in the County Mailroom. This appropriation increase will be enough to pay for postage for all Cuyahoga County agencies through 2013. Funding is provided by internal charges for services.

P.	01A001 – General Fund HR018010 – Human Resources – General Fund Personal Services	\$ 133,000.00	<b>BA1302048</b>
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Appropriation is requested to restore the salary budget for the Human Resources department that was reduced for the 2013 budget update. At that time the OBM forecast showed a surplus, but the Department has reevaluated its staffing requirements based on demand from the departments. As a result the Human Resources department is requesting the funds be placed back into its budget.

Q.	40A069 – Capital Project Future Debt Issuance CC767723 – Communications Equipment Upgrades Capital Outlays	\$ 300,000.00	<b>BA1302251</b>
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Additional Appropriation is requested by IT to purchase Communications Equipment worth \$300,000. Funding for this project comes from the 2009 LTGO bond issuance.

R.	40A069 – Capital Project Future Debt Issuance CC768200 – New County Headquarters Capital Outlays	\$ 300,000.00	<b>BA1302253</b>
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Appropriation of \$300,000 is requested to hire a moving consultant to assist the County in relocating various County employees from various locations to the New County Headquarters located at East 9 and Euclid Avenue in Cleveland Ohio. Funding for this project will come from a future debt issuance.

S.	21A604 – OCJS JAG/PSI Grant CO754184- OCJS JAG/PSI Grant 2013 Personal Services	\$ 65,000.00	<b>BA1302255</b>
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Establish appropriations in the Common Pleas Court for the Cuyahoga County Treatment Alternatives to Street Crime (TASC) Ohio Criminal Justice Services (OCJS) Justice Assistance Grant(JAG) Public Safety Initiative Grant 2013. Funding is from the United States Department of Justice, Bureau of Justice Assistance from the Edward Byrne Memorial Justice Assistance Grant funding passed through the Ohio Department of Public Safety, Office of Criminal Justice Services covering the period January 1, 2013 through December 31, 2013. The original award required a cash match that was modified to an in-kind match of \$21,667.67.

T1.	01A001 - General Fund		<b>BA1302247</b>
	FS109660 – Treasury Management		
	Other Expenses	\$	(15,286.20)
	Capital Outlay	\$	(230.00)
T2.	20A322 – Treasury – Delinquent Tax Assessment Collection		
	FS109710 – Treasury – Delinquent Tax Assessment Collection		
	Other Expenses	\$	(1,331.94)
T3.	20A340 – Fiscal Tax Certificate Administration		
	FS109736 – Fiscal Tax Certificate Administration		
	Other Expenses	\$	(442.20)
T4.	01A001 - General Fund		
	FS109645 – Fiscal Operations – Records/Licenses/Outreach		
	Other Expenses	\$	(17,107.45)
T5.	20AA03 – County Land Reutilization		
	TR163808 – County Land Reutilization		
	Other Expenses	\$	(20,000.00)

The Fiscal Office had several contract certifications for expired contracts that have been decertified. This decrease would remove the appropriation that carried forward from prior year budgets and are no longer needed. Funding comes from the General Fund. Funding for the Delinquent Tax Assessment Collection fund comes from fees on delinquent taxes and assessment pursuant to O.R.C. 321.261. Funding for the Fiscal Tax Certificate Administration Fund comes from fees from the administration of tax certificates pursuant to O.R.C. 5721.31. The County Land Reutilization fund receives its funding from penalties and interest on collected delinquent real estate taxes and assessment pursuant to O.R.C. 321.263.

U1.	63A100 – Cuyahoga County Information Services Center		<b>BA1302249</b>
	IS821009 – Information Services Center		
	Other Expenses	\$	(1,536,687.63)
	Capital Outlay	\$	(28,369.33)
U2.	63A300 – Geographic Information System		
	IS694588 – Geographic Information System		
	Other Expenses	\$	(184,927.00)
	Capital Outlay	\$	(662.50)
U3.	01A001 – General Fund		
	IT601104 – Mainframe Operation Services		
	Other Expenses	\$	(62,511.10)

U4.	01A001 – General Fund		
	IT601161 – Communications Services		
	Other Expenses	\$	(300,000.00)

The Department of Information Technology began using its consolidated budget in 2013. Many contracts remained certified with carryover appropriation in the former ISC budget code at the start of 2013. R2013-0057 (BA1302037) provided a temporary appropriation of \$2,563,763 in the new budget to allow the contract certifications to be moved from the old ISC budget to the IT budget. An appropriation decrease has been requested (BA1302221) for the certifications that were determined to be expired and unneeded. This appropriation decrease removes the balance of that \$2,563,763 temporary increase. Funding for the Information Services Center came from data processing charges to user agencies. Funding for the Geographic Information System primarily comes from the Real Estate Assessment fund. Funding for the Department of Information Technology consolidated budget comes from the General Fund.

V.	22A284 - SHP Zelma George		<b>BA1302143</b>
	HS758094 –SHP Zelma George '12		
	Other Expenses	\$	174,731.00

The Office of Homeless Services request additional appropriations in order to provide appropriations for The Office of Homeless Services recent award from the United States Department of Housing & Urban Development in connection with the Zelma George Link Program for Homeless Assistance programs for the 2012 McKinney – Vento homeless assistance programs in the amount of \$174,731.00 covering the period February 1, 2013 through February 28, 2015.

W.	22A287 - SHP - HEP		<b>BA1302144</b>
	HS753863 – SHP – '12 - HEP		
	Other Expenses	\$	317,109.00

To provide appropriations for The Office of Homeless Services recent award from the United States Department of Housing & Urban Development in connection with the Continuum of Care for Homeless Assistance programs for the West Side Catholic Housing Empowerment Program in the amount of \$317,109.00 covering the period May 01, 2013 through June 30, 2015.

X.	20A308 – County Planning Commission – Cuyahoga Valley Initiative		<b>BA1302266</b>
	CP522540 – County Planning Commission – Cuyahoga Valley Initiative		
	Other Expenses	\$	(21,606.94)

The Cuyahoga County Planning Commission requests an appropriation decrease for the Cuyahoga Valley Initiative fund. The Cuyahoga Valley Initiative project has been discontinued due to focus on new priorities. All previously encumbered expenditures relating to the fund have been decertified. The Cuyahoga Valley Initiative was supported by a general fund subsidy.

Y.	54P513 – Emergency Repair Fund		<b>BA1302267</b>
	DV755645 – Emergency Repair Fund		
	Other Expenses	\$	5,000,000.00

Appropriation is requested for the payment of emergency repairs, lateral repairs, sewer lining as well as television inspection and cleaning for contracted service communities in Cuyahoga County. Funding is provided through current cash balances within the sewer district accounts.

Z.	54P607 – North Granger Sewer Replacement ST540435 – North Granger Sewer Replacement Capital Outlay	\$ 145,400.00	<b>BA1302268</b>
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Appropriation is requested for the payment of a change order for the North Granger Sewer Replacement project. The project is administered through a 20 year loan from the Ohio Environmental Protection Agency. Funding for this project is provided from charges for services within the sewer district accounts.

AA.	40A526 – Ohio Department of Transportation Local Projects Administration CE785006 – Ohio Department of Transportation Local Projects Administration Capital Outlay	\$ 200,000.00	<b>BA1302269</b>
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Appropriation is requested for the Ridge Road Right of Way Local Project Administration (LPA) project located in Brooklyn from Interstate 480 to Memphis Avenue. This Ohio Department of Transportation (ODOT) LPA project is funded 50% from the United States Federal Highway Administration passed through ODOT and 50% is provided from the Cuyahoga County \$5.00 permissive fund.

BB.	40A524 – Ohio Department of Public Works Integrating Committee CE785220 – Noble Road Project Personal Services	\$ 6,851.00	<b>BA1301715</b>
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Appropriation is requested for the Noble Road Repair and Resurfacing project in the City of East Cleveland. The 1.72 mile project includes planning and resurfacing of the existing asphalt concrete wearing course; repair and removal of deteriorating concrete base and curb; and adjustments or reconstruction to grade of various roadway castings. This project is funded 40% from the Ohio Department of Transportation Issue 1 capital project fund and 60% is provided from the Cuyahoga County \$7.50 license tax fund.

CC.	01A001 – General Fund SH350470- Sheriff Jail Operations Capital Outlays	\$ 244,698.00	<b>BA13022224</b>
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Increase appropriations in the Sheriff's Jail Operations account for an upgrade to the IMACSA V Jail Records Management System. The increase is supported by a deposit made into the General Fund from the Sheriff's discretionary commissary fund on May 10, 2013, Revenue Receipt Number RR1305266-01. There is no General Fund impact as a result of the increase in appropriations due to the recent deposit in the General Fund that was no previously anticipated in the budget. Funding is from the General Fund covering the period January 1, 2013 through December 31, 2013.

DD.	54P900 – Sanitary Engineer Bond Retirement DV752006 – Bond Retirement Chagrin Highlands 543A Other Expenses	\$ 84,795.00	<b>BA1301728</b>
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Appropriation is requested to pay interest on the Chagrin Highlands bonds outstanding. Funding for the Chagrin Highlands bond debt service comes from special assessments leveled on the property owners.

**Resolution: Appropriation Transfers:**

A.	FROM:	24A430 – Executive Office of HHS HS157289 – Executive Office of HHS Other Expenses	\$	11,000.00	<b>BA1302104</b>
	TO:	24A430 – Executive Office of HHS HS157289 – Executive Office of HHS Capital Outlay	\$	11,000.00	

This is a request for a transfer of appropriation to support the cost of replacement computer workstations and monitors. The purchase will be paid for by the Executive Office of HHS subfund of the Public Assistance Fund.

B.	FROM:	24A301 –Children and Family Services CF135491 – Information Services Other Expenses	\$	130,000.00	<b>BA1302000</b>
	TO:	24A301 –Children and Family Services CF135467 – Administrative Services Other Expenses	\$	130,000.00	

This appropriation request is to align controlled services appropriation with actual expenses within the administrative index code of DCF. The funding source is primarily Federal and State revenues, as well as the Health and Human Services Levy Fund.

C.	FROM:	20A821 – State Criminal Alien Assistance Program SH456608 – Sheriff Capital Outlays	\$	188.00	<b>BA1302129</b>
	TO:	20A821 – State Criminal Alien Assistance Program SH456608 – Sheriff Other Expenses	\$	188.00	

Transfer appropriations from contractual to capital for part of the cost of the annual software licenses and equipment support for the IRS and SORIS software. Funding is from reimbursement from the State of Ohio covering the period January 1, 2013 through December 31, 2013.

D.	FROM:	01A001 – General Fund SH350579 – Sheriff Operations Personal Services	\$	187,587.60	<b>BA1302130</b>
	TO:	01A001 – General Fund HR018010 – Human Resources-GF Personal Services	\$	187,587.60	

Transfer appropriations from the Sheriff Operations account to Human Resources in wages and fringes for three employees transferred effective March 10, 2013. Funding is from the General Fund covering the period January 1, 2013 through December 31, 2013.

E. FROM: 21A039 – CPC Felony Drug Court **BA1302131**  
 JA758078 – CPC Felony Drug Court FFY2010/2013  
 Personal Services \$ 6,500.00

TO: 21A039 – CPC Felony Drug Court  
 JA758078 – CPC Felony Drug Court FFY2010/2013  
 Other Expenses \$ 6,500.00

Transfer appropriations with the CPC Felony Drug Court for the year two budget revision. Funding is from the United States Department of Justice covering the period September 30, 2010 through September 29, 2013.

F. FROM: 21A764 – Interoperable Emergency Communications **BA1302160**  
 JA752949 – 2010 Interoperable Emergency Communications 10/12  
 Personal Services \$ 723.75

TO: 21A764 – – Interoperable Emergency Communications  
 JA752949 – 2010 Interoperable Emergency Communications 10/12  
 Other Expenses \$ 723.75

Transfer appropriations with the Interoperable Emergency Communications 2010/2012 grant in preparation of additional expenses and to prepare the grant for closure. Funding is from the from the Ohio Emergency Management Agency covering the period August 1, 2010 through May 31, 2013.

G. FROM: 21A065 – Cleveland Safe Port **BA1302164**  
 SH456079 – Cleveland Safe Port  
 Other Expenses \$ 43.11  
 Capital Outlays \$ 649.09

TO: 21A065 – Cleveland Safe Port  
 SH456079 – Cleveland Safe Port  
 Personal Services \$ 692.20

Transfer appropriations within the Sheriff's Cleveland Safe Port grant in compliance with a recent budget modification. Funding is from the United States Department of Homeland Security, Federal Emergency Management Agency covering the period June 1, 2009 through May 31, 2013.

H. FROM: 01A001 – General Fund **BA1302168**  
 JA100354 – CECOMS  
 Personal Services \$ 2,700.00

TO: 01A001 – General Fund  
 JA100354 – CECOMS  
 Capital Outlays \$ 2,700.00

Transfer appropriations within the Department of Public Safety and Justice Services, CECOMS account for a pending customer service request (CSR) to purchase a security control panel. Funding is from the General Fund covering the period January 1, 2013 through December 31, 2013.

I.	FROM:	01A001 – General Fund	<b>BA1302170</b>
		JA100990 – Division of Information Technology	
		Personal Services	\$ 447,415.00
	TO:	01A001 – General Fund	
		SH350579 – Sheriff Operations	
		Personal Services	\$ 447,415.00

Transfer appropriations from the Department of Public Safety and Justice Services, Division of Information Technology to restore the budget in the Sheriff's Operations account for decision item 12JA02 titled Public Safety Information Technology Consolidation as part of the 2012/2013 budget. The seven employees in the Sheriff Department that were to be transferred to Public Safety and Justice Services did not materialize thus the need to move the appropriations to the department that incurs the cost of these employees. Funding for both departments is from the General Fund covering the period January 1, 2013 through December 31, 2013.

J.	FROM:	01A001 – General Fund	<b>BA1302187</b>
		IT601104 – Mainframe Operation Services	
		Other Expenses	\$ 300,000.00
	TO:	01A001 – General Fund	
		IT601047 – Web & Multi-Media Development	
		Other Expenses	\$ 300,000.00

An appropriation transfer would move appropriation between Department of Information Technology divisions to pay consulting services for case management software development. Funding comes from the General Fund.

K.	FROM:	20A301 – Real Estate Assessment	<b>BA1302188</b>
		FS109702 – Fiscal Operations/Assessment	
		Personal Services	\$ 500,000.00
		Other Expenses	\$ 728,000.00
	TO:	20A301 – Real Estate Assessment	
		BR420067 – Board of Revision	
		Personal Services	\$ 70,000.00
		Other Expenses	\$ 1,158,000.00

The Board of Revision has increased expenses because of the number of complaints received following the sexennial reappraisal and to bring the operations to the level needed through investments in technology and the assistance of temporary employees. The Fiscal Office has surplus appropriation of Real Estate Assessment funds based on first quarter review. This request would transfer surplus funds from the Fiscal Office to the Board of Revision. Funding comes from a fee applied to moneys collected on any tax duplicate other than estate taxes.

L.	FROM:	01A001 – General Fund	<b>BA1302189</b>
		HC019018 – Human Resource Commission	
		Other Expenses	\$ 87,000.00

TO: 01A001 – General Fund  
 HC019018 – Human Resource Commission  
 Personal Services \$ 87,000.00

The Human Resource Commission uses consultants as hearing officers and has a staff of two to administer the department. The Commissioners have decided that an attorney on staff would provide the expertise needed on legal employment and other relevant issues and could provide expertise and support to the hearing officers, which would reduce the time needed on their part. This would reduce the need for appropriation for consultant contracts and increase payroll needs for the additional hire. This request would transfer surplus appropriation to fund the additional position. Funding comes from the General Fund.

M. FROM: 01A001 – General Fund **BA1302190**  
 CL200055 – Clerk of Courts  
 Personal Services \$ 163,988.62

TO: 01A001 – General Fund  
 IT601020 – IT Administration  
 Personal Services \$ 163,988.62

The 2013 budget is the first consolidated budget for the Department of Information Technology (IT). Staff members who performed IT-related functions in other executive agencies have been consolidated to the Department of IT along with the appropriations for their payroll expenses. The staff consolidations began in 2012 and continue. This transfer would match appropriations for four staff who moved from the Clerk of Courts to the Department of IT effective March 24, 2013. The General Fund provides funding for both departments.

N. FROM: 01A001 – General Fund **BA1302191**  
 FS109611 – Fiscal Office Administration  
 Personal Services \$ 130,000.00

TO: 01A001 – General Fund  
 FS109637 – Financial Reporting  
 Personal Services \$ 130,000.00

The Fiscal Office Administration division has a projected surplus due to vacancies. The Financial Reporting division has a projected deficit because three staff have been reassigned from the Operations division, which does not have available surplus because of plans to hire additional staff to expand scanning services. Funding comes from the General Fund.

O. FROM: 20A658 – Fiscal Certificate of Title Administration **BA1302182**  
 FS109694 – Fiscal Operations – Title Bureau  
 Other Expenses \$ 1,000.00

TO: 20A658 – Fiscal Certificate of Title Administration  
 FS109694 – Fiscal Operations – Title Bureau  
 Capital Outlay \$ 1,000.00

The Certificate of Title Administration Division has purchased stools to add seating in one of its Title Administration branches. This transfer would use appropriation not needed in the contractual services budget line to purchase the stools. Funding comes from fees for the titling of motor vehicles.

P.	FROM:	61A607 – Centralized Custodial Services	<b>BA1302181</b>
		CT577411 – Central Services Other Services	
		Other Expenses	\$ 200,000.00
	TO:	61A607 – Centralized Custodial Services	
		CT577379 – Custodial Services	
		Other Expenses	\$ 200,000.00

An appropriation transfer is requested to cover the cost of outstanding contracts in the Department of Public Works, centralized custodial services. The centralized custodial services implemented a preventative maintenance program which requires additional commodities. Funding for the Centralized Custodial Services fund is provided by internal charges for services.

Q.	FROM:	21A303 – CCA FY12 Probation Improvement/Incentive	<b>BA1302232</b>
		CO756015 – CCA FY12-13 Probation Improvement/Incentive	
		Personal Services	\$ 125,752.00
	TO:	21A303 – CCA FY Probation Improvement/Incentive	
		CO756015 – CCA FY12 Probation Improvement/Incentive	
		Other Expenses	\$ 125,752.00

Transfer appropriations within the Common Pleas Court Community Corrections grant to properly align to the recent budget documents. Funding is from the Ohio Department of Rehabilitation and Correction covering the period January 1, 2012 through June 30, 2013.

R.	FROM:	21A051 – Northern Border Maritime Awareness	<b>BA1302234</b>
		SH350033 – Northern Border Maritime Awareness	
		Other Expenses	\$ 55.61
	TO:	21A051 – Northern Border Maritime Awareness	
		SH350033 – Northern Border Maritime Awareness	
		Capital Outlays	\$ 55.61

Transfer appropriations within the Northern Border Maritime Awareness grant per recent budget modification. Funding is the United States Department of Homeland Security, Federal Emergency Management Agency in connections with the FY2010 Port Security Grant Program covering the period June 1, 2010 through May 31, 2013.

S.	FROM:	21A066 – Second Chance Adult Reentry Demo	<b>BA1302246</b>
		HS157388 – FY12 Second Chance Adult Reentry Demo	
		Personal Services	\$ 2,522.63
	TO:	21A066 – Second Chance Adult Reentry Demo	
		HS157388 – FY12 Second Chance Adult Reentry Demo	
		Other Expenses	\$ 2,522.63

Transfer appropriations within the Office of Reentry, FY12 Second Chance Adult Reentry Demo grant per a recent budget modification. Funding is the United States Department of Justice, Office of Justice Programs, Bureau of Justice Assistance covering the period October 1, 2012 through September 30, 2013.



T. FROM: 21A342 – Northeast Ohio Regional Fusion Center-FY09 **BA1302256**  
 JA767996 – Northeast Ohio Regional Fusion Center FY09  
 Other Expenses \$ 30,000.00

TO: 21A342 – Northeast Ohio Regional Fusion Center FY09  
 JA767996 – Northeast Ohio Regional Fusion Center FY09  
 Capital Outlays \$ 30,000.00

Transfer appropriations within the Northeast Ohio Regional Fusion Center FY09 per a recent budget modification. Funding is the United States Department of Homeland Security State Homeland Security Law Enforcement grant covering the period August 1, 2009 through March 31, 2014.

U. FROM: 21A764 – Interoperable Emergency Communications **BA1302259**  
 JA752949 – 2010 Interoperable Emergency Communications 10/12  
 Other Expenses \$ 91.76

TO: 21A764 – Interoperable Emergency Communications  
 JA752949 – 2010 Interoperable Emergency Communications 10/12  
 Personal Services \$ 91.76

Transfer appropriations within the Interoperable Emergency Communication 10/12 grant for pending final expense adjustments. Funding is from the United States Department of Homeland Security passed through the Ohio Emergency Management Agency covering the Period August 1, 2010 through May 31, 2013.

V. FROM: 01A001 – General Fund **BA1302248**  
 AE511501 – Bureau of Inspection  
 Other Expenses \$ 5,825.00

TO: 01A001 – General Fund  
 FS109637 - Financial Reporting  
 Other Expenses \$ 5,825.00

A certification of \$5,825.00 carried forward into the 2013 budget from a pre-Fiscal Office budget code. The encumbrance was moved to the Fiscal Office/Financial Reporting budget, and this appropriation transfer would move the funds to cover this certification. Funding comes from the General Fund.

W. FROM: 01A001 – General Fund **BA1302254**  
 FS109645 – Fiscal Ops – Record/License/Outreach  
 Personal Services \$ 58,391.49

TO: 01A001 – General Fund  
 FS109678 – Office of Procurement & Diversity  
 Personal Services \$ 58,391.49

An appropriation transfer between two Fiscal Office divisions would move the personal services budget for one Administrative Assistant position that transferred between the two divisions. Funding comes from the General Fund.

**Resolution: Cash Transfers:**

A.	FROM:	20A814 – Wireless 9-1-1 Government Assistance	<b>JT1305183</b>
		JA106773 – Wireless 9-1-1 Government Assistance	
		Transfer Out	\$ 1,000,000.00
	TO:	20A825 – 9-1-1 Consolidated Shared Service	
		JA106781 – Cuyahoga County 911 Consolidated Shared Service	
		Revenue Transfer	\$ 1,000,000.00

To provide the contribution to the Cuyahoga County 911 Consolidated Shared Services Fund that was established by Council on April 9, 2013, Ordinance 02013-0010. The contribution is from the Department of Public Safety and Justice Services Wireless 911 special revenue fund that derives funding a fee assessed from cell phones in Cuyahoga County. Funding covers the period January 1, 2013 through December 31, 2013. There is a sufficient cash balance in the Wireless 911 account for this transfer. (See related additional appropriation, item M, on page 3.)

B.	FROM:	01A001 – General Fund	<b>JT1305184</b>
		JA302224 – Public Safety Grants Administration	
		Transfer Out	\$ 0.01
	TO:	21A277 – SHSP Exercise FY2008	
		JA752105 – SHSP Exercise FY2008	
		Revenue Transfer	\$ 0.01

To transfer from the General Fund one cent to the State Homeland Security Program Exercise FY2008 grant in preparation for closure. Funding is from the United States Department of Homeland Security, passed through the Ohio Emergency Management Agency covering the period August 1, 2008 through December 31, 2011. Funding for the one cent is the General Fund covering the period January 1, 2013 through December 31, 2013.

C.	FROM:	21A764 – Interoperable Emergency Communications	<b>JR1301881</b>
		JA752584 – 2009 Interoperable Emergency Communications-CY2010	
		Transfer Out	\$ 2.66
	TO:	01A001 – General Fund	
		JA302224 – Public Safety Grants Administration	
		Revenue Transfer	\$ 2.66

To transfer from the FY09 Interoperable Emergency Communications CY2010 grant to the General Fund, returning a portion of the original cash match and in preparation for closure. Funding is from the United States Department of Homeland Security, passed through the Ohio Emergency Management Agency covering the period June 1, 2009 through May 31, 2011.

D.	FROM:	21A837 – State Homeland Security (SHSG)	<b>JT1305186</b>
		JA763441 – State Homeland Security (SHSP) 2010/2013	
		Transfer Out	\$ 58,233.50
	TO:	21A900 – Regional Collaboration Project	
		JA753483-Regional Collaboration Project 2010/2013	
		Revenue Transfer	\$ 58,233.50

To reimburse expenses reported on the November 2012 through March 2013 financial reports for expenses through an approved intra agency agreement between Public Safety/Justice Services and the Office of Emergency Management. Funding is from the United States Department of Homeland Security passed through the Ohio Emergency Management Agency covering the period August 1, 2010 through March 31, 2013.

E.	FROM:	63A300 – Geographic Information System	<b>JR1301702</b>
		IS694588 – Geographic Information System	
		Transfer Out	\$ 69,321.07
	TO:	20A819 – Geographic Information System	
		IT470591 – Geographic Information System	
		Revenue Transfer	\$ 69,321.07

The Department of Information Technology began using new budget codes in January 2013 to reflect its new consolidated budget. The Geographic Information System (GIS) division of the Department began using a new subfund in 2013. This request would transfer the funds remaining in the prior GIS subfund to the current GIS subfund. The GIS budget receives a subsidy from the Real Estate Assessment fund which receives funding from a fee applied to moneys collected on tax duplicates other than estate taxes.

F.	FROM:	26A650 – \$5.00 Road Capital Improvements	<b>JT1305189</b>
		CE418053 – County Engineer \$5.00 License Tax Fund	
		Transfer Out	\$ 1,661,871.00
	TO:	40A526 – Ohio Department of Transportation Local Projects Administration	
		CE785006 – Ohio Department of Transportation Local Projects Administration	
		Revenue Transfer	\$ 1,661,871.00

A cash transfer is requested for the Ridge Road Local Project Administration (LPA) road construction project. The project is located in Brooklyn. The project is 80% United States Federal Highway Administration funded passed through the Ohio Department of Transportation, 10% City of Brooklyn funded, and 10% Cuyahoga County Road and Bridge funded. The contract bid amount is \$8,309,354.

G1.	FROM:	29A391 – Health and Human Services Levy 4.8	<b>JT1305187</b>
		SU514430 – Children & Family Services Subsidy	
		Transfer Out	\$ 7,622,100.50
	FROM:	29A390 – Health and Human Services Levy 2.9	
		SU513960 – Children & Family Services Subsidy	
		Transfer Out	\$ 7,622,100.50
	TO:	24A301 – Public Assistance Children and Family Services	
		CF135467 – Administrative Services - CFS	
		Revenue Transfer	\$ 15,244,201.00
G2.	FROM:	29A391 – Health and Human Services Levy 4.8	
		SU514315 – Children’s Services Fund Subsidy	
		Transfer Out	\$ 9,538,757.50

	FROM:	29A390 – Health and Human Services Levy 2.9 SU513978 – Children’s Services Fund Subsidy Transfer Out	\$	9,538,757.50
	TO:	20A303 – Children’s Services Fund CF134049 – Children’s Services Fund Revenue Transfer	\$	19,077,515.00
G3.	FROM:	29A391 – Health and Human Services Levy 4.8 SU514414 – Senior and Adult Services Subsidy Transfer Out	\$	2,745,039.50
	FROM:	29A390 – Health and Human Services Levy 2.9 SU513994 – Senior and Adult Services Subsidy Transfer Out	\$	2,745,039.50
	TO:	24A601 – Public Assistance - Senior and Adult Services SA138321 – Administrative Services - SAS Revenue Transfer	\$	5,490,079.00

These transfers from the Health and Human Services levies represent the first half of 2013 subsidy requirement for the Health & Human Services agencies within the public assistance funds. Levy funding is used to support the children in custody, at risk families and children, our vulnerable seniors, and the working poor. The Health and Human Services Levy Fund is funded by general property taxes.

H.	FROM:	29A390 – Health and Human Services Levy 2.9 SU513986 – Employment and Family Subsidy 2.9 Transfer Out	\$	515,912.88	<b>JT1305188</b>
	TO:	24A510 – Work and Training Admin. WT137109 – Administrative Services Revenue Transfer	\$	515,912.88	
	FROM:	29A390 – Health and Human Services Levy 2.9 SU513986 – Employment and Family Subsidy 2.9 Transfer Out	\$	194,665.83	
	TO:	24A510 – Work and Training Admin. WT137109 – Administrative Services Revenue Transfer	\$	194,665.83	
	FROM:	29A391 – Health and Human Services Levy 4.8 SU514430 – Employment and Family Subsidy 4.8 Transfer Out	\$	841,752.60	
	TO:	24A510 – Work and Training Admin. WT137109 – Administrative Services Revenue Transfer	\$	841,752.60	

FROM: 29A391 – Health and Human Services Levy 4.8  
SU514430 – Employment and Family Subsidy 4.8  
Transfer Out \$ 317,612.67

TO: 24A510 – Work and Training Admin.  
WT137109 – Administrative Services  
Revenue Transfer \$ 317,612.67

In accordance with the Ohio Revised Code (ORC) Section 5101.16 the county is required to pay a share of TANF related administration (\$5,430,662) and Non-TANF (\$2,049,114) related administration for Medicaid, Food related expenditures during a calendar year. This represents 3/12 of the total required mandated share that generally is transferred to the corresponding fund on a quarterly basis. This transfer is for April – June 2013. The amount is based on the current State Fiscal Year’s requirement. The funding source is the Health and Human Services Levy.

# County Council of Cuyahoga County, Ohio

## Resolution No. R2013-0119

Sponsored by: <b>County Executive FitzGerald/Fiscal Officer/Office of Budget &amp; Management</b>	<b>A Resolution</b> adopting the Annual Tax Budget, including the Cuyahoga County Library Budget, for the year 2014; and declaring the necessity that this Resolution become immediately effective.
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WHEREAS, O.R.C. 5705.28(A)(2) requires that Council, as the taxing authority of Cuyahoga County, adopt a tax budget for the next succeeding fiscal year on or before the fifteenth day of July; and,

WHEREAS, the purpose of the Tax Budget is to demonstrate the need for property taxes levied by the County and to establish the next succeeding fiscal year's revenue estimates; and,

WHEREAS, the Tax Budget establishes tax rates and provides the basis for the Official Certificate of Estimated Resources, the legal document that establishes the legal limitations within which the County must abide when setting appropriations; and,

WHEREAS, the Office of Budget and Management has submitted and recommended approval of the Annual County Tax Budget, including the Cuyahoga County Library Tax Budget, for the year 2014; and,

WHEREAS, the County Operating Tax Budget for 2014 is \$1,426,506,898, and the County Library Tax Budget for 2014 is \$63,946,500 and,

WHEREAS, after due consideration of the Tax Budget, it is deemed advisable by the Council of Cuyahoga County to adopt said County Tax Budget, including the Cuyahoga County Library Tax Budget, for the year 2014.

WHEREAS, it is necessary that this Resolution become immediately effective in order to meet the provisions of Ohio Revised Code 5705.28(A)(2).

**NOW, THEREFORE, BE IT RESOLVED BY THE COUNTY COUNCIL OF CUYAHOGA COUNTY, OHIO:**

**SECTION 1.** The year 2014 Annual Tax Budget for the County of Cuyahoga, including Cuyahoga County Library Tax Budget, as prepared in accordance with O.R.C. 5705.28, is hereby approved.

**SECTION 2.** It is necessary that this Resolution become immediately effective for the reasons set forth in the preamble. Provided that this Resolution receives the affirmative vote of at least eight members of Council, it shall take effect and be in force immediately upon the earliest occurrence of any of the following: (1) its approval by the County Executive through signature, (2) the expiration of the time during which it may be disapproved by the County Executive under Section 3.10(6) of the Cuyahoga County Charter, or (3) its passage by at least eight members of Council after disapproval pursuant to Section 3.10(7) of the Cuyahoga County Charter. Otherwise, it shall take effect and be in force from and after the earliest period allowed by law.

**SECTION 3.** It is found and determined that all formal actions of this Council relating to the adoption of this Resolution were adopted in an open meeting of the Council, and that all deliberations of this Council and of any of its committees that resulted in such formal action were in meetings open to the public, in compliance with all legal requirements, including Section 121.22 of the Ohio Revised Code.

On a motion by \_\_\_\_\_, seconded by \_\_\_\_\_, the foregoing Resolution was duly adopted.

Yeas:

Nays:

\_\_\_\_\_  
County Council President                      Date

\_\_\_\_\_  
County Executive                                      Date

\_\_\_\_\_  
Clerk of Council                                      Date

First Reading/Referred to Committee:

Committee(s) Assigned:

Journal \_\_\_\_\_  
\_\_\_\_\_, 2013

# County Council of Cuyahoga County, Ohio

## Resolution No. R2013-0120

<p>Sponsored by: <b>County Executive FitzGerald/Department of Public Works</b></p>	<p><b>A Resolution</b> authorizing an amendment to Contract No. CE0800365-01 with Puskarco, LTD for lease of office space located at 11699 Brookpark Road, Parma, for the Employment Connection One-Stop System for use by Department of Workforce Development for the period 6/1/2008 - 5/31/2013 to extend the time period to 5/31/2018 and for additional funds in the amount of \$1,831,060.10; authorizing the County Executive to execute the amendment and all other documents consistent with this Resolution; and declaring the necessity that this Resolution become immediately effective.</p>
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WHEREAS, the County Executive/Department of Public Works has recommended an amendment to Contract No. CE0800365-01 with Puskarco, LTD for lease of office space located at 11699 Brookpark Road, Parma, for the Employment Connection One-Stop System for use by the Department of Workforce Development for the period 6/1/2008 – 5/31/2013 to extend the time period to 5/31/2018 and for additional funds in the amount of \$1,831,060.10; and,

WHEREAS, this project is funded 100% from Federal funds; and,

WHEREAS, it is necessary that this Resolution become immediately effective in order that critical services provided by Cuyahoga County can continue and to provide for the usual, daily operation of a County entity.

**NOW, THEREFORE, BE IT RESOLVED BY THE COUNTY COUNCIL OF CUYAHOGA COUNTY, OHIO:**

**SECTION 1.** That the Cuyahoga County Council authorizes an amendment with to Contract No. CE0800365-01 with Puskarco, LTD for lease of office space located at 11699 Brookpark Road, Parma, for the Employment Connection One-Stop System for use by the Department of Workforce Development for the period 6/1/2008 – 5/31/2013 to extend the time period to 5/31/2018 and for additional funds in the amount of \$1,831,060.10.

**SECTION 2.** That the County Executive is authorized to execute an amendment and all documents consistent with this Resolution.



**SECTION 3.** It is necessary that this Resolution become immediately effective for the usual daily operation of the County and the reasons set forth in the preamble. Provided that this Resolution receives the affirmative vote of at least eight members of Council, it shall take effect and be in force immediately upon the earliest occurrence of any of the following: (1) its approval by the County Executive through signature, (2) the expiration of the time during which it may be disapproved by the County Executive under Section 3.10(6) of the Cuyahoga County Charter, or (3) its passage by at least eight members of Council after disapproval pursuant to Section 3.10(7) of the Cuyahoga County Charter. Otherwise, it shall take effect and be in force from and after the earliest period allowed by law.

**SECTION 4.** It is found and determined that all formal actions of this Council relating to the adoption of this Resolution were adopted in an open meeting of the Council, and that all deliberations of this Council and of any of its committees that resulted in such formal action were in meetings open to the public, in compliance with all legal requirements, including Section 121.22 of the Ohio Revised Code.

On a motion by \_\_\_\_\_, seconded by \_\_\_\_\_, the foregoing Resolution was duly adopted.

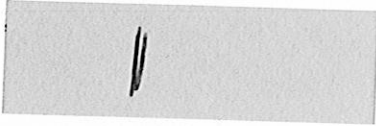
Yeas:

Nays:

_____	_____
County Council President	Date
 _____	 _____
County Executive	Date
 _____	 _____
Clerk of Council	Date

First Reading/Referred to Committee:  
 Committee(s) Assigned:

Journal \_\_\_\_\_  
 \_\_\_\_\_, 20\_\_



**Item Details:**

<b>Agency/Dept. Name:</b>	County Engineer	<b>Agency/Dept.Head Name:</b>	Jamal H. Husani
<b>Type of Request:</b>	Agreement/Amendment		
<b>Request Prepared by:</b>	John Myers	<b>Telephone No.</b>	216-698-2517

**SUMMARY OF REQUESTED ACTION:**

**Summary of Requested Action:**

**A. Scope of Work Summary**  
 Department of Public Works is requesting an amendment to 2013 Lease contract CE0800365 with Puskarco, Inc., for the **term of June 1, 2013 through May 31, 2018 for lease of office space** for Workforce Development's Employment One Stop in the amount of \$1,831,060.10; **and declaring the necessity that this Resolution become immediately effective.**

County may terminate this agreement with 90 days notice should Federal funding be reduced. The lease provides for approximately 24,979 square feet of space and is located at 11699 Brookpark Road, Parma Ohio. Workforce Development provides job counseling and support services to facilitate workers back into the workforce. Workforce Development plans to amend a contract with Puskarco, Inc., to extend the term of the lease agreement by 60 months for office space in amount of \$1,831,060.10

**B. Procurement**  
 1. The procurement method was by RQ 9442.

**C. Contractor and Project Information**  
 1. The address of the vendor is:  
 Puskarco, Inc.  
 11699 Brookpark Road  
 Parma, Ohio 44130  
 Council District 4

**D. Project Status and Planning**  
 Workforce Development plans to amend a contract CE0800365 with Puskarco, Inc., to extend the term of the lease agreement by 60 months for office space in the amount of

<p>\$1,831,060.00.</p> <p><b>E. Funding</b></p> <ol style="list-style-type: none"> <li>1. The projec is funded by the Federal Funds.</li> <li>2. The schedule of payments is by invoice.</li> <li>3. N/A</li> </ol> <p><b>PURPOSE/OUTCOMES - PRINCIPAL OWNER(S):</b></p> <p><b>Explanation for late submittal:</b></p>
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**Contract/Agreement Information:**

<p><b>Procurement Method:</b></p> <p><b>Explanation for Increase/Decrease in \$ Amount for current request:</b></p>
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**Financial Information:**

<p><b>Funding source:</b>     <b>Explanation:</b>  <span style="margin-left: 120px;">General Fund</span></p> <p><b>Total Amount Requested:</b>          \$</p>
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**ATTACHMENTS:**

- Click to download
- [Ethics Form](#)
  - [W9](#)
  - [Insurance](#)
  - [Workers Comp](#)
  - [Primary Owner](#)
  - [Principal Owner](#)
  - [Authority Signature](#)
  - [2013 Lease](#)
  - [Blue Back](#)
  - [2013 Justification Form](#)
  - [Contract/Amendment TAB](#)

**History**

Time	Who	Approval
5/15/2013 4:09 PM	Office of Procurement & Diversity  Clerk of the Board	Yes



# County Council of Cuyahoga County, Ohio

## Resolution No. R2013-0121

Sponsored by: <b>County Executive FitzGerald/Department of Development</b>	<b>A Resolution</b> adopting the 2013 Economic Development Plan in accordance with Section 7.05 of the Cuyahoga County Charter and Section 801.01 of the Cuyahoga County Code, and declaring the necessity that this Resolution become immediately effective.
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WHEREAS, Section 7.05 of the Cuyahoga County Charter requires the Director of Development, in conjunction with the County Executive and in consultation with the Economic Development Commission, to prepare and present to the Council by the first day of June of each year a proposed five-year economic development plan for the County, for actions to be carried out by the County itself, and in cooperation with other public and private agencies and organizations, for the purpose of enhancing the prosperity and well-being of the County and its residents and communities; and

WHEREAS, it is necessary that this Resolution become immediately effective in order that critical services provided by Cuyahoga County can commence and continue on behalf of the various municipalities within the County's jurisdiction.

### **NOW, THEREFORE, BE IT RESOLVED BY THE COUNTY COUNCIL OF CUYAHOGA COUNTY, OHIO:**

**SECTION 1.** The County's 2013 five-year economic development plan, including all changes thereto approved by Council, is hereby adopted in accordance with Section 7.05 of the Cuyahoga County Charter and Section 801.01 of the Cuyahoga County Code. The final adopted plan is attached hereto as Exhibit A and incorporated herein by reference.

**SECTION 2.** It is necessary that this Resolution become immediately effective for the usual daily operation of the County and the reasons set forth in the preamble. Provided that this Resolution receives the affirmative vote of at least eight members of Council, it shall take effect and be in force immediately upon the earliest occurrence of any of the following: (1) its approval by the County Executive through signature, (2) the expiration of the time during which it may be disapproved by the County Executive under Section 3.10(6) of the Cuyahoga County Charter, or (3) its passage by at least eight members of Council after disapproval pursuant to Section 3.10(7) of the Cuyahoga County Charter. Otherwise, it shall take effect and be in force from and after the earliest period allowed by law.

**SECTION 3.** It is found and determined that all formal actions of this Council relating to the adoption of this Resolution were adopted in an open meeting of the Council, and that all deliberations of this Council and of any of its committees that resulted in such formal action were in meetings open to the public, in compliance with all legal requirements, including Section 121.22 of the Ohio Revised Code.

On a motion by \_\_\_\_\_, seconded by \_\_\_\_\_, the foregoing Resolution was duly enacted.

Yeas:

Nays:

\_\_\_\_\_  
County Council President

\_\_\_\_\_  
Date

\_\_\_\_\_  
County Executive

\_\_\_\_\_  
Date

\_\_\_\_\_  
Clerk of Council

\_\_\_\_\_  
Date

First Reading/Referred to Committee:  
Committee(s) Assigned:

Journal \_\_\_\_\_  
\_\_\_\_\_, 20\_\_

**CUYAHOGA COUNTY**  
**ECONOMIC DEVELOPMENT PLAN - YEAR III**  
**5/30/13**

**Executive Summary**

Cuyahoga County annually updates the Five Year Economic Development Plan, initially created in 2011, to define and prioritize its development goals and strategies. The inaugural Plan set forth a new model and charge for making strategic investments across the County that would foster strong, economically sound communities, drive business growth and create jobs and opportunity for residents.

The Five Year Economic Development Plan adopts an investment approach that fosters economic growth and prosperity for Cuyahoga County and our region. The goal of the plan is to create an environment that supports business and job growth, attracts capital, leverages private investment, fosters innovation, incentivizes collaboration, enhances human capital development, and improves the quality of life for all residents.

***Mission: Improve the County's global competitiveness through strategic investments that foster economic growth and create vibrant, healthy and welcoming places for businesses and residents to prosper.***

To fulfill the mission and realize the vision, the plan has an integrated investment strategy that identifies two fundamental economic development priorities

- Business Development – thriving, competitive, growing businesses
- Place-based Development – vibrant, dynamic, quality places

By utilizing this investment approach in place-based business development, the County is achieving the mission of the Plan and making real progress towards revitalizing the Cuyahoga County economy. Implementing this strategy is helping to establish a vibrant, economically competitive region, creating jobs, opportunity and prosperity for all residents.

***Vision: Cuyahoga County is a vibrant, economically competitive region, creating jobs, wealth, opportunity, and prosperity for businesses and residents.***

The plan incorporates a seamless strategy that supports economic development initiatives within a geographic context. The objective is to create high-quality, well-connected places with a critical mass of economic activity that provide businesses and residents the opportunity to thrive.

The County is making its strategic investments incorporating the following key principles:

## **Investment Principles**

- Collaboration – The County partners with the public, private and nonprofit sectors throughout Northeast Ohio to maximize the amount of resources being deployed to support initiatives, maximize the effectiveness of those investments, and learn what works.
- Inclusiveness – The County makes investments that create opportunity for all county residents, with a particular emphasis on racially and economically isolated populations. The economic competitiveness of the County is inextricably tied to the success of historically isolated populations. In order to become a transformative region, the County must strive to be a welcoming place to both transplant and immigrant populations. To that end, this plan fully embraces the work of the Cuyahoga County Equity Committee, reflected in their October 26, 2010 report).
- Innovation – The County is ensuring that the overall plan fosters an entrepreneurial culture of innovation. The County seeks creative solutions that operate outside the box. Its investments are structured to support dynamic industry sectors or clusters that are transformational and at a scale sufficient to grow the economic base of the County.
- Sustainability – The County is fostering economic transformation in a manner that promotes economic growth, social well being, and environmental stewardship that is systemic and sustainable into the future.
- Accountability – This plan is being implemented using a carefully devised set of metrics which enable the County to continuously monitor progress being made toward achieving our goals and to make data-driven adjustments to the plan, as needed.
- Transparency – The residents of the county can easily track where our public resources are being invested and the returns being generated by those investments.

The Year III Plan Update herein represents the County’s continued work toward the Plan’s basic mission and priorities, progress achieved within its programmatic objectives, and changes, if any, made in its strategic economic development approaches.

## **PART 1: Overview**

The inaugural Five Year Economic Development Plan began with the following words:

*The place is here. The time is now. We can no longer wait for, nor rely upon largesse from Washington or Columbus to direct our future. We cannot wait for incremental resources or another stimulus to save the day. We must decide what we want our county to be and how we are going to*

*get it there.*

*The time is right and Cuyahoga County is the right place for an aggressive, focused economic development plan that will leverage regional assets, build off of long-standing strengths, and take advantage of global changes to drive growth in jobs, incomes and property values.*

While the Five Year Plan represented the first comprehensive effort by the government of Cuyahoga County to drive economic growth, economic development activity was not a new endeavor to the County or the broader Northeast Ohio region. The plan was built upon many successes, experiences and programs of the County and its valued economic development partners in the public, private and philanthropic sectors. Moreover, the plan reflected the reality that successful economic development in Cuyahoga County is not determined solely by what occurs within our county's borders.

Our county is part of a larger, \$170 billion regional economy that encompasses 15 sister counties. In the past decade, guided by work of the business community, led by the Greater Cleveland Partnership, Team NEO and the Fund for Our Economic Future, the region has become very aware that economic development is a team sport, with no one player able to make much impact without partnerships, alignment and collaboration. To maximize the County's economic growth, the plan has been aligned to take advantage of the regional economic strategies embodied in Advance Northeast Ohio, the region's current economic competitiveness plan. As the new Northeast Ohio Regional Economic Competitiveness Strategy (RECS) is being fully developed, the County is actively participating in this process, and will be aligned with this critical strategy upgrade as well.

**Time right for the plan.** Our county's residents issued a clear mandate under the new charter "job creation and economic growth as a fundamental government purpose." The global economy is undergoing a fundamental restructuring in the wake of the Great Recession. As the Brookings Institution recently noted: "We need to rebalance the American economy and cultivate the fundamentals that can bring prosperity back: robust exports, low-carbon technology, continuous innovation, and opportunity for all."

The fundamental rebalancing of the economy – globally, nationally and regionally – presented Cuyahoga County with an ideal opportunity to develop a strategy that takes advantage of those changes, rather than simply reacting to them. The time was right for Cuyahoga County to prepare to benefit from the "next economy."

**The right place for the plan.** The ongoing rebalancing of the economy is good news for Cuyahoga County. The last economy – rooted in consumption and housing booms turned bust – did not play to the County's strengths in manufacturing, materials, and medicine. But the next economy does, as it will be powered by the production of innovative products sold in growing global markets. The development of those products is dependent on innovation assets – such as research institutions like



NASA Glenn, the Cleveland Clinic, and University Hospitals and higher education institutions such as Cleveland State University Case Western Reserve University and John Carroll University that proudly call our county home.

Those local assets are well connected with regional resources – ranging from new industry cluster development guided by NorTech, to venture capital attracted by JumpStart, to manufacturing innovation advanced by MAGNET – that are boosting our companies’ (both established and new) ability to develop those products.

## **PART 2: Economic Development Plan – Year III**

On July 26, 2011 the County Council approved the first Five Year Plan through Ordinance O2011-0026. As we enter Year III, the County has moved effectively from the establishment of policies and building critical capacity in Years I and II to fully implementing its portfolio of economic development programs and creating jobs. Much has been accomplished through Year II and the momentum will continue in Year III.

### **Economic Development Priorities**

With the City of Cleveland as its “capitol”, Cuyahoga County is the hub of the Northeast Ohio regional economy and is well positioned to grow and lead our region in the next iteration of the global economy. The County is part of a vibrant, economically competitive region with a rich asset base upon which to build and grow.

***Mission: Improve the County’s global competitiveness through strategic investments that foster economic growth and create vibrant, healthy and welcoming places for businesses and residents to prosper.***

Spurring economic growth and revitalizing our regional economy requires an innovative and transformative investment strategy. Fostering robust economic growth requires an integrated approach that combines two fundamental economic development priorities:

- Business Development – thriving, competitive, growing businesses
- Place-based Development – vibrant, dynamic, quality places

Business development and place-based development investments are designed to:

1. Create high-quality, well-connected places that provide our residents with great communities to live, work, play and learn.
2. Prepare our residents for the jobs and careers of today and tomorrow.
3. Accelerate business growth by connecting existing and new companies to regional resources that will help them invent, commercialize, make and sell new products to growing global markets.

### **Assets Meet Opportunity**

Cuyahoga County has many assets that are the foundation of the regional economy and drive the global competitiveness of the region. These assets include: charitable foundations and a history of philanthropy; some of the world's greatest medical institutions; unparalleled federal, state, regional and local park systems; robust physical infrastructure and high speed broadband connectivity; artists and cultural institutions; world-class museums, orchestra and theatres; universities, research organizations, a national lab and intellectual capital; the earth's 12<sup>th</sup> largest freshwater lake fed by rivers and streams that offer miles of lake and river fronts; locational advantages that give us access to the heart of the North American economy coupled with one of the nation's best business logistics systems; industrial capacity and a rich history of innovation, and manufacturing and entrepreneurship.

Moreover, the County has features that are not often categorized as assets, but are assets when viewed through the lens of opportunity. These include thousands of acres of underperforming land, underutilized infrastructure, underperforming human potential and the beauty provided by the County's natural systems.

The County certainly has much upon which to build to improve economic competitiveness and prosperity if we can be more effective at thinking, planning and acting like an interdependent part of a dynamic local, regional and global economy.

### **Building on our assets to achieve our mission defines our vision**

***Vision: Cuyahoga County is a vibrant, economically competitive region, creating jobs, wealth, opportunity, and prosperity for businesses and residents.***

### **Strategic Theme**

Cuyahoga County is well positioned to become a dynamic economic hub of opportunity for businesses to prosper and for residents to have meaningful, gainful employment, and to live healthy lives. Through innovation, education, strategic investments, and collaboration, the County can improve its global economic competitiveness.

#### **Innovation**

- Ensure that the overall plan and specific investments support a culture of innovation in products, processes, and services that are transformational and at a scale sufficient to grow the economic base of the County.
- Encourage universities, businesses, non-profit organizations and governments to work closely together to commercialize market-ready research.
- Foster innovative use of public, private and philanthropic sector dollars to achieve the vision and evaluation of results.

- Promote green and sustainable technologies and solutions to address market and environmental failures and create new economic development opportunities.

### **Education**

- Instill a culture of and commitment to continuous learning, recognizing that learning begins at the earliest stages of childhood through primary, secondary and post-secondary education, and throughout one's life.
- Ensure education and training opportunities which prepare individuals to compete for meaningful jobs with sustainable wages are made available for all able citizens.
- Encourage educators, trainers, businesses and public sector agencies to work together closely to identify and train the workforce needed by tomorrow's growth sectors, to retain today's workers, and attract the next generation of workers.

### **Collaboration**

- Design and articulate a shared vision for the County, construct a strategic framework, establish systems and structures to support it, and then collaborate with the County's communities and within the region to achieve the vision.
- Create a state and federal advocacy strategy that articulates our mutually supportive regional top priorities and recognizes the distinct role of each governmental entity, non-profit organization, and business leader in carrying out that vision.
- Encourage, public, private and civic organizations and individuals to partner and collaborate in the creation and implementation of the Plan.

### **Investment**

- Make investments within a strategic, asset-based framework following a philosophy of capitalizing strategies, not just funding individual projects.
- Provide additional resources for investment by eliminating costs, leveraging current revenues and introducing new revenue sources.
- Invest resources stating specific goals for returns on investments over time, recognizing short-term milestones achieved and exercising patience with respect to long-term goals.
- Leverage additional county, municipal, state, federal, private, civic and philanthropic funds to make available enough resources to significantly move the needle on the County's economy as measured by relevant indicators over the next five to ten years.
- Invest in high performance county economic development management capacity.
- Expand access to investment opportunities for historically economic isolated populations. Increase economic access and opportunities for all residents; strive to be a welcoming place to minority and economically isolated populations as well as new transplants and immigrants.

## **Economic Development Plan Implementation**

Implementation of the Plan has been geared to achieve the following objectives:

- **Align County Economic Development Efforts** – All of our efforts reflect the transformation needed to fulfill Article 7, Section 1 of the Cuyahoga County Charter that "the County shall have as a primary responsibility the promotion and enhancement of the economic well-being and prosperity of the County and all of its residents." This requires a large increase in overall effort and commitment of resources and an alignment of all of the County's activities with this primary responsibility for economic well-being.
- **Focus Investments** – The County has reorganized its investment activities so that they follow from a strategic, asset-based framework built around the overall mission and vision, rather than just funding individual projects.
- **Define the County Role** – There are hundreds of organizations--public, private, and non-profit--in Cuyahoga County that have economic development as part of their mission. The County has been determining what roles it can best play to ensure that investment, innovation, education, and collaboration are implemented according to a shared vision and direction.
- **Eliminate Barriers** – The County's economic development plan includes efforts to eliminate or reduce barriers to success, such as duplicative or poorly coordinated regulatory requirements, and inefficient governmental operations.

## **Achieving the Vision and fulfilling our Mission: The Cuyahoga County Western Reserve Fund**

Fostering a robust, globally-competitive economy with opportunities and access available to all citizens requires an integrated approach that combines business development and place-based development seamlessly. That is, we must support economic development opportunities within place-based geographic environments that are attractive to residents, skilled workers, entrepreneurs, businesses, professionals, immigrants and investment capital. The following investment strategy addresses the priorities of the plan by determining the optimum investment role for the County and defining actions that will support economic growth.

### **PART 3: Investment Strategy**

Economic development is the process of enhancing and maximizing the inputs of production (land, labor, innovation, and capital) to improve the economic competitiveness of the region and create economic opportunities for businesses and individuals. Implementing an integrated investment strategy that emphasizes business development and place-based development establishes a vibrant, economically competitive region, creating jobs, opportunity and prosperity for all businesses and residents.

## **1. Economic Development Approach**

Cuyahoga County's approach to economic growth has shifted from project driven investments towards a calculated and strategic investment approach. In 2011, the County underwent a yearlong effort to develop a plan to strategically invest in economic development on a meaningful scale. The County engaged with the public, economic development professionals, industry leaders, and community stakeholders to define development priorities and strategies that will deliver job creation and prosperity for Greater Cleveland. This effort was recommended by the initial Five Year Economic Development Plan. The Five Year Plan called for the creation of an economic development fund to drive outcomes, foster collaboration and partnerships, and leverage expertise and invest dollars. The economic development fund was and is envisioned as the mechanism to implement the strategies most essential to fulfilling the mission of economic well-being.

In January 2012, Cuyahoga County Council and the Executive approved the creation of the Cuyahoga County Western Reserve Fund and adopted a detailed investment business plan (Appendix I). The Fund Business Plan is the embodiment of the Five Year Economic Development Plan. The Fund Business Plan laid out detailed programs that drive economic growth and job creation and enable the County to fulfill the mission and vision of the Five Year Economic Development Plan. The economic development investment strategy identifies three vital components of growth:

### **Innovation & Entrepreneurship**

Innovation is the life blood of any healthy economy. The ability to create better or more effective products, processes, services, technologies, or ideas that are accepted by markets, governments, and society is a direct indicator of an economy's ability to add value and grow. It is vital for the County to facilitate and accelerate innovation development in order to create an environment conducive for economic growth. Channeling capital to promising companies with a pipeline of inventive products and services, the County adds critical funding to the creative mixture of concepts, employees and management.

Supporting entrepreneurship not only helps drive economic growth, but it is also an effective way to generate economic opportunity for low-income individuals or groups that have traditionally been economically isolated. Entrepreneurial development creates opportunities to achieve economic self-sufficiency, create wealth, and transform underserved neighborhoods.

The County identified four key aspects of innovation development that are designed to cultivate innovation and nourish early stage companies along the capital formation continuum and product life-cycle.

1. **Micro Enterprise:** finances business too small or unestablished for traditional lenders
2. **Pre-Seed Fund:** early stage funding to accelerate growth and attract investors

3. **Next Stage Fund:** invests in companies primed for full commercial launch
4. **Innovation Match:** provides local match required by federal and state innovation grants

#### Business Growth, Commercialization and Attraction

Business growth, commercialization, and attraction are a critical source of job creation and economic growth. Creating a globally competitive economic environment for businesses to grow and thrive requires a development approach that attracts entrepreneurs, businesses, professionals, and investment capital to locate, expand, and remain in Cuyahoga County. Creating access to flexible, dynamic sources of capital that address the growth needs of businesses will stimulate private investment and improve the economic landscape.

The County has identified four business development strategies to reinvigorate our economic competitiveness, encourage private investment and business growth, and create high value jobs. These four strategies address the fundamental gaps that often stifle growth and hinder investment.

1. **Small Business Growth:** increase access to traditional lending markets
2. **Incumbent Worker Training:** reimburse expenses for retraining workers
3. **Accelerated Growth:** capital for expansion, acquisition for new markets and diversification
4. **Large Scale Attraction:** gap financing and incentives for large scale growth and attraction

#### Commercial Property Reutilization, Expansion and Acquisition

Firms that are growing need to modernize and expand. Having development sites ready to meet the expansion and relocation plans of companies is essential. When companies are growing and require more space, they seek properties that can be available in a timely manner. Sites that are complicated by potential environmental issues or by functionally obsolete space or by vacant buildings that require demolition, possess significant cost disadvantage.

Our legacy industries have left vacant buildings and contaminated land in the core city and many inner-ring suburbs. The challenge facing older commercial and industrial land is often reinforcing and contributes to continued disinvestment. Growing businesses lack the additional capital and expertise necessary to address these redevelopment issues.

The key to reutilizing and redeveloping land is to provide applicable, attractive and relevant programs that provide swift and clear opportunities for companies to address complicated redevelopment issues. The County is actively engaging with companies seeking to locate, expand, or modernize in areas already served by existing infrastructure and transportation networks. As

such, the preparation of land for redevelopment and the rapid response for the modernization of existing properties is a key piece in the County's place-based economic development plan. The County has devised a strategy to address the property needs for successful companies already in Cuyahoga County, and help them grow in place.

1. **Redevelopment and Modernization:** finances existing site improvements, including modernization
2. **Site Expansion:** finances environmental cleanup of sites adjacent to existing end-user
3. **Redevelopment Ready:** finances environmental cleanup of underutilized sites with or without end-users

## **2. Quality Place-Based Development**

Leveraging and harmonizing unique place-based assets is critical to creating an environment for a competitive economic landscape. Increasingly, studies have shown that business leaders consider the quality of place when determining where to start or relocate. Businesses must consider how location will affect the organizations ability to operate and grow.

Cuyahoga County is striving to leverage the region's human capital, infrastructure, community and neighborhood assets, institutional and industrial strengths, and cultural resources in a manner that supports and fosters economic growth. The County's economic growth strategy is to maximize core assets and anchor institutions and improve the quality of life. This approach helps to ensure fiscal and economic sustainability and future economic growth. Implementing a place-based development strategy to complement a business development strategy provides a framework for attracting and retaining businesses and high skilled, talented workers.

It is paramount to continue addressing these foundational elements of our economy and the community that define the place of Cuyahoga County.

### **Cuyahoga County Western Reserve Plan**

In order to effectuate real progress and transform our regional economy requires a strategic approach that addresses the foundational elements of our economy and our community. In March of 2012 County Executive Edward FitzGerald presented a practical, 12-point plan for creating a vibrant, dynamic, attractive place that is economically competitive. The Western Reserve Plan is a placed-based development strategy that calls for investing in the core aspects of the economy that will establish a community that offers economic opportunity and provides an enduring place to live, work and thrive. The Western Reserve Plan serves as roadmap for investing in place.

The Western Reserve Plan pinpoints investments in five key areas:

#### *Education:*

- Identifying education, from early childhood forward, as the central factor in individual and

community success.

- Honoring the service of our veterans by giving them priority in hiring, training and education.

#### *Government*

- Implementing a practical strategy for creating a functioning, county-wide metropolitan government.
- Creating a culture within county government which implements on a continual basis nationally recognized good government practices and innovations.

#### *Health and Safety*

- Aligning and coordinating both public and private resources around our most pressing human service needs.
- Embracing a health and wellness culture which mirrors the excellence of our major medical institutions.
- Protecting our county by leading a county-wide public safety initiative.

#### *Economic Opportunity*

- Establishing Greater Cleveland as a center of entrepreneurship and job growth.
- Incorporating economic inclusion as a guiding principle in our economic development strategy.
- Branding our metropolitan area as an international city which harnesses the energy of our younger generations.

#### *Built Environment*

- Designing a place-based development strategy which recognizes the centrality of downtown Cleveland to the region as a whole.
- Adopting a collaborative approach to the foreclosure crisis- from prevention to restoration.

Supporting economic development opportunities within a place-based geographic context is an effective way to foster a vibrant, dynamic, and attractive economy. The value-add proposition of place-based development is achieved by creating a critical mass of economic activity and leveraging assets and investments within a defined place to drive growth. Successfully implementing a place-based development strategy requires focusing investments in selected geographic places that respond to the unique qualities and assets of the place.

The Department of Development is addressing this objective by focusing early investment from new casino tax revenue toward the asset rich geography of the Cleveland Downtown District, defined as the area from West 25<sup>th</sup> east to CSU and from the Lake south to the Innerbelt Bridge.



This geography represents the core of the County and the region and possesses a wealth of anchor institutions and assets. This approach is designed to establish business-friendly environments and foster enduring networks of place that are attractive to entrepreneurs, businesses, residents, and investment.

### **Housing Strategy**

Housing is a major piece in place-based development. Creating high-quality, well connected places that offer diverse housing choices and provide access to enduring networks to live, work, and play is vital. Housing plays a critical role in defining a place. Therefore a housing strategy is an important aspect for the County's place-based development efforts.

A wide range of stakeholders including academics, local governments, community development corporations, nonprofit housing agencies, and private developers, are engaged in a housing policy development and refinement process with County professional staff.

Overview: Cuyahoga County's actions and expenditures affecting its housing stock should be directed towards three key desired outcomes:

1. Attract new residents who will contribute to the county's economic growth by starting businesses and filling unmet staffing needs in existing businesses, and
2. Retain existing residents who will continue to support the county's economic well being through the taxes they pay and goods and services they purchase within the county, and
3. Conserve limited resources by using appropriate housing interventions to prevent more costly demands on publicly funded emergency, social service, medical, and justice systems.

Constraints: Ohio Home Rule leaves Cuyahoga County with little direct control over where and what type of new housing may be constructed. Federal funds available for housing development always come with income limits attached. A backlog of delinquent mortgages headed towards foreclosure filing in 2012 forces our attention to foreclosure prevention and recovery programs.

Resources: Traditional financial resources include federal housing development funds, energy-efficiency grant financing for housing renovations, authority to issue tax-exempt housing bonds, and linked deposits to encourage below-market housing renovation lending by local banks. Innovative financial resources include loss reserves to support private lending, equity participation in housing developments with appreciation potential, and tax increment financing.

Other resources include the county's capacity to make infrastructure improvements in support of housing, the county's legal authority to direct the work of its Planning Commission, and the county's well-financed Land Reutilization Corporation

Allocation Principles: Demand for housing development subsidy will always exceed its supply.

Competing funding opportunities must be evaluated to direct limited resources towards projects and programs with the greatest desired outcomes relative to the amount of county investment.

Program Examples: Subject to further development in consultation with our stakeholders, examples of county level programs to support each of the county's desired outcomes are:

1) Attract New Residents:

- a) On a competitive basis, provide significant funding to catalytic housing development projects that will attract large numbers of well educated, highly skilled, workers and entrepreneurs currently living outside Cuyahoga County. Evaluate each project in terms of the number of new residents it will bring for each county dollar invested and for its contribution to positioning Cuyahoga County as a desirable place to choose to live.
- b) Research national best practices in repositioning older, traditionally developed urban neighborhoods and inner ring suburbs as desirable places for families to choose to locate. Identify the housing components of these practices and offer significant funding to neighborhoods and suburbs able to carry out both housing and non-housing components. The goal of this program is to attract well-off families to purchase homes in these areas.

County funds will support at least one downtown rental housing project of scale; and federal Neighborhood Stabilization Program funds passed through the County are supporting renovation and resale of vacant houses in concentrated and targeted areas of inner ring suburbs.

2) Retain Existing Residents:

- a) Identify gaps in existing financing for home repairs and improvements, such as lack of equity to support traditional secured loans due to market value decline, and develop financing tools to fill these gaps. Private financing is preferred, with public support if truly needed, while public financing may be required for limited income homeowners.
- b) On a competitive basis, provide "gap" funding to well-planned and well-sited housing development projects that meet the housing needs and preferences of older residents.
- c) On a competitive basis, provide funding to innovative housing redevelopment projects that adapt existing housing stock to offer amenities otherwise found outside the county.
- d) Research national best practices for keeping financially distressed homeowners living in their homes, either as owners or renters, and provide public financial incentives for private and nonprofit partners to operate programs with proven track records in this area.

Linked deposits of county funds in support of bank home repair lending were re-authorized by County Council. New bank agreements were signed to increase lending for both general home repairs and also historically accurate repairs to historically significant houses.

3) Conserve Public Resources:

- a) Direct our County Planning Commission to analyze neighborhood housing markets on a countywide basis, in order to rationally determine which types of housing investments are most appropriate in various neighborhoods. Funding for demolitions, existing housing repairs, and new housing development would be guided by this analysis. Since market conditions are changing, the analysis would be updated on a regular basis.
- b) Continue support for low-income housing assistance programs that minimize cost to other public systems. For example, permanent supportive housing for the chronically homeless is known to drastically reduce their medical and criminal justice system costs.
- c) Continue support for operating proven housing-related social services, such as foreclosure prevention counseling, while studying and evaluating national best practices in the rapidly changing mortgage servicing and troubled mortgage workout systems.

County is funding to develop permanent supportive housing for the homeless, and to provide foreclosure prevention counseling to financially distressed homeowners, continues.

**PART 4: Investment Principles**

The County's investments incorporate the following qualities and principles:

**1. Collaboration and Determination of the County Role**

This plan works to coordinate the economic development efforts of the County and the region. The County must work with local civic leaders, non-profit institutions, and the private sector to foster constructive regional cooperation that looks beyond political or institutional boundaries. Collectively we must articulate our regional top priorities with one voice and unite to advocate our vision with state and federal leaders. We are stronger when Northeast Ohio shares a mutually supportive vision for economic development, and realizes the distinct role of each governmental entity, non-profit organization, and business leader in carrying out that vision.

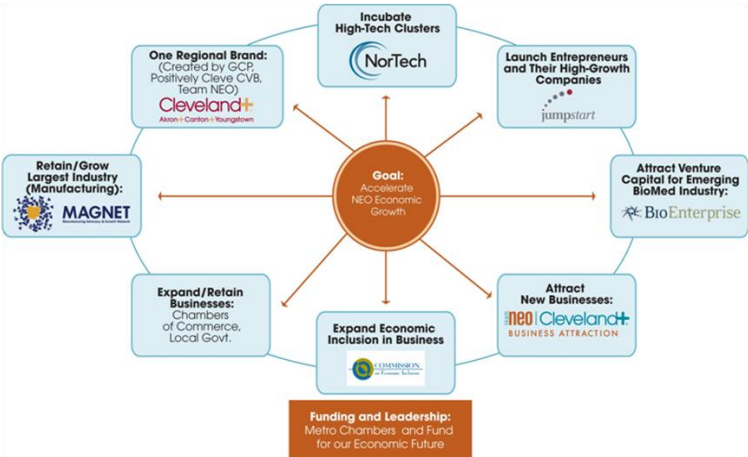
The realization that Cuyahoga County, encompassing its core city of Cleveland and 58 additional municipalities, is part of a broader economic development system must be reflected in the County's investment decision making process. Consequently, the County has taken major steps to understand the current landscape of potential economic development partners and to determine how the County can best leverage and collaborate with those partners, bringing its unique programs and assets to the collective effort.

To this end, the County initiated The Protocol project to create a process for aggregating data and information of use to the ED system and the County's municipalities. Signed by all 59 communities DOD is now perfecting and utilizing this important collaborative tool.

The most important collaboration to determine our ultimate success is strong public-private-non-profit sector interaction, beginning with each sector doing what it does best: the public sector

creating the environment for economic growth and filling market gaps with programs for the general welfare of its citizens, the private sector creating economic value that supports job creation, and the non-profit sector creating knowledge, providing resources and in other ways creating social value. This effort involves coordination with a myriad of current economic development players in Cuyahoga County and their respective roles.

### NEO Regional Economic Development System



Ned Hill, Dean, Levin College of Urban Affairs  
Cleveland State University

Themes of collaboration:

- **Single Access Point** - Creating a much needed single location for businesses to access all information relevant to their decision to locate or expand. The County recognizes that in order to improve the competitiveness of the region and create opportunities for businesses and individuals, it is critical to collaborate with the various economic development organizations, institutions, and local government to streamline and standardize how economic development incentives are accessed and delivered. This helps businesses locating in and moving to Cuyahoga County more easily navigate information regarding incentives and strategic investment areas.
- **Regional Network** - The County has been developing strong collaborative partnerships with JobsOhio, GCP, TeamNeo and other economic development organizations to help leverage its investments and ensure greater success. Within this new regional and statewide collaborative deal flow management system, the County has reconstituted the local Deal Team approach and its regular meetings have yielded several large and successful deals.
- **Commercialization** – Defining the County role in accelerating technology transfer and commercialization. Northeast Ohio has developed a robust entrepreneurial ecosystem with a

diversity of early-stage sources, supporting innovative start-up companies with high-growth potential. The ecosystem is comprised of a network of entrepreneurial support organizations that actively work together to help high-growth companies grow within the region. Simultaneously, the region possesses some of the highest ranked research and educational institutions in the nation.

Combined, the entrepreneurial network and research institutions have helped to accelerate much of the innovation and commercialization activity in Northeast Ohio. Not only have early-stage companies benefited from this ecosystem, but so too have major corporations that have partnered with these entities to introduce new products into the market. In the past two years The County has successfully funded the commercialization of large and small operations.

## **2. Inclusion**

Inclusiveness is a major component in determining the economic competitiveness of a region. According to research by the Cuyahoga County Economic Inclusion Task Force, per capita income across the Cleveland metropolitan area is \$40,849, while in the City of Cleveland, per capita income stands at \$15,540. Economic disparities such as per capita income threaten the vitality of our economy.

In order to become a transformative region, the County is striving to be an economically welcoming place, providing opportunity to economically isolated populations as well as to new comers, both transplants and immigrants. The success of the County is inextricably tied to the success of historically isolated populations. As part of business growth, the County is working to grow the number and size of minority-owned enterprises, expand access for minority and economically isolated residents to educational training and business opportunities, and sustain a system that generates economic access and opportunities for all residents, particularly historically isolated populations.

It is of utmost importance that any plan for the area generally, and for this county in particular, fully embrace the diversity of our region in the broadest sense. We aspire to experience economic growth and quality of place that fosters inclusion and addresses disparities at every step. This plan fully embraces the work of the Cuyahoga County Equity Committee, reflected in their October 26, 2010 report. Central to the success of the Department of Development will be its ability to serve the diverse constituents, geographies and municipalities of our county in an equitable fashion.

We are doing this by utilizing our current efforts of serving low-moderate income families, targeting areas of greatest need in our local municipalities, providing economic opportunities for minority based businesses, and tracking the demographics of those we serve as a baseline for future measurement in all of our programs and functions. To the extent allowable by law, the County is working to measure and evaluate programs and investments on their ability to deliver the outcomes espoused in this plan including diversity of suppliers, contracting and employment. Funding

source or compliance requirements are not solely the driving force behind what and how we measure; good measurement regarding diversity will be done as a matter of course. We seek to measure “who” received the investment, who benefited, and “where” that investment took place.

Furthermore, the Department of Development is working closely with the County Executive’s Economic Inclusion Task Force. The Executive created the task force in March of 2012 to study the issues of economic diversity and create a Framework Action Plan for Economic Inclusion that enhances economic vitality across the County by enhancing opportunity for all. The framework of the Task Force’s plan focused on four areas:

- 1) Human Resources and inclusion in hiring
- 2) Procurement and Contracting
- 3) Inclusion in Construction
- 4) Workforce Development

These impact areas of Workforce Development, Human Resources, Hiring and Inclusion in Construction projects, Procurement and Contracting are the cornerstones of the inclusion plan and will shape policy recommendations for the County Executive, his departments, and the County Council. These basic areas can move the needle at the County and in the community as the County stands to lead with a new model for inclusion. The outcomes of the inclusion plan will be intentionally designed for replication.

This provides the Department of Development with a tool to determine our future successes, and is serving as a guideline to where improvements may need to be made. In addition to our current efforts, we are expanding our programs by creating additional partnerships and outreach efforts to ensure that all of our available resources are distributed county-wide to all socio-economic and cultural areas in accordance with the law. We will keep uppermost in mind that fairness and justice are paramount.

### **3. Innovation**

While “Cluster” theories and their applicability are an ongoing debate in the field of economic development, the theory serves as a useful concept to guide innovation development investments. As defined by The Brookings Institution, clusters are “geographic concentrations of interconnected businesses, suppliers, service providers, and associated institutions in a particular sector.” Brookings further notes that: “Cluster strategies provide a direct route to economic renewal because they build on existing assets to promote growth in regions by enhancing the interactions by which firms complete transactions, share ideas, start new enterprises, and create jobs. In this fashion, industry clusters have the power not just to revitalize regions, but also to improve states’ standing in the emerging “next” economy that will likely be more export-oriented, lower carbon, and innovation-driven.”

Regions across the country, with Northeast Ohio being no exception, have been focusing economic development initiatives around the development and support of industry clusters for several years. In addition, the Obama Administration and several federal government agencies like the Economic Development Administration have made clusters of innovation a target area of support.

Through a series of studies by Battelle, Deloitte, McKinsey and CSU, the state and region have identified key industry clusters that represent major drivers of economic growth. The table below outlines core industry clusters that have dedicated organizations to promote and facilitate growth.

Important Industry Clusters Identified by the State of Ohio

Medical Devices/Health Care Equipment	Information Technology/Broadband
Materials (metals, polymers, composites, nanomaterials, etc.)	Manufacturing Competitiveness and Innovation
Advanced Energy	Automotive
Aerospace	Instruments & Controls; Flexible Electronics

Our region’s inherent strengths in medical research, healthcare, manufacturing and materials (metals, plastics, rubber, and coatings) have enabled us to participate in multiple industries that have changed over time – primarily due to technology and innovation. These include: automotive, aerospace, biomedical and advanced energy. The Department of Development is taking the opportunity to examine relationships with current cluster-focused organizations to review, renew and redefine collaborative relationships, provide support and foster the growth of industry clusters.

In addition to the clusters mentioned above there are a number of emerging clusters that have the potential to add jobs, bolster entrepreneurship and spark innovation – building on theory in the Brookings-Rockefeller Project on State and Metropolitan Innovation. In a January 2011 paper it was reported that support for local/metro clusters also has the potential to change the dynamics of economic development providing the disciplines of cluster management are used – i.e. data, analysis and performance tracking. These clusters should build on place-based assets and support should be predicated on the cluster initiatives meeting a set of rigorous requirements.

**4. Sustainability**

Sustainability is the responsible management and allocation of resources. The concept is comprehensive. Investments that are sustainable are an efficient and effective use of resources that generate long-term benefits and produce economic prosperity, increased quality of life, and improved environmental quality. Sustainable investments utilize resources in a manner that ensures lasting economic growth that maintain the integrity of the social, environmental, and economic quality of the region.

Cuyahoga County investments have been modeling this approach and encourage land use patterns and promote economic development strategies that address region-wide economic prosperity and housing equity; support sustainable multimodal transportation; redevelop and revitalize the region’s built environments; and promote cost-effective investment in the region’s core industry

sectors. The County's investments reflect sustainability principals and work with associated communities of practice among local governments and non-profit organizations to improve the region's economic competitiveness.

In accordance with the principles of this regional sustainability effort, County investments promote an integrated regional land use, housing, transportation, and capital investment strategy that enhances the region's economic competitiveness and resilience and help its citizens gain better access to decent, affordable housing, more and better transportation choices.

## **5. Accountability and Metrics**

As the County strives to strengthen its global competitiveness and economic vibrancy, it is essential to measure investment performance, assess economic progress, and examine industrial trends. This analysis has helped the County evaluate investments, monitor program outcomes, and study the overall performance of the economy to determine trends and best practices. The key measures are tracked in the Economic Development Dashboard published quarterly by the Department of Development (Appendix III).

### Primary Metrics:

- Job Creation
- Jobs Retained
- Dollars Leveraged
- Follow-on Funding
- Property Assembled
- Revenue Generated
- Payroll Growth
- Patents Filed

It is also important to select and monitor metrics that indicate the outcome of County programs and reflect the economic competitiveness of the County over time. These metrics tend to be lagging indicators, but are widely accepted as indicators of economic growth:

### Long term Metrics:

- Per-capita Income Growth
- Employment Growth – identify key industry segments
- Gross Metropolitan Product
- Productivity Growth
- Population Growth
- Poverty Rate
- Exports
- Tax Revenue

The selected indicators and metrics reflect what is believed to be most important to the county's



economic prosperity. Many of these key metrics are also tracked by the Dashboard of Economic Indicators which is a product of the Council of Regional Economic Policy Advisors. These advisors counsel the Fund for Our Economic Future (FFEf) on what indicators matter most to achieve improved economic outcomes.

Measuring the County’s economic development performance is a very important analytical tool. Not only do these measures help guide the County’s economic development plan; but it they also align with the CountyStat process (a governmental performance measurement system) and indicate how county resources should be allocated. These measures enable the county to determine the most effective way to realize this plan's vision and mission, ensure strategic investment, enable collaboration, and produce positive economic growth and prosperity.

Although these actions of Cuyahoga County can’t alone impact many of these indicators and metrics, and there is no silver bullet to move the needle short-term on most of these, we believe these are the best measures of opportunity and prosperity for all residents of Cuyahoga County.

**6. Transparency: Review and Approval**

In order to ensure the economic development plan put forth in this document is implemented successfully, the County has put a process in place for monitoring decision making and measuring performance. The Department of Development is managing the process through its reorganization, relying mostly on staff already in place and resources available in other departments has and creating a few new positions. In addition, outside input from industry leaders, community stakeholders, investors, and residents is utilized.

The Cuyahoga County Community Improvement Corporation (CCCIC) has been tasked with reviewing, troubleshooting and making recommendations as it relates to various investment decisions. The CCCIC is an outside body comprised of industry, county and community leaders. The CCCIC’s ability to make objective and uncompromised recommendations consistent with the County’s economic goals and objectives is vital. The County Council and County Executive have final authority over investments consistent with the County’s contracting and procurement ordinances. Transparency and reporting outcomes are critical priorities throughout county government, and especially for economic development. The following diagram outlines the approval process.



The process for reviewing, recommending and approving investments has been evaluated consistent with the investment principles outlined in this plan. To ensure this adherence, the County devised a methodology for analyzing investment projects:

1. Strategic fit – consistent with the goals and objectives of the economic development plan
2. Universal measures – located in the County and creating jobs
3. Project specific measures – adheres to specific program investment parameters
4. Community benefit – promotes vibrant, dynamic, quality places and economic opportunity
5. Financial feasibility – aids thriving, competitive, growing businesses
6. Collaboration – promotes regional economic development principles

The analytical process is used to provide an early measure of a project’s strategic fit, eligibility, quality, community benefit and financial feasibility. The analysis reflects an initial review of an investment opportunity and represents a uniform process for vetting. However, because each economic development opportunity has different qualities and characteristics, universal application criteria do not exist. Since economic development opportunities present themselves in an unpredictable fashion, they are not ranked against one another. Rather, investment opportunities are evaluated monadically for their impact.

**Part 5: Accomplishments in Year II of the Plan**

In Year II, the Plan successfully achieved transition from the establishment of policies and building County implementation capacity to the full roll-out of all Year I proposed programs and initiatives. With the completion of the Year I Key Actions below, including the launching of all of the Cuyahoga County Western Reserve Fund’s eleven lending and grant programs, the County is now offering a broad spectrum of critical local loan and funding products for strategic project and business investment.

The Year I Plan identified five Key Action items to be completed as the main infrastructure for effective economic development activity in the County. These actions were fully completed in Year II as described below:

**1. Reorganize the Department of Development to support the Vision and Mission of the Plan.**

Restructuring of the department is complete. The reorganization focuses the department's efforts directly on the economic development activities articulated in the Plan as opposed to a focus on grant management, direct resident assistance and the County Airport. The Department was restructured first through a tailored reduction in staff with involuntary and voluntary action. A new organization chart was approved that, among other improvements, created discrete *Economic* Development, *Regulatory* Compliance and *Community* Development divisions and placed Housing within Community Development. New classifications were created and approved through the new governmental approval process and all new hiring was completed.

**2. Improve intra-county government coordination and collaboration and determine its best role to play in the community.**

The Department of Development created a partnership with Employment Connection and its successful Business Service model for understanding employer needs and expanding it to include DOD programs.

Regular reviews of economic development plans and priorities take place with the Director of Public Works to ensure coordination and alignment on issues of infrastructure and investment.

Work with the Planning Commission and the County Land Bank has created a unified approach to land inventory and assembly. Meetings are regularly held with the Planning Commission and Land Bank to coordinate activities involving land inventory and assembly.

**3. Determine how the County can best contribute (align, coordinate, fund) to the success of the network of numerous economic development players in the region.**

Progress continued over course of the Year II. A "Deal Team", comprised of the City of Cleveland, Greater Cleveland Partnership, Team NEO/JobsOhio and Cuyahoga County DOD meets regularly every other month to discuss current opportunities for the County, its 59 municipalities, and the region. Unlike in years past, DOD is now often an early participant in most deal negotiations and is frequently consulted with before the "eleventh hour". Moreover, the DOD Director, the Deputy Chief, and various DOD staff continue to be actively engaged in outreach to local communities, business groups, trade associations and chambers of commerce, spreading the word about DOD's various programs and services.

**4. Create an Economic Development Fund (EDF) to invest strategically.**

On October 25, 2011 the \$100 Million Economic Development Fund was introduced to County Council. On January 24, 2012 it was passed as Ordinance O2011-0049. The Fund was later renamed the "Cuyahoga County Western Reserve Fund" (i.e. CCWRF) to better align with the

County Executive's Western Reserve Plan. In Year II of the Plan all of the economic development programs associated with the Fund were fully launched and operational.

**5. Review and evaluate existing county programs (loans, grants) and funding streams (NSP, CDBG, Brownfield) to determine their application and value then add/ delete/modify as needed.**

This is an ongoing process, particularly as State and Federal funding sources have become more constrained. DOD has modified the Housing Rehabilitation program, transferred in control of the HELP and HERITAGE programs from the Treasurer, initiated an owner funding "match" requirement in the Lead Safe program, added funding stream flexibility to the Storefront Renovation Rebate program, significantly overhauled the CDBG Municipal Grant program, made a shift to multi-units in the Weatherization Assistance program, transferred non-economic development functions to the County Airport to Public Works, and created the Cuyahoga County Western Reserve Fund and its various economic development funding programs.

With DOD having been restructured and its capacity expanded, and with the Cuyahoga County Western Reserve Fund up and running, Year II of the Plan experienced many successes. The County continues to refine its role and has matured into a respected regional economic development partner. It pivoted from planning to action and some of the results are illustrated below.

**Year II - Action Step 1:** Complete the roll out of the Economic Development Fund's remaining 6 programs by 12/31/12

County Council was variously briefed in Year II regarding all details and terms of the 6 remaining Cuyahoga County Western Reserve programs ready for launch. All 11 CCWRF have been formally launched and are fully operational at the Department. A DOD booklet describing all 11 economic development lending/grant programs has been created, is available to the public, and is being actively distributed (see Appendix II).

**Year II - Action Step 2:** Review the CCWRF's 5 launched programs and modify key elements as needed by 9/30/12

A review of the initially launched 5 CCWRF economic development programs was conducted and no substantial modifications were required at this time. Upon further use of the programs through Year III, additional review will be performed to make modifications, if necessary.

**Year II - Action Step 3:** Create a DOD Economic Development Loan program dashboard that shows lending activity by applicant and funding source and update quarterly.

DOD has created a comprehensive Economic Development Dashboard to track all economic development based investments (see Appendix III for Dashboard Snapshot)). The Dashboard records all investment activity and indexes the multiple funding sources for the various programs and projects. Additionally, the Dashboard categorizes each investment in accordance with the Cuyahoga County Western Reserve Fund. The Dashboard systemizes DOD's investment strategy and creates alignment across various programs and funding streams.

The Dashboard is an invaluable tool for reporting and measuring performance. The Dashboard is updated on a quarterly basis and a report is provided regularly through the County Executive's CountyStat process, the data-driven accountability system that is used as a decision-making and communications strategy.

#### **Year II - Action Step 4**

Create/retain 2,000 jobs

As illustrated within the DOD Economic Development Dashboard Snapshot, 2,282 jobs were created/retained.

### **PART 5: Key Action Steps for Year III**

- **Year III - Action Step 1**

Create at least 1,000 jobs  
Retain at least 2,000 jobs.

- **Year III - Action Step 2**

Lever at least \$100 Million in tandem investment from private and local, state and federal sources from the DOD's economic development funding programs, loans and grants activity.

- **Year III - Action Step 3**

Commit \$1 Million of incumbent and on-the-job training capital, through the Employment Connection partnership, to the training of up to 500 employees.

- **Year III - Action Step 4**

Contract for 15 Environmental Certified Professional Assessments of contaminated/brownfield properties in Cuyahoga County.

As we enter Year III, the County has moved effectively from the establishment of policies and building critical capacity in Years I and II to fully implementing its portfolio of economic development programs, creating jobs, and improving our community as a great place to live, work, play and learn. Much has been accomplished through Year II and the momentum will continue in Year III.

The original Five Year Economic Development Plan concluded with the following words:

*While we are in challenging times we have an opportunity to prosper and realize aspirations framed in the Charter. By thinking strategically, acting in concert and measuring our progress, the future of Cuyahoga County can indeed be bright.*

The words are still true today.

## **Appendices**

Appendix I – Cuyahoga County Western Reserve Fund Business Plan (Updated November, 2012)

Appendix II – CCWRF Economic Development Programs Booklet

Appendix III – DOD - Economic Development Dashboard

# Appendix I



## Cuyahoga County Western Reserve Fund

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### Business Plan



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## **Executive Summary**

Cuyahoga County’s Western Reserve Fund (CCWRF or the “Fund”) is a first-of-its-kind initiative designed to deliver jobs and prosperity to Greater Cleveland. The CCWRF is structured as a revolving loan fund that provides gap financing to job creating and job retaining projects in the county.

A year-long survey of the commercial landscape identified three vital components of progress: innovation, property development and business growth. It is a fundamental shift away from mega-projects and toward calculated and effective investments in human capital and quality place.

The overarching goal of the Fund is simple: make \$100 million dollars available to spur county job creation and economic growth.

The Cuyahoga County Western Reserve Fund will reinvigorate the urban fabric, nurturing the place-based values expounded in the Five Year Economic Development Plan. The Fund will be collaborative and inclusive, binding regional assets together to augment strengths, repair weaknesses and embrace economically isolated populations. All of this will be achieved with uppermost accountability and transparency.

Gleaned through making county operations more efficient, the means to make this critical investment are already in place—without increasing local taxes. The County is marshaling flexible, cost-effective and strategic funds to meet the demands—and customer service expectations—for those businesses poised to grow and add jobs.

## **Funding**

The County has committed to fund the CCWRF, initially, by using the savings generated from making county government more efficient. To ensure the most cost effective and productive use of public funds, the county will adjust the allocation of resources to meet private sector demand.

## **Administration, Approval Process and Public Engagement**

The County’s Department of Development manages the CCWRF, relying mostly on staff already in place and resources available in other departments for oversight and Fund administration.

The Cuyahoga County Community Investment Corporate (CCCIC) is tasked with reviewing, troubleshooting and making funding recommendations. The County Council and County Executive have final authority over the Fund’s investments consistent with the County’s contracting and procurement ordinances. Transparency and reporting outcomes are critical priorities throughout county government, and especially for the Fund

Starting in January 2012, the Department of Development led a countywide Economic Development Fund Roadshow to engage the business community and development stakeholders directly, in concert with the County Council and partner Economic Development Organizations. Cuyahoga County leans heavily on its non-profit and for-profit partners both in the administration and promotion of the Fund.

## Investment Priorities

There are three priority areas for investment available countywide, each with distinct programs:



Innovation Development			
Micro Enterprise	Pre-Seed Fund	Next Stage Fund	Innovation Match
Finances Business Too Small or Unestablished for Traditional Lenders	Early Stage Funding to Accelerate Growth and Attract Investors	Invests in Companies Primed for Full Commercial Launch	Provides Local Match Required by Federal and State Innovation Grants

These four programs are designed to nourish early stage companies. By channeling capital to promising companies with a pipeline of inventive products and services, the county adds critical funding to the creative mixture of concepts, employees and management.

Commercial Property Reutilization, Expansion and Acquisition		
Redevelopment and Modernization	Site Expansion	Redevelopment Ready
Finances Existing Site Improvements, Including Modernization	Finances Environmental Cleanup of Sites Adjacent to Existing End-User	Finances Environmental Cleanup of Underutilized Sites With or Without End Users

Firms that are growing need to modernize and expand. These resources swiftly address that need for successful companies already in Cuyahoga County, and help them grow in place. Furthermore, local dollars present the opportunity to leverage federal and state grants already in place for remediation.

Business Growth, Commercialization and Attraction			
Small Business Growth	Incumbent Worker Training	Accelerated Growth	Large Scale Attraction
Increases Access to Traditional Lending Market	Reimburses 50% of Expenses for Retraining Workers	Capital for Expansion Via Acquisition, New Markets and Diversification	Gap Financing and Incentives for Large Scale Growth and Attraction

The greatest source of potential job growth lies in small business. The four program portfolio addresses needs gleaned from active engagement with loaned executives, economic development professionals and transition volunteers.

## **Introduction**

For the first time in its history, Cuyahoga County has established a Five Year Economic Development Plan that defines development priorities and strategies.

This plan identifies three vital components of growth—innovation, property development and business growth, commercialization and attraction (the “verticals”); these crucial priority areas are supported by 11 strategies. These strategies are the result of more than a year of engagement with the public, economic development stakeholders and loaned executives; the outcome is a funding source with the tools to make the County’s first Five Year Economic Development Plan a reality.

## **Purpose**

The purpose of the Cuyahoga County Western Reserve Fund is to strategically invest in economic development on a meaningful scale. The Fund is a key instrument of the Five Year Economic Development Plan and the means to implement a local strategy for growth. The Fund demonstrates a departure from spending on large scale projects in the name of economic development. Instead, the Fund supports an environment that fosters and attracts job growth, incentivizes collaboration in the name of human capital development and improved quality of life.

## **Goal and Objectives**

### **Goal: Invest \$100 million dollars to spur county job creation and economic growth.**

The bedrock of this plan is straightforward: deliver unprecedented resources for economic development and do so without raising taxes or fees.

The County crafted three objectives to ensure this Fund is implemented correctly.

### **Objective 1: Use evidence-based process for making the most strategic use of the Fund and the means for fulfilling the County's Five Year Economic Development Plan**

By strengthening areas already designated in the County's five year economic plan, the Fund works with current investments and initiatives.

### **Objective 2: Make the program as user friendly as possible, while maintaining rigorous attention to outcomes**

It is a common crutch for the public sector to be focused on process rather than outcomes. It is the County's commitment to build a Fund and commensurate tools that plug into the robust economic development ecosystem that already exists in our region. The system is comprised of partners from all sectors that represent myriad constituencies. The County's commitment is to make accessing the right county resources easy and deliver decision-making swiftly—not just to potential Fund users, but to the County's non-profit partners in economic development as well.

### **Objective 3: Challenge the private sector to share the public sector's risk by using available resources to accelerate business growth and add jobs.**

The County knows that the private sector is fully capable of producing worthwhile projects and challenges the business community to push outside its comfort zone to do just that. The private sector is expected to shoulder financial risk commensurate with the public risk. Similarly, it is the responsibility of the public sector to not compete with or interfere with the natural marketplace or displace investments that would occur without the County's partnership.

## **Investment Approach**

### **Leveraging Existing Assets**

Cuyahoga County's many assets are the foundation of the regional economy and its global competitiveness. The Fund will seek to leverage the assets we already have, not endeavor to build new ones.

### **Complement Place-Based Economic Development**

Quality of place is the cornerstone of the Five Year Economic Development Plan. Strong regions are driven by dynamic urban cores. To that end, the County will collaborate to reinvigorate areas well-served by existing infrastructure but challenged by disinvestment. The Fund will invest in order to create high-quality, well-connected places that provide residents with great communities to live, work, play, and learn.

### **Collaborative**

Collaboration augments strengths and rectifies weaknesses through smart partnerships. The County will forge a public, private and non-profit coalition centered on the tenet of letting these sectors perform in the functions in which they were bred to excel.

### **Inclusive**

For too long, the county has stood idle while pockets of economically isolated populations languished. Greater Cleveland cannot be an efficient economic engine while significant portions of the region's human capital remain trapped in silos of seclusion. The County will strategically invest in order to tear down these relics of the old paradigm and build jobs with a living wage. This new inclusivity will, in turn, signal to the best and brightest transplants and newcomers that Cuyahoga County is a welcoming place to do business.

### **Transparent and Accountable**

As Cuyahoga County attempts to strengthen its global competitiveness and economic vibrancy, it is essential to measure investment performance, assess economic progress, and examine industrial trends. The Cuyahoga County Western Reserve Fund's performance measures are based, when possible, on those used in the Five Year Economic Development Plan.

### **Sustainable**

The purpose of the Fund is to make investments in growth that will have the greatest impact, balanced with reasonable execution risk and degree of certainty for positive outcomes. By creating a dedicated fund, Cuyahoga County has established a funding priority in economic development that can be recapitalized as needed in the future. While Fund balances may fluctuate, its purpose is to spur growth elsewhere on the County's balance sheet, and most significantly among the household budgets of county residents as a result of public investment in growth.

## **Funding**

### **\$100 Million Available for Economic Development**

Using multiple sources of funding to generate capital for the Fund allows the county to diversify sources available for a variety of project uses. To ensure the most cost effective and productive use of public funds, the county will, under the direction of the County's Fiscal Officer, adjust the allocation of resources to meet private sector demand. Capital stacks, similar to those used in individual project financing, will be built by combining the diverse funding sources within an economic development fund and matching those sources of capital or liquidity with strategic economic development initiatives.

**Economic Development Revenue Bonds** – The initial share of funding can be raised through a bond issue. The proceeds flow into the funding pool as a source of funding for identified projects. Annual debt service for bonds shall be paid from a combination of project revenue and county operating revenue. At maximum, a \$100 million bond issue carries an approximate annual debt payment of \$8.5 million. The amount of development bonds used to generate proceeds for the Fund vary based on the use of the other fund sources. Capital from bond proceeds can make up the majority share of the funding that goes into the stack.

**Transfers of Economic Development Loan Repayments** – A portion of loan repayments from existing economic development loans can be directed and included as an equity investment in the fund pool. There is a high degree of flexibility on how this source can be applied towards project uses.

**Proceeds From Sale of Assets** – The County is evaluating its fixed assets, which may demonstrate opportunities for one-time funding through a sale. Proceeds' net liabilities can provide a secondary equity investment in the development fund capital stack. Revenue from this source would have a high degree of flexibility for project uses.

**County Portfolio Liquidity** – County reserves are held in a fixed asset investment portfolio managed by the County Treasurer. The county investment policy includes a provision that allows investment in unrated municipal obligations. In limited cases several local governments have relied on the county as a source of liquidity to borrow funds in the form of taxable municipal debt with the county being the investor. This aspect of the policy could be repurposed to include a source of liquidity in the Fund. The current investment policy allows for a more than adequate limit on this type of investment (10% of portfolio) that could be directed towards investments in local project financing. The purchase of taxable municipal debt would channel local project needs through the Fund and align the strategic investment aims of municipal partners with those of the county's fund. Based on the current policy the county could include close to \$75 million in local municipal investments in the portfolio.

**Economic Loan Guarantees** – The county could pledge a limited portion of its own balance sheet in the form of economic loan guarantees. Loan guarantees can be made available to projects that need a credit enhancement to attain other private financing. The guarantees require a pledge of General Fund resources and impact the county's ending balance. This tool increases capital diversity and can be coupled with other funding sources.

Aggregating these diverse sources into a unified pool of capital increases the options for matching funding sources with a potential investment needs. Combining these sources and leveraging outside dollars will prove to be an effective funding mechanism for achieving the strategic goals of the Fund.

## Uses of Funds

The Cuyahoga County Western Reserve Fund targets three funding areas, with its own set of programs. Detailed descriptions follow in subsequent pages.

### **Innovation Development**

1. Micro Enterprise
2. Pre-Seed Fund
3. Next Stage Fund
4. Innovation Match

### **Commercial Property Reutilization**

1. Redevelopment and Modernization
2. Site Expansion
3. Redevelopment Ready

### **Business Growth, Commercialization and Attraction**

1. Small Business Growth
2. Incumbent Worker Training
3. Accelerated Growth
4. Large Scale Attraction





## Cuyahoga County Western Reserve Fund

	Innovation Development				Commercial Property Reutilization, Expansion and Acquisition			Business Growth, Commercialization and Attraction				
	Micro Enterprise	North Coast Opportunities Technology Fund (Pre-Seed)	Next Stage Fund	Innovation Match	Redevelopment and Modernization	Site Expansion	Redevelopment Ready	Small Business Growth	Incumbent Worker Training	Accelerated Growth	Large Attraction	Scale
<b>Summary</b>	Finances Businesses Too Small or Unestablished for Traditional Lenders	Early Stage Funding to Accelerate Growth and Attract Investors	Invests in Companies Primed for Full Commercial Launch	Provides Local Match Required by Federal and State Innovation Grants	Finances Existing Building Improvements and Modernization	Finances Environmental Cleanup of Sites Adjacent to Existing End User	Finances Environmental Cleanup of Abandoned or Underutilized Sites	Increases Access to Traditional Lending Market through Credit Enhancements	Reimburses up to 50% of Training Expenses for Retraining Workers	Capital for Expansion via Acquisition, Equipment, New Markets and Diversification	Gap Financing and Incentives for Large Scale Growth and Attraction	
<b>Funding Type</b>	Loan	Loan	Debt Investment	Grant	Loan	Loan	Loan	Loan Guarantee	Grant	Loan	Loan	
<b>Amount</b>	\$10,000 - \$100,000	\$25,000 - \$125,000	\$400,000 - \$700,000	Up to \$300,000	Up to \$1 Million	Up to \$500,000	Up to \$1 Million	Up to \$500,000	Up to 50% of Training	\$150,000 - \$1.5 Million	\$200,000 - \$3 Million	
<b>Interest</b>	7% - 12%	5% (Deferred for 5 years)	7% - 10%		4% (2 Years Interest Only)	0%	4% (2 Years Interest Only)			2% - 4%	1% - 7%	
<b>Time Period</b>	3 - 7 Years	5 years	3 - 5 Years		10 Years	10 Years	10 Years			5 - 15 Years	1 - 15 Years	
<b>Eligibility</b>	<ul style="list-style-type: none"> <li>Revenues less than \$500,000</li> <li>Credit Score Above 600</li> <li>Current on Taxes</li> <li>Personal Guarantee and Collateral</li> <li>Must Participate in Technical Assistance Program</li> </ul>	<ul style="list-style-type: none"> <li>High Growth Technology Company</li> <li>Jumpstart Registered and Supported</li> <li>Not Engaged in Due Diligence</li> <li>Have Not Received Investments Totaling More than \$1.5 Million</li> </ul>	<ul style="list-style-type: none"> <li>Entering Broad Market</li> <li>High Growth Technology Company</li> <li>Part of Northeast Ohio Entrepreneurial Network</li> <li>25% Minimum Contribution</li> <li>Create or Retain Jobs</li> </ul>	<ul style="list-style-type: none"> <li>Highly Competitive</li> <li>In Target Industry</li> <li>Focused on Research and Development</li> <li>Strong Potential For Marketable Products</li> <li>Seeking State or Federal Funds</li> </ul>	<ul style="list-style-type: none"> <li>For-Profit Borrower w/ Committed End User</li> <li>Abandoned, vacant or underutilized building</li> <li>Support From Local Municipality</li> <li>Must Oversee Remediation Project</li> <li>Own/Operate Site for 7 Years After Completion</li> </ul>	<ul style="list-style-type: none"> <li>For-Profit Borrower w/ Committed End User</li> <li>Support From Local Municipality</li> <li>Must Oversee Remediation</li> <li>Job Creation Requirement</li> <li>Own/Operate for 7 Years After Completion</li> </ul>	<ul style="list-style-type: none"> <li>For-Profit Borrower w/ Committed End User</li> <li>Support From Local Municipality</li> <li>Must Oversee Remediation</li> <li>Job Creation Requirement</li> <li>Own/Operate for 7 Years After Completion</li> </ul>	<ul style="list-style-type: none"> <li>Small Business</li> <li>Strong Pro-Forma</li> <li>Collateral Shortfall</li> <li>Referred to County by Bank</li> <li>In Target Industry</li> <li>Latitude of Potential Fund Uses</li> <li>Potential Use Must Create Jobs</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrated Aged Vacancy</li> <li>Must Provide Skill Training for a New Incumbent Worker</li> <li>Must Document Job Creation/ Wage Increase</li> <li>Reimbursement Based</li> </ul>	<ul style="list-style-type: none"> <li>Small-to-Medium Size Business</li> <li>Established</li> <li>In Target Industry</li> <li>High Growth Potential</li> <li>Potential Idea Can Add at Least 1 Job for \$35,000</li> </ul>	<ul style="list-style-type: none"> <li>At Least 100 Jobs with Average Salary at or Above County Median</li> <li>In Target Industry</li> <li>Expanding or Relocating</li> <li>Demonstrated Ability to Repay Loan</li> <li>Adequate Collateral and Credit</li> </ul>	
<b>Partners</b>	<ul style="list-style-type: none"> <li>Cleveland Foundation</li> <li>Huntington Bank</li> <li>City of Cleveland</li> <li>Federal Reserve Bank</li> <li>Jumpstart</li> </ul>	<ul style="list-style-type: none"> <li>Jumpstart</li> <li>BioEnterprise</li> <li>MAGNET</li> <li>Nortech</li> </ul>	<ul style="list-style-type: none"> <li>Jumpstart</li> </ul>	<ul style="list-style-type: none"> <li>Jumpstart</li> <li>BioEnterprise</li> <li>MAGNET</li> <li>Nortech</li> </ul>	<ul style="list-style-type: none"> <li>U.S. and Ohio EPA</li> <li>HUD</li> <li>JobsOhio</li> <li>Local Land Banks</li> <li>Municipalities</li> <li>CCCIC</li> <li>NEO Sewer District</li> </ul>	<ul style="list-style-type: none"> <li>U.S. and Ohio EPA</li> <li>HUD</li> <li>JobsOhio</li> <li>Local Land Banks</li> <li>Municipalities</li> <li>CCCIC</li> <li>NEO Sewer District</li> </ul>	<ul style="list-style-type: none"> <li>U.S. and Ohio EPA</li> <li>HUD</li> <li>JobsOhio</li> <li>Local Land Banks</li> <li>Municipalities</li> <li>CCCIC</li> <li>NEO Sewer District</li> </ul>	<ul style="list-style-type: none"> <li>Participating Lender Institutions</li> <li>Small Business Administration</li> </ul>	<ul style="list-style-type: none"> <li>Employment Connection</li> <li>Area Employers</li> </ul>	<ul style="list-style-type: none"> <li>Team NEO/Jobs Ohio</li> <li>Greater Cleveland Partnership</li> <li>Jumpstart</li> <li>BioEnterprise</li> <li>MAGNET</li> <li>Nortech</li> <li>WIRE-Net</li> </ul>	<ul style="list-style-type: none"> <li>Team NEO/Jobs Ohio</li> <li>Greater Cleveland Partnership</li> <li>Fund for Our Economic Future</li> <li>City of Cleveland</li> <li>Cleveland - Cuyahoga Port</li> </ul>	
<b>Performance Indicators</b>	<p><b>Primary</b></p> <ul style="list-style-type: none"> <li>Dollars Leveraged</li> <li>Follow-on Funding</li> </ul> <p><b>Secondary</b></p> <ul style="list-style-type: none"> <li>Jobs Created</li> <li>Payroll Growth</li> <li>New Revenue Generated</li> </ul>	<p><b>Primary</b></p> <ul style="list-style-type: none"> <li>Dollars Leveraged</li> <li>Follow-on Funding</li> </ul> <p><b>Secondary</b></p> <ul style="list-style-type: none"> <li>Jobs Created</li> <li>Job Placements</li> <li>Payroll Growth</li> <li>Patents Filed</li> <li>New Revenue Generated</li> </ul>	<p><b>Primary</b></p> <ul style="list-style-type: none"> <li>Dollars Leveraged</li> <li>Follow-on Funding</li> <li>Job Created</li> <li>Payroll Growth</li> </ul> <p><b>Secondary</b></p> <ul style="list-style-type: none"> <li>Patents Filed</li> <li>New Revenue Generated</li> <li>Program Income</li> <li>Investment Exits</li> </ul>	<p><b>Primary</b></p> <ul style="list-style-type: none"> <li>Dollars Leveraged</li> <li>Patents Filed</li> </ul> <p><b>Secondary</b></p> <ul style="list-style-type: none"> <li>Follow-on Funding</li> <li>Job Creation</li> <li>Job Placement</li> <li>Payroll Growth</li> </ul>	<p><b>Primary</b></p> <ul style="list-style-type: none"> <li>Loan Repayments</li> <li>Jobs Created</li> <li>Dollars Leveraged</li> <li>Acres/Square Feet Returned to Productivity</li> </ul>	<p><b>Primary</b></p> <ul style="list-style-type: none"> <li>Loan Repayments</li> <li>Jobs Created</li> <li>Dollars Leveraged</li> <li>Acres/Square Feet Returned to Productivity</li> </ul>	<p><b>Primary</b></p> <ul style="list-style-type: none"> <li>Loan Repayments</li> <li>Jobs Created</li> <li>Dollars Leveraged</li> <li>Acres/Square Feet Returned to Productivity</li> </ul>	<p><b>Primary</b></p> <ul style="list-style-type: none"> <li>Dollars Leveraged</li> <li>Jobs Created</li> <li>New Revenue Generated</li> </ul>	<p><b>Primary</b></p> <ul style="list-style-type: none"> <li>Job Retention of Trained Employees</li> <li>Wage Gain of Trained Employees</li> <li>Jobs Created</li> <li>Lay-off Aversion</li> <li>Skills Development</li> <li>Increase employee productivity</li> </ul>	<p><b>Primary</b></p> <ul style="list-style-type: none"> <li>Jobs Created</li> <li>Job Placement</li> <li>Dollars Leveraged</li> <li>Payroll Growth</li> </ul> <p><b>Secondary</b></p> <ul style="list-style-type: none"> <li>New Revenue Generated</li> <li>Exports</li> <li>Patents Filed</li> <li>Program Income</li> <li>Tax Revenue</li> </ul>	<p><b>Primary</b></p> <ul style="list-style-type: none"> <li>Job Creation</li> <li>Dollars Leveraged</li> <li>Follow-on Funding</li> <li>Payroll Growth</li> </ul> <p><b>Secondary</b></p> <ul style="list-style-type: none"> <li>New Revenue Generated</li> <li>Exports</li> <li>Tax Revenue</li> </ul>	

## Universal Terms

While each program in the Fund is different, there are certain criteria that span the 11 programs. These basic criteria focus the plan on its mission of providing jobs and prosperity to Cuyahoga County.

## Location in Cuyahoga County

Because the Fund is furnished by Cuyahoga County, all investments are aimed at the county's residents. Business and innovation related programs require the recipient to be either located or planning to locate in Cuyahoga County. Only real estate located in the county are eligible for land related programs. Further, recipients are required to remain in Cuyahoga County on penalty via monetary clawbacks.

## Job Creation

Creating jobs is at the foundation of the Fund. With that in mind, every program aims to put Cuyahoga residents to work, and each program's success or failure will be measured, in some degree, by job creation.

## Target Industries

In order to build a healthy economic ecosystem, the County is focusing its investments on innovative, progressive and growing industries. Investment in these industries not only produces high-paying jobs, it maximizes the potential for follow-on funding, spin-off innovation and the construction of tacit business networks that are the fabric of industry clusters.

With the exception of the Micro Enterprise program and the three programs that comprise the Commercial Property Reutilization, Expansion and Acquisition vertical, all programs will target industries that were identified in the County's five year plan:

- Bioscience & Medical Devices
- Advanced Materials
- Instruments Controls & Electronics
- Advanced Energy
- Aerospace, Power & Propulsion
- Advanced Manufacturing

## Innovation Development: Four Programs

1. Micro Enterprise
2. Pre-Seed Fund
3. Next Stage Fund
4. Innovation Match

	<b>Innovation Development</b>			
	<b>Micro Enterprise</b>	<b>North Coast Opportunites Technology Fund</b>	<b>Next Stage Fund</b>	<b>Innovation Match</b>
<b>Summary</b>	Finances Business Too Small or Unestablished for Traditional Lenders	Early Stage Funding to Accelerate Growth and Attract Investors	Invests in Companies Primed for Full Commercial Launch	Provides Local Match Required by Federal and State Innovation Grants
<b>Funding Type</b>	Loan	Loan	Loan	Grant
<i>Amount</i>	\$10,000 - \$100,000	\$25,000 - \$125,000	\$400,000 - \$700,000	Up to \$300,000
<i>Forgivable</i>	No	No	No	
<i>Interest</i>	7% - 12%	5% (Deferred for 5 years)	7% - 10%	
<i>Time Period</i>	3 - 7 Years	5 years	3-5 Years	
<b>Eligibility</b>	<ul style="list-style-type: none"> <li>• Revenues less than \$500,000</li> <li>• Credit Score Above 600</li> <li>• Current on Taxes</li> <li>• Personal Guarantee and Collateral</li> <li>• Must Participate in Technical Assistance Program</li> </ul>	<ul style="list-style-type: none"> <li>• High Growth Technology Company</li> <li>• Jumpstart Registered and Supported</li> <li>• Not Engaged in Due Diligence</li> <li>• Have Not Received Investments Totaling More than \$1.5 Million</li> </ul>	<ul style="list-style-type: none"> <li>• Entering Broad Market</li> <li>• High Growth Technology Company</li> <li>• Part of Northeast Ohio Entrepreneurial Network</li> <li>• 25% Minimum Contribution</li> <li>• Create or Retain Jobs</li> </ul>	<ul style="list-style-type: none"> <li>• Highly Competitive</li> <li>• In Target Industry</li> <li>• Focused on Research and Development</li> <li>• Strong Potential For Marketable Products</li> <li>• Seeking State or Federal Funds</li> </ul>
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## **Innovation Development: Micro Enterprise**

### **Overview: background, problem statement, rationale**

Small business is the backbone of the U.S. economy. According to the Congressional Budget Office, US small businesses represent 75 percent of all employer firms and employ just over half of all private sector employees. Not only do businesses constitute a large segment of the US economy, small businesses are a major source of economic growth and innovation.

The availability of capital for small businesses is tight. The SBA reported the number of small loans (less than \$1 million) from depository institutions fell by 15 percent between 2008 and 2009. The SBA's 7(a) loan guarantees and 504 loans followed the pattern, as their combined value was down 4.3 percent. As credit supply in the loan markets remained restricted, small firms needing credit find it difficult to raise the capital they need to grow.

Micro finance is a critical source of capital for small business seeking to grow and thrive. Access to micro finance resources is necessary to support micro enterprise businesses that have traditionally been under-banked. Conventional small business lending programs do not address the unique capital needs of micro enterprises which typically lack sufficient credit and collateral to access traditional loan programs. Additionally, conventional small business programs do not offer the type of capital and services micro enterprises need.

Micro enterprises tend to be service oriented businesses that range from landscaping to pet day care, and products ranging from specialty foods to designer jewelry. These types of businesses seldom have a need for large capital outlays for fixed asset equipment but rather need access to credit and working capital. Currently, the capital resources to support the local need of micro enterprises are insufficient. A study funded by the Cleveland Foundation estimated a \$38 million gap in unmet loan demand in Cuyahoga County for microenterprise businesses.

Micro finance not only helps financially underserved small businesses grow, but it is also an effective way to generate economic opportunity for low-income individuals or groups who have limited access to financial services. Micro enterprise development is an opportunity to become economically self-sufficient, improve credit, borrow money, and benefit the community. Micro finance seeks to help micro enterprises by loaning small amounts of capital to these businesses.

In 2010 Cuyahoga County established a Micro Enterprise Fund administered by WECO (now defunct). The demonstration program was created to provide funding to develop and support micro enterprises that are under-represented businesses in the US HUD defined Cuyahoga Urban County. In addition to financial assistance, the program provides intensive financial counseling for entrepreneurs unable to obtain traditional loans. Although the program has experienced marginal results, the need to provide micro financing for small businesses is well established.

In 2012, Cuyahoga County began collaborating with the Cleveland Foundation and other organizations to formalize a network of microenterprise and small business service providers. The Cleveland Foundation has facilitated a micro lending working group. The group advocates the importance of technical assistance and access to capital, and the need for a more coordinated system that will build upon the current intellectual, financial and leadership resources to increase small business growth.

### **Investment Strategy: program description, purpose, target industries**

The Microenterprise Revolving Loan Fund (MRLF) is a program specifically designed to assist small businesses and entrepreneurs that can be capitalized with modest loan and can attain traditional financing within three to five years. The goal of the program is to transform traditionally unbankable micro enterprises into bankable small businesses with positive cash flow. The MRLF program will provide both financing and technical assistance for entrepreneurs unable to obtain traditional loans.

Technical assistance is a key component to managing the county's micro lending program. Although access to capital is critical for growing small businesses, understanding how to manage and make sensible investments in the operations will greatly improve the ability of the small business to generate positive cash flow and pay back the loan. This assistance will not only benefit the small business but it also helps to mitigate the high risk involved in micro lending.

### **Partners: leveraged funds and technical assistance**

Cuyahoga County is collaborating with the Cleveland Foundation and other organizations to formalize a network of microenterprise and small business service providers. The Cleveland Foundation has facilitated a micro lending working group. The group advocates the importance of technical assistance and access to capital, and the need for a more coordinated system that will build upon the current intellectual, financial and leadership resources to increase small business growth.

The working group seeks to add capacity to the regional micro lending infrastructure in order to provide robust, diverse, and expansive capital and technical assistance. A successful micro enterprise development strategy requires that loan programs be seamlessly embedded in a comprehensive technical assistance systems approach. The County is working with a wide array of organizations dedicated to micro enterprise development:

- The Cleveland Foundation
- Federal Reserve Bank of Cleveland
- Huntington National Bank
- City of Cleveland
- Jumpstart, Inc.
- Economic and Community Development Institute
- U.S. Small Business Administration
- Commission on Economic Inclusion
- The Business of Good Foundation

Working with these organizations, the County has learned that integrating and formalizing the existing network of small business service providers within Cuyahoga County is the best way to ensure that businesses are effectively served. The County will ensure the MRLF is coordinated with organizations such as the Hispanic Business Chamber of Commerce, SCORE, SBDCs, and other organizations that provide technical assistance to small businesses. A network approach will efficiently allocate resources and maximize leverage from private, state and federal institutions. Through the MRLF, the County intends to work with other organizations to provide technical assistance, manage deal flow, vet applicants, and connect to traditional sources of capital to help companies grow.

### **Primary Activities: investment structure and process**

Cuyahoga County will contract with a micro finance organization for the purpose of administering the MRLF. The County will work with a certified Community Development Financial Institution (CDFI) that is well-qualified in providing micro-financing to entrepreneurs and small business. The intermediary will function on behalf of Cuyahoga County as the MRLF administrator and will provide microloans to entrepreneurs and small businesses that create and retain jobs in Cuyahoga County. The maximum loan amount is \$100,000, but the average micro loan is about \$20,000.

In addition to financial assistance, the MRLF administrator will provide technical assistance and financial counseling opportunities to help businesses optimize operations and improve the ability to generate cash flow and pay back the loan. Technical assistance includes but is not limited to seminars, training courses, on-going review and technical support to help businesses:

- Understand budgets, balance sheets, profit & loss statements, and cash flow statements at a practical, hands-on level to make important business decisions
- Perform market research, draft a business plan, create a marketing strategy, identify ownership structures, and develop a financing plan to fund growth

### ***MEF Loans***

- Loans from \$10,000 - \$100,000, typical loans in the \$20K - \$30K range
- 3 to 7 years
- Interest rate is 7.00% to 12.00%
- Loan proceeds must be used on a reimbursement basis and may be used for:
  - Purchase of equipment, machinery, supplies, inventory
  - Start-up operating expenses
  - Working capital
  - Other uses may be considered, but may be limited

### ***Eligibility***

- Must be a business located in or planning to move to Cuyahoga County and have revenues typically less than \$500,000
- Must have a credit score above 600 and be current with all taxes
- Must provide personal guarantee and sufficient collateral to secure the loan – although collateral will not be the sole determinant in approval of the loan, risk exposure is factored in the analysis
- Technical Assistance: the borrower is required to participate in business training and technical assistance programs associated with the loan. Applicants for micro loan financing may be required to fulfill training and/or planning requirements for loan considerations. Business training is designed to help launch or expand the small business

### ***Application***

Eligible, well qualified small businesses seeking funding will submit an application to the micro finance organization the County selects to administer the MRLF. The selected program administrator will review and select loan candidates from the applicants based on their established lending standards. Application information includes but is not limited to:

- Business plan
- Completed balance sheet and profit and loss statement (projection or actual)
- Monthly cash flow projections for the next two years of business operations showing ability to repay debt and maintain adequate level of permanent working capital
- A detailed sources and uses table for financing of the business or project
- Debt schedule showing existing business debts – creditor name, address, and acct #, interest rate, term, and collateral used to secure the debt
- Personal financial statements of all principals owning 20% or more of the business (SBA 412), past 2 years personal income tax returns, and equity position (current bank statement)
- Personal History Statement of all principals owning 20% or more of the business (SBA 913)
- Verification of costs/invoices in proposals (i.e. quotes, pricing lists, buy/sell agreements, etc.)
- Itemization and verification of collateral (i.e. appraisals, serial numbers, titles, insurance, etc.)
- Verification of customer base (i.e. lists of current customers; market survey summary, etc.)
- Verification of character (i.e. credit report, references, resumes, etc.)
- Adequate managerial and entrepreneurial capability exists

### **Performance Indicators: metrics, milestones**

There are two sets of performance measure for the loan program: Primary and Secondary. Metrics are also distinguished between those that are directly, and indirectly a consequence of County activity and programs.

#### ***Primary Metrics***

- Dollars Leveraged
- Follow-on Funding

#### ***Secondary Metrics***

- Job Creation and Job Placements
- Payroll Growth

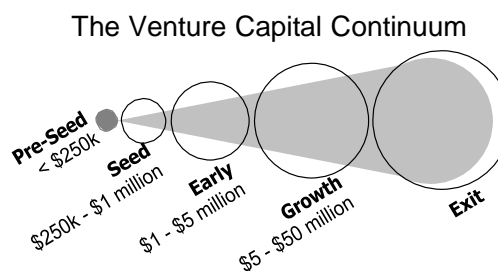
## Innovation Development: Pre-Seed Fund

### Overview: background, problem statement, rationale

Northeast Ohio has created an entrepreneurial ecosystem that is recognized as a national model. This ecosystem is made up of a robust network of entrepreneurial support organizations working together to help high-growth companies grow within the region. The network has created a diversity of capital resources along the venture capital continuum and is accelerating the commercialization of new technologies, products and services.

Despite a strong and expanding entrepreneurial infrastructure, high-growth entrepreneurial companies still face difficulties in raising the necessary capital to bridge the “valley of death”. According to the 2006 Greater Cleveland Venture Capital Report, it was estimated that Northeast Ohio needed \$375 million in early-stage capital to continue funding a stream of emerging companies.<sup>i</sup>

In 2008, Cuyahoga County created the North Coast Opportunities (NCO) Technology Fund to address the need for pre-seed capital within the venture capital continuum. The NCO Technology Fund provides access to critically-needed early-stage capital and enhances the deal flow within the entrepreneurial ecosystem. To date the NCO Fund has invested over \$2.4 million across 24 high-growth companies, created 72 jobs, added \$3.9 million in annual payroll, and attracted more than \$13 million in follow-on funding.



Source: 2006 Greater Cleveland Venture Capital Report

NCO Fund is part of a regional collaborative approach to entrepreneurial development. Early stage companies have progressed more rapidly along the venture capital continuum because of the County’s innovative fund. The NCO Fund increases access to pre-seed capital and helps position companies for later-stage funding, strengthening the regional entrepreneurial eco-system. Since 2006, over \$1 billion has been invested in 205 unique Northeast Ohio companies within the region’s entrepreneurial eco- system.<sup>ii</sup>

Although the NCO Fund plays an important role for early-stage companies, there remains a growing need for additional pre-seed capital. Cuyahoga County finds itself with a robust deal flow of companies seeking pre-seed investments. Ramping the NCO Fund up to scale will increase the availability of pre-seed funding to meet demand, increase the number companies reaching later-stage funding rounds, and enhance the overall pipeline of companies within the entrepreneurial network.

### Investment Strategy: program description, purpose, target industries

The goal of Cuyahoga County’s NCO Technology Fund is to invest in and accelerate the development of early-stage companies in Cuyahoga County, create high paying jobs, and increase the flow of private investment. In collaboration with JumpStart Inc., the County identifies and targets high growth companies that are excellent candidates for future capital investment. Companies that are selected receive a payment-deferred, low interest loan to fund a specific project that will make the company significantly more attractive to investors.



Eligible candidates must be high-growth technology companies based in or planning to move to Cuyahoga County and must be part of the Northeast Ohio Entrepreneurial Network (Network). Funded by the State of Ohio Third Frontier program, the Network is a formalized group of entrepreneurial support organizations (investors, advisors and incubators) across the 21 counties of Northeast Ohio. The Network functions as a one-stop-shop to help connect entrepreneurs with the right resources at the right time to grow their companies. The Network helps the county manage deal flow, vet applicants, and connect to additional sources of capital to help companies grow.

This unique public-private partnership has proven to be an effective model for accelerating entrepreneurial development. Early-stage companies have progressed more rapidly along the venture capital continuum because of the county's innovative partnership with JumpStart through the Network.

### **Primary Activities: investment structure and process**

The NCO Fund provides low interest loans to help growing technology companies finance a specific project that is expected to make the company significantly more attractive to follow-on funding. Companies submit a detailed application to a skilled investment specialist known as an Entrepreneurs- In-Residence (EIRs). The EIRs provide NCO applicants with technical assistance across five signature technology areas: advanced materials, biosciences, electronics, information and communication technologies, and advanced energy.

A selection committee comprised of the EIRs and the county analyzes the applications and identifies the candidate that has the greatest prospect for raising follow-on funding. After a company is select and approved, the County works with the company to define the project scope and deliverables, budget, and milestones for the loan. The loan is designed to mimic venture funding and prepare entrepreneurs for future equity investments.

### **Pre-Seed Fund Loans**

- Loans range from \$25K- \$125K, with typical loans in the \$50-75K range
- Typically the interest rate is 5.00% fixed for the term of the loan
- Payments deferred for 5 years or until a significant financing event - \$1.5 million or greater
- Loan proceeds must be used for a specific project or initiative that will bring the company closer to achieving follow-on funding

### **Eligibility**

- Must be a high growth, technology company judged to have excellent prospects for raising venture capital in the future
- Must be located in or planning to move to Cuyahoga County
- Must be a JumpStart Entrepreneurial Network registered and supported company ([www.jumpstartinc.org/Request](http://www.jumpstartinc.org/Request))
- Companies currently engaged in due diligence or have successfully received investment totaling more than \$1.5 million are not eligible

### **Application**

- Submit a brief description of the specific project that funding is being sought and illustrate how the project will bring the company closer to venture or seed stage funding

- Companies with the highest potential for attracting future venture capital investment will be ranked highest by the NCO Selection Committee and be invited to provide a short presentation about the proposed project
- The NCO Selection Committee consists of JumpStart Entrepreneurial Network Director and Entrepreneurs-in-Residence, the MAGNET Incubator Director and Entrepreneurial Expert, and a Cuyahoga County representative
- Recommendations are reviewed consistent with the county contracting process
- The county will draft loan documents based on the selected and approved project – the description must identify project milestones

### **Partners: leveraged funds and technical assistance**

The NCO Fund is an example how local governments can play an important role in supporting technology based entrepreneurship. The NCO Fund demonstrates that one of the most effective ways for local governments to support early-stage technology companies is to form strong collaborative partnerships with regional technology based economic development organizations.

Creating a dynamic partnership with Jumpstart and the regional entrepreneurial network is a major factor in the success of the NCO Fund. This collaboration enabled Cuyahoga County to maximize resources, access state-level program funding, leverage institutional core competencies, and develop a fully integrated systematic approach to entrepreneurial development. As the county focuses on growing the NCO Fund, strengthening this public-private partnership will be instrumental.

Rather than creating a new process apart from other regional efforts, the county works with key stakeholders. Working with Jumpstart, BioEnterprise, MAGNET, and Nortech, is an extremely efficient and effective strategy for the county to manage deal flow and identify promising companies with strong intellectual property.

### **Performance Indicators: metrics, milestones**

There are two sets of performance measures for the loan program: Primary and Secondary. Metrics are also distinguished between those that are directly, and indirectly a consequence of county activity and programs.

#### ***Primary Metrics***

- Dollars Leveraged
- Follow-on Funding

#### ***Secondary Metrics***

- Job Creation and Job Placements
- Payroll Growth
- Patents Filed
- New Revenue Generated

## **Innovation Development: Next Stage Fund**

### **Overview: background, problem statement, rationale**

Northeast Ohio has developed a robust entrepreneurial ecosystem with diverse early-stage funding sources that support innovative start-up companies primed for high-growth. The collaborative environment is composed of organizations that help dynamic businesses expand within the region: over \$1 billion has been invested in 205 companies since 2006.<sup>iii</sup>

Successful early-stage investments build a pipeline of opportunities that increasingly attracts later-stage venture capital funding. At the state level, the Third Frontier Pre-Seed Fund Capitalization Program helped funnel \$521 million in pre-seed funds to Northeast Ohio in the past five years. However, these state funds support companies that are gathering resources for incubating and demonstrating new technologies and products.

Many Northeast Ohio companies have graduated past early-stage investments and are ready to generate customers and sales in the broad market. Unfortunately, the availability of capital to fund the final stages of the commercialization process is limited.

With its strong entrepreneurial network and portfolios of developing businesses, the region needs next-stage funding to support these maturing high-growth companies. The Next Stage Fund targets companies on the cusp of full commercial launch, helping them reach scale while speeding return on investment and creating jobs.

### **Investment Strategy: Program Description, Purpose and Targeted Clusters**

The Next Stage Fund builds on the success of the NCO Technology Fund—a public-private pre-seed initiative—by providing capital to market-ready companies positioned to achieve rapid commercial sales. The goal of this evergreen fund is to transform innovative and high-growth commercial opportunities into viable businesses.

Next Stage will cultivate a deal flow by leveraging the pipeline of companies within the Northeast Ohio Entrepreneurial Network. There are a number of early-stage funds within the ecosystem that have created a dynamic portfolio of companies preparing to scale up and enter the market. Next Stage will rely on this existing expertise to channel its investments into thoroughly vetted early-stage companies. Selected companies will receive an investment to fund capitalized expenses in connection with a commercial launch.

Eligible candidates must be high growth technology companies based in or planning to move to Cuyahoga County and must be part of the Northeast Ohio Entrepreneurial Network. The Network is a formalized group of support organizations (investors, advisors and incubators) spanning the 21 counties of Northeast Ohio. This one-stop-shop connects entrepreneurs with resources critical to their company's development. The Network will help the county manage deal flow, vet applicants, and connect to additional sources of capital to help companies expand.

## Primary Activities: Investment Structure and Process

### Eligibility

- Must be a high growth, technology-oriented company with consistent revenue growth
- Must be within 12 to 18 months of positive cash
- Must be located in or commit to move to Cuyahoga County by loan closing
- Must be a ventured backed company that has successfully raised \$5 to \$7 million
  - Cuyahoga County seeks to provide follow on financing that leverages existing capital investments
- Must commit to creating 10 to 20 new jobs within three years

### Allowable Project Costs/Uses

Loan proceeds must be used for a specific project or initiative that will bring the company closer cash flow/breakeven within 12 to 18 months. Allowable costs include but are not limited to:

- Acquisition
- Land and/or building purchase; if the project involves the purchase of an existing building, the business must occupy at least 51% of the premises
- Machinery & equipment purchase
- Building construction and/or renovation costs; if the project involves new construction the business must occupy at least 60% of the premises
- Long-term leasehold improvements
- Software development
- Creating and protecting intellectual property including costs of securing appropriate patent, trademark, trade secret, trade dress, copyright or other forms of intellectual property protection for an eligible innovation project or related products or services
- Refinancing is ineligible

### Funding

- Investments ranging from \$400,000 to \$700,000 with typical investments averaging \$500,000
- Term: 3 years at 7% with two (2) one (1) year extension options to be granted based upon achieving defined project milestones and exercised at the sole discretion of the County.
  - After the first twelve (12) monthly loan payments, the Borrower may petition the County to exercise the first of two loan term-extension options, provided the Borrower is in good standing and the project milestones have been surpassed. After the second twelve (12) monthly loan payments, the Borrower may petition the County to exercise the second (2nd) of loan term-extension options, provided the Borrower is in good standing and project milestones have been surpassed.
- Job Creation/Retention: Development requires a commitment to create jobs. While there is not a specified dollar per job ratio, the number of jobs committed, as well as the annual payroll will be considered when determining the funding amount based on but not limited to SBA lending standards
- Applicant Contribution: Development requires a 25% minimum contribution in the allowable

project costs/uses. The required contribution may be higher for early-stage companies and special purpose facilities. In-kind contributions of labor, equipment or similar items are not acceptable as the applicant's contribution

### *Security & Collateral*

Development requires a first and/or shared first priority mortgage and/or lien position on project costs/uses financed with the loan proceeds. Development may require the following additional collateral or credit enhancements:

- Personal guarantees from owners with more than 20% ownership in the company
- Corporate guarantees from related companies
- Full or partial letter of credit
- Life insurance on key business owners and/or managers
- Other types of credit enhancement, if necessary

### *Application Process*

- Non-refundable \$700 application fee is due upon submitting a completed Financial Assistance Application
- Success fee between 5% to 10% of the maximum drawn principal will be payable upon maturity of the loan. This fee is in lieu of Development's ability to take an equity position in the applicant company.
  - Upon achieving defined project milestones, a success fee equal to five (5.00%) percent of the maximum principal amount of the loan actually disbursed to the Borrower will be assessed. The success fee will increase to seven and half (7.50%) percent upon exercising the first loan term-extension option and ten (10.00%) percent upon exercising the second loan term-extension option.
- The application will be reviewed by a County selected external evaluator in concert through a due diligence process. The external evaluator and Development will review all applications received, and consider which applications to submit to the Cuyahoga County Community Improvement Corporation (CCCIC) for review
- A preliminary project term sheet will be provided by Development staff
- Loans will be presented to the CCCIC for review and recommendation
- Loans will be presented to the County approval process for final approval
- A loan approval, confirmation and commitment letter will be issued by Development upon County approval
- Loan closing documents are prepared upon receipt of a signed loan approval, confirmation and commitment letter and processing fee
  - The Borrower shall pay loan fees including, search fees, legal fees, survey fees, recording fees, etc. All legal counsel and the loan fees will be due at closing.
- Loan proceeds are normally disbursed after project completion and loan closing, interim financing may need to be arranged by the business

### *Evaluation Criteria*

Applications will be reviewed by a County selected external evaluator. The external evaluator will conduct a due diligence process and prepare an investment memo based on but not limited to factors such as:

- Number of high-value jobs above the county median annual wage to be created as a result of the successful commercialization of a new product
- Level of risk associated with the commercialization of the new product or service
- Degree to which the applicant has attracted or will be able to attract additional third party capital
- Degree to which the company's business plan identifies the market need and demonstrates a feasible plan for serving that need
- Level of financial risk and ability of the borrower to repay the loan

Upon completion, the investment memo will be reviewed by the Department of Development and presented to the CCCIC for a funding recommendation. The CCCIC recommendation will then be presented to the County and Executive for final approval.

### Due Diligence Information

- Corporate Materials
  - Operating Agreement / Articles of Incorporation / LLC Agreement
  - Assignment of Inventions / Non-Compete / Non-Disclosure Agreements
  - Summary biographies of senior management, including service history, years in current position and summaries of key employment agreements
- Financial Information
  - Annual Income Statement, Balance Sheet, Cash Flow Statement for past 3 years (or since inception if less than 3 years)
  - Sales projections (and actual results) by account for the past two years
  - Most recent balance sheet
  - List of shareholders/ownership table
- Intellectual Property
  - Any license agreements governing IP
  - Any patents or patent applications
- Customer and Market Information
  - Any market studies or relevant analyst reports completed in past 24 mos.
  - Any other information on competitors
  - Names and contact information for three current customers
  - List of existing sales contracts and one sample contract agreement
  - Major Customers Pipeline analysis: Status and trends of relationships, Prospects for future growth and development, Principal avenues for generating new business

### ***Preliminary Application Notification***

Potential applicants shall submit a short, Preliminary Application that Development will review to determine whether the applicant understands the intent and eligibility requirements of the Next Stage Fund and appears to have merit. Development requests that the document be a maximum of five pages plus financial statements. Potential applicants are asked to:

- Describe the company
  - The company's location, size and operating history
  - The products and/or services currently offered
- Describe the proposed project
  - The innovative product or service to be commercialized
  - Amount of Next Step funds requested and how the proceeds will be used
  - The economic impact, including employment (both direct and indirect) and revenue growth resulting from the project
  - The applicant's position that the uses of loan proceeds can be capitalized under GAAP
  - Total eligible project costs
  - Amount and source of matching funds
- Include three years reviewed and/or audited financials

Development will provide feedback to the potential applicant as to whether the company's planned application meets the eligibility requirements and intent of the Next Stage Fund. Development may also respond with a list of questions that can be answered either (1) before the potential applicant submits a formal application for additional feedback from Development or (2) in the formal application should the potential applicant feel confident the questions will be addressed. The Preliminary Application will not be considered in the evaluation of formal applications; rather, this is an opportunity for potential applicants to gain confidence that the full Financial Assistance Application will meet the intent of loan.

### **Partners: leveraged funds and technical assistance**

Cuyahoga County is working with numerous pre-seed, seed, and early-stage funds across Northeast Ohio to establish the Next Stage Fund. In particular, the County works closely with the JumpStart Entrepreneurial Network, which is funded by the State of Ohio Third Frontier through the Entrepreneurial Signature Program. Partnering with the Jumpstart Entrepreneurial Network gives the county access to a regional effort to build capacity and connect to an entrepreneur support infrastructure across the 21 counties of Northeast Ohio. This Network has evolved into an extremely efficient construct for developing and advancing entrepreneurs.

Creating a dynamic partnership with Jumpstart presents the county with the opportunity to collaborate with several organizations that have a well-established investment-making processes and a track record of raising funds for high-growth entrepreneurial companies. Partnering with Jumpstart, the county will double its investment capital, mitigate risk by co-investing with private funds, and access a pipeline of deal flow that will ensure greater economic returns and job growth.

### **Performance Indicators: metrics, milestones**

There are two sets of performance measures for the loan program: Primary and Secondary. Metrics are also distinguished between those that are directly, and indirectly a consequence of county activity and programs.

#### ***Primary Metrics***

- Dollars Leveraged
- Follow-on Funding
- Job Creation and Job Placements
- Payroll Growth

#### ***Secondary Metrics***

- Patents Filed
- New Revenue Generated
- Program Income
- Investment Exits



## **Innovation Development: Innovation Match**

### **Overview: background, problem statement, rationale**

Northeast Ohio possesses a wealth of world class research centers and institutions as well as cutting- edge industrial research lab facilities. Leveraging these assets is an important part of technology commercialization strategy. As Northeast Ohio strives to build, support, and advance innovation and develop its knowledge based economy, it is critical to take advantage of federal and state research and development programs and attract industrial research investment.

Programs and agencies at the state and federal level like the Ohio Third Frontier, the National Science Foundation and the US Department of Energy help fund basic and applied research, establish research facilities, and support technology demonstrations and transfer for development of new commercial products. Many state and federal innovation grant programs require cost share or local match. Support for business related research and development is also critical for accelerating technology transfer and commercialization.

Entities that need the initial match to leverage these external resources can rely on Cuyahoga County to provide matching funds to enhance research capacity and accelerate the time to commercial market entry of products. The Cuyahoga Innovation Match Fund will secure large scale research and development funding opportunities to establish new research centers of excellence and advance technology commercialization.

### **Investment Strategy: program description, purpose, and target industries**

The Cuyahoga Innovation Match Fund (CIMF) is a flexible source of funding to ensure that research and development efforts in Cuyahoga County result in commercial products that help drive economic growth. The goal of the CIMF is to attract large, nationally designated and highly visible corporate, non-profit, and federal research and development centers or laboratory facilities in Cuyahoga County. The objective is to accelerate the movement of new technology developed by county based institutions and businesses to the commercial market in sectors important to the county's economy.

The CIMF provides local match for the establishment of technology development centers of excellence that are part of a state or federal funding opportunity. The investment is made in the form of a grant and is conditioned on a funding award from the applicable state or federal program or RFP. The county anticipates that the CIMF will fund a maximum of \$300,000 per investment and will focus on the target industry clusters.

### **Application Criteria**

- Description of the funding organization, the purpose of the funding program/opportunity, award process for establishing the center of excellence, and evidence that local match cost share is an evaluation factor for the award
- Description of the purpose of the center and the management team that has been assembled to attract and implement the center in Cuyahoga County
  - The Center description should include purposes and activities, technological focus, duration of the award, integration and collaboration with County or Ohio based research institutions
- Description of the core competency, experience, skills, and unique factors of Cuyahoga

- County that make it a competitive location for the center
- Description of the economic and industrial impacts of the center being located in Cuyahoga County.
  - project likely success metrics and leverage beyond just the initial award – describe the anticipated leverage in the way of new business attraction, job creation, as well as other grant awards

### **Evaluation Criteria**

- Commitment to direct, near-term job creation by the center;
- Size of the opportunity and amount of the investment in the County
- Extent to which cost share is a formal evaluation requirement and a differentiating factor in the award
- Level of national relevance and visibility of the center designation;
- Ability of the center to attract future research, new business activity, and jobs;
- Degree to which the center includes industry-directed or industry-oriented problem solving;
- Degree to which the center includes collaboration with County based research institutions;
- Sustainability of the center beyond the initial award

### **Primary Activities: investment structure and process**

The CIMF will prioritize funding based on the availability of program income from investments made through the Cuyahoga Next Stage Fund. The CIMF provides local match for technology development efforts seeking state or federal funding.

Only the most meritorious proposals are sought for funding. Implicit in the evaluation criteria is the quality of the work plan, budget and cost share:

- Leverage existing research investments and core competencies
- Relevance for key regional industry clusters
- Degree of private industry responsiveness
- Degree of Sustainable Competitive Advantage
- Demonstrated Leadership Assets
- Identified Stage of Market Development
- Impact on Cuyahoga County
- Past Performance (if applicable)
- Potential for Leverage
- Potential for Products
- Size of Opportunity
- Vision for Success

A selection committee comprised of Jumpstart, BioEnterprise, Nortek, MAGNET and the County will analyze the applications and identify the candidate that has the greatest prospect for successfully commercializing technology. After an applicant is selected and approved, the County works with the applicant to define the project scope and deliverables, budget, and milestones for the investment.

### **Partners: leveraged funds and technical assistance**

Creating a dynamic partnership with Jumpstart and the regional entrepreneurial network is a major factor in the success of the NCO Fund. This collaboration enabled Cuyahoga County to maximize resources, access state-level program funding, leverage institutional core competencies, and develop a fully integrated systematic approach to entrepreneurial development. As the county focuses on growing the NCO Fund, strengthening this public-private partnership will be instrumental.

Rather than creating a new process apart from other regional efforts, the county works with key stakeholders. Working with Jumpstart, BioEnterprise, MAGNET, and Nortech, is an extremely efficient and effective strategy for the county to manage deal flow and identify promising companies with strong intellectual property.

### **Performance Indicators: metrics, milestones**

There are two sets of performance measures for the loan program: Primary and Secondary. Metrics are also distinguished between those that are directly, and indirectly a consequence of county activity and programs.

#### ***Primary Metrics***

- Dollars Leveraged
- Patents Filed

#### ***Secondary Metrics***

- Follow-on Funding
- Job Creation and Job Placements
- Payroll Growth

## Commercial Property Reutilization: Three Programs

1. Redevelopment and Modernization
2. Site Expansion
3. Redevelopment Ready

	<b>Commercial Property Reutilization, Expansion and Acquisition</b>		
	<b>Redevelopment and Modernization</b>	<b>Site Expansion</b>	<b>Redevelopment Ready</b>
<b>Summary</b>	Finances Existing Building Improvements and modernization	Finances Environmental Cleanup of Sites Adjacent to Existing End User	Finances Environmental Cleanup of Abandoned or Underutilized Sites
<b>Funding Type</b>	Loan	Loan	Loan
<i>Amount</i>	<i>Up to \$1 Million</i>	<i>Up to \$500,000</i>	<i>Up to \$1 Million</i>
<i>Interest</i>	<i>4% (2 Years Interest Only)</i>	<i>0%</i>	<i>4% (2 Years Interest Only)</i>
<i>Time Period</i>	<i>10 Years</i>	<i>10 Years</i>	<i>10 Years</i>
<b>Eligibility</b>	<ul style="list-style-type: none"> <li>• For-Profit Borrower w/ Committed End User</li> <li>• Abandoned, vacant or underutilized building</li> <li>• Support From Local Municipality</li> <li>• Must Oversee Project</li> <li>• Own/Operate Site for 7 Years After Completion</li> </ul>	<ul style="list-style-type: none"> <li>• For-Profit Borrower w/ Committed End User</li> <li>• Support From Local Municipality</li> <li>• Must Oversee Remediation</li> <li>• Job Creation Requirement</li> <li>• Own/Operate for 7 Years After Completion</li> </ul>	<ul style="list-style-type: none"> <li>• For-Profit Borrower w/ Committed End User</li> <li>• Support From Local Municipality</li> <li>• Must Oversee Remediation</li> <li>• Job Creation Requirement</li> <li>• Own/Operate for 7 Years After Completion</li> </ul>
<b>Partners</b>	<ul style="list-style-type: none"> <li>• U.S. and Ohio EPA</li> <li>• HUD</li> <li>• Jobs Ohio</li> <li>• Local Land Banks</li> <li>• Municipalities</li> <li>• CCCIC</li> <li>• NEO Sewer District</li> </ul>	<ul style="list-style-type: none"> <li>• U.S. and Ohio EPA</li> <li>• HUD</li> <li>• Jobs Ohio</li> <li>• Local Land Banks</li> <li>• Municipalities</li> <li>• CCCIC</li> <li>• NEO Sewer District</li> </ul>	<ul style="list-style-type: none"> <li>• U.S. and Ohio EPA</li> <li>• HUD</li> <li>• Jobs Ohio</li> <li>• Local Land Banks</li> <li>• Municipalities</li> <li>• CCCIC</li> <li>• NEO Sewer District</li> </ul>
<b>Performance Indicators</b>	<p><b>Primary</b></p> <ul style="list-style-type: none"> <li>• Loan Repayments</li> <li>• Jobs Created</li> <li>• Dollars Leveraged</li> <li>• Acres/Square Feet Returned to Productivity</li> </ul>	<p><b>Primary</b></p> <ul style="list-style-type: none"> <li>• Loan Repayments</li> <li>• Jobs Created</li> <li>• Dollars Leveraged</li> <li>• Acres/Square Feet Returned to Productivity</li> </ul>	<p><b>Primary</b></p> <ul style="list-style-type: none"> <li>• Loan Repayments</li> <li>• Jobs Created</li> <li>• Dollars Leveraged</li> <li>• Acres/Square Feet Returned to Productivity</li> </ul>

## Overview: Background, Problem Statement and Rationale

The most fundamental asset of any economic development strategy that includes government participation is land. The challenge is to make the best use of land for maximum economic benefit.

The challenge is two-fold. Industrial development led to the region's periods of economic growth. Modernization, environmental requirements and market dynamics have forced many businesses to close or relocate, leaving behind vestiges of a historic economy marked by nonproductive and oftentimes environmentally hazardous land. Ironically, these parcels are among those that are best served by the needs of today's growing business: infrastructure and labor supply. The second challenge is meeting the growth and modernization needs of those businesses that have endured through the ages or capitalized on these resources. Where local businesses have the need to grow or modernize, resources should be available to swiftly meet these demands to keep prosperity and growth in place.

As such, the preparation of land for redevelopment and rapid response for the expansion and modernization of existing properties served by developed infrastructure is a key strategy to the County's place-based economic development plan.

## Investment Strategy: Program Description, Purpose and Targeted Clusters

The County is uniquely positioned to **marshal external resources** from the federal, state and local levels and to work across political subdivisions to position properties for redevelopment. The Department of Development has an award-winning, experienced and qualified team to assemble the necessary public-private partnerships that **get these properties back to productivity** with responsible owners and jobs producers.

The myriad of strategies and variables in land redevelopment, which incorporate multiple public and private funding sources, will require a comprehensive and **centrally managed approach**. The County will oversee three partially-forgivable loan programs for property reutilization, expansion, acquisition and improvement.

The key to the public-private partnership for land reutilization and redevelopment is to provide applicable, attractive and relevant programs **that provide swift and clear opportunities for companies seeking to locate, expand or modernize** in areas served by existing infrastructure and transportation networks. Complementing this strategy with the County's demonstrated ability to **leverage existing external programs** (e.g. NEORSD's Green Infrastructure Program, Clean Ohio, JobsOhio, Historic Tax Credits, New Market Tax Credits, USEPA grants, and HUD) adds value and velocity to public and private development dollars in Cuyahoga County.

## Universal Requirements

### *Eligibility Requirements*

- The project property must be abandoned, vacant or otherwise underutilized
- The project will require a resolution of support from the local municipality
- The borrower must oversee the remediation or project
- The borrower must own/operate at the project property for at least 7 years after completion

- The borrower must demonstrate that funding commitments to finance the total project have been secured
- The borrower must have at least 10% equity in the project
- The borrower must be current on all Cuyahoga County tax obligations

#### *Application Process*

- Complete application and meet underwriting criteria
- Recommendation for funding from Cuyahoga County Community Improvement Corporation (CCCIC) Economic Development Loan Committee
- County approval process

#### *Terms*

- The county will require a second-position mortgage with up to a 90% LTV, minimum DCR of 1.1 and personal and/or corporate guarantees
- Borrower will be required to execute a County Workforce Agreement
- Project will be subject to payment of State of Ohio prevailing wages
- Borrowers could be required to repay the full amount of County loan if it moves, sells, fails to complete the project, obtain an NFA (if applicable), or fails to create the requisite jobs

Fees: \$250 application fee, 1% loan commitment and origination fee, legal costs, and 1% annual servicing fee

***For the County to participate in New Markets Tax Credit projects, the County's loan must be to the Leverage Lender and the corporate guaranty must be outside the structure.***

## Property Reutilization: Redevelopment and Modernization Loan

This partially-forgivable loan program will provide financing to for-profit entities with committed commercial and/or industrial end users for existing building improvements, including asbestos abatement and tenant improvements, as well as the modernization of buildings located in Cuyahoga County.

### *Eligibility Requirements*

- The project building must be abandoned, vacant or otherwise underutilized, and at least 40 years old.
- The borrower must own and operate at the project location for a minimum of 7 years after the completion of remediation
- The borrower must have a completed Phase I Environmental Site Assessment and Asbestos and/or Lead-based Paint Survey, if applicable, at the time of application
- Borrower must execute County Workforce Agreement
- Borrower must pay State of Ohio prevailing wages
- Borrower must contribute 10% of total project cost
- Up to 25% of the funding may be utilized for acquisition

### *Eligible Uses of Funds*

- Costs associated with building modernization and renovation
- Asbestos and/or lead-based paint abatement
- Demolition and site clearance
- Up to 25% of the requested loan amount may be utilized for acquisition

### *Terms*

- Loans of up to \$1 million at 4% interest
- Maximum 2-year interest only period and maximum loan term of 10 years
- Second priority mortgage with loan to value of 90% or better
- Debt coverage ratio of 1.1 or better
- Corporate and/or personal guaranty
- The forgivable portion of the loan will be reduced in equal amounts over 7 years after project completion
- Loan Forgiveness (up to 35%):
  - Percentage of funds spent on vendors located in the county (10%)
  - Project location in Business Attraction Agreement Community or identified area of economic growth (compatible with place based economics) (10%)
  - Job creation credit of 1% per new to Cuyahoga County full time equivalent job created with salary above median average county wage (up to 15%)

## **Property Reutilization: Site Expansion**

This fully-forgivable loan program will provide financing to for-profit entities with committed commercial and/or industrial end users for the environmental cleanup and/or demolition of abandoned, vacant and otherwise underutilized properties that are adjacent to the existing committed end user in Cuyahoga County.

### ***Eligibility Requirements***

- The borrower cannot be a Responsible Party or Potentially Responsible Party for contamination at the site
- The borrower must have a completed Ohio EPA VAP Phase I Property Assessment, Phase II Property Assessment and Remedial Action Plan at the time of application
- The borrower must obtain an Ohio EPA VAP No Further Action Letter (NFA) within two years of project initiation
- The borrower must own and operate at the project location for a minimum of 7 years after the completion of remediation
- Borrower must contribute at least 10% of total project cost.
- The borrower must create a minimum of 15 new to Cuyahoga County full time equivalent jobs with annual salaries that exceed the County's median average salary within three years of receipt of NFA letter; 75% of which must be Cuyahoga County residents and/or local college graduates. 1 job per \$25,000 loaned
- 50% of requested loan amount must be spent with vendors in Cuyahoga County
- Gas stations and solid waste facilities are ineligible for County assistance
- Redevelopment of adjacent sites into parking lots does not qualify for funding
- Borrower must execute County Workforce Agreement
- Borrower must pay State of Ohio prevailing wages, if applicable

### ***Eligible Uses of Funds***

- Costs associated with environmental cleanup and attainment of NFA Letter
- Demolition and site clearance
- Up to 25% of the requested loan amount may be utilized for acquisition

### ***Terms***

- Loans up to \$500,000 at 0% interest with a two-year project completion period
- Second priority mortgage with loan to value of 90% or better
- Debt coverage ratio of 1.1 or better
- Corporate and/or personal guaranty
- The forgivable portion of the loan will be reduced in equal amounts over 7 years after the VAP NFA has been issued and the requisite jobs are created
- Failure to meet job creation requirements will trigger recapture provisions in an amount proportional to 1 job per \$25,000



## Property Reutilization: Redevelopment Ready Loan

This partially-forgivable loan program will provide financing to for-profit entities with or without end users for the environmental cleanup and demolition of abandoned, vacant and otherwise underutilized properties in Cuyahoga County.

### *Eligibility Requirements*

- Borrower cannot be Responsible Party or Potentially Responsible Party for contamination at site.
- Borrower must have a completed Ohio EPA VAP Phase I Property Assessment, Phase II Property Assessment and a Remedial Action Plan at the time of application
- The borrower must obtain an Ohio EPA VAP No Further Action Letter (NFA) within two years of project initiation
- The borrower must own/operate at the site for 7 years after project completion, if there is a committed commercial/industrial end user
- Projects without a committed end user will be subject to repayment of the County loan upon a sale or transfer of the property
- Borrower must contribute at least 10% of total project cost
- Gas stations and solid waste facilities are ineligible for County assistance
- Borrower must pay State of Ohio prevailing wages, if applicable
- Borrower must sign County Workforce Agreement, if there is a committed end user

### *Eligible Uses of Funds*

- Costs associated with environmental cleanup and attainment of NFA Letter
- Demolition and site clearance
- Up to 35% of the requested loan amount may be utilized for acquisition
- Up to 15% of the requested loan amount may be utilized for infrastructure

### *Terms*

- Loans of up to \$1 million at 4% interest
- Maximum 2-year interest only period and maximum loan term of 10 years
- Second priority mortgage with loan to value of 90% or better
- Debt coverage ratio of 1.1 or better
- Corporate and/or personal guaranty
- The forgivable portion of the loan will be reduced in equal amounts over 7 years after the VAP NFA has been issued
- Up to 40% of the loan may be forgiven.
  - Attainment of Ohio EPA VAP NFA Letter (15%)
  - 50% of County loan funds that are spent with vendors located in the county (up to 10%)
  - Job creation credit of 1% per new to Cuyahoga County full time equivalent job with salary exceeding median County average (up to 15%)

## Business Growth, Commercialization and Attraction: Four Programs

1. Small Business Growth
2. Incumbent Worker Training
3. Accelerated Growth
4. Large Scale Attraction

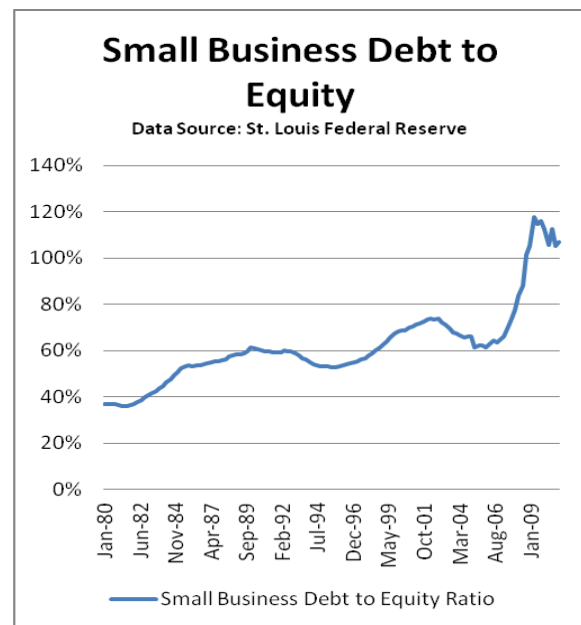
	<b>Business Growth, Commercialization and Attraction</b>			
	<b>Small Business Growth</b>	<b>Incumbent Worker Training</b>	<b>Accelerated Growth</b>	<b>Large Scale Attraction</b>
<b>Summary</b>	Increases Access to Traditional Lending Market through Credit Enhancements	Reimburses up to 50% of Training Expenses for Retraining Workers	Capital for Expansion Via Acquisition, Equipment, New Markets and Diversification	Gap Financing and Incentives for Large Scale Growth and Attraction
<b>Funding Type</b>	Loan Guarantee	Grant	Loan	Loan
<i>Amount</i>	<i>Up to \$500,000</i>	<i>Up to 50% of Costs</i>	<i>\$150,000 - \$1.5 Million</i>	<i>\$200,000 - \$3 Million</i>
<i>Interest</i>			<i>2% - 4%</i>	<i>1% - 7%</i>
<i>Time Period</i>			<i>5 - 15 Years</i>	<i>1 - 15 Years</i>
<b>Eligibility</b>	<ul style="list-style-type: none"> <li>• Small Business</li> <li>• Strong Pro-Forma</li> <li>• Collateral Shortfall</li> <li>• Referred to County by Bank</li> <li>• In Target Industry</li> <li>• Latitude of Potential Fund Uses</li> <li>• Potential Use Must Create Jobs</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrated Aged Vacancy</li> <li>• Must Provide Skill Training for an Incumbent Worker</li> <li>• In Target Industry</li> <li>• Must Document Job Creation/wage increase</li> <li>• Reimbursement Based</li> </ul>	<ul style="list-style-type: none"> <li>• Small-to-Medium Size Business</li> <li>• Established</li> <li>• In Target Industry</li> <li>• High Growth Potential</li> <li>• Potential Idea Can Add at Least 1 Job per \$35,000</li> </ul>	<ul style="list-style-type: none"> <li>• At Least 100 Jobs w/ Average Salary at or Above County Median</li> <li>• In Target Industry</li> <li>• Expanding or Relocating</li> <li>• Demonstrated Ability to Repay Loan</li> <li>• Adequate Collateral and Credit</li> </ul>
<b>Partners</b>	<ul style="list-style-type: none"> <li>• Participating Lender Institutions</li> <li>• Small Business Administration</li> </ul>	<ul style="list-style-type: none"> <li>• Employment Connection</li> <li>• Area Employers</li> </ul>	<ul style="list-style-type: none"> <li>• Team NEO/Jobs Ohio</li> <li>• Greater Cleveland Partnership</li> <li>• Jumpstart</li> <li>• BioEnterprise</li> <li>• MAGNET</li> <li>• Nortech</li> <li>• WIRE-Net</li> </ul>	<ul style="list-style-type: none"> <li>• Team NEO/Jobs Ohio</li> <li>• Greater Cleveland Partnership</li> <li>• Fund For Our Economic Future</li> <li>• City of Cleveland</li> <li>• Cleveland - Cuyahoga Port</li> </ul>
<b>Performance Indicators</b>	<p><b>Primary</b></p> <ul style="list-style-type: none"> <li>• Dollars Leveraged</li> <li>• Jobs Created</li> <li>• New Revenue Generated</li> </ul>	<p><b>Primary</b></p> <ul style="list-style-type: none"> <li>• Job Retention of Trained Employees</li> <li>• Wage Gain of Trained Employees</li> <li>• Jobs Created</li> <li>• Lay-off aversion</li> <li>• Skill Development</li> <li>• Increase employee productivity</li> </ul>	<p><b>Primary</b></p> <ul style="list-style-type: none"> <li>• Jobs Created</li> <li>• Job Placement</li> <li>• Dollars Leveraged</li> <li>• Follow-on Funding</li> <li>• Payroll Growth</li> </ul> <p><b>Secondary</b></p> <ul style="list-style-type: none"> <li>• New Revenue Generated</li> <li>• Exports</li> <li>• Patents Filed</li> <li>• Skilled Workforce</li> <li>• Program Income</li> <li>• Tax Revenue</li> </ul>	<p><b>Primary</b></p> <ul style="list-style-type: none"> <li>• Job Creation</li> <li>• Dollars Leveraged</li> <li>• Follow-on Funding</li> <li>• Payroll Growth</li> </ul> <p><b>Secondary</b></p> <ul style="list-style-type: none"> <li>• New Revenue Generated</li> <li>• Exports</li> <li>• Tax Revenue</li> </ul>

## Business Growth: Small Business Growth

### Overview: Background, Problem Statement and Rationale

Small business is the prime generator for local job growth. Small businesses are the most nimble of job producers. Unlike larger entities who grow and profit through increased efficiency, they grow by adding jobs. However, small businesses that are poised to grow report difficulty borrowing essential cash. Growing businesses assert that banks are not lending. Businesses' cash crunch is exacerbated by tightening credit lines and lending policies. Without capital, these businesses cannot grow.

Banks are lending, but a tougher regulatory environment matched with a decline in the value of borrowers' collateral (property, machinery and equipment, etc.) makes it difficult to lend to all but the strongest of borrowers. In fact, the average small business is overleveraged for the first time in American history. Since 2008, small businesses, on average, have more debt than their ability pay those debts. Lenders risk being overexposed. Both banks and small business want to do deals, but they can't: market failure. Government partners, including the state and the SBA, have been working to modernize existing programs and create new ones to address today's small business lending climate. But these efforts don't fully address borrowers' collateral shortfall when applying for credit.



Businesses also report – through interviews with loaned executives, business leaders, business organizations and lenders themselves – that they need new loans for working capital. Maturing short term debt met with limited ability to refinance those debts (because of more strict lending) constricts firms' ability to operate at its previous scale. Even in more robust times, lenders have been loathe to lend for working capital, even to meet the needs of a borrower seeking capital to fulfill current and new contracts.

### Investment Strategy: Program Description, Purpose and Targeted Clusters

The County is partnering with banks to provide a credit enhancement that improves borrowers' credit requests in a way that meets banks' underwriting criteria. The Small Business Growth program creates a key link between the banks' community development and small business lending strategies and their desire for greater deal flow and credit-worthy borrowers.

The County is proposing a loan guarantee program: When a bank makes an approved loan outside its lending policies (but within the county's guidelines), the County will assist in guaranteeing that the borrower will repay the loan. If the borrower defaults on the loan, the county will reimburse the bank a certain percentage of the loss. The result is that "tough" loans get made with private funds. Based largely on the Small Business Administration's 7a and 8a lending programs, this approach ensures that public dollars are not replacing private capital, while the County benefits from banks' underwriting criteria and expertise through integrating public and private efforts. The approach leverages the County's

low cost of capital and multiplies the impact of dollars earmarked for economic development by guaranteeing a loan delivered by traditional lenders rather than lending hard dollars.

The Small Business Loan Guarantee Program guarantees a portion of loans made by traditional lenders to those borrowers who would have otherwise been unable to access capital needed to grow. The outcome is a larger local pool of borrowers eligible for loans that foster growth and job creation in Cuyahoga County, while leveraging the expertise, systems, and infrastructure of traditional lenders.

The County and a network of participating lenders has developed a specific set of criteria for culling through declined applications, which are referred to the county's small business loan guarantee application process. For applicants who meet the banks' underwriting standards, and reinforced by the county's additional due diligence, credit may be extended to the borrower, contingent on securing traditional financing.

### *Eligibility*

- Businesses with sales of \$500,000 - \$15 million in Cuyahoga County
- Businesses with at least a Three-Year track record
- No bankruptcies
- Pro-forma cash flow covers payment demonstrated
- Target industries in Five Year Economic Development Plan preferred (i.e. advanced manufacturing, energy, materials, devices, aerospace, controls, etc.)
- Ineligible business include firms involved in real estate investment, marketing and pyramid cooperatives, charitable organizations, religious institutions, and other non-profits.

### *Enhancement Amount*

- Enhancement amount not to exceed \$500,000
- No ceiling on the bank loan amount
- Enhancement of up to 50% of the unguaranteed loan amount, but must be lower than the lender's risk.
- The enhancement is determined in part by a collateral shortfall analysis.

### *Enhancement Terms*

- Up to 5 years – Owner Occupied (greater than 50%) Real Estate
- Up to 5 years – Equipment
- Personal guarantee required from any Borrower owner with greater than 20% ownership
- County establishes a reserve account for the guarantee
- Upon approval, the guarantee will commence 30 days from the date of that approval; however, closing may take place prior to guarantee.
- The lender shall make quarterly portfolio reports on the loan status (balance, delinquency, etc.) and any default immediately
- Lender must exhaust all collection efforts before making a claim on the guarantee.
- Lender supplies a claim form to access guarantee funds.

### ***Eligible Uses***

- Pilot Loans: Owner occupied Commercial Real Estate, expansion renovation
- Machinery and equipment, Working Capital and other uses will be considered as appropriate after initial pilot.
- Enhancing the unguaranteed portion of a Small Business Administration or other federally guaranteed loan.
- Loans cannot be used as part of a project that results in a reduction in employment (e.g. may not use proceeds to buy equipment which results in fewer employees)

### ***Application Process***

- Origination through bank/lenders' intake: loan terms negotiated between borrower and lender
- Borrowers complete lenders' standard loan application
- Additional County forms may be included in application (e.g. acknowledgement of County participation, program requirements, permissions, etc.)
- Lenders underwrite the requested loans. Lender does due diligence adhering to pre-approved joint (County-Lender) funding policy.
- Eligible applications are forwarded from bank underwriting teams after structuring, credit write-up and loan review to the County for review and approval.

### ***Requirements***

- Loan approval commitment documents from lender
- County approval is subject to potential for job creation and investment leverage
- Borrower will be required to execute a County Workforce Agreement
- 3% guarantee fee of the County's outstanding guarantee at close. Lender will assess its own fees.
- Upon guarantee approval, County sends lender notification and closing documents

### ***Partners***

- Participating lending institutions in Cuyahoga County
- The Small Business Administration

### ***Performance Indicators***

#### ***Dollars leveraged***

\$10 (private) to \$1 (county) guarantee

#### ***Jobs Created***

Total jobs added

Jobs added that are greater than county average salary

#### ***Revenue Generated***

Annual assessment of new revenue created

## Business Growth: Incumbent Worker Training

### Overview: Background, Problem Statement and Rationale

Employers report that there are thousands of jobs in the county that go unfilled because of disconnect between the skills employers need and the skills job seekers possess.

Employment Connection is the pioneering workforce development collaboration between Cuyahoga County and the City of Cleveland. In recent years, it has received national acclaim for its effective delivery of federally funded job placement and occupational training by implementing an employer-driven strategy for workforce development. Federal funding limits Employment Connection's ability to implement some effective strategies, despite proven local need.

The workforce component of the Cuyahoga County Western Reserve Fund will provide employer-led training and education that enhances the skills of full-time incumbent workers, raising earnings for workers and revenues of businesses by increasing productivity and the quality of services.

### Investment Strategy: Program Description, Purpose and Targeted Clusters

Incumbent Worker Training (IWT) is an employer-driven business service designed to develop a highly skilled workforce which will result in increased financial viability, stability and competitiveness.

Successful Incumbent Worker Strategies fill positions or skill set demand to meet employer need, and create a new job vacancy that can be filled by Employment Connections' existing federally funded strategies. The outcome is a higher skilled, better compensated employee, a newly employed non-incumbent, and a business better positioned to meet its strategic growth goals.

The strategy also has significant job retention and business retention benefits. IWT:

- **Improves employee performance** in quality, quantity, speed, safety, problem solving, attitude, ethics, motivation, leadership, and communication
- **Saves labor** by reducing duplication of effort, time spent on problem solving, and time spent on correcting mistakes
- **Saves money** by creating a higher skilled workforce. A better skilled workforce means fewer machine breakdowns, lower maintenance costs, lower staff turnover, lower recruitment costs, fewer bad debts, fewer customer support calls, fewer help desk calls, less need for supervision, reduced downtime, and increased worker productivity
- **Improves a company's competitive edge** because it is employer driven IWT can respond quickly to market trends and conditions as well as introduce new technology into the workplace
- **Improves customer satisfaction:** Better-quality work translates to improved products and services
- **Improves employee satisfaction and retention** of staff whose skill sets are enhanced as a result of their employer's investment in them are more likely to stay put. Their self-esteem improves, which in turn improves their morale in the workplace and their loyalty to their employer

## **Approach**

Working within the context of the Fund, the County will partner with Employment Connection to deploy a competitive process for awarding IWT grants to successful company applicants. Companies applying for training grants must complete an application providing the following information:

- Specific strategies that will benefit workers and the local economy including but not limited to wage gains, attainment of credentials, retention and recruitment improvement
- How training supports competitiveness in the industry
- How are training needs assessed within the company
- Types of training to be delivered
- How training providers will be selected and how are they qualified to provide the training
- How workers are recruited and selected for training
- Activities supporting individuals in completing, utilizing and/or building upon the training being provided

## **Eligibility Requirements**

- Businesses must be located in Cuyahoga County
- The business must be current on all Cuyahoga County tax obligations
- The business must register with the Cuyahoga County Inspector General's office
- Reimbursable training expenses include instructors' salaries, tuition, textbooks / manuals, materials and supplies

## **Terms**

- Reimbursement based (must have approved application prior to training and reimbursement)
- 50% employer match
- Borrower must document job creation
- Borrower must execute County Workforce Agreement

## **Partners**

- Employment Connection
- Area employers

## **Performance Measures**

- Job retention of trained employees
- Wage gain of trained employees
- Number of new jobs created in Cuyahoga County

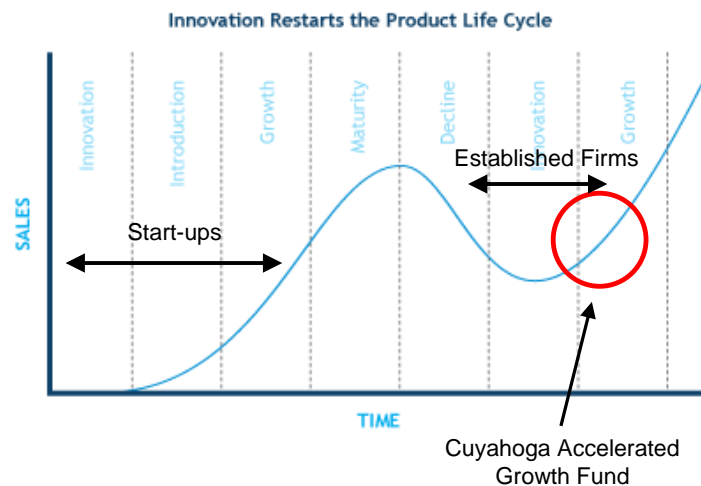
## Business Growth: Accelerated Growth

### Overview: background, problem statement, rationale

Northeast Ohio is an economic region in transition. Several industry sectors have undergone major restructuring as the result of new technologies and globalization. Despite lackluster economic performance, the region maintains a strong, innovative industrial base well positioned for economic growth and industry transformation. The region's rich asset base and continued industrial strength presents Cuyahoga County with a unique opportunity to revitalize its economy.

The foundational strengths of the Northeast Ohio industrial economy must evolve and adapt to new market realities. Companies must integrate new technologies and develop new competencies to remain competitive. Deploying innovations in precision manufacturing, material science, and chemical and mechanical engineering will foster a new paradigm for the region and drive economic growth.

Many industry sectors have responded and have begun to reinvigorate their innovative capacity. Across the region, innovative industry clusters such as the biosciences, advanced energy, instruments controls and electronics, and advanced materials have begun applying new technologies to streamline production and develop cutting edge, high value-adding products. This industrial evolution is transforming the regional economy and creating the conditions for growing the economy.



Advanced manufacturing will play a critical role in transitioning the regional economy. Small and medium sized manufacturers in particular are well positioned to deploy new technologies, adapt to new supply chains, and enter new growing markets. Achieving this transformation at a meaningful scale will require sophisticated and deliberate support systems and resources. Many manufacturing firms need help identifying specific market opportunities. Connecting companies to the appropriate business development and financial resources will enable them to move more rapidly into and advance the emerging clusters.

Cuyahoga County seeks to accelerate this growth and maximize the potential of businesses and industries already in the region. There are myriad organizations and initiatives that seek to build the networks that foster innovation and identify opportunities for growth. Businesses still need the means to take the critical next step. To that end, the county will fill a gap in the region's economic development ecosystem. The Fund will provide access to growth capital to those businesses that want to expand through acquisition, capturing new markets or diversifying their products and services.



### **Investment Strategy: program description, purpose, target customer-cluster industries**

Companies seek growth capital to finance a transformational event in their life cycle. These companies are typically established businesses, able to generate revenue and operating profits but unable to generate sufficient cash to fund major expansions, acquisitions or other investments. These companies generally find few alternative conduits to secure capital for growth, so access to growth capital is critical to pursue necessary facility expansion, sales and marketing initiatives, equipment purchases, and new product development.

### **Financing Program**

Candidates must be established small-to-medium sized (SMSs) businesses with growth potential. A company must complete an application detailing a description of the specific project. The application should also illustrate how the project will enhance growth, retain and create jobs. Companies will be assessed based on current operations, business development borrowing capacity, potential, product pipeline, commercialization process, management team, and compatibility with county industry clusters.

### **Use of Funds**

#### ***Fixed Asset Financing***

- Land & Building Acquisition
- Building Improvements/Renovations
- New Construction
- Purchase of Machinery & Equipment

#### ***Eligible Businesses***

- Business Net Worth Less Than \$15 Million
- Business Profit After Tax Less Than \$5 Million
- Businesses must be located in Cuyahoga County
- The business must be current on all Cuyahoga County tax obligations
- The business must register with the Cuyahoga County Inspector General's office

#### ***Funding Terms***

- Up to 40% of Total Project Cost may be financed
- Minimum Equity Requirement of 10% of total project cost
- Loan Sizes from \$150,000 to \$1,500,000
- 5 - 10 years leasehold improvements
- 7 - 10 on machinery and equipment
- Up to 15 years on land and building
- Below market rate financing (2% to 4%)
- Job Creation Requirement of 1 New Job for each \$35,000 of funding
  
- Reimbursable training expenses include instructors' salaries, tuition, textbooks / manuals, materials and supplies

## **Business Growth: Large Scale Attraction**

### **Overview: background, problem statement, rationale**

Cuyahoga County is fortunate to possess a highly sophisticated regional economic development system. There are several economic development organizations within Cuyahoga County focused on business attraction and expansion. However, navigating this system is time consuming and often frustrating for businesses that are seeking to locate or expand in Cuyahoga County. Moreover, to be a partner in this ecosystem, the County must have predictable resources to respond quickly when opportunity arises.

Economic development projects are funded primarily through owner equity and private bank financing, with public economic development funds available for “gap financing”. Oftentimes owner equity and conventional bank financing do not provide all of the funding that is needed for projects with significant economic development benefit. Meanwhile, companies seeking to grow or relocate are coveted: as regions work to retain their best employers, they are in competition with other regions seeking to attract those businesses that are poised to move.

Economic development financing tools exist to help fill this funding “gap” and provide incentives to attract and retain those businesses with dramatic economic impact and community benefit to the region. To respond to large scale attraction and retention opportunities that arise from marketing and participation in large scale growth and attraction efforts, gap financing and incentives must be predictably deployed.

### **Investment Strategy: program description, purpose, target industries**

The Large Scale Attraction Loan Program provides businesses with financial assistance to support their job creation in Cuyahoga County. The Program is available to provide gap financing and incentives for large scale growth and attraction opportunities for communities within Cuyahoga County.

The program targets businesses in select industry clusters that create at least 100, new to Cuyahoga County, full time equivalent jobs with an average annual salary at or above the County median annual wage. Projects that create at least 100, new to Cuyahoga County, full time equivalent jobs with an average annual salary 1.5 times above the County median annual wage OR create at least 300, new to Cuyahoga County, full time equivalent jobs AND are willing to utilize 50% of the loan proceeds with vendors located in Cuyahoga County may be eligible for additional incentivization.

### **Primary Activities: investment structure and process**

The program provides long term, fixed-rate financing at interest rates lower than conventional financing. Loans generally range from a minimum of \$200,000 to a maximum of \$3,000,000, up to forty percent (40%) of total project cost. Non-traditional repayment arrangements will be considered for the most catalytic and large scale opportunities. Loan terms are typically 1-3 years on working capital, 5-10 on leasehold improvements, 7 years on equipment and up to 15 years on land and building acquisition. The interest rate is typically between 1% and 7%.

### **Eligibility**

- At least 100, new to the County, full time equivalent jobs with an average annual salary at or above the County median annual wage
- Businesses within the targeted industry clusters
- For-profit commercial, industrial or service businesses that expand or relocate to the County

- Demonstrated ability to repay the loan, maintain adequate collateral and acceptable credit
- County loan cannot exceed 40% of total project cost
- Evidence of other funding commitments must be provided

### **Terms**

- Businesses must provide a minimum of ten percent (10%) equity
- The County will require a second-position mortgage with up to a 90% LTV, minimum DCR of 1.1 and personal and/or corporate guarantees
- Business Hazard insurance in the amount of the loan, naming Cuyahoga County as a loss payee

### **Requirements**

- Borrower will be required to execute a County Workforce Agreement
- Project may be subject to payment of State of Ohio prevailing wages
- Borrowers could be required to repay the full amount of County loan if it moves, sells, fails to complete the project, or fails to create the requisite jobs

***For the County to participate in New Market Tax Credit projects, the County's loan must be to the Leverage Lender and the corporate and/or personal guaranty must be outside the structure.***

Fees: \$250 application fee, 1% loan commitment and origination fee, legal costs, and 1% annual servicing fee

### **Eligible Uses**

Loan proceeds may be used for any legitimate business purpose, including working capital, machinery and equipment, acquisition of land and building, construction, renovations and tenant improvements. Loans cannot be used to refinance debt, purchase inventory or pay other non-capital costs. The County does not finance speculative real estate projects or projects without a committed end user.

### **Partners: leveraged funds and technical assistance**

It is critical for the County to clearly identify its role within the regional economic development system, coordinate deal flow, and leverage regional and state resources in a highly efficient manner. This new county structure for economic development will help to align local efforts within the region, engage partners and coordination with the state. Developing strong collaborative partnerships with other economic development organizations will help the county to leverage its investments and ensure greater success. Within this new regional and statewide collaborative deal flow management system, the county has established a local Deal Team approach. Partners included:

- Team Neo (JobsOhio Partner)
- The Greater Cleveland Partnership
- The Fund for Our Economic Future
- The City of Cleveland
- The Cleveland-Cuyahoga County Port Authority

### **Performance Indicators: metrics, milestones**

There are two sets of performance measures for the loan program: Primary and Secondary. Metrics are also distinguished between those that are directly, and indirectly a consequence of county activity and programs.

### *Primary Metrics*

- Job Creation and Job Placements
- Business Leads Generated into Deals
- Dollars Leveraged
- Follow-on Funding
- Payroll Growth

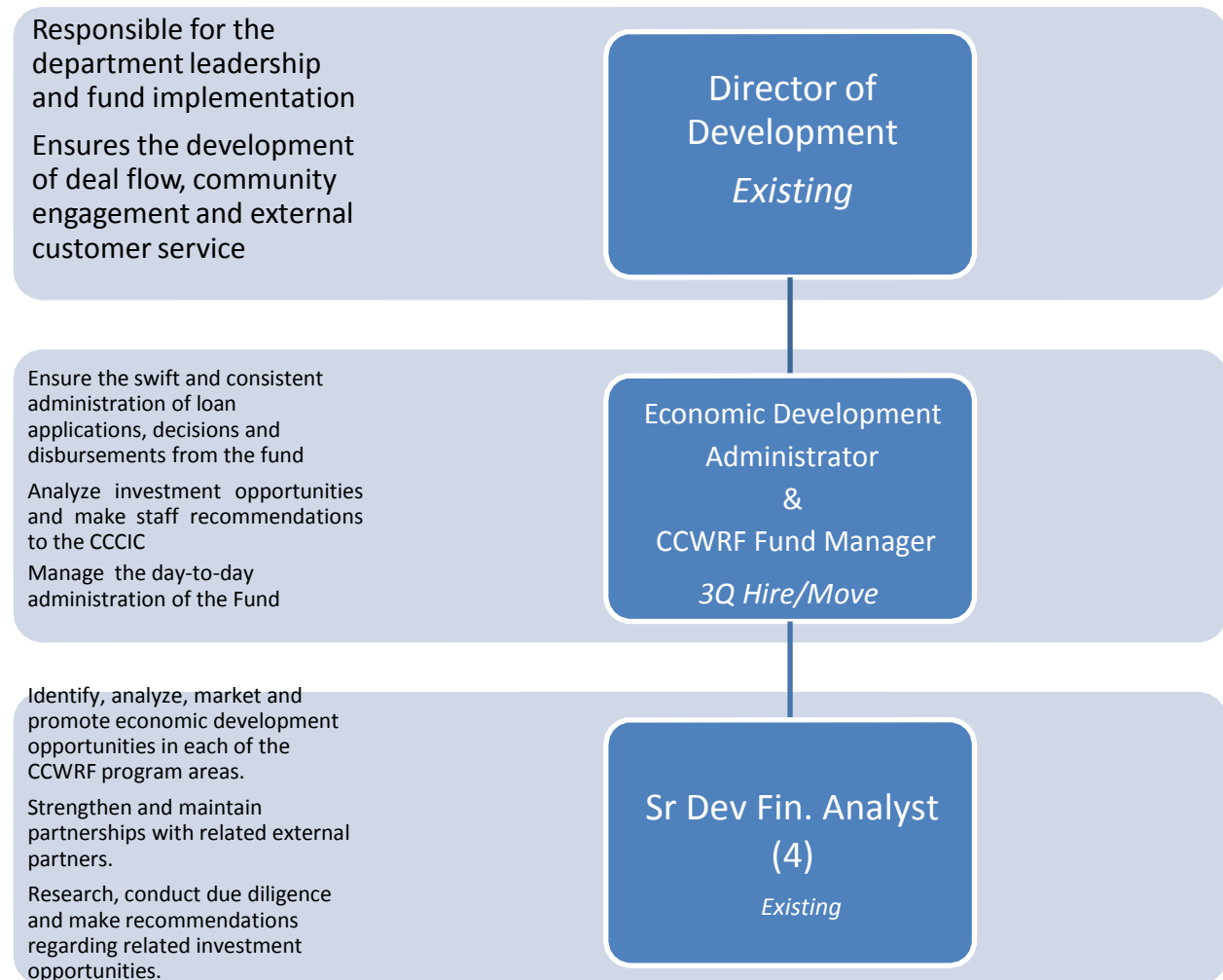
### *Secondary Metrics*

- New Revenue Generated
- Tax Revenue: Sales, Property & Commercial Activity
- Exports
- Skilled Workforce

## Management and Organization

### County Staffing and Administration

The Department of Development will manage the Fund with budgeted staff resources. With internal moves and one new hire in 3Q 2012, the department has the staff in place to implement and administer the CCWRF.



### **Third Party Investment Review: Cuyahoga County Community Improvement Corporation (CCCIC)**

The Cuyahoga County Community Improvement Corporation has been tasked with reviewing and making final funding recommendations for the Fund. Following their external review, applications are subject to the county contracting process.

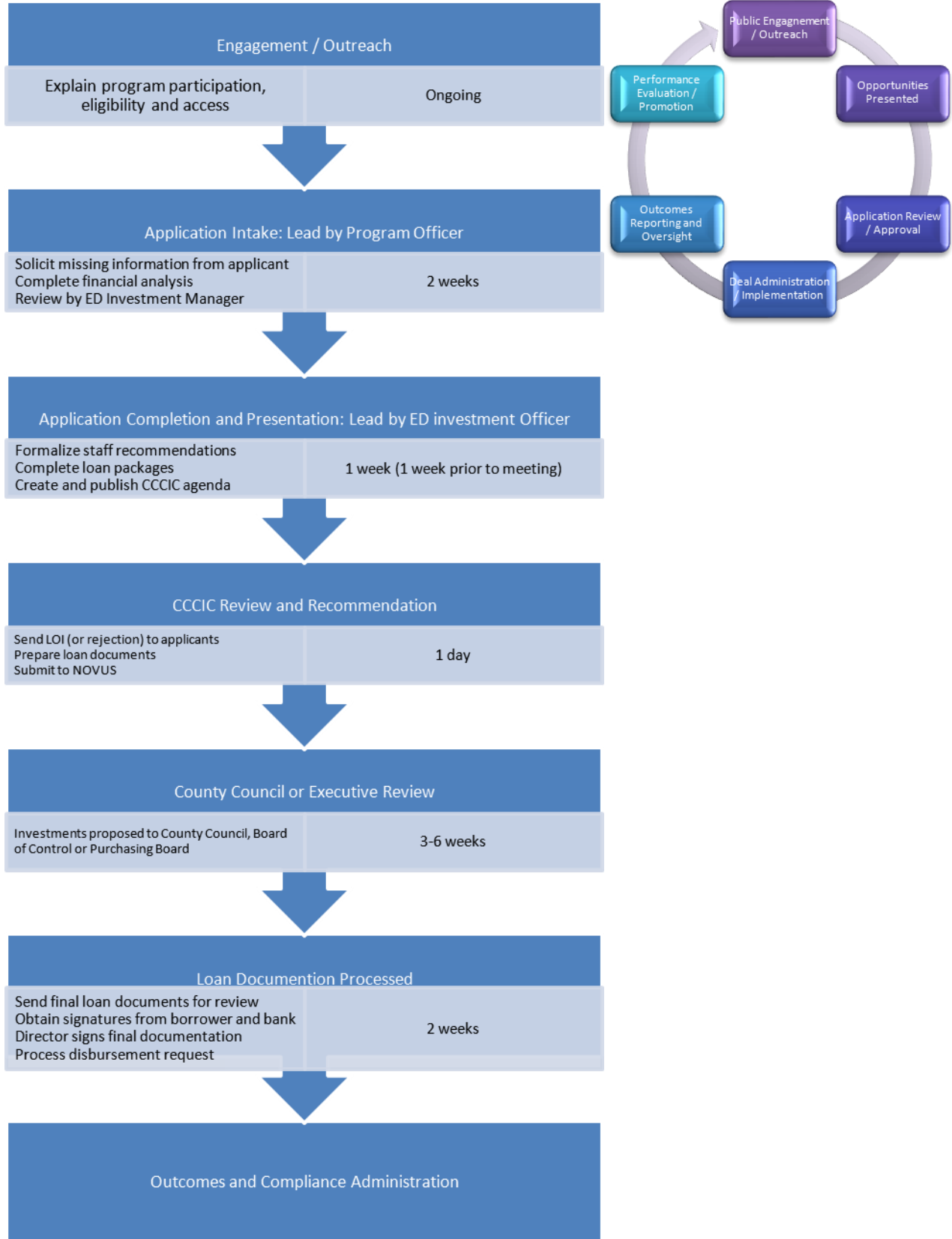
The Cuyahoga County Community Improvement Corporation (CCCIC) is an existing Community Improvement Corporation authorized by O.R.C. Title XVII, §1724 and §1702 for the sole purpose of advancing, encouraging and promoting the industrial, economic, commercial and civic development Cuyahoga County. The CCCIC board is Cuyahoga County's formal review agent for certain economic development loan financing requests. It meets in regular meetings open to the public. Consistent with Cuyahoga County Resolution #237321 (July 29, 1982), the CCCIC is composed of eleven Trustees. The CCCIC meets at least monthly (the chair has the ability to call special meetings if needed).

<i>Current Composition</i>	
<b>Name</b>	<b>Affiliation – Expertise</b>
Lenora Lockett	County – Office of Procurement and Diversity
Matt Rubino	County – Budget Director
Larry Benders	County – Economic Development Director
Wade Steen	County – Fiscal Officer
Dave Reines	County – Workforce Investment Board
Vacant	Private –
Jeffrey Bechtel	Private – Banking
Renee Richard	Private – Law
Vacant	Private –
Kirk Jacobson	Private – Banking
Richik Sarkar	Private – Attorney

State law requires that the five County nominations be elected or appointed officials within the county. Current vacancies have provided the opportunity for a change from the six private sector appointments being made directly by the Greater Cleveland Partnership to them being nominated by the Cuyahoga County Executive, in consultation with GCP, and approved by the Cuyahoga County Council. Further, the Trustees will now serve for three-year staggered terms.

The CCCIC is amending its Code of Regulations to reflect the County Charter, the board of Trustees composition recommended above, and to add appointment terms and term limits.

# Application Review and Approval Process



## Evaluation Criteria

Distribution of the Cuyahoga County Western Reserve Fund will be evaluated consistent with the tenets outlined in Investment Approach (p. 7). Because each program has different uses and users, universal application criteria do not exist. Since applications will be accepted on a rolling basis, they will not be scored against one another. Rather, investment opportunities will be evaluated for their impact. However, some programs may be competitive or have minimum qualification criteria before they are evaluated. Potential evaluation criteria include:

- Potential for Follow-on Funding
- Job Creation/Retention
- Exports Expected
- Potential for Patents Files
- Expected Program Income
- Expected Payroll Growth
- Skilled Workforce Growth
- Tax Revenue Increase
- Leverage
- Potential for Catalytic Results
- Potential for Place Creation
- Community's participation in Business Collaboration Agreement
- Credit
- Acres/Square Footage Returned to Productivity
- Impacted Residents
- Reuse of Existing Public Infrastructure
- Export Potential
- Workforce Development

The following score sheet is utilized by DoD staff, in conjunction with the application, to provide an early, quantitative measure of a project's strategic fit, eligibility, quality, community benefit and financial feasibility.



# Cuyahoga County Western Reserve Fund Project Review Form

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**Project Name:** \_\_\_\_\_

**Fund Vertical:** \_\_\_\_\_

**Vertical Program:** \_\_\_\_\_

**Reviewer:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Council District:** \_\_\_\_\_

This document reflects the review of a project's application to the Fund. Its purpose is to provide the DoD, across all verticals, programs and applications, with a uniform set of measures to ensure that each project is fully and fairly reviewed. It is to be used by DoD staff, in conjunction with the application, to provide an early, quantitative measure of a project's strategic fit, eligibility, quality, community benefit and financial feasibility.

**Reviewer:** Complete only one "Project Specific Measures" section.

# CCWRF Project Review Form

---

**Strategic Fit:**

**( \_\_\_ of 15 points)**

*Narrative that describes how the project comports with our mission, the CCWRF and County ED Plan.*

**Universal Measures:**

**( \_\_\_ of 5 points)**

Is the project located or to be located in Cuyahoga County? (If Not , explain and justify)	
--	--

Taxes Current?	
----------------	--

Ethics statement signatory?	
-----------------------------	--

Workforce Agreement	
---------------------	--

Municipal Resolution of Support	
---------------------------------	--

Duly Organized in OH?	
-----------------------	--

Other Considerations?	
-----------------------	--

## Project Specific Measures

( \_\_\_ of 35 points)

### Pre-Seed Program: North Coast Opportunities Technology Fund

<b>Company Qualifications (0 - 11 points)</b>	Industry	Is the applicant a high growth, technology company within a targeted industry sector (advance materials, biosciences, electronics, IT, advanced energy)? Is the company a JumpStart Entrepreneurial Network registered and supported company?
	Deal Stage	Does the company's fund raising to date exceed \$1.5 million? Has the company been selected for due diligence with any equity investors? Has the company successfully received funding from Jumpstart Ventures?
	Job Creation	Has the company identified key positions that need to be hired to sustain the growth of the business? Does the company appear to possess a feasible strategy for hiring essential personnel? Are the five-year employment projection in-line with the company's overall growth trajectory?
<b>Score:</b>	Other	
<b>Company/ Opportunity (0 - 12 points)</b>	Product	Breakthrough potential (vs. "a better mousetrap")? Protectable through patent, trade secret, or highly differentiated business model? Features and benefits clearly articulated?
	Market	Is the market well defined? Is there an urgent market need? Could the market grow to \$1B+ in 3-5 years? Is it a high-growth/hot market? If not currently hot or high growth, is there some fundamental change in the market that could help it become high growth? Does the entrepreneur have a feasible (if not yet perfectly formed) idea on how to go to market?
	Management	Is management experienced in the industry in question, committed to the business at hand (through working full time at the business), and apparently interested in growing the business rapidly through issuing equity/getting outside investors? Have they grown a company before and/or raised outside capital before?
	Venturability	Is the company likely to be able to attract venture capital investment in the future? Is it in a space that the venture community tends towards. Is the market and story compelling enough to attract future investors? Do they fit for the next stage (pre-seed)?
<b>Score:</b>	Other	
<b>Project (0 – 12 points)</b>	Will lead to funding	Will the completion of the project truly make the company more attractive to VC and pre-seed investors? Does it fill a very apparent gap for the company? Has a funding organization told the company that doing the project will make them more interesting for funding?
	Well planned and described	Does the description indicate that the company can plan and execute?
	Feasible	Given the company's resources, the availability of NCO funds and the time allotted, does the project appear to be feasible and likely to be completed successfully?
	Efficient and effective use of funds	Is the proposed project and associated project cost effective and efficient. (a project that costs half as much as an equivalently effective project should score higher)
<b>Score:</b>	Other	
Comments:		

# Project Specific Measures

( \_\_\_ of 35 points)

## Next Stage Fund

<b>Company Qualifications (0 - 9 points)</b>	Industry	Is the applicant a high growth, technology company within a targeted industry sector (advance materials, biosciences, electronics, IT, advanced energy)?
	Deal Stage	Is the company a ventured backed company that has successfully raised \$5 to \$7 million? Is the company generating revenue? Are sales growing? Is the company within 12 to 18 months of cash flow positive?
	Job Creation	Has the company identified key positions that need to be hired to sustain the growth of the business? Does the company appear to possess a feasible strategy for hiring essential personnel? Are the five-year employment projection in-line with the company's overall growth trajectory?
<b>Score:</b>	Other	
<b>Company/ Opportunity (0 - 14 points)</b>	Product Intellectual Property	Breakthrough potential (vs. "a better mousetrap")? Protectable through patent, trade secret, or highly differentiated business model? Features and benefits clearly articulated? Does the company possess any patents, patent applications, or license agreements governing IP?
	Market	Is the market well defined? Is there an urgent market need? Could the market grow to \$1B+ in 3-5 years? Is it a high-growth/hot market? If not currently hot or high growth, is there some fundamental change in the market that could help it become high growth? Does the entrepreneur have a feasible (if not yet perfectly formed) idea on how to go to market?
	Financials/ Revenue	Are sale growing? Does the company have positive net worth? Does the company possess a positive cash balance? Does the company possess a sales pipeline that demonstrates feasible income projections? Does the company possess a strong sales forecast visibility?
	Management	Is management experienced in the industry in question, committed to the business at hand (through working full time at the business), and apparently interested in growing the business rapidly through issuing equity/getting outside investors? Have they grown a company before and/or raised outside capital before?
	Venturability	Is the company likely to be able to attract venture capital investment in the future? Is it in a space that the venture community tends towards. Is the market and story compelling enough to attract future investors? Do they fit for the next stage?
<b>Score:</b>	Other	
<b>Project (0 – 12 points)</b>	Will lead to funding or revenue	Will the completion of the project generate more revenue or make the company more attractive to follow-on investors? Does it fill a very apparent gap for the company? Has a funding organization indicated the project will make the company more fundable?
	Well planned and feasible	Does the description indicate that the company can plan and execute? Given the company's resources, the availability of funds and the time allotted, does the project appear to be feasible and likely to be completed successfully?
	Effective use of funds	Is the proposed project and associated project cost effective and efficient. (a project that costs half as much as an equivalently effective project should score higher)
<b>Score:</b>	Other	
Comments:		

## Project Specific Measures

( \_\_\_ of 35 points)

### Commercial Property

#### Property Reutilization / Redevelopment and Modernization

Automatic Ineligibility	Yes/ No	
End Use Commercial or Industrial	If not, then ineligible	
Commitment from End User?	Lease or Letter of Intent If not, then ineligible	
Is applicant responsible for the contamination of the site (PRP)?	If so, then ineligible	
Other		
Company Qualifications	(0 – 11 points)	
Does applicant own or control property for project?	If not, explain	
Other		
Company/Opportunity	(0 – 12 points)	
Targeted Industry Sector	List industry sector	
Is this an existing business located in Cuyahoga County?	Is Business Expanding? Is Business relocating to Cuyahoga County?	
Other		
Project	(0 – 12 points)	
Have environmental assessments been completed?	Phase I ESA? Asbestos Survey?	
Is project located in targeted area?	CRA Improvement Zone ED Innovation Zone Disadvantaged Census Tract	
How long will project take to complete?		
For what purpose will County Assistance be used?	Environmental cleanup Demolition Acquisition (Not to exceed 25% of loan request) Infrastructure Site Clearance	
What is the total project cost?		
What is the % of County participation?		
Are any green/sustainable techniques being utilized in the redevelopment project?		
Other (add comments on additional pages)		

# Project Specific Measures

( \_\_\_ of 35 points)

## Commercial Property

### Property Reutilization / Site Expansion

Automatic Ineligibility	Yes/ No	
End Use Commercial or Industrial (Parking lots are ineligible)	If not, then ineligible	
Will project create at least 15 jobs within three years of completion?	If not, then ineligible	
Will 75% of new jobs go to County residents or local college graduates?	If not, then ineligible	
Is applicant responsible for the contamination of the site (PRP)?	If so, then ineligible	
Is property currently or formerly a gas station, solid waste facility or greenspace?	If so, then ineligible	
Is property eligible for the Ohio EPA's Voluntary Action Program?	If not, then ineligible	
Commitment from End User in place?	Lease or Letter of Intent? If not, then ineligible	
Other		
Company Qualifications	(0 – 11 points)	
Does applicant own or control property for project?		
Other		
Company/ Opportunity	(0 – 12 points)	
Targeted Industry Sector?		
Other		
Project	(0 – 12 points)	
Have environmental assessments been completed?	Phase I ESA Phase II ESA Remedial Action Plan Asbestos Survey	
Is project located in targeted area?	CRA Improvement Zone ED Innovation Zone Disadvantaged Census Tract	
How long will project take to complete?		
For what purpose will County Assistance be used?	Environmental cleanup Demolition Acquisition (Not to exceed 25% of loan request) Infrastructure Site Clearance	
What is the total project cost?		
What is the % of County participation?		
Are any green/sustainable techniques being utilized in the redevelopment project?		
Other (add comments on additional pages)		

## Project Specific Measures

( \_\_\_ of 35 points)

### Commercial Property:

#### Property Reutilization / Redevelopment Ready

Automatic Ineligibility	Yes/No	
End Use Commercial or Industrial	If not, then ineligible	
Is applicant responsible for the contamination of the site (PRP)?	If so, then ineligible	
Is property currently or formerly a gas station, solid waste facility or green space?	If so, then ineligible	
Is property eligible for the Ohio EPA's Voluntary Action Program?	If not, then ineligible	
Other		
Company Qualifications	(0 – 11 points)	
Commitment from End User?	Lease or Letter of Intent	
Does applicant own or control property?	If not, explain	
Other		
Company/ Opportunity	(0 – 12 points)	
Targeted Industry Sector	List industry sector	
Is End User is existing business in Cuyahoga County	Is Business Expanding? Is Business relocating to Cuyahoga County?	
Other		
Project	(0 – 12 points)	
Have environmental assessments been completed?	Phase I ESA Phase II ESA Remedial Action Plan Asbestos Survey	
Is project located in targeted area?	CRA Improvement Zone ED Innovation Zone Disadvantaged Census Tract	
How long will project take to complete?		
For what purpose will County Assistance be used?	Environmental cleanup, Demolition Acquisition (Not to exceed 35% of loan request) Infrastructure (Not to exceed 15% of loan request) Site Clearance	
What is the total project cost?		
What is the % of County participation?		
Are any green/sustainable techniques being utilized in the redevelopment project?		
Other (add comments on additional pages)		

# Project Specific Measures

( \_\_\_ of 35 points)

## Incumbent Worker Training

Projected Employer Outcomes		
The introduction of new technologies/ new production or service		
Improve the occupational skills of the employers' workforce		
Raise the skill level of workers that leads to promotion, increased earnings, transferability and mobility of skills		
Reduction in employee turnover or layoffs		
Increase production, productivity, efficiencies, and effectiveness for employer		
<b>TRAINING ASSESSMENT</b>	<b>(0 – 11 points)</b>	
How are training needs assessed in the company?		
How are workers recruited and selected for training?		
How will the training support competitiveness in your industry?		
<b>TRAINING CURRICULUM</b>	<b>(0 – 12 points)</b>	
Type of Training		
Training curriculum and process identifies the following: description of what is being taught, # of hours/day, total length of training and supporting activities		
How will the training provider be selected / How are they qualified to provide the training?		
Summary of need for training		
<b>EMPLOYER EXPECTATIONS</b>	<b>(0 – 12 points)</b>	
Training will create opportunity for "backfilling" positions (new jobs)		
Employer will offer promotions or wage increases as a result of training and career advancement		
Employer agreed to list all jobs & future openings with Employment Connection		
Company requires training to remain competitive in industry		
Employees will receive a certification and /or credential as a result of the training		
Other (add comments on additional pages)		



## Project Specific Measures

( \_\_\_ of 35 points)

### Business Growth

#### Accelerated Growth

<b>Automatic Ineligibility</b>		<b>Yes/ No</b>	
End Use: Commercial or Industrial	If not, then ineligible		
Will project create one job per \$35,000 of requested loan	If not, then ineligible		
Other			
<b>Company Qualifications</b>		<b>(0 – 11 points)</b>	
Commitment from End User	Lease or Letter of Intent		
Does Applicant own or control property?	If not, explain		
Other			
<b>Company/Opportunity</b>		<b>(0 – 12 points)</b>	
Is business currently located in Cuyahoga County?	Is this an expansion? Are they relocating to Cuyahoga County?		
Targeted Industry Sector	What sector?: (aerospace, automotive, bioscience, healthcare, energy, R&D, steel, food processing, IT, financial, plastic, etc.)		
Other			
<b>Project</b>		<b>(0 – 12 points)</b>	
Is project located in targeted area?	CRA, Improvement Zone, ED Innovation Zone, Disadvantaged Census Tract?		
How long will project take to complete?			
For what purpose will County Assistance be used?	Working capital, Leasehold improvements, Building renovations, Acquisition, Machinery & Equipment		
What is the total project cost?			
What is the % of County participation?			
Other			

#### **Comments:**

## Project Specific Measures

( \_\_\_ of 35 points)

### Business Attraction

#### Large Scale Attraction

Automatic Ineligibility	Yes/ No	
End Use: Commercial or Industrial	If not, then ineligible	
Will project create 100 jobs with salaries at or above average County wage?	If not, then ineligible	
Other		
Company Qualifications	(0 – 11 points)	
Commitment from End User	Lease or Letter of Intent	
Does Applicant own or control property?	If not, explain	
Other		
Company/Opportunity	(0 – 12 points)	
Is business currently located in Cuyahoga County?	Is this an expansion? Are they relocating to Cuyahoga County?	
Targeted Industry Sector	What sector?: (aerospace, automotive, bioscience, healthcare, energy, R&D, steel, food processing, IT, financial, plastic, etc.)	
Other		
Project	(0 – 12 points)	
Is project located in targeted area?	CRA, Improvement Zone, ED Innovation Zone, Disadvantaged Census Tract?	
How long will project take to complete?		
For what purpose will County Assistance be used?	Working capital, Leasehold improvements, Building renovations, Acquisition, Machinery & Equipment	
What is the total project cost?		
What is the % of County participation?		
Other		

#### Comments:

<b>Community Benefits:</b>		<b>( ___ of 30 points)</b>
<b>Job Impact</b>		<b>(0 – 15 points)</b>
Jobs created		
Jobs retained		
Wages relative to County average		
Connectivity – Is project located along public transportation?		
Is project located in an area experiencing greater than avg. unemployment?		
Willing to use County employment resources (e.g. Veterans, WIA, TANF, MRDD)		
Jobs Other		
<b>Funding</b>		<b>(0 – 7 points)</b>
% of County incentive to be used to “buy local/regional”		
% participation by DBE/SBE		
Project leverages adjacent projects/investments?		
Funding Other		
<b>Neighborhood Impact</b>		<b>(0 – 8 points)</b>
Acres and/or square feet returned to reuse		
Has property been vacant or abandoned greater than five years?		
Diversity/Inclusion		
Community Need		
Smart Growth – Mixed use?		
Compact building design?		
Redevelopment in existing community?		
LEED/Green/Sustainability		
Neighborhood Impact Other		
Comments:		

<b>Collaboration</b>		<b>( ___ of 10 points)</b>
<b>Participation</b>		
Protocol-Signatory Community (3 points)		
Municipal financial/program participation (4 points)		
State or Federal financial/program participation (3 points)		
Comments :		

**Financial Feasibility:****( \_\_\_ of 10 points)**

Financial Statements (3 years)	
3-year Proforma (real estate only)	
Sources and Uses	
% of Owner investment in the project	
Loan to Value (LTV)	
Debt Coverage Ratio (DCR)	
Corporate guarantee(s)	
Personal guarantee(s)	
% Equity	
Evidence of other funding commitments	
Net worth of company	
Sales Growth and/or Industry outlook	
Other Considerations?	

**TOTAL:****( \_\_\_ of 105 points)**

## Appendix II

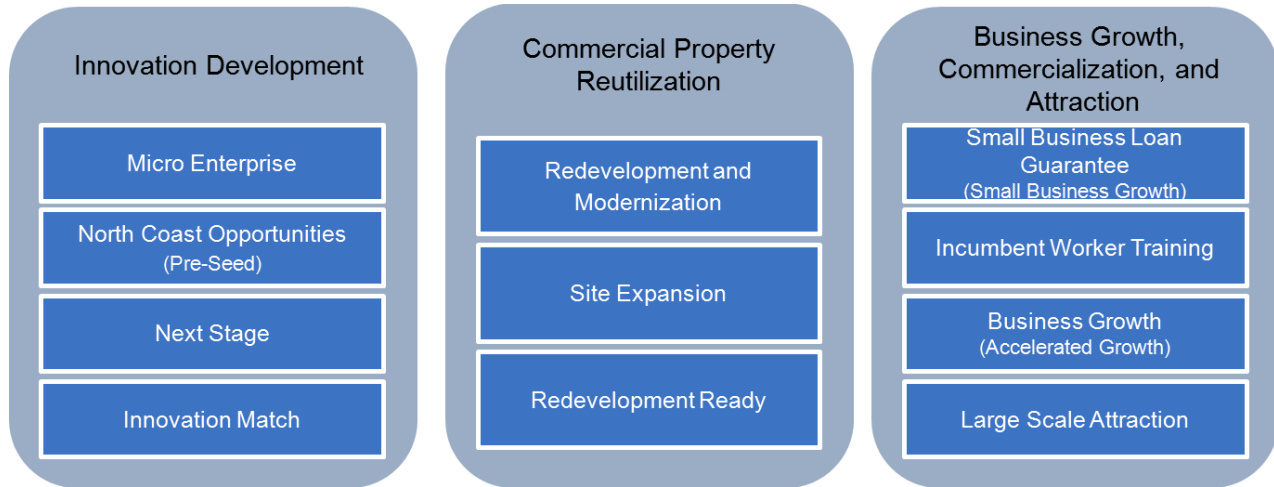


# Cuyahoga County Western Reserve Fund

Economic Development Programs  
Department of Development  
2013

## CCWRF: Three Priority Areas-Verticals

There are three priority areas for investment available countywide, each with distinct programs:



### Innovation Development

Micro Enterprise	North Coast Opportunities (Pre-Seed)	Next Stage Fund	Innovation Match
Finances Business Too Small or Newly Established for Traditional Lenders	Early Stage Funding to Accelerate Growth and Attract Investors	Invests in Companies Primed for Full Commercial Launch	Provides Local Match Required by Federal and State Innovation Grants

These four programs are designed to nourish early stage companies. By channeling capital to promising companies with a pipeline of inventive products and services, the county adds critical funding to the creative mixture of concepts, employees and management.

### Commercial Property Reutilization, Expansion and Acquisition

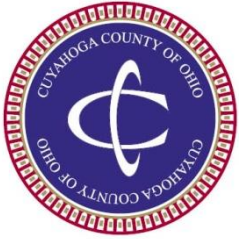
Redevelopment and Modernization	Site Expansion	Redevelopment Ready
Finances Existing Site Improvements, Including Modernization	Finances Environmental Cleanup of Sites Adjacent to Existing End-User	Finances Environmental Cleanup of Underutilized Sites With or Without End Users

Firms that are growing need to modernize and expand. These resources swiftly address that need for successful companies already in Cuyahoga County, and help them grow in place. Furthermore, local dollars present the opportunity to leverage federal and state grants already in place for remediation.

### Business Growth, Commercialization and Attraction

Small Business Loan Guarantee (Small Business Growth)	Incumbent Worker Training	Business Growth (Accelerated Growth)	Large Scale Attraction
Increases Access to Conventional Lending Market	Reimburses 50% of Expenses for Retraining Workers	Capital for Expansion Via Acquisition, New Markets and Diversification	Gap Financing and Incentives for Large Scale Growth and Attraction

The greatest source of potential job growth lies in small business. The four program portfolio addresses needs gleaned from active engagement with loaned executives, economic development professionals and transition volunteers.



## Department of Development CCWRF PROGRAM - EXECUTIVE SUMMARY

**Program Name:** Microenterprise Revolving Loan Fund  
**Launch Date:** 02/01/2013  
**CCWRF Vertical:** Innovation Development

### **OVERVIEW**

Cuyahoga County created the MicroEnterprise Revolving Loan Fund (MRLF) for the purpose of providing access to capital and financial counseling for microenterprise businesses and entrepreneurs unable to obtain traditional financing. The MRLF provides microloans to qualified small businesses that can be capitalized with modest loans and can attain traditional financing within three to five years. The MRLF is an effort to grow the number and size of enterprises owned by economically isolated populations, expand access to capital for underserved communities, and sustain a capital system that generates economic opportunities for all residents. The County entered into a contract with the Economic and Community Development Institute (ECDI) to administer the MRLF and providing technical assistance to startup and established small businesses.

#### **1. Use of Funds:**

- a. Establishment of new businesses. (less than one year of operations)
- b. Expansion of existing businesses (1 or more years of operations)
- c. Purchase of equipment, machinery, or supplies/inventory
- d. Startup operating costs/working capital (limited to no greater than 50% of total loan request)
- e. Debt refinancing – must demonstrate cost savings to the business

#### **2. Eligibility:**

- a. For-profit business located in Cuyahoga County with revenues typically less than \$500,000
- b. Must have a credit score above 600 and be current with all taxes
- c. Must provide personal guarantee and sufficient collateral to secure the loan
- d. The borrower is required to participate in business training and technical assistance programs

#### **3. Application and Review:**

- a. Application information includes but is not limited to: Complete ECDI Application Form and provide business plan, balance sheet and profit and loss statement, existing and projected monthly cash flow, sources and uses of funds, existing debt schedule, personal financial statements, verification of costs/invoices in proposed use of funds, verification of collateral
- b. Loan Approval:
  - i. Loans under \$25k receive internal approval from ECDI senior management: Cleveland Market VP along with President & CEO review and approve.
  - ii. Loans over \$25k are referred to a Cleveland based ECDI Loan Review Committee (LRC) – Cleveland based ECDI Relationship Manager presents underwriting to the LRC, who approve along with the President & CEO.

- 4. Partners:** ECDI is a nonprofit economic development organization based in Columbus, Ohio with an office located in Cleveland focused on micro lending in Cuyahoga County. ECDI is a US Treasury Department certified Community Development Financial Institution and is the 7th largest US Small Business Administration intermediary microlender in the country. Additionally, ECDI has a formalized loan referral program with Huntington Bank, KeyBank, PNC Bank, and US Bank.

The County's support for ECDI is coordinated with Huntington Bank, The Cleveland Foundation, Federal Reserve Bank of Cleveland, US Small Business Administration, and the City of Cleveland.

#### **TERMS**

- 1. Loan Amount:** \$15,000 to \$100,000
- 2. Interest Rate:** up to 7.25%
- 3. Term/Repayment:** 6 to 60 months
- 4. Forgiveness Terms:** N/A
- 5. Security/Collateral/Guarantor(s):** Priority Lien on Business Assets, Personal Guarantees

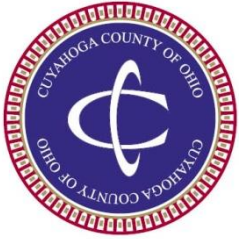
#### **METRICS**

- 1. Jobs Created/Retained:** Create 25 jobs with a minimum of 11 low to moderate-income jobs
- 2. Economic Impact:** Leverage County funding at a ratio of at least 1:1, making an additional \$456,500 in loan capital available to Cuyahoga County entrepreneurs
- 3. Community Benefit:** Provide pre- and post-loan technical assistance to both potential borrowers and portfolio companies in the form of one-on-one help with finalizing the business plan, cash flow analysis, financial projections, profit-and-loss statements, and budgeting.

#### **LAUNCH**

The County executed contract CE1300019 for \$550,000 with the Economic and Community Development Institute (ECDI) for the purpose of administering the Cuyahoga County MRLF and providing technical assistance to startup and established small businesses. ECDI is a nonprofit economic development organization based in Columbus, Ohio with an office located in Cleveland focused on micro lending in Cuyahoga County. ECDI will manage a \$456,000 microloan fund. ECDI will make 5 to 30 loans, ranging from \$15,000 to \$100,000. All principal and interest repayments will be revolved into the loan fund and relent to new entrepreneurs. Additionally, ECDI will provide technical assistance and financial counseling opportunities to help businesses optimize operations and improve the ability to generate cash flow and pay back the loan.





## Department of Development

### CCWRF PROGRAM - EXECUTIVE SUMMARY

**Program Name:** North Coast Opportunities Technology Fund (Pre-Seed)  
**Launch Date:** 01/24/2012  
**CCWRF Vertical:** Innovation Development

#### **OVERVIEW**

Cuyahoga County created the Pre-Seed Fund to accelerate technology-based entrepreneurship, create new high paying jobs, and increase the flow of private investment to Cuyahoga County technology companies. Known as the North Coast Opportunities (NCO) Technology Fund, Cuyahoga County established the program as a regional collaborative approach to support the development of early stage companies that are well positioned for future capital investment. The County works with partners to identify and vet companies. The program provides payment-deferred, low interest loans to complete a specific project that will make the company more attractive to investors.

#### **1. Use of Funds:**

- a. Equipment, machinery, or supplies/inventory
- b. Prototype development and testing/clinical trials
- c. Software development
- d. Creating and protecting intellectual property, regulatory approval

#### **2. Eligibility:**

- a. Must be a high growth, technology company with prospects for raising venture capital in the future
- b. Must be located in or planning to move to Cuyahoga County
- c. Must be a JumpStart registered company ([www.jumpstartinc.org/Request](http://www.jumpstartinc.org/Request))
- d. Companies engaged in due diligence or received investment more than \$1.5 million are not eligible

#### **3. Application and Review:**

- a. Submit a brief description of the specific project that funding is being sought and illustrate how the project will bring the company closer to venture or seed stage funding
- b. The NCO Selection Committee (JumpStart Entrepreneurial Network Director, Entrepreneurs-in-Residence, the MAGNET Incubator Director and Entrepreneurial Expert, and a Cuyahoga County representative) score the Companies with the highest potential for attracting future capital investment
- c. Recommendations are reviewed and approved by the appropriate County approval body consistent with County contracting process

- #### **4. Partners:**
- Jumpstart is a nonprofit economic development organization that provides intensive assistance to Northeast Ohio based early stage, high growth potential companies. Jumpstart works with companies to achieve milestones such as raising capital, generating revenues, testing commercial viability, and market launch. Jumpstart also selectively invests in the highest potential companies with breakthrough, market-driven technologies.

## TERMS

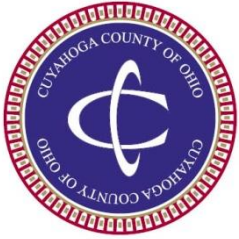
1. **Loan Amount:** Loans range from \$25K- \$125K, with typical loans in the \$50-75K range
2. **Interest Rate:** Typically the interest rate is 5.00% fixed for the term of the loan
3. **Term/Repayment:** Five (5) years or sixty (60) with a five (5) year deferment. Payments of principal and interest shall be deferred until the earlier of (i) the occurrence of a Financing Event in an amount, separately or in the aggregate, equal to or exceeding One Million Five Hundred Thousand Dollars (\$1,500,000), (ii) the last day of the sixtieth (60th) full month following the first Disbursement Date, or (iii) a declaration of default by the County.
4. **Forgiveness Terms:** N/A
5. **Security/Collateral/Guarantor(s):** The County will secure a first position UCC Financing Statement on all company assets in the amount of the loan.

## METRICS

1. **Jobs Created/Retained:** The program does not require but anticipates the creation of jobs over five years with an increase in average annual salary above the County median wage. All companies are required to execute a workforce cooperation agreement.
2. **Economic Impact:** The program leverages at least a 1 to 1 match in terms of technical assistance received from Jumpstart, Inc. through the Ohio Third Frontier Entrepreneurial Signature Program.
3. **Community Benefit:** Accelerate the development of early-stage companies in Cuyahoga County, create high paying jobs, and increase the flow of private investment.

## EXAMPLE

Zuga Medical, Inc. is a dental device manufacturer that has designed a new innovative dental implant system that offers a simplified design compared to conventional procedures for replacing a missing tooth. The system allows dental professionals to reduce chair time, eliminate outsourced patient and laboratory services, and allow general dentists to perform the complete patient service with fewer visits. Zuga Medical received a \$100,000 NCO Loan to manufacture and assemble components for the dental implant tooling system and apply for FDA regulatory approval. The project leveraged \$100,000 from the GLIDE Innovation fund and \$50,000 from the City of Cleveland through the NASA Adopt a City Initiative with MAGNET, Inc. Subsequently, Zuga Medical was selected for due diligence for a \$250,000 investment from Jumpstart Ventures. The company anticipates increasing its annual payroll by \$1,600,000 within five years and creating 25 jobs.



## Department of Development

### CCWRF PROGRAM - EXECUTIVE SUMMARY

**Program Name:** Next Stage Fund  
**Launch Date:** 01/08/2013  
**CCWRF Vertical:** Innovation Development

#### **OVERVIEW**

Cuyahoga County created the Next Stage Fund to provide capital to market-ready high-growth companies well positioned to achieve rapid commercial sales growth. The goal of the program is to support and retain maturing high growth companies, accelerate commercialization, increase business revenue growth, and create high paying jobs. The Next Stage Fund builds on the success of the NCO Technology Fund and leverages the pipeline of companies within the Northeast Ohio Entrepreneurial Network. The program allows the County to transform innovative and high-growth commercial opportunities into viable businesses.

#### **1. Use of Funds:**

- a. Land and/or building purchase - the business must occupy at least 51% of the premises
- b. Purchase of equipment, machinery, or supplies/inventory
- c. Building construction and/or renovation costs - business must occupy at least 60% of the premises
- d. Long-term leasehold improvements
- e. Software development
- f. Creating and protecting intellectual property
- g. Working capital

#### **2. Eligibility:**

- a. Must be a high growth, technology-oriented company with consistent revenue growth
- b. Must be within 12 to 18 months of positive cash
- c. Must be located in or commit to move to Cuyahoga County by loan closing
- d. Must be a ventured backed company that has successfully raised \$5 to \$7 million
  - i. Cuyahoga County seeks to provide follow on financing that leverages existing investment
- e. Must commit to creating 10 to 20 new jobs within three years

#### **3. Application and Review:**

- a. Application information includes but is not limited to:
  - i. Business Information: operational history, description of target market, products and services, detailed IP description and position/patents
  - ii. Financial Information: income statement and balance sheet for past three fiscal years, capitalization table with ownership, sale projections for two years, customer pipeline analysis
  - iii. Project Information: project summary with time table and milestones, sources and uses of funds with detailed project plan, job creation and revenue growth plan
- b. Loan Review/Approval:

- i. Applications will receive preliminary review by County DOD based on but not limited to factors such as: the number of high-value jobs created, level of risk associated with the commercialization, ability to attract follow on investment, ability to repay the loan
- ii. After preliminary review, applications are referred to Jumpstart, Inc. for due diligence. Jumpstart prepares an investment memo to the County. Upon completion, the investment memo is reviewed by DOD and then presented to the CCCIC for a funding recommendation to the appropriate County approval body (Council or BOC).

**4. Partners:** Jumpstart is a nonprofit economic development organization that provides intensive assistance to Northeast Ohio based early stage, high growth potential companies. Jumpstart works with companies to achieve milestones such as raising capital, generating revenues, testing commercial viability, and market launch. Jumpstart also selectively invests in the highest potential companies with breakthrough, market-driven technologies.

**TERMS**

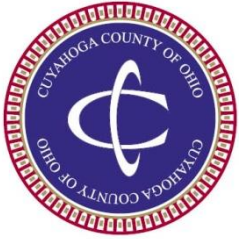
- 1. **Loan Amount:** up to \$700,000
- 2. **Interest Rate:** up to 7.00% with a 5.00-10.00% success fee
- 3. **Term/Repayment:** Three (3) years or thirty-six (36) months with two (2) one (1) year extension options to be granted based upon achieving defined project milestones and exercised at the sole discretion of the County. Interest only payments for up to twelve (12) months, with the balance of the loan becoming fully amortizable in the thirteenth (13th) month and continuing over the remaining term of the loan.
- 4. **Forgiveness Terms:** N/A
- 5. **Security/Collateral/Guarantor(s):** Priority Lien on Business Assets, Personal Guarantees may be required

**METRICS**

- 1. **Jobs Created/Retained:** Create 10-20 jobs with an average annual wage above the County average
- 2. **Economic Impact:** Help companies achieving year over year revenue growth of 30% or more and attract at least \$2 million in follow-on funding.
- 3. **Community Benefit:** Support and retain maturing high growth companies, accelerate commercialization, increase revenue growth, and create high paying jobs. The Next Stage Fund builds on the success of the NCO Technology Fund and leverages the pipeline of companies within the Northeast Ohio Entrepreneurial Network.

**EXAMPLE**

Sparkbase, Inc. is a financial software company that developed a leading loyalty processing and customer marketing solution for merchants. Sparkbase developed a unique software-as-a-service processing network for specialty gift cards, customer loyalty, and community rewards programs. Sparkbase was approved for a \$700,000 Next Stage Fund Pilot Loan to build and deploy loyalty solutions directly to large scale merchants and launch its loyalty marketing solutions in 6 to 8 new markets. Sparkbase will create 15 jobs, achieve year over year growth of 40% and raise an additional \$7 million dollars in follow on funding over three years.



## Department of Development

### CCWRF PROGRAM - EXECUTIVE SUMMARY

**Program Name:** Innovation Match Fund  
**Launch Date:** 1/24/2012  
**CCWRF Vertical:** Innovation Development

#### **OVERVIEW**

The Cuyahoga Innovation Match Fund (CIMF) is a flexible source of funding to ensure that research and development efforts in Cuyahoga County result in commercial products that help drive economic growth. The goal of the CIMF is to attract large, nationally designated and highly visible corporate, non-profit, and federal research and development centers or laboratory facilities in Cuyahoga County. The objective is to accelerate the movement of new technology developed by county based institutions and businesses to the commercial market in sectors important to the county's economy. The CIMF provides local match for the establishment of technology development centers of excellence that are part of a state or federal funding opportunity.

#### **1. Use of Funds:**

- a. Land and/or building purchase
- b. Purchase of equipment, machinery, or supplies/inventory
- c. Building construction and/or renovation costs
- d. Long-term leasehold improvements

#### **2. Eligibility:**

- a. The center must be sponsored by an existing anchor institution and leverage research investments and core competencies in Cuyahoga County
- b. The center must have direct application for key industry clusters within Northeast Ohio and private industry participation
- c. The center must demonstrate direct, short-term job creation and economic development impact for Cuyahoga County
- d. The proposal must achieve at least a \$20 to \$1 leverage

#### **3. Application and Review:**

- a. Application includes but not limited a description of the specific project that funding is being sought, illustrating how the project will bring the center closer to being established in Cuyahoga County and leverage new business attraction, job creation, as well as other grant awards
  - i. The Center description should include purposes and activities, budget, technological focus, duration of the award, integration and collaboration with County based research institutions and industry and evidence that local match cost share is an evaluation factor for the award
- b. After preliminary review, applications will be referred to regional technology based economic development organizations for due diligence review. Upon completion, an investment package be presented to the appropriate County Council for approval.

- 4. Partners:** Northeast Ohio possesses a national recognized technology based economic development system made up of a robust network of support organizations working together to commercialize new technologies. The County partners with organizations like Jumpstart, BioEnterprise, Nortech, and MAGNET to assess and vet new innovation and research opportunities that will directly lead to economic development investment and job creation.

### **TERMS**

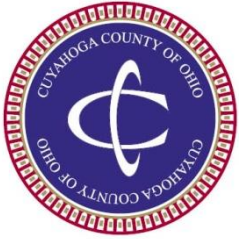
- 1. Grant Amount:** maximum amount \$300,000
- 2. Interest Rate:** 0.00%
- 3. Term/Repayment:** N/A (Grant) – Grantee could be required to repay the full amount of County loan if it fails to complete the project, moves, or fails to create the requisite jobs
- 4. Forgiveness Terms:** 100%
- 5. Security/Collateral/Guarantor(s):** The County will secure a first position UCC Financing Statement and/or mortgage on the asset being financed.

### **METRICS**

- 1. Jobs Created/Retained:** The program requires job creation of 1 new job for each \$35,000 of funding with an average annual salary above the County median wage. The Grantee will be required to execute a workforce cooperation agreement.
- 2. Economic Impact:** The program will leverage at least a \$20 to \$1 match in terms of the direct funding award for the establishment of a technology development center of excellence.
- 3. Community Benefit:** Accelerate the rate of innovation in the Cuyahoga County and leverage the region's institutional and industrial strengths through a strategic place-based economic development plan.

### **EXAMPLE**

In 2011, the County was notified about federal funding opportunity through NASA to establish the International Space Station (ISS) National Laboratory in Cleveland, Ohio. The NASA RFP sought a non-profit entity to develop and manage the ISS Laboratory. The proposed award was for 10 year at \$150,000,000. The County supported the proposal of the Universities Space Research Association (USRA) and Battelle Memorial Institute to operate the NASA ISS National Laboratory in Cuyahoga County. The joint proposal called for the creation of 25 senior research positions initially at approximately \$140,000 compensation per position. The County offered a \$300,000 local match for the project that was earmarked for a "space translational incubator" to support the technology commercialization efforts at the ISS National Lab. Partners in the proposal included Case Western Reserve University, the Cleveland Clinic, University Hospitals, PolyOne, and several other key industry and research institutions. Unfortunately, the proposal was ranked second and did not receive the award from NASA.



## Department of Development

### CCWRF PROGRAM - EXECUTIVE SUMMARY

**Program Name:** Redevelopment and Modernization  
**Launch Date:** 1/24/2012  
**CCWRF Vertical:** Commercial Property Reutilization

#### OVERVIEW

This partially-forgivable loan program will provide financing to for-profit entities with committed end users for existing site improvements, including asbestos abatement and tenant improvements, as well as the modernization of buildings located in Cuyahoga County. Private developers and/or businesses are eligible; however, in all cases, the applicant must be the borrower and must own the property. A firm commitment from an end user for the project satisfactory to the County must be provided at time of application. Projects with tax-exempt end uses are not eligible.

#### **1. Use of Funds:**

- a. Acquisition (maximum 25% of loan)
- b. Asbestos and/or lead-based paint abatement
- c. Building renovations
- d. Demolition

#### **2. Eligibility:**

- a. For-profit businesses within the targeted industry clusters
- b. Demonstrated ability to repay the loan, maintain adequate collateral and acceptable credit
- c. Evidence of other funding commitments must be provided

#### **3. Application and Review:**

- a. Applications are issued to prospective borrowers after meeting with DOD staff.
- b. Loan Review/Approval:
  - i. Applications will be reviewed by County DOD based on but not limited to factors such as: the number of high-value jobs created, level of risk associated with the loan, project readiness
  - ii. After review, applications are considered by the Cuyahoga County Community Improvement Corporation (CCCIC) Economic Development Loan Committee, which can recommend approval of the loan to County Council.

#### TERMS

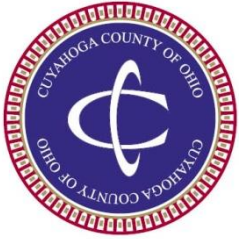
- 1. Loan Amount:** up to \$1 million
- 2. Interest Rate:** 4.00%
- 3. Term/Repayment:** Maximum ten-year term
- 4. Forgiveness Terms: Up to 35% of the loan may be forgiven.** The forgivable portion of the loan is reduced in equal amounts over a seven-year period following the completion of the project.
  - Project location in Business Attraction Agreement Community or identified area of economic growth (up to 10%).

- Projects with known end users can receive a job creation credit of 1% per job created above the average County wage (up to 15% total forgiveness). Borrower must execute County Workforce Agreement.
- A minimum of 50% of the loan proceeds must be spent with Cuyahoga County vendors to receive 10% loan forgiveness.

**5. Security/Collateral/Guarantor(s):** Second priority-position mortgage, corporate and/or personal guarantees

**PROJECT EXAMPLE:** Lincoln Electric Company relocation of Tech Alloy operations to Euclid Plant. The County provided two low-interest, partially forgivable, \$1 million loans (total \$2 million), to assist with the building renovations necessitated by the acquisition and relocation of Tech Alloy from Maryland. The project will retain 1,800 FTEs in the County and create at least 100 new FTEs.





## Department of Development

### CCWRF PROGRAM - EXECUTIVE SUMMARY

**Program Name:** Site Expansion  
**Launch Date:** 1/24/2012  
**CCWRF Vertical:** Commercial Property Reutilization

#### OVERVIEW

This fully-forgivable loan program will provide financing to for-profit entities with committed end users for the environmental cleanup and demolition of abandoned, vacant and otherwise underutilized properties that are adjacent to the existing committed end user in Cuyahoga County. Job creation and an increase in property values are expected outcomes of remediation and redevelopment. Parties responsible or potentially responsible for the environmental contamination at a site are not eligible for assistance.

#### **1. Use of Funds:**

- a. Acquisition (maximum 25% of loan)
- b. Environmental assessments and remediation
- c. Demolition and site clearance

#### **2. Eligibility:**

- a. For-profit businesses within the targeted industry clusters that are expanding onto an adjacent parcel
- b. Demonstrated ability to repay the loan, maintain adequate collateral and acceptable credit
- c. Evidence of other funding commitments must be provided
- d. Must obtain Ohio EPA No Further Action Letter for cleanup

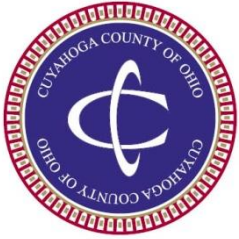
#### **3. Application and Review:**

- a. Applications are issued to prospective borrowers after meeting with DOD staff.
- b. Loan Review/Approval:
  - i. Applications will be reviewed by County DOD based on but not limited to factors such as: the number of high-value jobs created, level of risk associated with the loan, project readiness
  - ii. After review, applications are considered by the Cuyahoga County Community Improvement Corporation (CCCIC) Economic Development Loan Committee, which can recommend approval of the loan to County Council.

#### TERMS

- 1. Loan Amount:** up to \$500,000 (1 job created per \$25,000 in funding)
- 2. Interest Rate:** 0.00%
- 3. Term/Repayment:** Maximum ten-year term
- 4. Forgiveness Terms:** Up to 100% of the loan may be forgiven, provided that the Ohio EPA VAP No Further Action Letter is obtained, and the requisite number of jobs is created on the expansion site. The forgivable portion of the loan is reduced in equal amounts over a seven-year period following the completion of the project.
- 5. Security/Collateral/Guarantor(s):** Second priority-position mortgage, corporate and/or personal guarantees

**PROJECT EXAMPLE:** Great Lakes Towing Company expansion project. The County provided a fully-forgivable \$500,000 loan to facilitate the acquisition and environmental cleanup of adjacent property for the expansion of the tug boat manufacturing operations in Cleveland. The project retained 50 FTEs and created over 20 new FTEs.



## Department of Development

### CCWRF PROGRAM - EXECUTIVE SUMMARY

**Program Name:** Redevelopment Ready  
**Launch Date:** 1/24/2012  
**CCWRF Vertical:** Commercial Property Reutilization

#### OVERVIEW

This partially-forgivable loan program will provide financing to for-profit entities with or without end users for the environmental cleanup and demolition of abandoned, vacant, and otherwise underutilized properties in Cuyahoga County. Private developers and/or businesses are eligible; however, in all cases, the applicant must be the borrower and must own the property. If an end user has been identified for the project site, commitment of end user in form and substance satisfactory to the County must be provided at time of application. Parties responsible or potentially responsible for the environmental contamination at a site are not eligible for assistance.

#### **1. Use of Funds:**

- d. Acquisition (maximum 35% of loan)
- e. Environmental assessments and remediation
- f. Infrastructure (maximum 15% of loan)
- g. Demolition and site clearance

#### **2. Eligibility:**

- e. For-profit businesses within the targeted industry clusters
- f. Demonstrated ability to repay the loan, maintain adequate collateral and acceptable credit
- g. Evidence of other funding commitments must be provided
- h. Must obtain Ohio EPA No Further Action Letter for cleanup

#### **3. Application and Review:**

- a. Applications are issued to prospective borrowers after meeting with DOD staff.
- b. Loan Review/Approval:
  - i. Applications will be reviewed by County DOD based on but not limited to factors such as: the number of high-value jobs created, level of risk associated with the loan, project readiness
  - ii. After review, applications are considered by the Cuyahoga County Community Improvement Corporation (CCCIC) Economic Development Loan Committee, which can recommend approval of the loan to County Council.

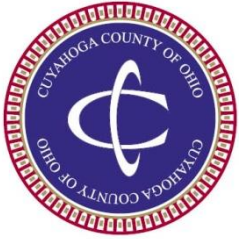
#### TERMS

- 1. Loan Amount:** up to \$1 million
- 2. Interest Rate:** 4.00%
- 3. Term/Repayment:** Maximum ten-year term
- 4. Forgiveness Terms:** Up to 40% of the loan may be forgiven. The forgivable portion of the loan is reduced in equal amounts over a seven-year period following the completion of the project.

- Projects after NFA issuance will receive 15% loan forgiveness.
- Projects with known end users can receive a job creation credit of 1% per job created above the average County wage (up to 15% total forgiveness. The known end user must execute a County Workforce Agreement.
- A minimum of 50% of the loan proceeds must be spent with Cuyahoga County vendors to receive 10% loan forgiveness

**5. Security/Collateral/Guarantor(s):** Second priority-position mortgage, corporate and/or personal guarantees

**PROJECT EXAMPLE:** Miceli Dairy Company expansion project. The County provided a low-interest, partially-forgivable, \$1 million loan to assist with the acquisition and brownfield cleanup of property in the Buckeye neighborhood of Cleveland that will facilitate the expansion of the dairy operations. The project will retain 50 FTEs in the county and create at least 14 new FTEs in the County.



## Department of Development

### CCWRF PROGRAM - EXECUTIVE SUMMARY

**Program Name:** Small Business Loan Guarantee Program  
**Launch Date:** Spring, 2013  
**CCWRF Vertical:** Business Growth, Commercialization and Attraction

#### OVERVIEW

Cuyahoga County created the Small Business Loan Guarantee (SBLG) Program as a loan enhancement program to help small businesses gain access to capital. The SBLG program provides support for private lending institutions to increase lending to small businesses that would have otherwise been unable to secure the funds needed to grow. When a bank makes an approved loan within the County's program guidelines, the County will help guarantee that the borrower will repay the loan. If the borrower defaults on the loan, the County will reimburse the bank a percentage of the loss. The result is a larger local pool of borrowers eligible for loans that foster growth and job creation in Cuyahoga County, while leveraging the expertise, systems, and infrastructure of traditional lenders.

#### **1. Use of Funds:**

- a. Land and/or building purchase – must be owner occupied property
- b. Building construction and/or renovation costs – must be owner occupied property
- c. Purchase of equipment, machinery, or supplies/inventory
- d. Long-term leasehold improvements
- e. Working capital

#### **2. Eligibility:**

- a. Businesses with sales of \$500,000 - \$15 million in Cuyahoga County
- b. Businesses with at least a Three-Year track record and demonstrate cash flow to cover debt service
- c. Target industries in Five Year Economic Development Plan preferred (i.e. advanced manufacturing, energy, materials, devices, aerospace, controls, etc.)
- d. Ineligible businesses include real estate investment, religious institutions, and other non-profits.

#### **3. Application and Review:**

- a. Borrowers complete lenders' standard loan application. Lenders originate and underwrite the loans. Additional County application information includes but is not limited to project summary, sources and uses of funds, detailed job creation and revenue growth plan, and Workforce Cooperation Agreement.
- b. Completed applications are forwarded from bank underwriting teams after structuring, credit write-up and decision-making. Eligible applications are referred to the County for review. For applicants who meet the banks' underwriting standards, and reinforced by the County's additional due diligence, credit may be extended to the borrower. If approved, the County sends lender notification and closing documents.

- 4. Partners:** The County and a network of participating lenders have developed the criteria for referring potential businesses to the small business loan guarantee application process. Banks that have agreed to participate will help the County cull through declined bank loan applications to identify viable candidates.

## **TERMS**

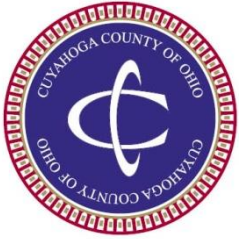
1. **Loan Amount:** Loan Guarantees range from \$50K- \$500K, with typical loans in the \$150-250K range
2. **Interest Rate:** N/A – a onetime 3% guarantee fee of the guarantee amount at closing
3. **Term/Repayment:** Guarantees will be provided for up to five (5) years with a five (5) year renewable option at the request of Bank, and subject to County re-approval.
4. **Forgiveness Terms:** N/A
5. **Security/Collateral/Guarantor(s):** The Cuyahoga County enhancement is unsecured and structured as a Performance Guarantee (or a deficiency guarantee), not a covenant or payment default trigger for guarantee. The Performance Guarantee effectuates after all collection efforts have taken place and a loan balance deficiency needs to be satisfied via the guarantee. Lender must exhaust all collection efforts before making a claim on the guarantee.

## **METRICS**

1. **Jobs Created/Retained:** Job Creation Requirement of 1 New Job for each \$35,000 of funding.
2. **Economic Impact:** The program anticipates leveraging \$100 million in private financing.
3. **Community Benefit:** Create a vital link between community development lending and small business lending strategies and foster a greater deal flow of credit-worthy borrowers.

## **EXAMPLE**

N/A



## Department of Development

### PROJECT EXECUTIVE SUMMARY

**PROJECT NAME:** Incumbent Worker Training  
**DATE:** 1/24/2012  
**DOD Program:** Business Growth, Commercialization and Attraction

#### **OVERVIEW**

##### **1. Summary:**

Cuyahoga County created the Incumbent Worker Training (IWT) program to support training projects that will benefit local businesses, industries and agencies by assisting in the skill development of existing employees, thereby increasing employee productivity, the growth/retention of the company and its workforce, and improve the economic competitiveness of Cuyahoga County's employers.

##### **2. Use of Funds:**

Incumbent Worker Training funds are available to a business within the *Target Industries* or a group of businesses requesting training that leads to one or more of the following:

- Improve/upgrade the skills of the employers' workforce
- Raise the skill level of employees so that they can be eligible for promotion
- Provide career progression that opens entry-level positions to others
- Increase retention in employment
- Increase individual wages

IWT funds for approved training cannot exceed \$50,000 for the employer per year. Employers are required to provide a cash or in-kind contribution match. Employer's match is determined by the total number of employees/size of company. The match is as follows:

- 33% for companies with 1 to 100 employees
- 50% for companies with 100 or more employees

##### **3. Employer Eligibility:**

- IWT funding may be used to supplement, but not to supplant current training efforts
- Must agree to list all job openings with Employment Connection
- Must have at least one full-time employee
- Must be current on all state tax obligations
- Must be able to demonstrate financial viability
- Must be located in Cuyahoga County

##### **4. Employee Eligibility:**

Must be directly employed by the company at a facility located within Cuyahoga County and meets all of the following requirements:

- Employed in any of the following business functions: production, back office operations, information technology, logistics, or research & development
- Earning at least minimum wage but not more than \$90,000
- An Ohio resident, at least 18yrs of age and legal to work in the USA
- Working at least 25 hrs. per week and
- Must not be related to business owner(s) if company has 50+ employees

## 5. Eligible Training Costs:

The employer may request reimbursement for up to 50% of the employer's cost to train an employee and may be used for any of the following purposes:

- Tuition
- Instructor or trainer fees
- Instructional materials including manuals, text books, handout (.05/copy)
  - Note that instruction materials cost must be prorated per employee and will be capped at 10% of the cost of training per employee per training.
- Lodging necessary for training
- Equipment rental necessary for training (capped at % of training costs)

## 6. Targeted Industries:

- |                        |                           |
|------------------------|---------------------------|
| • Manufacturing        | • Financial Services      |
| • Aerospace / Aviation | • Information Technology  |
| • Automotive           | • Polymers & Chemicals    |
| • BioHealth            | • Food Processing         |
| • Health Care          | • Corporate Headquarters  |
| • Energy               | • Social Service Agencies |

## 7. Available Funding:

The IWT program is operated as a cost-reimbursement program. Cuyahoga County Department of Development will reimburse the employer for up to 50% of the cost of the training (up to \$2,000 per employee), after: 1) the employer pays the full cost of the training, and 2) the employee successfully completes the training. Funding approvals for this IWT program will be on a first-come, first-served basis.

## 8. Eligible Training:

Training opportunities that expand and improve employees' workforce skills and develop his or her opportunities for growth, promotion and/or wage increase are eligible for the IWT program. Training need and training opportunity are to be determined by the employer and employee. The training provider is selected independently and may be public, private or in-house trainer. Funds will not be provided to independent contractors. Trainings may be conducted at the employer's facility, at the training provider's facility, on-line or at a third-party site.

A. Eligible training will relate to the employee's current position or for future advancement within the company.

Training activities may include:

- Classes, (credit or non-credit) at an accredited education institution
- Training that lead to an industry recognized certificate
- Training provided in conjunction with the purchase of a new piece of equipment related to the business operation
- Training from a national, regional, or state trade association that offers an independently certified training curriculum and testing
- Training for improved process efficiency (e.g. ISO-9000, Six Sigma, Lean Manufacturing)

B. Ineligible training activities include (but are not limited to):

- Training that would happen without public funds
- Training that is already being reimbursed by another local, state or federal training program (OH workforce Guarantee, National Emergency Grant, WIA, Veteran Admin, TANF, etc.)
- Continuing Education Units (CEUs) required for continued professional certification
- Soft Skills



- Training which is required by another public agencies or departments (OSHA, Worker’s Compensation, etc.)
- GED
- Conference fees
- Travel costs
- Wages of trainees while being trained (can be used towards match if training occurs during regularly scheduled work day).
- Company’s orientation training

**9. Application and Review**

- a. Application information includes but is not limited to:
  - i. Business Information: business description, training target, benefit employee, cost
  - ii. Training Information: training occupation, goal/objective of training, training costs, training curriculum
- b. Grant Review/Approval:
  - i. Applications will be reviewed by the Employment Connection (EC) review committee. Recommendations will be made based on but not limited to factors such as: A complete application including all required documents, projected outcomes, grant request, training curriculum and employer/employee expectations.
  - ii. After committee review, score sheets are referred to management for review and signature by EC and DoD Director, and then presented for a funding recommendation to the appropriate County approval body (CPB or BOC).

**10. Partners:** Employment Connection, collaborative workforce system of the City of Cleveland and Cuyahoga County.

**TERMS**

The program is operated on a reimbursement basis. The County will reimburse the employer (based on the number of employees) for the cost of the training: up to \$2000/per employee and/or up to \$50,000/per company.

- 33% for companies with 1 to 100 employees
- 50% for companies with 100 or more employees

**METRICS**

- 4. Employer/Employee Benefit:** Support and retain companies and increase earning potential of employees.
- 5. Economic Impact:** To improve the economic competitiveness of Cuyahoga County’s employers.
- 6. Jobs Retained:** Assist in the skill development of existing employees thereby increasing employee productivity, the growth/retention of the company and its workforce, and creating the capacity for business growth.
- 7. Promotion:** Incumbent employee is promoted and Employment Connection is source for back-fill candidates.

**PROJECT EXAMPLES:**

Safety Controls.....6 staff for power system engineering software training  
 Jennings Center.....200 employees for integrated electronic health record system  
 Forest City Tree Protection....one staff for basic and advanced tree care training  
 Menorah Park.....18 nursing assistants for clinical technician training program  
 Northcoast Composites.....7 staff for various jobs in composite parts production



## Department of Development

### CCWRF PROGRAM - EXECUTIVE SUMMARY

**Program Name:** Business Growth (Accelerated Growth)  
**Launch Date:** 1/24/2012  
**CCWRF Vertical:** Business Growth, Commercialization and Attraction

#### **OVERVIEW**

Cuyahoga County created the Business Growth Program to enhance the growth opportunities and maximize the potential of businesses and industries already in the region. The Program provides Economic Development Loans to businesses that are relocating, expanding or building new facilities and creating and retaining jobs in Cuyahoga County. Economic Development Loans are structured to leverage private investment and stimulate business expansion and growth. The County offers subordinated long-term, fixed-rate gap financing at below-market rates to businesses that generally have difficulty securing capital for growth due to collateral and equity shortfalls.

#### **1. Use of Funds:** - *Fixed Asset Financing only*

- a. Land & Building Acquisition
- b. Building Improvements/Renovations
- c. New Construction
- d. Purchase of Machinery & Equipment

#### **2. Eligibility:**

- a. For-profit commercial, industrial or service businesses that expand in or move into the County
- b. Business must have 3 years prior financial history
- c. Business must demonstrate adequate collateral, credit and capacity to repay the loan
- d. Businesses must provide a minimum of ten percent (10.00%) equity

#### **3. Application and Review:**

- a. Application includes but is not limited to: business summary, operational history, description of products and services, balance sheet and profit and loss statement, existing and projected cash flow, sources and uses of funds, existing debt schedule, personal financials, and collateral verification
  - i. Applications are reviewed and underwritten by County DOD based on but not limited to factors such as: ability to cover debt service, collateral value, the number of high-value jobs created, private investment participation
- b. After review, loan packages are presented to the Cuyahoga County Community Improvement Corporation (CCCIC) Economic Development Loan Committee for a funding recommendation and then presented to the appropriate County approval body for final approval of the loan

#### **4. Partners:** The County works with multiple public and private sector partners to leverage investment and address funding gaps for projects to with significant economic development benefit. Projects are funded primarily through owner equity and private bank financing, with Economic Development Loans available for "gap financing". County Economic Development Loans never exceeds 40% of any project.

## **TERMS**

- 1. Loan Amount:** Up to 40% of Total Project Cost, with a maximum loan amount of \$1,500,000 and a minimum loan of \$150,000
- 2. Interest Rate:** Below market rate, with a typical interest rate between 2% and 4% fixed for the term of the loan
- 3. Term/Repayment:** 5 - 10 years leasehold improvements, 7 - 10 on machinery and equipment, Up to 15 years on land and building. Borrowers could be required to repay the full amount of County loan if it moves, sells, fails to complete the project, or fails to create the requisite jobs
- 4. Forgiveness Terms:** N/A
- 5. Security/Collateral/Guarantor(s):** The County will secure a second-position UCC lien and/or mortgage on the collateral asset being financed with a LTV up to 90%.

## **METRICS**

- 1. Jobs Created/Retained:** The program requires job creation of 1 new job for each \$35,000 of funding. All companies are required to execute a workforce cooperation agreement.
- 2. Economic Impact:** The program increases the flow of private investment by providing a loan for the difference between what a business may need for a project, and the combined amount that they have available through equity and from their lender.
- 3. Community Benefit:** The County supplements private financing in order to increase the number of credit worthy economic development projects, enabling job creation projects to proceed that would otherwise not have taken place.

## **EXAMPLE**

Swift Filters is a second generation; family owned business that was established in 1957. The company manufactures specialty filters used in applications for air-filtration, hydraulic oils, oil and water separation and specialty fuels. All of the company's products are manufactured in the USA at their facility located in Oakwood Village, Ohio. They service the Department of Defense, automotive (NASCAR), aerospace, chemical and fluid power industries and most recently the oil and gas industry. The Company is ISO 9001:2008 certified and is listed as one of Weather head's Top 100 companies in Northeast Ohio. The Company received a \$1,260,000 Cuyahoga County Economic Development Loan for a freestanding 42,500 sq. ft. facility in Oakwood Village. The County loan allowed the company to leverage funding from Liberty National Bank to financing the expansion of their filter manufacturing operation. The total cost of this expansion project is estimated at \$3,150,000. The Company will create 36 new jobs within 3 years.



## Department of Development

### CCWRF PROGRAM - EXECUTIVE SUMMARY

**Program Name:** Large Scale Attraction  
**Launch Date:** 1/24/2012  
**CCWRF Vertical:** Business Growth, Commercialization and Attraction

#### OVERVIEW

The Large Scale Attraction Loan Program provides businesses with financial assistance to support their job creation in Cuyahoga County. The Program is available to provide gap financing and incentives for large scale growth and attraction opportunities for communities within Cuyahoga County. The Program targets businesses in select industry clusters that create at least 100, new to Cuyahoga County, full time equivalent jobs with an average annual salary at or above the County median annual wage.

#### **1. Use of Funds:**

- e. Land and/or building acquisition
- f. Purchase of equipment and/or machinery
- g. Building construction and/or renovation costs
- h. Working capital

#### **2. Eligibility:**

- i. At least 100, new to the County, full time equivalent jobs with an average annual salary at or  
above the County median annual wage
- j. For-profit businesses within the targeted industry clusters
- k. Demonstrated ability to repay the loan, maintain adequate collateral and acceptable credit
- l. County loan cannot exceed 40% of total project cost
- m. Evidence of other funding commitments must be provided

#### **3. Application and Review:**

- a. Applications are issued to prospective borrowers after meeting with DOD staff.
- b. Loan Review/Approval:
  - i. Applications will be reviewed by County DOD based on but not limited to factors such as: the number of high-value jobs created, level of risk associated with the loan, project readiness
  - ii. After review, applications are considered by the Cuyahoga County Community Improvement Corporation (CCCIC) Economic Development Loan Committee, which can recommend approval of the loan to County Council.

## **TERMS**

1. **Loan Amount:** up to 40% of project
2. **Interest Rate:** 1.00% to 7.00%
3. **Term/Repayment:** One to three years for working capital, five to 10 years for renovations, seven for machinery and/or equipment, and 15 years for acquisition.
4. **Forgiveness Terms:** Projects that create at least 100, new to Cuyahoga County, full time equivalent jobs with an average annual salary 1.5 times above the County median annual wage OR create at least 300, new to Cuyahoga County, full time equivalent jobs AND are willing to utilize 50% of the loan proceeds with vendors located in Cuyahoga County may be eligible for additional incentivization.
5. **Security/Collateral/Guarantor(s):** Second priority-position mortgage, corporate and/or personal guarantees

**EXAMPLE PROJECT:** AmTrust Financial Services consolidation, expansion and relocation project. The County provided a \$3 million low-interest loan to assist with the acquisition and renovation of the former Key Bank Building, located at 800 Superior Avenue, in Cleveland. The project retained 250 FTEs in the County and is projected to create 750 new FTEs in the County.

## Cuyahoga County – Department of Development

Reserve Square

1701 East 12<sup>th</sup> Street – 1<sup>st</sup> Floor

Cleveland, Ohio 44114

### Economic Development Division - Staff

<p>Arnold Lockett Senior Development Finance Analyst (216) 443-3159 <a href="mailto:alockett@cuyahogacounty.us">alockett@cuyahogacounty.us</a> Programs: - Economic Development Loans (General Fund, CDBG, HUD 108) - CCWRF Accelerated Growth Program - CCWRF Large Scale Attraction Program - Enterprise Zones</p>	<p>Laura Clark Senior Development Finance Analyst (216) 698-2575 <a href="mailto:lclark@cuyahogacounty.us">lclark@cuyahogacounty.us</a> Programs: - CCWRF Large Scale Attraction Program - CCWRF Redevelopment &amp; Modernization - CCWRF Site Expansion Program - CCWRF Redevelopment Ready Program - Brownfield Redevelopment Fund Program</p>
<p>Gregory Zucca Senior Development Finance Analyst (216) 443-8086 <a href="mailto:gzucca@cuyahogacounty.us">gzucca@cuyahogacounty.us</a> Programs: - CCWRF North Coast Opportunities Fund Program with Jumpstart, Inc. - CCWRF Next Stage Fund Program - CCWRF MicroEnterprise Program with ECDI</p>	<p>Bob Flauto Senior Development Finance Analyst (216) 698-2898 <a href="mailto:bflauto@cuyahogacounty.us">bflauto@cuyahogacounty.us</a> Programs: - Grow Cuyahoga Fund - SBA (7a) with National Development Council - Economic Development Loans - New Product Development Loans with MAGNET</p>
<p>Michael May Economic Development Administrator (216) 348-4847 <a href="mailto:mmay@cuyahogacounty.us">mmay@cuyahogacounty.us</a> Programs: CCWRF MicroEnterprise Program with Economic &amp; Community Development Institute (ECDI)</p>	<p>Janise Bayne Senior Development Finance Analyst (216) 698-2574 <a href="mailto:jbayne@cuyahogacounty.us">jbayne@cuyahogacounty.us</a> Programs: - Community Assessment Initiative - Environmental Assessments Funding - Clean Ohio Assistance Fund</p>

## Appendix III



### Cuyahoga County Western Reserve Fund

### *Economic Development Dashboard*

Department of Development

May 15, 2013

2011 Economic Development Projects

DOD Product	Index Code	Index Code Name	Corporate Name/Project Name	Loan/Contract Amount	Dollars Leveraged	Jobs Created	Jobs Retained	Created-Retained	Count of Project
Brownfield Redevelopment Loan	Huntington Bank Trustee	Brownfield Redevelopment Bond	7000 Euclid Avenue	\$ 500,000.00	\$ 5,000,000.00	20	-	20	1
			OverDrive, Inc.	\$ 1,000,000.00	\$ 6,185,893.00	100	100	200	1
Brownfield Revolving Loan Fund	DV713404	US EPA Revolving Loan Fund	Former St. Roberts	\$ 150,000.00	\$ -	-	-	-	1
	DV713420	US EPA Revolving Loan Fund	1850 Superior Avenue	\$ 200,000.00	\$ 40,000.00	-	9	9	1
			Administration Building	\$ 101,813.00	\$ -	20	200	220	1
			Former Midland Steel	\$ 200,000.00	\$ 6,111,434.00	300	-	300	1
			Gordon Square Arcade	\$ 77,642.00	\$ 500,000.00	20	28	48	1
			Richard E. Sering Center	\$ 166,851.00	\$ 15,000,000.00	-	192	192	1
Community Assessment Initiative	DV520726	Brownfield Revolving Loan Fund	4582 Willow Parkway	\$ 34,865.00	\$ -	-	-	-	1
			Cleveland Trencher	\$ 41,500.00	\$ -	-	-	-	1
			Van Dorn Building	\$ 6,500.00	\$ -	-	-	-	1
	DV708792	US EPA Assessment Grant 2008 - Petroleum	Breakwater Redevelopment	\$ 4,600.14	\$ -	-	-	-	1
			Former Benjamin Moore	\$ 1,742.50	\$ -	-	-	-	1
			Hawley Park	\$ 2,000.00	\$ -	-	-	-	1
			Lee -Silsby	\$ 2,500.00	\$ -	-	-	-	1
	DV708784	US EPA Assessment Grant 2008 - Hazardous Substances	Former Benjamin Moore	\$ 1,584.50	\$ -	-	-	-	1
			West 105th- BUSTR	\$ 6,310.00	\$ -	-	-	-	1
	DV713412	US EPA Assessment Grant 2009	7702 St. Clair	\$ 3,573.50	\$ -	-	-	-	1
			Breakwater Redevelopment	\$ 6,457.86	\$ -	-	-	-	1
			Pierres NFA	\$ 60,000.00	\$ -	-	-	-	1
			Triangle Stamping	\$ 6,117.00	\$ -	-	-	-	1
UniControl Expansion			\$ 33,570.00	\$ -	-	-	-	1	
		Van Dorn Building	\$ 35,000.00	\$ -	-	-	-	1	
Economic Development Loan	DV713255	CDBG Project Plan - 2010	MB&W Consumer Collections	\$ 500,000.00	\$ 2,000,000.00	75	-	75	1
	DV713362	CDBG Project Plan - 2011	7204 Pearl Road Associates, LLC	\$ 500,000.00	\$ 1,900,000.00	33	28	61	1
			Anchor Enterprises	\$ 53,000.00	\$ 110,000.00	3	11	14	1
			SDC University Circle Developer, LLC	\$ 800,000.00	\$ 27,000,000.00	55	-	55	1
Energy Development Task Force	DV014100	Economic Development	Lincoln Electric Wind Turbine	\$ 350,000.00	\$ 5,564,000.00	-	60	60	1
North Coast Opportunities	DV014100	Economic Development	BestHomeHealthCare.com, Inc.	\$ 100,000.00	\$ 100,000.00	-	-	-	1
			Bioelectrics, LLC	\$ 122,000.00	\$ 100,000.00	-	-	-	1
			CFRC Water and Energy Solutions, Inc.	\$ 85,000.00	\$ 67,500.00	-	-	-	1
			Cleveland Whiskey, LLC	\$ 123,500.00	\$ -	-	-	-	1
			Milo Biotechnology, LLC	\$ 100,000.00	\$ 700,000.00	-	-	-	1
			Sooth, Inc.	\$ 100,000.00	\$ 100,000.00	-	-	-	-
<b>Grand Total</b>				<b>\$ 5,476,126.50</b>	<b>\$ 70,478,827.00</b>	<b>626</b>	<b>628</b>	<b>1,254</b>	<b>34</b>



**2012 Economic Development Projects**

CCWRF Program	Index Code	Index Codes Name	Corporate Name/Project Name	Loan Contract Amount	Dollars Leveraged	Jobs Created	Jobs Retained	Created-Retained	Count of Project		
Business Growth	DV520692	ED Revolving Loan Fund	S&P Data LLC	\$ 110,000.00	\$ 1,300,000.00	100	125	225	1		
			J&F Transportation	\$ 202,000.00	\$ 525,000.00	6	2	8	1		
			AKFB, Inc.	\$ 36,550.00	\$ 109,973.35	-	-	-	1		
			Industrial Resources	\$ 78,000.00	\$ 234,000.00	-	7	7	1		
			Louis A. Bodnar & Son	\$ 53,009.82	\$ 183,390.19	-	4	4	1		
			Ohio Mills	\$ 158,250.00	\$ 474,750.00	-	95	95	2		
			DV713362	CDBG Project Plan - 2011	1805 East Carson Street Corporation	\$ 485,468.00	\$ 1,213,670.00	18	-	18	1
			DV711606	HUD Section 108	Premier Pump	\$ 212,000.00	\$ 530,000.00	10	20	30	1
					Stoneworks Inc.	\$ 468,000.00	\$ 1,461,960.00	10	60	70	1
			Large Scale Attraction	Huntington Bank Trustee	Commercial Redevelopment Bond	AmTrust Expansion	\$ 3,000,000.00	\$ 17,055,000.00	750	245	995
North Coast Opportunities	DV014100	Economic Development	TIP Imaging, LLC dba Plexar Imaging	\$ 100,000.00	\$ 100,000.00	-	-	-	1		
	DV520676	Western Reserve Fund	BoxCast, LLC	\$ 125,000.00	\$ 167,000.00	-	-	-	1		
			Building 2, LLC dba eFuneral	\$ 110,958.00	\$ -	-	-	-	1		
			In2une, LLC dba GETn2it	\$ 125,000.00	\$ 100,000.00	-	-	-	1		
			Paragon Robotics, LLC	\$ 90,000.00	\$ -	-	-	-	1		
Zuga Medical, Inc.	\$ 100,000.00	\$ 100,000.00	-	-	-	1					
Redevelopment Ready	DV520726	Brownfield Revolving Loan Fund	11701 Superior	\$ 31,936.00	\$ -	-	-	-	1		
			1200 W 76th	\$ 35,000.00	\$ -	-	-	-	1		
			1265 West 65th	\$ 26,807.40	\$ -	-	-	-	1		
			2323 Lee Road	\$ 24,966.75	\$ -	-	-	-	1		
			4400 Woodland Avenue	\$ 41,500.00	\$ -	-	-	-	1		
			4971 Woodland Avenue	\$ 8,500.00	\$ -	-	-	-	1		
			5700 Detroit	\$ 6,500.00	\$ -	-	-	-	1		
			826 E Schaaf	\$ 6,418.00	\$ -	-	-	-	1		
			Euclid 115 Apartments	\$ 6,000.00	\$ -	-	-	-	1		
			Intesa Lot 45	\$ 33,560.00	\$ -	-	-	-	1		
			Rockside Redevelopment	\$ 10,550.00	\$ -	-	-	-	1		
			DV713404	US EPA Revolving Loan Fund	Dike 14	\$ 600,000.00	\$ 600,000.00	-	-	-	1
			DV713412	US EPA Assessment Grant 2009	1235 West 65th	\$ 35,000.00	\$ -	-	-	-	1
	5700 Detroit	\$ 34,937.00			\$ -	-	-	-	1		
	826 E Schaaf	\$ 35,082.00			\$ -	-	-	-	1		
	DV713420	US EPA Revolving Loan Fund	Warner & Swasey	\$ 1,129,788.00	\$ 3,000,000.00	200	-	200	1		
	DV713529	Clean Ohio Revitalization Fund	Viking Hall Demo	\$ 2,000,000.00	\$ 26,900,000.00	50	-	50	1		
	Huntington Bank Trustee	Brownfield Redevelopment Bond	Asia Plaza	\$ 500,000.00	\$ -	-	400	400	1		
			Micelis Phase II Expansion	\$ 1,000,000.00	\$ 4,800,000.00	50	130	180	1		
<b>GRAND TOTAL</b>				<b>\$ 11,020,780.97</b>	<b>\$ 58,854,743.54</b>	<b>1,194</b>	<b>1,088</b>	<b>2,282</b>	<b>36</b>		

2013 and Current Economic Development Projects

Process	CCWRF Program	Index Code	Index Code Name	Corporate Name-Project Name	Loan-Contract Amount	Dollars Leveraged	Jobs Created	Jobs Retained	Created-Retained	Count Project		
In process	Business Growth	DV520676	Western Reserve Fund	Catanese Classic Seafood's	\$ 449,620.00	\$ 899,430.00	30	69	99	1		
				Equity Trust Company (ETC)	\$ 3,000,000.00	\$ 14,050,000.00	300	100	400	1		
				STL Development, LLC (wholly-owned by New Village Corporation)	\$ 500,000.00	\$ 14,632,614.00	5	30	35	1		
				Swift Filters	\$ 1,260,000.00	\$ 1,890,000.00	36	29	65	1		
				Technology Recovery Group Inc	\$ 1,280,000.00	\$ 1,920,000.00	45	55	100	1		
				DV713917	CDBG Project Plan - 2012	VRG Incorporated	\$ 200,000.00	\$ 308,300.00	-	-	-	1
						Heights Dental Group	\$ 156,000.00	\$ 259,000.00	6	4	10	1
						Manitowoc	\$ 350,000.00	\$ 4,400,000.00	120	260	380	1
			Large Scale Attraction	DV520676	Western Reserve Fund	Lincoln Electric Expansion	\$ 1,000,000.00	\$ 12,333,333.33	33	633	666	1
						Philips Expansion	\$ 3,000,000.00	\$ 74,000,000.00	100	799	899	1
	Next Stage	DV520676	Western Reserve Fund	SparkBase, Inc	\$ 700,000.00	\$ 2,900,000.00	15	40	55	1		
	Redevelopment & Modernization	DV520676	Western Reserve Fund	Gent Machine Expansion	\$ 178,000.00	\$ 372,904.00	5	27	32	1		
				Lincoln Electric Expansion	\$ 2,000,000.00	\$ 24,666,666.67	67	1,267	1,334	1		
<b>In process Total</b>					<b>\$ 14,073,620.00</b>	<b>\$ 152,632,248.00</b>	<b>762</b>	<b>3,313</b>	<b>4,075</b>	<b>13</b>		
Closed	Business Growth	DV520676	Western Reserve Fund	NSL Analytical Inc.	\$ 566,312.00	\$ 1,006,780.00	18	59	77	1		
		DV520692	ED Revolving Loan Fund	Mitchell's Ice Cream	\$ 50,000.00	\$ 2,175,000.00	25	-	25	1		
				Contract Transportation Services	\$ 383,300.00	\$ 1,149,900.00	-	87	87	3		
				Undercar Express, LLC	\$ 42,500.00	\$ 382,500.00	-	75	75	1		
		Microenterprise	DV520676	Western Reserve Fund	Economic and Community Development Institute	\$ 300,000.00	\$ 300,000.00	14	-	14	1	
			DV713917	CDBG Project Plan - 2012	Economic and Community Development Institute	\$ 250,000.00	\$ 250,000.00	11	-	11	1	
		North Coast Opportunities	DV520692	ED Revolving Loan Fund	BiolnVision Inc.	\$ 50,000.00	\$ -	-	-	-	1	
					MegaJoule, Inc.	\$ 50,000.00	\$ -	-	-	-	1	
					Sensor Development Corporation	\$ 50,000.00	\$ -	-	-	-	1	
		Redevelopment Ready	DV520726	Brownfield Revolving Loan Fund	Former Fairmont Creamery Redevelopment	\$ 40,978.30	\$ -	-	-	-	1	
					Pre-Demolition Asbestos Survey for St Martin Redevelopment	\$ 10,430.00	\$ -	-	-	-	1	
					Vacant Gasoline Station Richmond Hts, Ohio	\$ 37,300.00	\$ -	-	-	-	1	
	<b>Closed Total</b>					<b>\$ 1,830,820.30</b>	<b>\$ 5,264,180.00</b>	<b>68</b>	<b>221</b>	<b>289</b>	<b>14</b>	
	<b>Grand Total</b>					<b>\$ 15,904,440.30</b>	<b>\$ 157,896,428.00</b>	<b>830</b>	<b>3,534</b>	<b>4,364</b>	<b>27</b>	

# County Council of Cuyahoga County, Ohio

## Resolution No. R2013-0122

Sponsored by: <b>County Executive FitzGerald/Department of Development</b>	<b>A Resolution</b> authorizing an Economic Development Loan in the amount not-to-exceed \$650,000.00 to 4400 Carnegie, LLC for redevelopment of a manufacturing facility located at 4400 Carnegie Avenue, Cleveland; authorizing the Deputy Chief of Staff of Development or Director of Development to execute all documents consistent with said loan and this Resolution; and declaring the necessity that this Resolution become immediately effective.
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WHEREAS, the County Executive/Department of Development has recommended an Economic Development Loan in the amount not-to-exceed \$650,000.00 to 4400 Carnegie, LLC for the redevelopment of a manufacturing facility located at 4400 Carnegie Avenue; and

WHEREAS, the primary goal of this project is to assist 4400 Carnegie, LLC redevelop a 49,335 square foot manufacturing facility located at 4400 Carnegie, Cleveland, Ohio, which will be the new headquarters for Mace Security International, Inc.; and

WHEREAS, this project will create 47 new manufacturing jobs; and

WHEREAS, the total cost of this project is \$2,124,000.00 of which the County will loan \$650,000 with a term of ten (10) years at a fixed interest rate of two (2%); and

WHEREAS, it is necessary that this Resolution become immediately effective in order that critical services provided by Cuyahoga County can continue.

**NOW, THEREFORE, BE IT RESOLVED BY THE COUNTY COUNCIL OF CUYAHOGA COUNTY, OHIO:**

**SECTION 1.** That the Cuyahoga County Council authorizes an Economic Development Loan in the amount not-to-exceed \$650,000.00 to 4400 Carnegie, LLC for the redevelopment of a manufacturing facility located at 4400 Carnegie Avenue.



First Reading/Referred to Committee:  
Committee(s) Assigned:

Journal \_\_\_\_\_  
\_\_\_\_\_, 20\_\_



3

**Item Details:**

<b>Agency/Dept. Name:</b>	Department of Development	of <b>Agency/Dept. Head Name:</b>	Larry Benders
<b>Type of Request:</b>	Other		
<b>Request Prepared by:</b>	Arnold Lockett	<b>Telephone No.</b>	216-443-3159
<b>SUMMARY OF REQUESTED ACTION:</b>			
Title: Department of Development/2013/4400 Carnegie, LLC/Economic Development Loan/			
<b>A. Scope of Work Summary:</b>			
<p>1 . Department of Development requesting approval of an Economic Development Loan to 4400 Carnegie, LLC in the amount not-to-exceed \$650,000 and authorizing the Director of Development or Deputy Chief of Staff for Development to execute the documents, subordination agreements and other instruments and agreements, with such parties that may be required or appropriate to effectuate the loan.</p> <p>2. The primary goal of the project is to assist 4400 Carnegie LLC redevelop a 49,335 square foot manufacturing facility located at 4400 Carnegie, Cleveland, Ohio. The facility will be the new headquarters for Mace Security International Inc. The project will create 47 new manufacturing jobs. The total cost of the project is \$2,124,000; the County's participation is an Economic Development Loan for \$650,000 with a term of 10 years at a fixed interest rate of 2%.</p>			
<b>B. Procurement :</b>			
Economic Development Loan reviewed and recommended by the Cuyahoga County Community Improvement Corporation at its March 20, 2013 meeting.			
<b>C. Contractor and Project Information:</b>			
<b>1. Weston, Inc.</b>			
4832 Richmond Rd Cleveland, Ohio 44128			

Terry Coyne  
1350 Eculid Avenue Suite 300  
Cleveland, Ohio 44115

**Principal Owners**

Weston, Inc. 67% ownership

Terry Coyne 33% ownership

**3. The location of the project is:**

4400 Carnegie , Cleveland, Ohio

**Council District 8, Pernel Jones Jr.**

**D. Project Status and Planning:**

1. The Department of Development has an Economic Development Loan Program for businesses that create employment opportunities that benefit the residents of the Cuyahoga County.

**E. Funding:**

- 1. Cuyahoga County Western Reserve Fund
- 2. The loan funds will be disbursed at construction completion.
- 3. The loan payments will be fully amortized over 10 years at interest rate of 2%

**PURPOSE/OUTCOMES - PRINCIPAL OWNER(S):**

**Purpose:** To assist 4400 Carnegie, LLC finance the cost associated with redevelopment of a manufacturing headquarters facility for Mace Security International Inc. The project will create 47 new jobs. The total cost of the project is \$2,124,000. The County's loan for \$650,000 will be utilized to assist with the building improvements. The County's assistance is 31% of the total project cost.

The Cuyahoga County Improvement Corporation, Economic Development Loan Committee on March 20, 2013, reviewed the loan. The Committee recommends approval of the loan.

**Explanation for late submittal:**

**Contract/Agreement Information:**

**Procurement Method:**

**Explanation for Increase/Decrease in \$ Amount for current request:**

**Financial Information:**

<b>Funding source:</b>	<b>Explanation:</b>
General Fund	Cuyahoga County Western Reserve Fund

**Total Amount Requested:**

\$650,000

**ATTACHMENTS:**

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[Executive Summary](#)

**History  
Time**

**Who**  
Clerk of the Board

**Approval**





# County Council of Cuyahoga County, Ohio

## Resolution No. R2013-0123

<b>Sponsored by: County Executive FitzGerald/Department of Development</b>	<b>A Resolution</b> authorizing an Economic Development Large Scale Attraction Loan in the amount not-to-exceed \$3,000,000.00 to 30033 Clemens Road LLC for renovation of a facility located at 30033 Clemens Road, Westlake; authorizing the Deputy Chief of Staff of Development or Director of Development to execute all documents consistent with said loan and this Resolution; and declaring the necessity that this Resolution become immediately effective.
--	---

WHEREAS, the County Executive/Department of Development has recommended an Economic Development Large Scale Attraction Loan in the amount not-to-exceed \$3,000,000.00 to 30033 Clemens Road LLC for the renovation of a facility located at 30033 Clemens Road, Westlake; and

WHEREAS, the primary goals of this project is to renovate the former Cleveland Clinic Building located at 30033 Clemens Road LLC in Westlake for reuse as a location for the Equity Trust Company; and

WHEREAS, through relocations and continued expansion of the business, this project is anticipated to create 300 full-time equivalent jobs within three (3) years of project completion and these jobs must be maintained for ten (10) years; and

WHEREAS, the total project costs are estimated at \$17,050,000.00 and the County will loan \$3,000,000.00 with an initial fixed interest rate of 0% for two years, and a fixed interest rate of 2% thereafter, and the loan must be repaid within fifteen (15) years; and

WHEREAS, it is necessary that this Resolution become immediately effective in order that critical services provided by Cuyahoga County can continue.

**NOW, THEREFORE, BE IT RESOLVED BY THE COUNTY COUNCIL OF CUYAHOGA COUNTY, OHIO:**

**SECTION 1.** That the Cuyahoga County Council authorizes an Economic Development Large Scale Attraction Loan in the amount not-to-exceed \$3,000,000.00 to 30033 Clemens Road LLC for the renovation of a facility located at 30033 Clemens Road, Westlake.

**SECTION 2.** That the Deputy Chief of Staff of Development or the Director of Development is authorized to execute all documents required in connection with said loan agreement on behalf of the County Executive.

**SECTION 3.** It is necessary that this Resolution become immediately effective for the usual daily operation of the County and the reasons set forth in the preamble. Provided that this Resolution receives the affirmative vote of at least eight members of Council, it shall take effect and be in force immediately upon the earliest occurrence of any of the following: (1) its approval by the County Executive through signature, (2) the expiration of the time during which it may be disapproved by the County Executive under Section 3.10(6) of the Cuyahoga County Charter, or (3) its passage by at least eight members of Council after disapproval pursuant to Section 3.10(7) of the Cuyahoga County Charter. Otherwise, it shall take effect and be in force from and after the earliest period allowed by law.

**SECTION 4.** It is found and determined that all formal actions of this Council relating to the adoption of this Resolution were adopted in an open meeting of the Council, and that all deliberations of this Council and of any of its committees that resulted in such formal action were in meetings open to the public, in compliance with all legal requirements, including Section 121.22 of the Ohio Revised Code.

On a motion by \_\_\_\_\_, seconded by \_\_\_\_\_, the foregoing Resolution was duly adopted.

Yeas:

Nays:

\_\_\_\_\_  
County Council President      Date

\_\_\_\_\_  
County Executive      Date

\_\_\_\_\_  
Clerk of Council      Date

First Reading/Referred to Committee:  
Committee(s) Assigned:

Journal \_\_\_\_\_  
\_\_\_\_\_, 20\_\_



4

**Item Details:**

<b>Agency/Dept. Name:</b>	Department Development	<b>of Agency/Dept. Head Name:</b>	Larry Benders, Director
<b>Type of Request:</b>	Other		
<b>Request Prepared by:</b>	Laura Clark	<b>Telephone No.</b>	698-2575
<b>SUMMARY OF REQUESTED ACTION:</b>			
Title: Development/2013/30033 Clemens Road LLC/Economic Development Loan/30033 Clemens Road/Westlake			
A. Scope of Work Summary			
1. Department of Development requesting approval of an Economic Development Large Scale Attraction Loan to 30033 Clemens Road LLC in the amount not-to-exceed \$3,000,000 and authorizing the Director of Development to execute the loan documents, amendments, subordination agreements and other instruments and agreements, with such parties that may be required or appropriate to effectuate the loan.			
2. The primary goals of the project are to renovate the former Cleveland Clinic Building located at 30033 Clemens Road LLC in Westlake for reuse as a location for Equity Trust Company. The project will create 300, new to Cuyahoga County, full-time equivalent jobs through the relocations and continued expansion of the business. Total project costs are estimated at \$17,050,000 and the County loan is \$3,000,000.			
B. PROCUREMENT: Economic Development Loan			
The loan was considered by the Cuyahoga County Community Improvement Corporation Economic Development Loan Committee on May 8, 2013. The Committee recommends approval of the loan.			
C. CONTRACTOR AND PROJECT INFORMATION:			
1. Economic Development Loan borrower:			
30033 Clemens Road LLC			
12110 Sunnydale Drive			
Wellington, TX 33414			

- 2. Principal Owner of 30033 Clemens Road LLC is Equity Oil & Gas.
- 3. The location of the project is  
Former Cleveland Clinic Building  
30033 Clemens Road  
Westlake, Ohio 44145  
County Council District 1

**D. PROJECT STATUS AND PLANNING:**

The Department of Development has Economic Development loans for eligible businesses that create employment opportunities and promote economic growth in the County.

**E. FUNDING:**

This project will be funded by the Cuyahoga County Western Reserve Fund  
The schedule of payments will be quarterly.

**PURPOSE/OUTCOMES - PRINCIPAL OWNER(S):**

PURPOSE: 30033 Clemens Road LLC will be renovating the former Cleveland Clinic Building located at 30033 Clemens Road, Westlake for reuse as a location for Equity Trust Company. The County's \$3,000,000 loan will be utilized to assist with building renovations. The total project cost is \$17,050,000; the County's assistance is approximately 17.5% of the project.

The loan was considered by the Cuyahoga County Community Improvement Corporation Economic Development Loan Committee on May 8, 2013. The Committee recommends approval of the loan.

OUTCOMES: The project is expected to create 300, new to Cuyahoga County, full-time equivalent jobs within three years of project completion, which must be maintained for ten years. The loan has an initial fixed interest rate of 0% for two years, and a fixed interest rate of 2% thereafter, and must be repaid within 15 years.

PRINCIPAL OWNERS: 30033 Clemens Road LLC is 100% Equity Oil & Gas.

**Explanation for late submittal:**

**Contract/Agreement Information:**

**Procurement Method:**

**Explanation for Increase/Decrease in \$ Amount for current request:**

**Financial Information:**

**Funding source:**

General Fund

**Explanation:**

Cuyahoga County Western Reserve Fund

**Total Amount Requested:**

\$3,000,000.00

**ATTACHMENTS:**

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# County Council of Cuyahoga County, Ohio

## Resolution No. R2013-0124

<p>Sponsored by: <b>County Executive FitzGerald/Department of Health and Human Services/ Division of Community Initiatives/Office of Early Childhood</b></p>	<p><b>A Resolution</b> authorizing an amendment to Contract No. CE1200430-01 with Educational Service Center of Cuyahoga County for fiscal and administrative services for the Help Me Grow Bright Beginnings Program for the period 7/1/2012 - 6/30/2013 to extend the time period to 6/30/2014, to change the scope of services, effective 7/1/2013, and for additional funds in the amount of \$1,254,979.00; authorizing the County Executive to execute the amendment and all other documents consistent with this Resolution, and declaring the necessity that this Resolution become immediately effective.</p>
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WHEREAS, the County Executive/Department of Health and Human Services/ Division of Community Initiatives/Office of Early Childhood has recommended an amendment to Contract No. CE1200430-01 with Educational Service Center of Cuyahoga County for fiscal and administrative services for the Help Me Grow Bright Beginnings Program for the period 7/1/2012 – 6/30/2013 to extend the time period to 6/30/2014, to change the scope of services, effective 7/1/2013, and for additional funds in the amount of \$1,254,979.00; and,

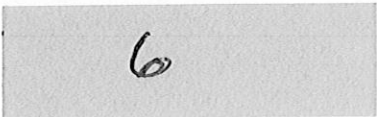
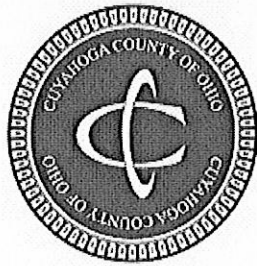
WHEREAS, this project is funded 100% from the Health and Human Service levy fund; and,

WHEREAS, it is necessary that this Resolution become immediately effective in order that critical services provided by Cuyahoga County can continue and to provide for the usual, daily operation of a County entity.

**NOW, THEREFORE, BE IT RESOLVED BY THE COUNTY COUNCIL OF CUYAHOGA COUNTY, OHIO:**

**SECTION 1.** That the Cuyahoga County Council authorizes an amendment to Contract No. CE1200430-01 with Educational Service Center of Cuyahoga County for fiscal and administrative services for the Help Me Grow Bright Beginnings Program for the period 7/1/2012 – 6/30/2013 to extend the time period to 6/30/2014, to change the scope of services, effective 7/1/2013, and for additional funds in the amount of \$1,254,979.00.





**Item Details:**

<b>Agency/Dept. Name:</b>	Administrator's Office/Office of Early Childhood	<b>Agency/Dept.Head Name:</b>	Dr. Rebekah Dorman
<b>Type of Request:</b>	Contract/Amendment		
<b>Request Prepared by:</b>	Marcos Cortes	<b>Telephone No.</b>	698-2586
<b>SUMMARY OF REQUESTED ACTION:</b>			
<b>Title:</b>			
Office of Early Childhood/Invest In Children 2013 Educational Service Center Contract Amendment Help Me Grow Bright Beginnings Program 5811 Canal Road, Valley View, Ohio 44125			
<b>A. Scope of Work Summary</b>			
1. Office of Early Childhood/Invest In Children requesting approval of a Contract amendment with Educational Service Center for the anticipated cost of \$1,254,979.00. The anticipated start-completion dates are (07/01/2012- 06/30/2014).			
2. The primary goals of the project are: To implement and maintain a coordinated, community-based infrastructure that promotes family-centered services for expectant parents, newborns, infants, toddlers and their families. Activities shall support the following commitments to family and child-well being:			
Increase healthy pregnancies			
Improve parenting confidence and competence			
Increase family connectedness to community and social support			
Improve child health, development and readiness			
<b>B. Procurement</b>			
1. The procurement method for this project was other. The Educational Service Center is a governmental entity and is the fiscal agent for Help Me Grow. The total value of the contract amendment is \$1,254,979.00.			
3. The proposed contract will receive a governmental purchase exemption on May 20, 2013.			

**C. Contractor and Project Information**

1. The address(es) of all vendors and/or contractors is:

Educational Service Center  
5811 Canal Road  
Valley View, Ohio 44125  
Council District (6)

Help Me Grow of Cuyahoga County  
8111 Quincy Avenue #344  
Cleveland, Ohio 44104  
Council District (8)

2. The executive director for the contractor/vendor is Dr. Robert Mengerink-ESC and Melissa Manos-HMG

**D. Project Status and Planning**

1. The project reoccurs annually.

**E. Funding**

1. The project is funded 100% by HHS levy dollars in the amount of \$1,254,979.00
2. The schedule of payments is by invoice
3. The project is an amendment to a contract. This amendment changes the value (adding \$1,254,979 to the amount of \$913,176.97 for a total of \$2,168,155.97 and term from July 1, 2012 to June 30, 2013 to July 1, 2012 to June 30, 2014. and is the 2st amendment of the contract.

**PURPOSE/OUTCOMES - PRINCIPAL OWNER(S):**

PURPOSE: Home visiting services provide education on parenting and child development for the parents and referral and service coordination to other community resources for the child and the family.

Historically, the Ohio Department of Health has provided funding to the county for purposes of providing the above described services. However, in 2009 the state cut this allocation by approximately 43%. In implementing these cuts, the state imposed drastically more restrictive eligibility requirements on the families that could be served. The most significant change pertains to the age of the child at the time of enrollment. Previously, a child could be enrolled up to the age of three. Under the current requirements, a child may be enrolled up to the age of six months.

As a result, many families, in particular those referred to HMG from the Department of Children and Family Services, who have been reported for abuse or neglect, are no longer eligible to receive home visiting services. In the past, HMG would have served these families. These additional funds will give HMG the flexibility to serve those families that are clearly in need of home visiting services but who fall outside the established eligibility requirements. Moreover, families served by the resources in this contract will receive exactly the same services as those families served under the state eligibility.



**OUTCOMES:**

HMG will provide At-Risk home visiting to services to 574 families.

**PRINCIPAL OWNER:**

The Educational Service Center of Cuyahoga County is a political subdivision of the state of Ohio

Robert Mengerink, Superintendent

5811 Canal Road

Valley View, Ohio 44125

(216) 524-3000

**Explanation for late submittal:**

**Contract/Agreement Information:**

**Procurement Method:**

Other

**Explanation for Increase/Decrease in \$ Amount for current request:**

Adding the 2013 budget allocation.

**Financial Information:**

**Funding source: Explanation:**

General Fund

Health and Human Service Levy Fund - 2013 appropriations

**Total Amount Requested:**

\$1,254,979.00

**ATTACHMENTS:**

Click to download

- [Contract cover](#)
- [Contract Amendment](#)
- [Revised Budget Exhibit](#)
- [Contract History](#)
- [Contract Evaluation](#)
- [W-9](#)
- [Auditor's Findings](#)
- [Acknowledgement Form](#)

**History**

**Time**

5/29/2013 12:07 PM

**Who**

Office of Procurement & Diversity

Clerk of the Board

**Approval**

Yes

**CUYAHOGA COUNTY**  
**CONTRACT/AGREEMENT EVALUATION FORM**  
(To be completed in its entirety by user department for  
all contract/agreement renewals or amendments.)

**Contractor:** Educational Services Center of Cuyahoga County

**Contract/Agreement No.:** CE 1200430  
**Time Period:** July 1, 2012 to June 30, 2013

**Service Description:** ESC is the fiscal agent and program monitoring services that support the Help Me Grow program of Cuyahoga County. Help Me Grow of Cuyahoga County is the program responsible for administering and coordinating services to families with children prenatal to three who meet the eligibility criteria as determined by the Ohio Department of Health (ODH). The County Bright Beginnings program expands the criteria for children who fall outside the State requirements and can still benefit from services.

**State Eligibility:** First Time Parents with custody, expecting or the child is under six months of age, Family income is less than or equal to 200% of Federal Poverty, Active Military parent, CAPTA referred.

**County Eligibility: Must meet 2 criteria:** Parent under the age of 20; Parent with history of abuse, neglect or domestic violence; Lack of stable residence; Homelessness; Maternal prenatal substance abuse; Parent with mental illness; Developmental disability or mental retardation; Parent with drug or alcohol dependence; and/or Single parent.

**Original Contract/Agreement Amount:** \$845,911.00

**Prior Amendment(s) Amount(s):** Adding \$67,265.97 for a total contract amount of \$913,176.97.

**Performance Indicators:**

Providing service to approximately 574 children and their families for one full year

**Actual performance versus performance indicators (include statistics):**

From July 1, 2012 - March 31, 2013, 826 children were referred to HMG's Bright Beginnings program. Of those 826 children, 363 (44%) created a goal or an IFSP/FP.

Referral sources include DCFS, HMG/Nonprofit Community Providers, Primary Caregivers and Hospitals/Hospital Child Find Specialists

**Rating of Overall Performance of Contractor (Check One):**

- Superior
- Above Average
- X Average**
- Below Average
- Poor

**Justification of Rating:** Help Me Grow of Cuyahoga County program changed to implement the Parent As Teachers Program to fidelity. The program name has changed to Bright Beginnings for this implementation. The numbers are lower due to this being a nine month report coinciding with the inception of this program change. Children referred prior to the program change were not included in these numbers.

  
\_\_\_\_\_  
User Department

\_\_\_\_\_  
May 20, 2013  
Date

s: evaluation

# County Council of Cuyahoga County, Ohio

## Resolution No. R2013-0102

<p>Sponsored by: <b>County Executive FitzGerald/Department of Public Works/Division of County Engineer</b></p> <p>Co-sponsored by: <b>Councilmember Jones</b></p>	<p><b>A Resolution</b> declaring that public convenience and welfare requires resurfacing of Miller Road from Katherine Boulevard to Barr Road in the City of Brecksville; total estimated construction cost \$130,000.00; finding that special assessments will neither be levied nor collected to pay for any part of the County's costs of said improvement; authorizing the County Executive to enter into an agreement of cooperation with said municipality in connection with said project; and declaring the necessity that this Resolution become immediately effective.</p>
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WHEREAS, the County Executive FitzGerald/Department of Public Works/Division of County Engineer has recommended that public convenience and welfare requires resurfacing of Miller Road from Katherine Boulevard to Barr Road in the City of Brecksville; and

WHEREAS, the anticipated construction cost for this improvement is \$130,000.00; and

WHEREAS, that special assessments are not to be levied nor collected to pay for any part of the County's costs of this improvement; and

WHEREAS, this project will be funded 100% from the County's Road and Bridge Fund; and

WHEREAS, the primary goal of this project is to properly maintain the County's infrastructure for which the County is responsible; and

WHEREAS, this project is located at Miller Road from Katherine Boulevard to Barr Road in the City of Brecksville, Council District 6; and

WHEREAS, the anticipated start date for construction of this project is July 2013; and

WHEREAS, it is necessary that this Resolution become immediately effective in order that critical services provided by Cuyahoga County can continue.

**NOW, THEREFORE, BE IT RESOLVED BY THE COUNTY COUNCIL OF CUYAHOGA COUNTY, OHIO:**

**SECTION 1.** That the Cuyahoga County Council hereby declares that public convenience and welfare requires resurfacing of Miller Road from Katherine Boulevard to Barr Road in the City of Brecksville.

**SECTION 2.** That special assessments are not to be levied nor collected to pay for any part of the County's cost of this improvement.

**SECTION 3.** That the County Executive is hereby authorized to enter into and execute an agreement of cooperation and any other documents with the City of Brecksville in connection with this project.

**SECTION 4.** It is necessary that this Resolution become immediately effective for the usual daily operation of the County and the reasons set forth in the preamble. Provided that this Resolution receives the affirmative vote of at least eight members of Council, it shall take effect and be in force immediately upon the earliest occurrence of any of the following: (1) its approval by the County Executive through signature, (2) the expiration of the time during which it may be disapproved by the County Executive under Section 3.10(6) of the Cuyahoga County Charter, or (3) its passage by at least eight members of Council after disapproval pursuant to Section 3.10(7) of the Cuyahoga County Charter. Otherwise, it shall take effect and be in force from and after the earliest period allowed by law.

**SECTION 5.** It is found and determined that all formal actions of this Council relating to the adoption of this Resolution were adopted in an open meeting of the Council, and that all deliberations of this Council and of any of its committees that resulted in such formal action were in meetings open to the public, in compliance with all legal requirements, including Section 121.22 of the Ohio Revised Code.

On a motion by \_\_\_\_\_, seconded by \_\_\_\_\_, the foregoing Resolution was duly adopted.

Yeas:

Nays:

\_\_\_\_\_  
County Council President

\_\_\_\_\_  
Date

\_\_\_\_\_  
County Executive

\_\_\_\_\_  
Date

\_\_\_\_\_  
Clerk of Council

\_\_\_\_\_  
Date

First Reading/Referred to Committee: May 28, 2013  
Committee(s) Assigned: Public Works, Procurement & Contracting

Additional Sponsorship Requested: June 5, 2013

Journal CC010  
June 11, 2013

# County Council of Cuyahoga County, Ohio

## Resolution No. R2013-0103

<p>Sponsored by: <b>County Executive FitzGerald/Department of Public Works/Division of County Engineer</b></p>	<p><b>A Resolution</b> declaring that public convenience and welfare requires resurfacing of Riverview Road from State Route 82 to approximately 1,500 feet south of Wiese Road in the City of Brecksville; total estimated construction cost \$191,000.00; finding that special assessments will neither be levied nor collected to pay for any part of the County's costs of said improvement; authorizing the County Executive to enter into an agreement of cooperation with said municipality in connection with said project; and declaring the necessity that this Resolution become immediately effective.</p>
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WHEREAS, the County Executive FitzGerald/Department of Public Works/Division of County Engineer has recommended that public convenience and welfare requires resurfacing of Riverview Road from State Route 82 to approximately 1,500 feet south of Wiese Road in the City of Brecksville; and

WHEREAS, the anticipated construction cost for this improvement is \$191,000.00; and

WHEREAS, that special assessments are not to be levied nor collected to pay for any part of the County's costs of this improvement; and

WHEREAS, this project will be funded 100% from the County's Road and Bridge Fund; and

WHEREAS, the primary goal of this project is to properly maintain the County's infrastructure for which the County is responsible; and

WHEREAS, this project is located at Riverview Road from State Route 82 to approximately 1,500 feet south of Wiese Road in the City of Brecksville, Council District 6; and

WHEREAS, the anticipated start date for construction of this project is July 2013; and

WHEREAS, it is necessary that this Resolution become immediately effective in order that critical services provided by Cuyahoga County can continue.

**NOW, THEREFORE, BE IT RESOLVED BY THE COUNTY COUNCIL OF CUYAHOGA COUNTY, OHIO:**

**SECTION 1.** That the Cuyahoga County Council hereby declares that public convenience and welfare resurfacing of Riverview Road from State Route 82 to approximately 1,500 feet south of Wiese Road in the City of Brecksville.

**SECTION 2.** That special assessments are not to be levied nor collected to pay for any part of the County's cost of this improvement.

**SECTION 3.** That the County Executive is hereby authorized to enter into and execute any and all necessary agreements of cooperation and any other documents with the City of Brecksville in connection with this project.

**SECTION 4.** It is necessary that this Resolution become immediately effective for the usual daily operation of the County and the reasons set forth in the preamble. Provided that this Resolution receives the affirmative vote of at least eight members of Council, it shall take effect and be in force immediately upon the earliest occurrence of any of the following: (1) its approval by the County Executive through signature, (2) the expiration of the time during which it may be disapproved by the County Executive under Section 3.10(6) of the Cuyahoga County Charter, or (3) its passage by at least eight members of Council after disapproval pursuant to Section 3.10(7) of the Cuyahoga County Charter. Otherwise, it shall take effect and be in force from and after the earliest period allowed by law.

**SECTION 5.** It is found and determined that all formal actions of this Council relating to the adoption of this Resolution were adopted in an open meeting of the Council, and that all deliberations of this Council and of any of its committees that resulted in such formal action were in meetings open to the public, in compliance with all legal requirements, including Section 121.22 of the Ohio Revised Code.

On a motion by \_\_\_\_\_, seconded by \_\_\_\_\_, the foregoing Resolution was duly adopted.

Yeas:

Nays:

\_\_\_\_\_  
County Council President

\_\_\_\_\_  
Date

\_\_\_\_\_  
County Executive

\_\_\_\_\_  
Date



\_\_\_\_\_  
Clerk of Council

\_\_\_\_\_  
Date

First Reading/Referred to Committee: May 28, 2013  
Committee(s) Assigned: Public Works, Procurement & Contracting

Journal CC010  
June 11, 2013

# County Council of Cuyahoga County, Ohio

## Resolution No. R2013-0104

<p>Sponsored by: <b>County Executive FitzGerald/Department of Public Works/Division of County Engineer</b></p>	<p><b>A Resolution</b> declaring that public convenience and welfare requires resurfacing of West 130<sup>th</sup> Street from Brookpark Road to Lorain Road in the City of Cleveland; total estimated construction cost \$5,000,000.00; finding that special assessments will neither be levied nor collected to pay for any part of the County's costs of said improvement; authorizing the County Executive to enter into an agreement of cooperation with said municipality in connection with said project; and declaring the necessity that this Resolution become immediately effective.</p>
<p>Co-sponsored by: <b>Councilmembers Miller and Brady</b></p>	

WHEREAS, the County Executive FitzGerald/Department of Public Works/Division of County Engineer has recommended that public convenience and welfare requires resurfacing of West 130<sup>th</sup> Street from Brookpark Road to Lorain Road in the City of Cleveland; and

WHEREAS, the anticipated construction cost for this improvement is \$5,000,000.00; and

WHEREAS, that special assessments are not to be levied nor collected to pay for any part of the County's costs of this improvement; and

WHEREAS, this project will be funded as follows: (a) 40% from the County Road and Bridge Fund; (b) 40% from Issue 1 Funds; and (c) 20% will be paid by the City of Cleveland; and

WHEREAS, the primary goal of this project is to properly maintain the County's infrastructure for which the County is responsible; and

WHEREAS, this project is located at West 130<sup>th</sup> Street from Brookpark Road to Lorain Road in the City of Cleveland, Council Districts 2 and 3; and

WHEREAS, the anticipated start date for construction of this project is 2015; and

WHEREAS, it is necessary that this Resolution become immediately effective in order that critical services provided by Cuyahoga County can continue.

**NOW, THEREFORE, BE IT RESOLVED BY THE COUNTY COUNCIL OF CUYAHOGA COUNTY, OHIO:**

**SECTION 1.** That the Cuyahoga County Council hereby declares that public convenience and welfare requires resurfacing of West 130<sup>th</sup> Street from Brookpark Road to Lorain Road in the City of Cleveland.

**SECTION 2.** That special assessments are not to be levied nor collected to pay for any part of the County's cost of this improvement.

**SECTION 3.** That the County Executive is hereby authorized to enter into and execute an agreement of cooperation and any other documents with the City of Cleveland in connection with this project.

**SECTION 4.** It is necessary that this Resolution become immediately effective for the usual daily operation of the County and the reasons set forth in the preamble. Provided that this Resolution receives the affirmative vote of at least eight members of Council, it shall take effect and be in force immediately upon the earliest occurrence of any of the following: (1) its approval by the County Executive through signature, (2) the expiration of the time during which it may be disapproved by the County Executive under Section 3.10(6) of the Cuyahoga County Charter, or (3) its passage by at least eight members of Council after disapproval pursuant to Section 3.10(7) of the Cuyahoga County Charter. Otherwise, it shall take effect and be in force from and after the earliest period allowed by law.

**SECTION 5.** It is found and determined that all formal actions of this Council relating to the adoption of this Resolution were adopted in an open meeting of the Council, and that all deliberations of this Council and of any of its committees that resulted in such formal action were in meetings open to the public, in compliance with all legal requirements, including Section 121.22 of the Ohio Revised Code.

On a motion by \_\_\_\_\_, seconded by \_\_\_\_\_, the foregoing Resolution was duly adopted.

Yeas:

Nays:

\_\_\_\_\_  
County Council President

\_\_\_\_\_  
Date

\_\_\_\_\_  
County Executive

\_\_\_\_\_  
Date

\_\_\_\_\_  
Clerk of Council

\_\_\_\_\_  
Date

First Reading/Referred to Committee: May 28, 2013

Committee(s) Assigned: Public Works, Procurement & Contracting

Additional Sponsorship Requested on the Floor: May 28, 2013

Journal CC010

June 11, 2013

# County Council of Cuyahoga County, Ohio

## Resolution No. R2013-0105

<p>Sponsored by: <b>County Executive FitzGerald/Department of Public Works/Division of County Engineer</b></p>	<p><b>A Resolution</b> declaring that public convenience and welfare requires resurfacing of West Grace Avenue from Broadway Avenue to approximately 800 feet west of Oakwood Avenue in the City of Bedford; total estimated construction cost \$420,000.00; finding that special assessments will neither be levied nor collected to pay for any part of the County's costs of said improvement; authorizing the County Executive to enter into an agreement of cooperation with said municipality in connection with said project; and declaring the necessity that this Resolution become immediately effective.</p>
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WHEREAS, the County Executive FitzGerald/Department of Public Works/Division of County Engineer has recommended that public convenience and welfare requires resurfacing of West Grace Avenue from Broadway Avenue to approximately 800 feet west of Oakwood Avenue in the City of Bedford; and

WHEREAS, the anticipated construction cost for this improvement is \$420,000.00; and

WHEREAS, that special assessments are not to be levied nor collected to pay for any part of the County's costs of this improvement; and

WHEREAS, this project will be funded 100% from the County's Road and Bridge Fund; and

WHEREAS, the primary goal of this project is to properly maintain the County's infrastructure for which the County is responsible; and

WHEREAS, this project is located at West Grace Avenue from Broadway Avenue to approximately 800 feet west of Oakwood Avenue in the City of Bedford, Council District 9; and

WHEREAS, the anticipated start date for construction of this project is 2014; and

WHEREAS, it is necessary that this Resolution become immediately effective in order that critical services provided by Cuyahoga County can continue.

**NOW, THEREFORE, BE IT RESOLVED BY THE COUNTY COUNCIL OF CUYAHOGA COUNTY, OHIO:**

**SECTION 1.** That the Cuyahoga County Council hereby declares that public convenience and welfare resurfacing of West Grace Avenue from Broadway Avenue to approximately 800 feet west of Oakwood Avenue in the City of Bedford.

**SECTION 2.** That special assessments are not to be levied nor collected to pay for any part of the County's cost of this improvement.

**SECTION 3.** That the County Executive is hereby authorized to enter into and execute an agreement of cooperation and any other documents with the City of Bedford in connection with this project.

**SECTION 4.** It is necessary that this Resolution become immediately effective for the usual daily operation of the County and the reasons set forth in the preamble. Provided that this Resolution receives the affirmative vote of at least eight members of Council, it shall take effect and be in force immediately upon the earliest occurrence of any of the following: (1) its approval by the County Executive through signature, (2) the expiration of the time during which it may be disapproved by the County Executive under Section 3.10(6) of the Cuyahoga County Charter, or (3) its passage by at least eight members of Council after disapproval pursuant to Section 3.10(7) of the Cuyahoga County Charter. Otherwise, it shall take effect and be in force from and after the earliest period allowed by law.

**SECTION 5.** It is found and determined that all formal actions of this Council relating to the adoption of this Resolution were adopted in an open meeting of the Council, and that all deliberations of this Council and of any of its committees that resulted in such formal action were in meetings open to the public, in compliance with all legal requirements, including Section 121.22 of the Ohio Revised Code.

On a motion by \_\_\_\_\_, seconded by \_\_\_\_\_, the foregoing Resolution was duly adopted.

Yeas:

Nays:

\_\_\_\_\_  
County Council President

\_\_\_\_\_  
Date

\_\_\_\_\_  
County Executive

\_\_\_\_\_  
Date

\_\_\_\_\_  
Clerk of Council

\_\_\_\_\_  
Date

First Reading/Referred to Committee: May 28, 2013  
Committee(s) Assigned: Public Works, Procurement & Contracting

Journal CC010  
June 11, 2013

# County Council of Cuyahoga County, Ohio

## Resolution No. R2013-0106

<b>Sponsored by: County Executive FitzGerald/Department of Public Works/Division of County Engineer</b>	<b>A Resolution</b> declaring that public convenience and welfare requires replacement of Bagley Road Bridge No. 03.45 in the City of Olmsted Falls; total estimated construction cost \$1,700,000.00; finding that special assessments will neither be levied nor collected to pay for any part of the County's costs of said improvement; authorizing the County Executive to enter into an agreement of cooperation with said municipality in connection with said project; and declaring the necessity that this Resolution become immediately effective.
<b>Co-sponsored by: Councilmember Gallagher</b>	

WHEREAS, the County Executive FitzGerald/Department of Public Works/Division of County Engineer has recommended that public convenience and welfare requires the replacement of Bagley Road Bridge No. 03.45 in the City of Olmsted Falls; and

WHEREAS, the anticipated construction cost for this improvement is \$1,700,000.00; and

WHEREAS, that special assessments are not to be levied nor collected to pay for any part of the County's costs of this improvement; and

WHEREAS, this project will be funded 100% from the County's Road and Bridge Fund; and

WHEREAS, the primary goal of this project is to properly maintain the County's infrastructure for which the County is responsible; and

WHEREAS, the location of this project is Bagley Road Bridge No. 03.45 in the City of Olmsted Falls, Council District 5; and

WHEREAS, the anticipated start date for construction of this project is 2014; and

WHEREAS, it is necessary that this Resolution become immediately effective in order that critical services provided by Cuyahoga County can continue.



**NOW, THEREFORE, BE IT RESOLVED BY THE COUNTY COUNCIL OF CUYAHOGA COUNTY, OHIO:**

**SECTION 1.** That the Cuyahoga County Council hereby declares that public convenience and welfare requires the replacement of the Bagley Road Bridge No. 03.45 in the City of Olmsted Falls.

**SECTION 2.** That special assessments are not to be levied nor collected to pay for any part of the County's cost of this improvement.

**SECTION 3.** That the County Executive is hereby authorized to enter into and execute an agreement of cooperation and any other documents with the City of Olmsted Falls in connection with this project.

**SECTION 4.** It is necessary that this Resolution become immediately effective for the usual daily operation of the County and the reasons set forth in the preamble. Provided that this Resolution receives the affirmative vote of at least eight members of Council, it shall take effect and be in force immediately upon the earliest occurrence of any of the following: (1) its approval by the County Executive through signature, (2) the expiration of the time during which it may be disapproved by the County Executive under Section 3.10(6) of the Cuyahoga County Charter, or (3) its passage by at least eight members of Council after disapproval pursuant to Section 3.10(7) of the Cuyahoga County Charter. Otherwise, it shall take effect and be in force from and after the earliest period allowed by law.

**SECTION 5.** It is found and determined that all formal actions of this Council relating to the adoption of this Resolution were adopted in an open meeting of the Council, and that all deliberations of this Council and of any of its committees that resulted in such formal action were in meetings open to the public, in compliance with all legal requirements, including Section 121.22 of the Ohio Revised Code.

On a motion by \_\_\_\_\_, seconded by \_\_\_\_\_, the foregoing Resolution was duly adopted.

Yeas:

Nays:

\_\_\_\_\_  
County Council President

\_\_\_\_\_  
Date

\_\_\_\_\_  
County Executive

\_\_\_\_\_  
Date

\_\_\_\_\_  
Clerk of Council

\_\_\_\_\_  
Date

First Reading/Referred to Committee: May 28, 2013  
Committee(s) Assigned: Public Works, Procurement & Contracting

Additional Sponsorship Requested on the Floor: May 28, 2013

Journal CC010  
June 11, 2013

# County Council of Cuyahoga County, Ohio

## Resolution No. R2013-0107

<p>Sponsored by: <b>County Executive FitzGerald/Department of Public Works/Division of County Engineer</b></p> <p>Co-sponsored by: <b>Councilmember Gallagher</b></p>	<p><b>A Resolution</b> making an award on RQ26546 to Mr. Excavator, Inc. in the total amount not-to-exceed \$2,806,087.35 for the 2013 Operations Resurfacing Program Group 1; authorizing the County Executive to execute the contract and all other documents consistent with said award and this Resolution; authorizing the County Engineer, on behalf of the County Executive, to make an application for allocation from County Motor Vehicle \$7.50 License Tax Funds in said amount to fund said contract; and declaring the necessity that this Resolution become immediately effective.</p>
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WHEREAS, the County Executive/Department of Public Works/Division of County Engineer has recommended an award on RQ26546 to Mr. Excavator, Inc. in the total amount not-to-exceed \$2,806,087.35 for the 2013 Operations Resurfacing Program Group 1, which includes the following roads:

- 1) Sprague Road from Marks Road to Prospect Street in the Cities of Berea and Strongsville,
- 2) Riverview Road from Fitzwater Road to Brookside Road in the Cities of Brecksville and Independence,
- 3) York Road from Bennett Road to Royalton Road in the City of North Royalton; and

WHEREAS, the primary goal of this project is to properly maintain the County's infrastructure for which the County is responsible; and

WHEREAS, this project is scheduled to begin approximately on July 8, 2013 and to be completed on October 18, 2013; and

WHEREAS, the project will be funded 100% from the County Motor Vehicle \$7.50 License Tax Fund; and

WHEREAS, it is necessary that this Resolution become immediately effective in order that critical services provided by Cuyahoga County can continue.

**NOW, THEREFORE, BE IT RESOLVED BY THE COUNTY COUNCIL OF CUYAHOGA COUNTY, OHIO:**

**SECTION 1.** That the Cuyahoga County Council hereby makes an award on RQ26546 to Mr. Excavator, Inc. in the total amount not-to-exceed \$2,806,087.35 for 2013 Operations Resurfacing Program Group 1, which includes the following roads:

- 1) Sprague Road from Marks Road to Prospect Street in the Cities of Berea and Strongsville.
- 2) Riverview Road from Fitzwater Road to Brookside Road in the Cities of Brecksville and Independence.
- 3) York Road from Bennett Road to Royalton Road in the City of North Royalton; and

**SECTION 2.** That the County Executive is authorized to execute a contract in connection with said award and all documents consistent with this Resolution.

**SECTION 3.** It is necessary that this Resolution become immediately effective for the usual daily operation of the County and the reasons set forth in the preamble. Provided that this Resolution receives the affirmative vote of at least eight members of Council, it shall take effect and be in force immediately upon the earliest occurrence of any of the following: (1) its approval by the County Executive through signature, (2) the expiration of the time during which it may be disapproved by the County Executive under Section 3.10(6) of the Cuyahoga County Charter, or (3) its passage by at least eight members of Council after disapproval pursuant to Section 3.10(7) of the Cuyahoga County Charter. Otherwise, it shall take effect and be in force from and after the earliest period allowed by law.

**SECTION 4.** It is found and determined that all formal actions of this Council relating to the adoption of this Resolution were adopted in an open meeting of the Council, and that all deliberations of this Council and of any of its committees that resulted in such formal action were in meetings open to the public, in compliance with all legal requirements, including Section 121.22 of the Ohio Revised Code.

On a motion by \_\_\_\_\_, seconded by \_\_\_\_\_, the foregoing Resolution was duly adopted.

Yeas:

Nays:

\_\_\_\_\_  
County Council President

\_\_\_\_\_  
Date

\_\_\_\_\_  
County Executive

\_\_\_\_\_  
Date

\_\_\_\_\_  
Clerk of Council

\_\_\_\_\_  
Date

First Reading/Referred to Committee: May 28, 2013  
Committee(s) Assigned: Public Works, Procurement & Contracting

Additional Sponsorship Requested on the Floor: May 28, 2013

Journal CC010  
June 11, 2013

# County Council of Cuyahoga County, Ohio

## Resolution No. R2013-0108

Sponsored by: <b>County Executive FitzGerald/Department of Public Works/Division of County Engineer</b>	<b>A Resolution</b> making an award on RQ26597 to Terrace Construction Company, Inc. in the amount not-to-exceed \$2,744,044.50 for the Sewer and Lateral Repair Program for various County Sewer Districts; authorizing the County Executive to execute the contract and all other documents consistent with said award and this Resolution; and declaring the necessity that this Resolution become immediately effective.
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WHEREAS, the County Executive/Department of Public Works/Division of County Engineer has recommended an award on RQ26597 to Terrace Construction Company, Inc. in the amount not-to-exceed \$2,744,044.50 for the Sewer and Lateral Repair Program for various County Sewer Districts; and,

WHEREAS, the purpose of this contract is to have the resources to perform sewer and lateral repairs as needed; and,

WHEREAS, this project is for a two-year period and construction is anticipated to start July 1, 2013; and,

WHEREAS, funding for this project is from the Sewer District User Fees; and,

WHEREAS, it is necessary that this Resolution become immediately effective in order that critical services provided by Cuyahoga County can continue and to provide for the usual, daily operation of a County entity.

### **NOW, THEREFORE, BE IT RESOLVED BY THE COUNTY COUNCIL OF CUYAHOGA COUNTY, OHIO:**

**SECTION 1.** That the Cuyahoga County Council hereby makes an award on RQ26597 to Terrace Construction Company, Inc. in the amount not-to-exceed \$2,744,044.50 for the Sewer and Lateral Repair Program for various County Sewer Districts.

**SECTION 2.** That the County Executive is authorized to execute a contract in connection with said award and all documents consistent with this Resolution.



# County Council of Cuyahoga County, Ohio

## Resolution No. R2013-0110

Sponsored by: <b>County Executive FitzGerald/Department of Public Works</b>	<b>A Resolution</b> making an award on RQ26232 to Coastal Quality Construction, Inc. in the amount not-to-exceed \$874,700.00 for the Juvenile Justice Center Public Defenders Relocation Project; authorizing the County Executive to execute the contract and all other documents consistent with said award and this Resolution; and declaring the necessity that this Resolution become immediately effective.
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WHEREAS, the County Executive/Department of Public Works/Division of County Engineer has recommended an award on RQ26232 to Coastal Quality Construction, Inc. in the amount not-to-exceed \$874,700.00 for the Juvenile Public Defenders Relocation Project; and,

WHEREAS, the purpose of this contract is to complete the relocation of the Juvenile Public Defenders Office to the Juvenile Justice Center 5<sup>th</sup> Floor; and,

WHEREAS, this project is anticipated to begin July 1, 2013; and,

WHEREAS, this project will be funded from the Capital Project Future Debt Issue Fund; and,

WHEREAS, it is necessary that this Resolution become immediately effective in order that critical services provided by Cuyahoga County can continue and to provide for the usual, daily operation of a County entity.

### **NOW, THEREFORE, BE IT RESOLVED BY THE COUNTY COUNCIL OF CUYAHOGA COUNTY, OHIO:**

**SECTION 1.** That the Cuyahoga County Council hereby makes an award on RQ26232 to Coastal Quality Construction, Inc. in the amount not-to-exceed \$874,700.00 for the Juvenile Public Defenders Relocation Project.

**SECTION 2.** That the County Executive is authorized to execute a contract in connection with said award and all documents consistent with this Resolution.

**SECTION 3.** It is necessary that this Resolution become immediately effective for the usual daily operation of the County and the reasons set forth in the preamble.



Provided that this Resolution receives the affirmative vote of at least eight members of Council, it shall take effect and be in force immediately upon the earliest occurrence of any of the following: (1) its approval by the County Executive through signature, (2) the expiration of the time during which it may be disapproved by the County Executive under Section 3.10(6) of the Cuyahoga County Charter, or (3) its passage by at least eight members of Council after disapproval pursuant to Section 3.10(7) of the Cuyahoga County Charter. Otherwise, it shall take effect and be in force from and after the earliest period allowed by law.

**SECTION 4.** It is found and determined that all formal actions of this Council relating to the adoption of this Resolution were adopted in an open meeting of the Council, and that all deliberations of this Council and of any of its committees that resulted in such formal action were in meetings open to the public, in compliance with all legal requirements, including Section 121.22 of the Ohio Revised Code.

On a motion by \_\_\_\_\_, seconded by \_\_\_\_\_, the foregoing Resolution was duly adopted.

Yeas:

Nays:

_____	_____
County Council President	Date
_____	_____
County Executive	Date
_____	_____
Clerk of Council	Date

First Reading/Referred to Committee: May 28, 2013  
Committee(s) Assigned: Public Safety & Justice Affairs

Journal CC010  
June 11, 2013

# County Council of Cuyahoga County, Ohio

## Resolution No. R2013-0111

Sponsored by: <b>County Executive FitzGerald/Department of Public Works</b>	<b>A Resolution</b> making an award on RQ26692 to First Energy Services Corp. in the amount not-to-exceed \$8,370,821.00 for purchase of electric utility services for County-owned facilities for the period 10/1/2013 - 9/30/2015; authorizing the County Executive to execute the contract and all other documents consistent with said award and this Resolution; and declaring the necessity that this Resolution become immediately effective.
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WHEREAS, the County Executive/Department of Public Works has recommended an award on RQ26692 to First Energy Services Corp. in the amount not-to-exceed \$8,370,821.00 for the purchase of electric utility services for County-owned facilities for the period 10/1/2013 - 9/30/2015; and

WHEREAS, the supply includes a 50% Green Power, and Mixed Greens program that will allow the County to gain renewable energy credits, and meet green and renewable requirements; and

WHEREAS, the estimated cost is \$11,000,000.00 for the two year contract; and

WHEREAS, the project will be funded 100% by the General fund; and

WHEREAS, due to fluctuations in the utility market, the rate might change by the time the County signs the contract agreement; and

WHEREAS, it is necessary that this Resolution become immediately effective in order that critical services provided by Cuyahoga County can continue and to provide for the usual, daily operation of the County.

**NOW, THEREFORE, BE IT RESOLVED BY THE COUNTY COUNCIL OF CUYAHOGA COUNTY, OHIO:**

**SECTION 1.** That the Cuyahoga County Council hereby makes an award on RQ26692 to First Energy Services Corp. in the amount not-to-exceed \$8,370,821.00 for the purchase of electric utility services for County-owned facilities for the period 10/1/2013 - 9/30/2015.

**SECTION 2.** That the County Executive is authorized to execute a contract in connection with said award and all documents consistent with this Resolution.

**SECTION 3.** It is necessary that this Resolution become immediately effective for the usual daily operation of the County and the reasons set forth in the preamble. Provided that this Resolution receives the affirmative vote of at least eight members of Council, it shall take effect and be in force immediately upon the earliest occurrence of any of the following: (1) its approval by the County Executive through signature, (2) the expiration of the time during which it may be disapproved by the County Executive under Section 3.10(6) of the Cuyahoga County Charter, or (3) its passage by at least eight members of Council after disapproval pursuant to Section 3.10(7) of the Cuyahoga County Charter. Otherwise, it shall take effect and be in force from and after the earliest period allowed by law.

**SECTION 4.** It is found and determined that all formal actions of this Council relating to the adoption of this Resolution were adopted in an open meeting of the Council, and that all deliberations of this Council and of any of its committees that resulted in such formal action were in meetings open to the public, in compliance with all legal requirements, including Section 121.22 of the Ohio Revised Code.

On a motion by \_\_\_\_\_, seconded by \_\_\_\_\_, the foregoing Resolution was duly adopted.

Yeas:

Nays:

_____ County Council President	_____ Date
_____ County Executive	_____ Date
_____ Clerk of Council	_____ Date

First Reading/Referred to Committee: May 28, 2013  
Committee(s) Assigned: Public Works, Procurement & Contracting

Journal CC010  
June 11, 2013

# County Council of Cuyahoga County, Ohio

## Resolution No. R2013-0112

<p>Sponsored by: <b>County Executive FitzGerald/Department of Public Works</b></p> <p>Co-sponsored by: <b>Councilmember Conwell</b></p>	<p><b>A Resolution</b> authorizing an amendment to Contract No. CE0800492-01 with Cleveland Commerce Center, Inc. for lease of parking spaces located at East 40<sup>th</sup> Street and Perkins Avenue, Cleveland, for use by the Division of Children and Family Services for the period 5/1/2008 - 4/30/2013 to extend the time period to 4/30/2018 and for additional funds in the amount of \$327,120.00; authorizing the County Executive to execute the amendment and all other documents consistent with this Resolution; and declaring the necessity that this Resolution become immediately effective.</p>
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WHEREAS, the County Executive/Department of Public Works has recommended an amendment to Contract No. CE0800492-01 with Cleveland Commerce Center, Inc. for lease of parking spaces located at East 40<sup>th</sup> Street and Perkins Avenue, Cleveland, for use by the Division of Children and Family Services for the period 5/1/2008 – 4/30/2013 to extend the time period to 4/30/2018 and for additional funds in the amount of \$327,120.00; and,

WHEREAS, this project is funded 32% from Federal funds, and 68% from the Health and Human Services Levy Fund; and,

WHEREAS, it is necessary that this Resolution become immediately effective in order that critical services provided by Cuyahoga County can continue and to provide for the usual, daily operation of a County entity.

**NOW, THEREFORE, BE IT RESOLVED BY THE COUNTY COUNCIL OF CUYAHOGA COUNTY, OHIO:**

**SECTION 1.** That the Cuyahoga County Council authorizes an amendment to Contract No. CE0800492-01 with Cleveland Commerce Center, Inc. for lease of parking spaces located at East 40<sup>th</sup> Street and Perkins Avenue, Cleveland, for use by the Division of Children and Family Services for the period 5/1/2008 – 4/30/2013 to extend the time period to 4/30/2018 and for additional funds in the amount of \$327,120.00.

**SECTION 2.** That the County Executive is authorized to execute an amendment and all documents consistent with this Resolution.

**SECTION 3.** It is necessary that this Resolution become immediately effective for the usual daily operation of the County and the reasons set forth in the preamble. Provided that this Resolution receives the affirmative vote of at least eight members of Council, it shall take effect and be in force immediately upon the earliest occurrence of any of the following: (1) its approval by the County Executive through signature, (2) the expiration of the time during which it may be disapproved by the County Executive under Section 3.10(6) of the Cuyahoga County Charter, or (3) its passage by at least eight members of Council after disapproval pursuant to Section 3.10(7) of the Cuyahoga County Charter. Otherwise, it shall take effect and be in force from and after the earliest period allowed by law.

**SECTION 4.** It is found and determined that all formal actions of this Council relating to the adoption of this Resolution were adopted in an open meeting of the Council, and that all deliberations of this Council and of any of its committees that resulted in such formal action were in meetings open to the public, in compliance with all legal requirements, including Section 121.22 of the Ohio Revised Code.

On a motion by \_\_\_\_\_, seconded by \_\_\_\_\_, the foregoing Resolution was duly adopted.

Yeas:

Nays:

\_\_\_\_\_  
County Council President

\_\_\_\_\_  
Date

\_\_\_\_\_  
County Executive

\_\_\_\_\_  
Date

\_\_\_\_\_  
Clerk of Council

\_\_\_\_\_  
Date

First Reading/Referred to Committee: May 28, 2013

Committee(s) Assigned: Public Works, Procurement & Contracting

Additional Sponsorship Requested: June 5, 2013

Journal CC010

June 11, 2013

# County Council of Cuyahoga County, Ohio

## Resolution No. R2013-0113

Sponsored by: <b>County Executive FitzGerald/Department of Public Works</b>	<b>A Resolution</b> authorizing an amendment to Contract No. CE0800729-01 with Priemer Investment Co., LLC for lease of 128 parking spaces located at 4209, 4213 and 4415 Euclid Avenue, Cleveland, for use by the Division of Children and Family Services for the period 5/1/2008 - 4/30/2013 to extend the time period to 4/30/2018 and for additional funds in the amount of \$341,236.80; authorizing the County Executive to execute the amendment and all other documents consistent with this Resolution; and declaring the necessity that this Resolution become immediately effective.
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WHEREAS, the County Executive/Department of Public Works has recommended an amendment to Contract No. CE0800729-01 with Priemer Investment Co., LLC for lease of 128 parking spaces located at 4209, 4213 and 4415 Euclid Avenue, Cleveland, for use by the Division of Children and Family Services for the period 5/1/2008 – 4/30/2013 to extend the time period to 4/30/2018 and for additional funds in the amount of \$341,236.80; and,

WHEREAS, this project is funded 32% from Federal funds, and 68% from the Health and Human Services Levy Fund; and,

WHEREAS, it is necessary that this Resolution become immediately effective in order that critical services provided by Cuyahoga County can continue and to provide for the usual, daily operation of a County entity.

**NOW, THEREFORE, BE IT RESOLVED BY THE COUNTY COUNCIL OF CUYAHOGA COUNTY, OHIO:**

**SECTION 1.** That the Cuyahoga County Council authorizes an amendment to Contract No. CE0800729-01 with Priemer Investment Co., LLC for lease of 128 parking spaces located at 4209, 4213 and 4415 Euclid Avenue, Cleveland, for use by the Division of Children and Family Services for the period 5/1/2008 – 4/30/2013 to extend the time period to 4/30/2018 and for additional funds in the amount of \$341,236.80.

**SECTION 2.** That the County Executive is authorized to execute an amendment and all documents consistent with this Resolution.

**SECTION 3.** It is necessary that this Resolution become immediately effective for the usual daily operation of the County and the reasons set forth in the preamble. Provided that this Resolution receives the affirmative vote of at least eight members of Council, it shall take effect and be in force immediately upon the earliest occurrence of any of the following: (1) its approval by the County Executive through signature, (2) the expiration of the time during which it may be disapproved by the County Executive under Section 3.10(6) of the Cuyahoga County Charter, or (3) its passage by at least eight members of Council after disapproval pursuant to Section 3.10(7) of the Cuyahoga County Charter. Otherwise, it shall take effect and be in force from and after the earliest period allowed by law.

**SECTION 4.** It is found and determined that all formal actions of this Council relating to the adoption of this Resolution were adopted in an open meeting of the Council, and that all deliberations of this Council and of any of its committees that resulted in such formal action were in meetings open to the public, in compliance with all legal requirements, including Section 121.22 of the Ohio Revised Code.

On a motion by \_\_\_\_\_, seconded by \_\_\_\_\_, the foregoing Resolution was duly adopted.

Yeas:

Nays:

\_\_\_\_\_  
County Council President                      Date

\_\_\_\_\_  
County Executive                              Date

\_\_\_\_\_  
Clerk of Council                              Date

First Reading/Referred to Committee: May 28, 2013  
Committee(s) Assigned: Public Works, Procurement & Contracting

Journal CC010  
June 11, 2013

# County Council of Cuyahoga County, Ohio

## Resolution No. R2013-0114

<b>Sponsored by: County Executive FitzGerald/Department of Health and Human Services/Cuyahoga Job and Family Services</b>	<b>A Resolution</b> making an award on RQ26333 to Catholic Charities Corporation in the amount not-to-exceed \$600,672.00 for pre-employment screening services for Ohio Works First applicants for the period 7/1/2013 - 6/30/2014; authorizing the County Executive to execute the contract and all other documents consistent with said award and this Resolution; and declaring the necessity that this Resolution become immediately effective.
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WHEREAS, the County Executive/Department of Health and Human Services/Cuyahoga Job and Family Services has recommended an award on RQ26333 to Catholic Charities Corporation in the amount not-to-exceed \$600,672.00 for pre-employment screening services for Ohio Works First applicants for the period 7/1/2013 – 6/30/2014; and,

WHEREAS, the goal of the project is to design, implement, and manage the administration of a quality, timely, comprehensive screening of participants' employability so that participants may be matched with the most appropriate programs and services, thereby improving their self-sufficiency outcomes; and,

WHEREAS, the project is funded 100% by Federal Temporary Assistance for Needy Families ("TANF") funding; and,

WHEREAS, it is necessary that this Resolution become immediately effective in order that critical services provided by Cuyahoga County can continue and to provide for the usual, daily operation of a County entity.

**NOW, THEREFORE, BE IT RESOLVED BY THE COUNTY COUNCIL OF CUYAHOGA COUNTY, OHIO:**

**SECTION 1.** That the Cuyahoga County Council hereby makes an award on RQ26333 to Catholic Charities Corporation in the amount not-to-exceed \$600,672.00 for pre-employment screening services for Ohio Works First applicants for the period 7/1/2013 – 6/30/2014.

**SECTION 2.** That the County Executive is authorized to execute a contract in connection with said award and all documents consistent with this Resolution.



**SECTION 3.** It is necessary that this Resolution become immediately effective for the usual daily operation of the County and the reasons set forth in the preamble. Provided that this Resolution receives the affirmative vote of at least eight members of Council, it shall take effect and be in force immediately upon the earliest occurrence of any of the following: (1) its approval by the County Executive through signature, (2) the expiration of the time during which it may be disapproved by the County Executive under Section 3.10(6) of the Cuyahoga County Charter, or (3) its passage by at least eight members of Council after disapproval pursuant to Section 3.10(7) of the Cuyahoga County Charter. Otherwise, it shall take effect and be in force from and after the earliest period allowed by law.

**SECTION 4.** It is found and determined that all formal actions of this Council relating to the adoption of this Resolution were adopted in an open meeting of the Council, and that all deliberations of this Council and of any of its committees that resulted in such formal action were in meetings open to the public, in compliance with all legal requirements, including Section 121.22 of the Ohio Revised Code.

On a motion by \_\_\_\_\_, seconded by \_\_\_\_\_, the foregoing Resolution was duly adopted.

Yeas:

Nays:

\_\_\_\_\_  
County Council President

\_\_\_\_\_  
Date

\_\_\_\_\_  
County Executive

\_\_\_\_\_  
Date

\_\_\_\_\_  
Clerk of Council

\_\_\_\_\_  
Date

First Reading/Referred to Committee: May 28, 2013  
Committee(s) Assigned: Health, Human Services & Aging

Journal CC010  
June 11, 2013

# County Council of Cuyahoga County, Ohio

## Resolution No. R2013-0115

<b>Sponsored by: County Executive FitzGerald/Department of Health and Human Services/Cuyahoga Job and Family Services</b>	<b>A Resolution</b> authorizing amendments to contracts with various providers for Job Readiness, Job Search, Job Placement and Job Retention Services for the period 7/1/2012 - 6/30/2013 to extend the time period to 6/30/2014, to change the scope of services, effective 7/1/2013, and for additional funds in the total amount not-to-exceed \$1,105,716.28; authorizing the County Executive to execute the amendments and all other documents consistent with this Resolution; and declaring the necessity that this Resolution become immediately effective.
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WHEREAS, the County Executive/Department of Health and Human Services/Cuyahoga Job and Family Services has recommended amendments to contracts with various providers for Job Readiness, Job Search, Job Placement and Job Retention Services for the period 7/1/2012 – 6/30/2013 to extend the time period to 6/30/2014, to change the scope of services, effective 7/1/2013, and for additional funds in the total amount not-to-exceed \$1,105,716.28 as follows; and,

1) No. CE1200421-01 with El Barrio Incorporated in the amount not-to-exceed \$579,293.00,

2) No. CE1200422-01 with LNE & Associates, LLP in the amount not-to-exceed \$526,423.28; and,

WHEREAS, this amendment increases the total value of the contract in the amount not-to-exceed \$2,126,228.28; and,

WHEREAS, this project is funded 100% by Federal TANF Funding; and,

WHEREAS, it is necessary that this Resolution become immediately effective in order that critical services provided by Cuyahoga County can continue and to provide for the usual, daily operation of a County entity.

**NOW, THEREFORE, BE IT RESOLVED BY THE COUNTY COUNCIL OF CUYAHOGA COUNTY, OHIO:**

**SECTION 1.** That the Cuyahoga County Council authorizes amendments to contracts with various providers for Job Readiness, Job Search, Job Placement and Job Retention Services for the period 7/1/2012 – 6/30/2013 to extend the time period to 6/30/2014, to change the scope of services, effective 7/1/2013, and for additional funds in the total amount not-to-exceed \$1,105,716.28 as follows:

1) No. CE1200421-01 with El Barrio Incorporated in the amount not-to-exceed \$579,293.00,

2) No. CE1200422-01 with LNE & Associates, LLP in the amount not-to-exceed \$526,423.28.

**SECTION 2.** That the County Executive is authorized to execute the amendments and all documents consistent with this Resolution.

**SECTION 3.** It is necessary that this Resolution become immediately effective for the usual daily operation of the County and the reasons set forth in the preamble. Provided that this Resolution receives the affirmative vote of at least eight members of Council, it shall take effect and be in force immediately upon the earliest occurrence of any of the following: (1) its approval by the County Executive through signature, (2) the expiration of the time during which it may be disapproved by the County Executive under Section 3.10(6) of the Cuyahoga County Charter, or (3) its passage by at least eight members of Council after disapproval pursuant to Section 3.10(7) of the Cuyahoga County Charter. Otherwise, it shall take effect and be in force from and after the earliest period allowed by law.

**SECTION 4.** It is found and determined that all formal actions of this Council relating to the adoption of this Resolution were adopted in an open meeting of the Council, and that all deliberations of this Council and of any of its committees that resulted in such formal action were in meetings open to the public, in compliance with all legal requirements, including Section 121.22 of the Ohio Revised Code.

On a motion by \_\_\_\_\_, seconded by \_\_\_\_\_, the foregoing Resolution was duly adopted.

Yeas:

Nays:

\_\_\_\_\_  
County Council President

\_\_\_\_\_  
Date

\_\_\_\_\_  
County Executive

\_\_\_\_\_  
Date

\_\_\_\_\_  
Clerk of Council

\_\_\_\_\_  
Date

First Reading/Referred to Committee: May 28, 2013  
Committee(s) Assigned: Health, Human Services & Aging

Journal CC010  
June 11, 2013

# County Council of Cuyahoga County, Ohio

## Resolution No. R2013-0116

<b>Sponsored by: County Executive FitzGerald/Department of Health and Human Services/Cuyahoga Job and Family Services</b>	<b>A Resolution</b> authorizing amendments to contracts with various providers for community wraparound care coordination and family/youth advocacy services for the period 4/1/2012 - 6/30/2013 to extend the time period to 3/31/2015 and for additional funds in the total amount not-to-exceed \$6,415,893.08; authorizing the County Executive to execute the amendments and all other documents consistent with this Resolution; and declaring the necessity that this Resolution become immediately effective.
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WHEREAS, the County Executive/Department of Health and Human Services/Cuyahoga Job and Family Services has recommended amendments to contracts with various providers for community wraparound care coordination and family/youth advocacy services for the period 4/1/2012 – 6/30/2013 to extend the time period to 3/31/2015 and for additional funds in the total amount not-to-exceed \$6,415,893.08 as follows; and,

- 1) No. CE1200167-01 with Catholic Charities Corporation dba St. Martin de Porres Family in the amount of \$629,656.00,
- 2) No. CE1200168-01 with The East End Neighborhood House Association in the amount of \$665,002.00,
- 3) No. CE1200169-01 with University Settlement, Incorporated in the amount of \$525,895.00,
- 4) No. CE1200170-01 with West Side Community House in the amount of \$775,410.00,
- 5) No. CE1200171-01 with Applewood Centers, Inc. in the amount of \$793,467.10,
- 6) No. CE1200172-01 with Beech Brook in the amount of \$984,637.20,
- 7) No. CE1200173-01 with Catholic Charities Corporation dba Parmadale in the amount of \$1,320,012.39,

8) No. CE1200343-01 with The Cleveland Christian Home Incorporated in the amount of \$721,813.39; and,

WHEREAS, this project is funded 33% by Federal funds and 67% by the Health and Human Services Levy; and,

WHEREAS, it is necessary that this Resolution become immediately effective in order that critical services provided by Cuyahoga County can continue and to provide for the usual, daily operation of a County entity.

**NOW, THEREFORE, BE IT RESOLVED BY THE COUNTY COUNCIL OF CUYAHOGA COUNTY, OHIO:**

**SECTION 1.** That the Cuyahoga County Council authorizes amendments to contracts with various providers for community wraparound care coordination and family/youth advocacy services for the period 4/1/2012 – 6/30/2013 to extend the time period to 3/31/2015 and for additional funds in the total amount not-to-exceed \$6,415,893.088 as follows:

- 1) No. CE1200167-01 with Catholic Charities Corporation dba St. Martin de Porres Family in the amount of \$629,656.00,
- 2) No. CE1200168-01 with The East End Neighborhood House Association in the amount of \$665,002.00,
- 3) No. CE1200169-01 with University Settlement, Incorporated in the amount of \$525,895.00,
- 4) No. CE1200170-01 with West Side Community House in the amount of \$775,410.00,
- 5) No. CE1200171-01 with Applewood Centers, Inc. in the amount of \$793,467.10,
- 6) No. CE1200172-01 with Beech Brook in the amount of \$984,637.20,
- 7) No. CE1200173-01 with Catholic Charities Corporation dba Parmadale in the amount of \$1,320,012.39, and,
- 8) No. CE1200343-01 with The Cleveland Christian Home Incorporated in the amount of \$721,813.39.

**SECTION 2.** That the County Executive is authorized to execute the amendments and all documents consistent with this Resolution.

**SECTION 3.** It is necessary that this Resolution become immediately effective for the usual daily operation of the County and the reasons set forth in the preamble. Provided that this Resolution receives the affirmative vote of at least eight members of Council, it shall take effect and be in force immediately upon the earliest occurrence of any of the following: (1) its approval by the County Executive through signature, (2) the expiration of the time during which it may be disapproved by the County Executive under Section 3.10(6) of the Cuyahoga County Charter, or (3) its passage by at least eight members of Council after disapproval pursuant to Section 3.10(7) of the Cuyahoga County Charter. Otherwise, it shall take effect and be in force from and after the earliest period allowed by law.

**SECTION 4.** It is found and determined that all formal actions of this Council relating to the adoption of this Resolution were adopted in an open meeting of the Council, and that all deliberations of this Council and of any of its committees that resulted in such formal action were in meetings open to the public, in compliance with all legal requirements, including Section 121.22 of the Ohio Revised Code.

On a motion by \_\_\_\_\_, seconded by \_\_\_\_\_, the foregoing Resolution was duly adopted.

Yeas:

Nays:

_____	_____
County Council President	Date
_____	_____
County Executive	Date
_____	_____
Clerk of Council	Date

First Reading/Referred to Committee: May 28, 2013  
 Committee(s) Assigned: Health, Human Services & Aging

Journal CC010  
 June 11, 2013

# County Council of Cuyahoga County, Ohio

## Resolution No. R2013-0117

<p>Sponsored by: <b>County Executive FitzGerald</b></p> <p>Co-sponsored by: <b>Councilmember Gallagher</b></p>	<p><b>A Resolution</b> authorizing a contract with Sadler-NeCamp Financial Services, Inc. dba PROWARE in the amount of \$6,136,749.00 for maintenance and support services for the Criminal and Civil Justice Information System for the period 4/1/2013 - 1/31/2016; authorizing the County Executive to execute the contract and all other documents consistent with this Resolution; and declaring the necessity that this Resolution become immediately effective.</p>
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WHEREAS, the County Executive has submitted a contract for Council's approval with Sadler-NeCamp Financial Services, Inc. dba PROWARE in the amount of \$6,136,749.00 for maintenance and support services for the Criminal and Civil Justice Information System for the period 4/1/2013 - 1/31/2016; and,

WHEREAS, this project is funded by the General Fund and the Clerk's Computerization Fund; and,

WHEREAS, it is necessary that this Resolution become immediately effective in order that critical services provided by Cuyahoga County can continue and to provide for the usual, daily operation of a County entity.

**NOW, THEREFORE, BE IT RESOLVED BY THE COUNTY COUNCIL OF CUYAHOGA COUNTY, OHIO:**

**SECTION 1.** That the Cuyahoga County Council hereby authorizes a contract with Sadler-NeCamp Financial Services, Inc. dba PROWARE in the amount of \$6,136,749.00 for maintenance and support services for Criminal and Civil Justice Information System for the period 4/1/2013 - 1/31/2016.

**SECTION 2.** That the County Executive is authorized to execute the contract and all documents consistent with this Resolution.

**SECTION 3.** It is necessary that this Resolution become immediately effective for the usual daily operation of the County and the reasons set forth in the preamble. Provided that this Resolution receives the affirmative vote of at least eight members of Council, it shall take effect and be in force immediately upon the earliest



occurrence of any of the following: (1) its approval by the County Executive through signature, (2) the expiration of the time during which it may be disapproved by the County Executive under Section 3.10(6) of the Cuyahoga County Charter, or (3) its passage by at least eight members of Council after disapproval pursuant to Section 3.10(7) of the Cuyahoga County Charter. Otherwise, it shall take effect and be in force from and after the earliest period allowed by law.

**SECTION 4.** It is found and determined that all formal actions of this Council relating to the adoption of this Resolution were adopted in an open meeting of the Council, and that all deliberations of this Council and of any of its committees that resulted in such formal action were in meetings open to the public, in compliance with all legal requirements, including Section 121.22 of the Ohio Revised Code.

On a motion by \_\_\_\_\_, seconded by \_\_\_\_\_, the foregoing Resolution was duly adopted.

Yeas:

Nays:

\_\_\_\_\_  
County Council President

\_\_\_\_\_  
Date

\_\_\_\_\_  
County Executive

\_\_\_\_\_  
Date

\_\_\_\_\_  
Clerk of Council

\_\_\_\_\_  
Date

First Reading/Referred to Committee: May 28, 2013  
Committee(s) Assigned: Public Safety & Justice Affairs

Journal CC010  
June 11, 2013

# County Council of Cuyahoga County, Ohio

## Ordinance No. O2013-0014

Sponsored by: <b>County Executive FitzGerald/Department of Law</b>	<b>An Ordinance</b> establishing a required oath of office or affirmation for County officers, directors and other employees; setting the bonds for County officers, directors, employees and officials; and declaring the necessity that this Ordinance become immediately effective.
--	--

WHEREAS, Section 3.09(6) of the Cuyahoga County Charter empowers the County Council to “determine which officers and employees shall give bond and to fix the amount and form thereof”;

WHEREAS, Council has determined it necessary to determine which officers and employees of the County shall give bond and to fix the amount and form thereof;

WHEREAS, Council has determined that it is also necessary to determine which officers, employees, and other persons should be required to give an oath of office or affirmation upon entering their positions with the County; and

WHEREAS, it is necessary that this Ordinance become immediately effective in order that critical services provided by Cuyahoga County can commence and continue on behalf of the various municipalities within the County’s jurisdiction.

**NOW, THEREFORE, BE IT ENACTED BY THE COUNTY COUNCIL OF CUYAHOGA COUNTY, OHIO:**

**SECTION 1.** Chapter 107 of the Cuyahoga County Code, which was enacted in Ordinance O2011-0001, is hereby amended and replaced to read as follows:

### **CHAPTER 107: Oaths of Office, Affirmations and Bonds**

#### **Section 107.01: Required Oath or Affirmation**

##### **A. Persons Required to Take an Oath or Affirmation**

Each of the following County Officers, Directors, and Members of Boards, Commissions, or other Authorities of the County shall, before assuming their respective positions take and subscribe to an oath or affirmation, to be filed and kept in the office of the Clerk of the Council:

1. The Executive;

2. Council Members and Clerk of Council;
3. All County Officers under the County Charter;
4. All Directors and Deputy Directors of Departments established by the County Charter or pursuant to the Cuyahoga County Code;
5. Members of the Human Resource Commission; Council Districting Commission; and Charter Review Commission;
6. The Internal Auditor;
7. The Inspector General;
8. All Employees of the Department of Law, Department of Internal Auditing, and Agency of Inspector General;
9. Employees authorized by the County Sheriff to carry firearms or other weapons;
10. Employees in any County department, office, board, commission, or any other authority of the County whose duties involve the handling of money belonging to the County, as determined by the Internal Auditor; and
11. Any person serving in an interim or acting capacity in any of the positions listed in Section 107.01(A) of the Cuyahoga County Code.

**B. Form of the Oath or Affirmation**

1. The oath or affirmation taken by each person required to take an oath or affirmation under Chapter 107 of the Cuyahoga County Code shall be in substantially the following form:

“I, \_\_\_\_\_, do solemnly swear [or affirm], that I will support, uphold, and defend the Constitution of the United States, the Constitution of the State of Ohio, and the Charter and laws of the County of Cuyahoga, Ohio; that I will faithfully, honestly, diligently, and impartially perform and discharge all of the powers and duties incumbent upon me as \_\_\_\_\_ in and for the County of Cuyahoga, State of Ohio, according to the best of my ability and understanding.”

Sworn to and subscribed before me this \_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_ in the City of \_\_\_\_\_, County of Cuyahoga, Ohio.”

2. Each person taking an oath may add customarily accepted language at the end of the oath, such as “so help me God.”

**C. Persons Entitled to Administer the Oath or Affirmation**

The oath or affirmation prescribed in Chapter 107 of the Cuyahoga County Code may be administered by the County Executive, a Council Member or the Clerk of Council, a County Officer under the County Charter, the Director of any Department, or by any notary public authorized to administer oaths in the State of Ohio.

**D. Prospective Application**

Any person required to take an oath or affirmation under Chapter 107 of the Cuyahoga County Code who has not taken an oath or affirmation upon assuming their respective positions shall take the oath or affirmation required under this Chapter and have it submitted to the Clerk of Council no later than December 31, 2013.

**Section 107.02: Required Bonds**

- A.** Before assuming their respective positions, each of the following County Officers shall give a bond guaranteeing the faithful performance of his or her duties of office, in a form approved by the Director of Law, each in the amount as set forth below, which bonds shall be filed with the County Treasurer:

1. The Executive: \$25,000.00;
2. Council Members: \$25,000.00;
3. Prosecutor:
  - a. Official Bond: \$100,000.00; and
  - b. Furtherance of Justice Bond: Not less than official salary;
4. Director of Law: \$10,000.00;
5. Sheriff:
  - a. Official Bond: \$50,000.00 ; and
  - b. Furtherance of Justice Bond: Not less than official salary;
6. Fiscal Officer: \$20,000.00;
7. Treasurer: \$2,000,000.00;
8. Medical Examiner: \$50,000.00;
9. Clerk of Courts: \$40,000.00; and
10. Director of Public Works: \$10,000.00.

- B.** Before assuming their respective positions, each of the following County Directors shall be required to give a bond guaranteeing the faithful performance of his or her duties of office, in a form approved by the Director of Law, each in the amount as set forth below, which bonds shall be filed with the County Treasurer:

1. Director of Health and Human Services: \$10,000.00;
2. Director of Internal Auditing: \$20,000.00; and
3. All directors of county departments established pursuant to the Cuyahoga County Code: \$2,000.00.

C. Before assuming their respective positions, each of the following County employees and officials shall be required to give a bond guaranteeing the faithful performance of his or her duties of office, in a form approved by the Director of Law, each in the amount as set forth below, which bonds shall be filed with the County Treasurer:

1. Dog Wardens and their Deputies: \$2,000.00;
2. Engineer: \$10,000.00;
3. Probate Judge: \$5,000.00;
4. County Juvenile Rehabilitation Facility Superintendent: \$10,000.00;
5. Executive Director of County Children Services
  - a. Official Bond: \$5,000.00; and
  - b. Bond to Probate Court: \$5,000.00;
6. County Bridge Commissioner: \$5,000.00;
7. Any other employees as determined by the Director of Law and in the amounts established by the Department of Law.

D. **Cost.** The expense of all bonds required under Chapter 107 of the Cuyahoga County Code shall be paid from the general fund of Cuyahoga County.

**Section 107.03: Requirements for Oaths of Office, Affirmations and Bonds**

Chapter 107 of the Cuyahoga County Code shall govern all requirements for oaths of office, affirmations, and the giving of bonds by all Cuyahoga County officials, officers, directors, employees, and members of boards, commissions, committees, or other authorities of the County, and shall supersede any other practices in the County before its enactment or any other requirements under general law.

**SECTION 2.** It is necessary that this Ordinance become immediately effective for the usual daily operation of the County and the reasons set forth in the preamble. Provided that this Ordinance receives the affirmative vote of at least eight members of Council, it shall take effect and be in force immediately upon the earliest occurrence of any of the following: (1) its approval by the County Executive through signature, (2) the expiration of the time during which it may be disapproved by the County Executive under Section 3.10(6) of the Cuyahoga County Charter, or (3) its passage by at least eight members of Council after disapproval pursuant to Section 3.10(7) of the Cuyahoga County Charter. Otherwise, it shall take effect and be in force from and after the earliest period allowed by law.

**SECTION 3.** It is found and determined that all formal actions of this Council relating to the adoption of this Ordinance were adopted in an open meeting of the Council, and that all deliberations of this Council and of any of its committees that



# County Council of Cuyahoga County, Ohio

## Ordinance No. O2013-0015

Sponsored by: <b>County Executive FitzGerald/County Sheriff and Director of Law</b>	<b>An Ordinance</b> establishing the Sheriff's Department, and divisions and sections within the Department; and declaring the necessity that this Ordinance be immediately effective.
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WHEREAS, Article V, Section 5.08 of the Cuyahoga County Charter provides that "all powers and duties now or hereafter vested in or imposed upon county sheriffs by general law shall be carried out by the appointed Sheriff;" and,

WHEREAS, O.R.C. § 311.07(A) provides that the general powers and duties of a county sheriff include, among others, the duty to preserve the public peace, and to execute warrants, writs and other process directed to the sheriff by any lawful and proper authorities of this state and of other states; and,

WHEREAS, O.R.C. § 341.01 provides that the county sheriff shall have charge of the county jail and all persons confined therein; and,

WHEREAS, Article III, Section 3.09(2) of the Cuyahoga County Charter provides Council with the power "to establish departments, and divisions and sections within departments, under the supervision of the County Executive, and such boards, agencies, commissions, and authorities, in addition to or as part of those provided for in this Charter, as the Council determines to be necessary for the efficient administration of the County;" and,

WHEREAS, it is necessary that this Ordinance become immediately effective in order that critical services provided by Cuyahoga County can continue and to provide for the usual, daily operation of the County Sheriff.

**NOW, THEREFORE, BE IT ENACTED BY THE COUNTY COUNCIL OF CUYAHOGA COUNTY, OHIO:**

**SECTION 1.** Section 202.07 of the Cuyahoga County Code is hereby enacted as follows:

**Section 202.07: Sheriff's Department**

**A.** The Sheriff's Department is hereby established, and it shall be its own appointing authority pursuant to the relevant provisions of the Cuyahoga County Charter.

**B.** The Sheriff's Department shall be under the direction of the County Sheriff. The Sheriff's Department and its employees shall aid and assist the County Sheriff in carrying out the powers, duties, and responsibilities that are assigned to the Sheriff by the general law, the County Charter, and by County law. With the approval of the County Executive, the Sheriff shall employ and supervise such number of deputies, assistants, and employees as are reasonably necessary to carry out the Department's functions. All employees assigned to the County Sheriff are hereby assigned to the Sheriff's Department. Nothing in the Cuyahoga County Code is intended to limit the ability of the County Executive and the County Sheriff to abolish positions for the purpose of enhancing the efficiency of operations or for any other reason permitted by general law or County law.

**C.** The Sheriff's Department shall include, but is not limited to, the following divisions:

1. Civil Division whose responsibility shall be to carry out court orders.
2. Corrections Division whose responsibility shall be the administration and operation of the Cuyahoga County Corrections Center;
3. Law Enforcement Division whose responsibility shall be the law enforcement duties of county sheriffs.
4. Protective Services Division whose responsibility shall be the provision of security services for county offices and buildings where the County Sheriff determines that such services should be provided using County personnel. Protective Services Officers shall be considered County security personnel who are not law enforcement officers. The Sheriff shall determine the training necessary for the certification of Protective Services Officers. Such training shall, at a minimum, include satisfactory completion of programs that have been approved by the Ohio Peace Officer Training Commission designed to qualify persons for positions as security guards.

**D.** Authority to Carry Weapons:

1. Employees of the Sheriff's Department who are authorized to carry weapons pursuant to general law shall comply with all state and federal laws governing certification and re-certification necessary to carry weapons.
2. Where general law does not govern the certification and re-certification of employees to carry weapons, the following provisions shall apply:



- a. The Sheriff may issue firearms, other intermediate weapons (e.g., pepper spray), and/or hard controls (e.g., handcuffs) to any employees in the Sheriff’s Department who are specifically pre-authorized by the Sheriff and are designated in the Department’s written policies and procedures. The Sheriff shall have the power to commission employees in the Sheriff’s Department to carry firearms if the employee has successfully completed the firearms training and requalification programs that are required by law for Deputy Sheriffs. The Sheriff may permit employees to carry intermediate weapons and hard controls if the employee has successfully completed required training as determined by the Sheriff.
3. The Sheriff shall ensure that the Department’s continuum of force policy applies to all employees who carry weapons. All employees who carry weapons shall properly secure firearms or other weapons, while on duty and off as required by the Sheriff.

**SECTION 2.** It is necessary that this Ordinance become immediately effective for the usual daily operation of the County and the reasons set forth in the preamble. Provided that this Ordinance receives the affirmative vote of at least eight members of Council, it shall take effect and be in force immediately upon the earliest occurrence of any of the following: (1) its approval by the County Executive through signature, (2) the expiration of the time during which it may be disapproved by the County Executive under Section 3.10(6) of the Cuyahoga County Charter, or (3) its passage by at least eight members of Council after disapproval pursuant to Section 3.10(7) of the Cuyahoga County Charter. Otherwise, it shall take effect and be in force from and after the earliest period allowed by law.

**SECTION 3.** It is found and determined that all formal actions of this Council relating to the adoption of this Ordinance were adopted in an open meeting of the Council, and that all deliberations of this Council and of any of its committees that resulted in such formal actions were in meetings open to the public, in compliance with all legal requirements, including Section 121.22 of the Ohio Revised Code.

On a motion by \_\_\_\_\_, seconded by \_\_\_\_\_, the foregoing Ordinance was duly enacted.

Yeas:

Nays:

\_\_\_\_\_  
County Council President

\_\_\_\_\_  
Date



# County Council of Cuyahoga County, Ohio

## Ordinance No. O2013-0003

Sponsored by: <b>County Executive FitzGerald/Department of Human Resources</b>	<b>An Ordinance</b> providing for modifications to and adoption of the Cuyahoga County Human Resources Personnel Policies and Procedures Manual to be applicable to all County employees, and declaring the necessity that this Ordinance become immediately effective.
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WHEREAS, the County Executive/Department of Human Resources has recommended to amend the Human Resources Personnel Policies and Procedures Manual; and,

WHEREAS, Cuyahoga County Charter Section 9.01 provides that the County's Human Resources Policies and Systems for County employees shall be established by ordinance and shall be administered in such a manner as will eliminate unnecessary expense and duplication of effort, while ensuring that persons will be employed in the public service without discrimination on the basis of race, color, religion, sex, national origin, sexual orientation, disability, age or ancestry; and,

WHEREAS, on April 5, 2011, County Council adopted the Human Resources Personnel Policies and Procedures Manual ("the Policy Manual") for a period not-to-exceed June 30, 2011 (Ordinance No. O2011-0015); and,

WHEREAS, on June 28, 2011, County Council extended the effective period for the Policy Manual for a period not-to-exceed December 31, 2011 (Ordinance No. O2011-0028); and,

WHEREAS, on January 24, 2012, County Council adopted the amended version of the County's Human Resources Personnel Policies and Procedures Manual (Ordinance No. O2011-0061); and,

WHEREAS, the Cuyahoga County Human Resource Commission met on December 19, 2012, and has recommended approval of the proposed revisions to the County's Human Resources Personnel Policies and Procedures Manual; and,

WHEREAS, it is necessary that this Ordinance become immediately effective in order that critical services provided by Cuyahoga County can continue and to provide for the usual, daily operation of a County entity.

**NOW, THEREFORE, BE IT ENACTED BY THE COUNTY COUNCIL OF CUYAHOGA COUNTY, OHIO:**

**SECTION 1. Adoption of Revised Human Resources Personnel Policies and Procedures Manual:** Council hereby adopts the amended version of the County's Human Resources Personnel Policies and Procedures Manual as effective for all County employees, and shall remain in force and effect and shall be followed by County employees under the authority of the County Council and the County Executive. The Department of Human Resources shall disseminate the amended manual to all employees subject to the manual in accordance with the Department's usual method of dissemination.

**SECTION 2. Administrative Rules:** The Cuyahoga County Administrative Rules, adopted by the Cuyahoga County Board of Commissioners and last revised 7/23/2009, are hereby rescinded, as superseded by the Personnel Policies & Procedures Manual of the Cuyahoga County Human Resources.

**SECTION 3.** It is necessary that this Ordinance become immediately effective in order that critical services provided by Cuyahoga County can continue, and to continue the usual and daily operation of a County entity. Provided that this Ordinance receives the affirmative vote of eight members of Council, this Ordinance shall become immediately effective upon the signature of the County Executive.

**SECTION 4.** It is found and determined that all formal actions of this Council relating to the adoption of this Ordinance were adopted in an open meeting of the Council, and that all deliberations of this Council and of any of its committees that resulted in such formal action were in meetings open to the public, in compliance with all legal requirements, including Section 121.22 of the Ohio Revised Code.

On a motion by \_\_\_\_\_, seconded by \_\_\_\_\_, the foregoing Ordinance was duly enacted.

Yeas:

Nays:

\_\_\_\_\_  
County Council President

\_\_\_\_\_  
Date

\_\_\_\_\_  
County Executive

\_\_\_\_\_  
Date

\_\_\_\_\_  
Clerk of Council

\_\_\_\_\_  
Date

First Reading/Referred to Committee: January 22, 2013  
Committee(s) Assigned: Human Resources, Appointments & Equity

Committee Report/Second Reading: May 28, 2013

Legislation Substituted on the Floor: May 28, 2013

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# Personnel Policies and Procedures Manual



## Cuyahoga County Department of Human Resources

Initial Effective Date: 4/5/2011 (Ordinance No. O2011-0015)

1<sup>st</sup> Revision: 4/5/2011(Ordinance No. O2011-0028)

2<sup>nd</sup> Revision: 6/28/2011 (Ordinance No. O2011-0043)

3<sup>rd</sup> Revision: 1/24/2012 (Ordinance No. O2011-0061)

4<sup>th</sup> Revision: 2/14/2012 (Ordinance No. O2011-0042)

5<sup>th</sup> Revision: 5/28/2013 (Ordinance No. O2013-0003)



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# Section 1: **INTRODUCTION / GENERAL INFORMATION**

## **1.01      Introduction**

Cuyahoga County (“County”) is responsible for providing many vital services to the citizens of Cuyahoga County through its employees. The County expects employees to fulfill their role in providing these services and to perform their job in a professional, fair, honest, and thorough manner. The County expects that employees will strive for excellence in advancing the County’s mission, demonstrating integrity and professional standards.

## **1.02      Administration**

All matters relating to the administration of the policies and procedures in this Manual will be under the general supervision of the Director of the Department of Human Resources (“Human Resources”).

Questions regarding interpretation and application of this Manual should be directed to Human Resources.

## **1.03      Disclaimer / Reservation of Rights**

The policies and procedures set forth in this Manual supersede all previous written and unwritten County personnel policies. This Manual does not constitute a contract of employment, expressed or implied, and should not be considered as such. Furthermore, this Manual is not a limitation on the County’s right to direct its workforce. Unless restricted by law, the County reserves all rights to manage its workforce. The policies and procedures contained in this Manual do not reflect or represent every conceivable factual situation, but those most often encountered. Situations may differ and will be handled as warranted by the circumstances and at the discretion of the County. The policies and procedures in this Manual are intended to be guidelines to employees and managers. The County retains the right to amend, add to or change the policies and procedures in this Manual at any time.



## **1.04      Relationship to Collective Bargaining Agreements**

For employees covered by a collective bargaining agreement, the terms and conditions of the collective bargaining agreement supersede this Manual on any subject covered by the collective bargaining agreement. The subjects covered in this Manual do not diminish the County's management rights and should not in any way be considered a waiver of these rights. Employees should contact their union representative or Human Resources should they have any questions regarding conflicts between your collective bargaining agreement and this Manual.

## **1.05      Relationship to Departmental Policy and Procedure Manuals**

The terms and conditions of this Manual supersede any contradictory terms or conditions set forth in any Departmental Policy and Procedure Manual.



## **1.06 Building Closure Policy**

Timesheet Code: **AWD**

### Closing for the Full Day

**In the event that it appears necessary to close County Buildings for a complete day, either the evening before or prior to 6:30 a.m. on the day of the proposed closing, the County Executive or designee will authorize the placing of a recording on the County's main number (216) 443-7000 regarding the closing of County Buildings.** The recording will also identify the County's 24-hour security number (216) 443-2141. This number will provide person-to-person solutions in unusual cases of emergency.

In addition, arrangements for dissemination of County building status information have been made with local television and radio stations. These announcements can be heard/found on the following radio and television stations/websites:

#### Television Stations

WKYC – TV, Channel 3  
WOIO-TV, Channel 19  
WUAB-TV, Channel 43  
WVIZ/PBS, ideastream

#### Radio Stations

WTAM, 1100 AM  
WMVX, 106.5 FM  
WMJI, 105.7 FM  
WGAR, 99.5 FM  
WAKS, 96.5 FM  
WMMS, 100.7 FM  
WHLO, 640 AM  
WKDD, 98.1 FM  
WCRF, 103.3 FM  
WCPN, 90.3 FM  
WCLV, 104.9 FM  
Radio Free Ohio, 1350 AM

#### Websites

[www.cuyahogacounty.us](http://www.cuyahogacounty.us)  
[www.wkyc.com](http://www.wkyc.com)  
[www.wtam.com](http://www.wtam.com)  
[www.wmvx.com](http://www.wmvx.com)  
[www.wmji.com](http://www.wmji.com)  
[www.wgar.com](http://www.wgar.com)  
[www.kisscleveland.com](http://www.kisscleveland.com)  
[www.wmms.com](http://www.wmms.com)  
[www.640whlo.com](http://www.640whlo.com)  
[www.wkdd.com](http://www.wkdd.com)  
[www.1350radiofreeohio.com](http://www.1350radiofreeohio.com)

The announcement will state “CUYAHOGA COUNTY GOVERNMENT BUILDINGS CLOSED.” In the absence of an announcement, employees should assume the County's buildings are open for operation.

### Early Closings / Abbreviated Work Day

Employees will be notified by their respective Department's management should it be necessary to close buildings early because of weather or other emergency. Employees will be instructed by management as to the actual closing time of the building and the proper procedure for completing their timesheet for that day.

### “Essential Employees”

Any notice of closing will not apply to “essential employees” (i.e., employees necessary to protect the immediate safety and/or security of person or property for which the County has direct responsibility, or the provision of emergency services which cannot be interrupted.) All elected officials, agency heads, and Department Directors will identify their essential employees and any buildings that must remain open and operating during an emergency building closing.



## **1.07      Employee Communications with the Media**

Any news media request for comment (e.g., on-camera interview, interview by a newspaper) shall be referred immediately to the Director of Communications or applicable Department Director and/or designee for official response.

## **1.08      Acknowledgement of Receipt**

Employees are required to acknowledge receipt of this Manual (either electronically or in writing) and are required to make themselves familiar with its contents. A copy of each employee's acknowledgement will be retained by Human Resources.



## Section 2: CIVIL SERVICE

### **2.01**      **Classification**

Pursuant to the Ohio Revised Code (“Revised Code”), County employees are divided into either unclassified service or classified service.

#### *Unclassified Service*

The unclassified service is comprised of the specific positions listed in the Revised Code, which includes, but is not limited to, Department Directors, the clerical and administrative staff of the County Executive, student interns, and temporary employees. All offices and positions in the unclassified service are exempt from civil service examination and have no tenure under the law. Unclassified employees serve at the pleasure of the County.

#### *Classified Service*

All other employees are deemed to be classified employees and their employment is subject to the provisions of the Ohio Revised Code, the Ohio Administrative Code, the Cuyahoga County Administrative Rules and this Manual.

### **2.02**      **Administrative Rules**

The County has adopted the rules applicable to county government contained in the Ohio Administrative Code Chapter 123 and O.R.C 124 except as they are modified by the Human Resource Commission and Cuyahoga County Council.

### **2.03**      **Prior Service**

Employees who have prior service with the County or another political subdivision of the State of Ohio may be eligible for a higher vacation accrual rate or credit for unused accumulated sick leave.

Employees must provide Human Resources with a letter from their former employer(s), on their letterhead, with qualifying start and end dates of employment and with verification of any unused accumulated sick leave. Vacation accrual rates and available sick leave balances shall be adjusted and be effective upon receipt of documentation deemed acceptable by the County.

**NOTE:** See Section 9.02 for more information on the impact of prior service on vacation accrual rates and Section 9.03 for the impact on sick leave balances.



## Section 3:

# CODE OF ETHICS

### **3.01      Ethics Policy**

It is the policy of the County to carry out its mission in accordance with the strictest ethical guidelines and to ensure that County members and employees conduct themselves in a manner that fosters public confidence in the integrity of the County, its processes, and its accomplishments. Failure to adhere to the standards of ethical conduct may subject an employee to discipline, up to and including removal, pursuant to Section 13 of this Manual as well as criminal prosecution in certain cases.

Please consult the Ethics Policy found at [hr.cuyahogacounty.us](http://hr.cuyahogacounty.us). Hard copies are available upon request to Human Resources.

Information regarding, but not limited to the following can be found in the Ethics Policy:

- Secondary Employment Information and Reporting Requirements
- Candidacy for Public Office
- Employment of Relatives
- Nepotism
- Sexual Harassment





## Section 4:

# EQUAL EMPLOYMENT OPPORTUNITY

### **4.01**      **Diversity Statement**

The County recognizes the value of diversity and all the benefits of fostering an inclusive work environment. All County employees should strive to create and support a work environment representative of the citizens we serve and reflective of the demographics of Cuyahoga County.

Diversity represents those human qualities that are different from our own and outside the groups to which we personally belong. Diversity incorporates the primary characteristics of age, ethnicity, gender, physical abilities and challenges, race and sexual orientation. Diversity dimensions also include educational background, geographic location, parental status, military experience, religious beliefs, and social, economic and political affiliation.

### **4.02**      **Affirmative Action Policy**

Through affirmative action, the County seeks to enhance its equal employment opportunity goal and achieve equitable and sufficient representation of protected class members who have traditionally been under-represented at all levels of employment and specifically where under-utilization exists.

The County shall make good faith efforts to recruit, train, hire, and promote members of these groups at sufficient levels. This includes preventing discrimination in hiring and promoting, providing access to varieties of jobs at all levels of pay and enhancing opportunities for these groups.



### **4.03**      **Equal Employment Opportunity Policy**

The County is committed to maintaining a professional work environment in which all individuals are treated with respect and dignity. Each employee has the right to work in an atmosphere which promotes equal opportunities and prohibits discriminatory practices, including harassment. It is the policy of the County to assure equal employment opportunities to all persons. The County strictly prohibits discrimination against any person in the recruitment, training, examination, appointment, retention, discipline or any other aspect of personnel administration based on any of the following characteristics (“protected characteristics”):

- Age
- Ancestry
- Disability
- Genetic Information
- Military Status
- National Origin
- Race
- Religion
- Sex / Gender
- Sexual Orientation
- Veteran Status

The County will not condone nor tolerate acts of discrimination and/or harassment, including sexual harassment, by any supervisor or employee under any circumstances. Appropriate corrective action will be taken if any employee is in violation of this policy.

Employees who feel that they have been discriminated against in violation of this Policy should immediately report their complaint in accordance with the County Equal Employment Opportunity Complaint Procedure ([Section 4.05](#)).



## **4.04      Workplace Harassment Policy**

In furtherance of its Equal Employment Opportunity Policy, the County strictly prohibits any form of “workplace harassment”. “Workplace harassment” is defined as:

- Conduct, whether verbal, non-verbal or physical;
- That is based on a person’s protected characteristic (*see above*); and
- Creates an intimidating, hostile or offensive work environment that unreasonably interferes with work or negatively affects an individual’s employment opportunities.

Workplace harassment can occur between co-workers, an employee and a supervisor/manager, or an employee and a non-employee who conducts business with the County.

### Sexual Harassment

The County’s prohibition against “workplace harassment” includes a zero tolerance policy prohibiting sexual harassment. Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, and other verbal, non-verbal, or physical conduct of a sexual nature that takes place under either of the following conditions:

- Submission to or rejection of this conduct by an individual is used explicitly or implicitly as a factor in decisions affecting hiring, evaluation, promotion, pay increases, termination or other aspects of employment; or
- This conduct substantially interferes with an individual’s employment or creates an intimidating, hostile, or offensive work environment.

Examples of sexual harassment include, but are not limited to:

- Unwanted sexual advances;
- Demands for sexual favors in exchange for favorable treatment or continued employment;
- Repeated sexual jokes, flirtations, advances or propositions;
- Verbal abuse of a sexual nature - graphic, verbal commentary about an individuals’ body, sexual prowess or sexual nature;
- Whistling or leering;
- Touching, pinching or assault;
- Coerced sexual acts;
- Suggestive insulting, obscene comments or gestures; and
- Display in the workplace of sexually suggestive objects, pictures or written material.

All forms of workplace harassment are unacceptable in the workplace itself and by any employee, in any setting involving business and outside the workplace, including but not limited to, other work-related settings such as business trips, holiday parties, office picnics and County approved events which employees attend.

Employees who feel that they have been subjected to harassment in violation of this Policy should immediately report their complaint in accordance with the County Equal Employment Opportunity Complaint Procedure (Section 4.05).



## **4.05 Equal Employment Opportunity Complaint Procedure**

**Employees who feel that they have been subject to discrimination or harassment in violation of the policies set forth in this Manual should immediately report their complaint in accordance with the procedure in this section. An employee or applicant wishing to file a discrimination, harassment, and/or retaliation complaint should contact Human Resources at (216) 443-7190 or TTY (216) 443-7002.**

Employees may also contact their immediate supervisor or their Department Director if they so choose. The supervisor or Director will then refer the matter to Human Resources.

If, after initial review of the complaint, it is determined that the complaint involves equal employment opportunity issues, Human Resources will initiate a thorough investigation into the complaint to determine whether there has been a violation of the Equal Employment Opportunity Policy, Workplace Harassment Policy, and/or Anti-Retaliation Policy. The investigation by Human Resources may include:

- Interviews of the complainant, the charged party and any other relevant witnesses;
- Requests for written statements by the complainant, the charged party and any other relevant witnesses; and
- Review of relevant documentation and personnel files.

Efforts will be made to complete the investigation in a prompt manner. The length of the investigation will vary based on the circumstances surrounding the investigation.

Information obtained in the course of investigations will remain confidential to the extent required by law. Information will be kept confidential unless disclosure is required to further the investigation or unless the County is required to release such information as a result of judicial, administrative or grievance proceedings or under the Ohio Public Records Law.

After obtaining and reviewing all necessary information, Human Resources will issue a determination as to whether there is probable cause to believe that the charged party has violated any of the County's equal employment opportunity policies. The complainant and the charged party will be informed in writing of the determination.

If Human Resources finds that there is probable cause, Human Resources, in consultation with Department management, will determine the appropriate corrective action to remedy the violation. Corrective action for violations of County Equal Employment Opportunity, Workplace Harassment, and Retaliation Policies, includes, but is not limited to:

- Discipline, up to and including removal, of the charged party pursuant to the County Discipline Policy ([Section 13](#));
- Mediation referral ([Section 7.08](#));
- Training ([Section 13.10](#)); and/or
- Administrative transfers of employees to separate certain individuals.



## **4.06      Anti-Retaliation Policy**

The County strictly prohibits retaliatory action against an individual who opposes discrimination and/or harassment.

“Opposing discrimination and/or harassment” may include, but is not necessarily limited to:

- Filing a charge of discrimination or harassment;
- Cooperating with an internal or external investigation of alleged discrimination or harassment;
- Complaining to anyone about alleged discrimination against oneself or others;
- Threatening to file a charge of discrimination or harassment;
- Refusing to obey an order reasonably believed to be discriminatory;
- Picketing in opposition to discrimination; or
- Requesting a reasonable accommodation based on religion or disability.

“Retaliatory action” may include, but is not necessarily limited to:

- Employment actions, such as termination, refusal to hire and denial of promotions;
- Other actions affecting employment such as threats, unjustified negative evaluations, unjustified negative references or increased surveillance; or
- Any other action such as an assault or unfounded civil or criminal charges that is likely to deter reasonable people from pursuing their rights.

Any action that is perceived to be retaliatory against an individual should be immediately reported in accordance with the County Equal Employment Opportunity Complaint Procedure (Section 4.05).



## **4.07      The Americans With Disabilities Act (“ADA”)**

The County, in accordance with the Rehabilitation Act of 1973, Section 504, and the Americans with Disabilities Act of 1990 (“ADA”), seeks to assure its employees that no individual will be discriminated against in a county workplace due to a disability. Under the ADA, the term disability means: "(a) A physical or mental impairment that substantially limits one or more major life activities of an individual; (b) a record of such an impairment; or (c) being regarded as having such an impairment." Simply having a disability does not ensure ADA coverage.

An “ADA Reasonable Accommodation” may be provided to qualified employees. What constitutes a reasonable accommodation will vary from case to case depending on the needs of the position and of the qualified employee. There is no guarantee that a reasonable accommodation will exist for every situation.

The County seeks to ensure that individuals with a disability are hired and retained, and have reasonable access to County owned and leased facilities, as well as facilities occupied by providers under contract with the County to provide services.

### *ADA Reasonable Accommodation Request Procedure*

The County’s ADA Reasonable Accommodation Request Procedure serves to verify the existence of a disability and the need for an accommodation in testing, program accessibility, or employment.

**To request an ADA accommodation, the employee is required to contact Human Resources (216-443-7190) to request a copy of the required forms.** The forms need to be returned to Human Resources, who will then contact the medical provider for verification of disability information provided by the employee.

Upon receipt of the required medical information, Human Resources will engage the employee in an interactive process to:

- Ascertain the individual's precise job-related limitations and how they can be overcome with reasonable accommodation; and
- To identify potential accommodations and assess the effectiveness of each.

Human Resources, with input from the employee, department management and other necessary professionals, will determine whether or not a reasonable accommodation may be fashioned, and whenever possible, will recommend an appropriate accommodation. The appropriate accommodation need not be the one desired by the employee.

Human Resources will forward a copy of their recommendation(s) to the Department Director. Once the Director approves the recommendation, Human Resources will then inform the employee. The Employment Relations Division will monitor the situation to ensure that the agreed upon accommodation is achieved and maintained as long as required.



## **4.08      Religious Accommodation**

In accordance with federal and state laws and County policy, the County prohibits discrimination on the basis of religion. The County provides reasonable accommodations for sincerely held religious beliefs and/or practices unless doing so would impose an undue hardship on the County. A reasonable religious accommodation is an adjustment to the work environment that will allow an employee to comply with his or her religious beliefs. An employee seeking a reasonable religious accommodation should initially approach their immediate supervisor to discuss their request. If the employee is not satisfied with their supervisor's response, the employee can forward their request to Human Resources for review. Human Resources will respond to the employee's request within a reasonable time.



## Section 5:

# EMPLOYMENT WITH THE COUNTY

### **5.01**      **Application**

All persons applying for original appointment to a position under the County shall complete and file with Human Resources an “Employment Application Form”.

No applicant shall be required to disclose their religious or political affiliation or racial or ethnic origin, except as necessary to gather equal employment opportunity or other statistics that, when collected, will not identify any specific individual.

### **5.02**      **Examinations**

Appointments and promotions for positions in the classified service are made according to merit and fitness, which are evaluated through competitive examinations and/or other appropriate mechanisms as determined by the Director of Human Resources. An examination may include an evaluation of such factors as education, training, capacity, knowledge, manual dexterity, and physical or psychological fitness. An examination may involve structured interviews, assessment centers, work simulations, examination of knowledge, skills and abilities, and any other acceptable testing methods.

### **5.03**      **Employment Eligibility Verification**

In accordance with the Immigration Reform and Control Act of 1986, the County is committed to employ only United States citizens and aliens lawfully authorized to work in the United States.

Employees hired after June 1, 1987, are required to complete Section 1 of Form I-9 Employment Eligibility Verification and present documentation within three working days to Human Resources to verify identity and employment eligibility.

Human Resources shall examine the documentation and, if satisfied, shall complete Section 2 of Form I-9 to record information. The completed Form I-9 shall be retained for three years or for one year past the employment of the individual, whichever is longer.





## **5.04      Applicant Drug Testing**

All final applicants tentatively offered a position under the County will be required to submit to urinalysis to test for illegal drug use prior to final appointment. An applicant with a positive test may not be offered employment for a period of one (1) year from the date of the positive test. Applicants shall have an opportunity to submit medical documentation of legally prescribed medications which may explain a positive test result.

**NOTE:** See Section 7.04 for more information on County drug/alcohol testing policies and procedures.

## **5.05      Background Check**

All outside applicants for employment may be required to submit to fingerprinting for a background check. A background check may also be required for current employees who are applying for certain types of positions under the County (e.g., positions working with children or seniors). The County in its discretion may also periodically conduct background checks of current employees.

The following types of employee background checks will be performed:

- Prior employment verification
- Personal and professional references
- Educational verification
- Criminal history
- Motor vehicle (if applicable)

**NOTE:** Current employees are required to disclose if they are arrested and/or charged for certain crimes. See Section 13.07.

A misdemeanor or felony may preclude an individual from employment. Determination of such action will be based on an analysis of the responsibilities of the position and the nature and time frame of the conviction. Current employees may also be subject to discipline, up to and including removal, pursuant to Section 13 of this Manual, if a background check reveals a criminal conviction.



## **5.06      New Hire Orientation / ID Badges**

All newly appointed employees are required to attend a general County employee orientation. Newly appointed employees may also be required to attend additional employee orientations as required by their respective department.

New employees will receive an identification badge from the County at no cost. Employees are required to wear their identification badges at all times while on County property or County business. It is the responsibility of the employee to contact their supervisor immediately if an identification badge is lost, stolen or damaged. Employees are required to request a new badge within five (5) working days. Employees will be charged a replacement fee to obtain a new badge. Non-compliance with this Section could subject the employee to disciplinary action under Section 13 of this Manual.



## **5.07      New-Hire Probationary Period**

All newly appointed employees to a non-bargaining, full or part-time classified position shall be required to successfully complete a probationary period of no less than one hundred eighty (180) calendar days, with its effective date beginning the date of appointment. No appointment is final until the employee has satisfactorily served the probationary period. A probationary employee may be removed or reduced at any time during the probationary period when, in the sole judgment of the County, the employee's fitness and/or quality of work are not such as to merit continuation in the position. A probationary employee has no right to appeal the removal or reduction under the Revised Code.

**NOTE:** The length of a probationary period for a part-time employee shall be determined in accordance with Ohio Administrative Code Section 123:1-19-04.

A longer probationary period, not in excess of one (1) year, may be established for specific job classifications. The Director of Human Resources may extend an employee's probationary period to allow additional time to review the employee's performance. No extension may be granted, however, if the extension would cause the total probationary period to exceed one (1) year.

Probationary employees will be evaluated with respect to performance efficiency twice during their probationary period. The first performance evaluation will be completed within thirty (30) days of the conclusion of the first half of the probationary period. The second evaluation will be completed within thirty days of completion of the probationary period, unless the employee is given a probationary removal or reduction, in which case the final evaluation will be made at the time of the removal or reduction. The final probationary evaluation shall state whether the employee is to be retained, removed or reduced.

The following time shall not be counted as part of the probationary period:

- Days spent on any unpaid leave of absence; or
- Days spent on a paid leave of absence for more than five (5) consecutive working days.

The employee's probationary period shall be extended by a number of days equal to the number of days that are not counted as part of the probationary period. For example, an employee who misses 10 consecutive working days on paid sick leave will have their probationary period automatically extended for 10 working days.

**NOTE:** Probationary periods and probationary evaluation requirements for bargaining unit employees are set forth in each applicable collective bargaining agreement.



## **5.08      Performance Evaluation**

Performance evaluations are an opportunity for management to assess work performance of employees and to provide them with instructive feedback. Classified employees will be evaluated with respect to performance efficiency on a schedule determined by the Director of Human Resources. Employee evaluations may occur more than once per year.

Each employee will be evaluated by their immediate supervisor. Upon completion of their evaluation, the evaluator shall prepare a Performance Evaluation Form and review it with the employee. The employee shall sign the evaluation to indicate that he or she has received a copy of the completed form. The employee's signature on the form does not indicate agreement with its contents; it merely acknowledges receipt of the form. Refusal of the employee to sign the form shall constitute waiver of the employee's appeal rights outlined below.

Employees who disagree with their performance evaluation are entitled to prepare a rebuttal statement that will be attached to their evaluation prior to placement in the employee's personnel file.

**NOTE:** Bargaining unit employees should refer to their collective bargaining agreement for information on performance evaluations.



## **5.09      Non-Bargaining Position Audits**

The Director of Human Resources may initiate a position audit and reassign to a proper classification those positions and/or employees that have been assigned to an improper classification. The Director may also assign a proper classification to a County employee who qualifies for classification but has not previously been assigned to one.

Non-probationary, non-bargaining, classified employees who believe that their duties have changed significantly and feel that their classification is no longer appropriate may request a position audit.

An employee wishing to initiate a position audit shall submit their request in writing to the Director of Human Resources. Upon receipt of the employee's request, Human Resources shall forward a Comprehensive Position Questionnaire (CPQ) to the employee for completion. The CPQ will be accompanied by a cover letter and instructions for completing the CPQ. The cover letter will also be sent to the employee's Department Director.

The employee shall return the completed CPQ forms to Human Resources within thirty (30) days of receipt. The employee may request in writing to the Director of Human Resources a **onetime** extension of time in which to complete the CPQ. The deadline, however, may not be extended beyond thirty (30) days after the original due date.

Human Resources will review all submitted information and will make a determination as to the appropriate classification. To meet the classification criteria, an employee must perform the mandatory duties stated in the classification function at least 20% of the time. Prior to rendering a decision on the position audit request, Human Resources reserves the right to conduct an on-site audit. Upon completion of their review, Human Resources will provide written notice of the position audit to the employee by certified mail to the address listed on the employee's Request for Position Audit Form with a copy to the Department Director. If the reclassification results in a reduction in salary, the employee shall be offered an opportunity to meet with the HR Director or designee to dispute the proposed change. Subsequent to this meeting, or the employee's waiver of this meeting, the HR Director shall provide the employee written notice of the final decision regarding the proposed reduction.

The employee has the right to appeal the decision rendered by Human Resources. This must be done in writing to the Cuyahoga County Human Resources Commission (HRC) within the time frame set forth in the Human Resource Commission's Rules.

**NOTE:** Employees may lose their appeal rights if their own negligence caused them to fail to receive the position audit decision from Human Resources (i.e., failure to list correct mailing address on Request for Position Audit Form or failure to sign for the certified letter).



If a reassignment or new assignment occurs, the employee shall be placed in an equitable pay step in the applicable pay range for the new classification. Determination of the equitable pay step shall be based on a review of the employee's relative skill level, education, and experience as compared to other employees currently existing in the classification.

If the position audit results in no change in the employee's classification, but a change in pay range assignment of the classification, the employee shall be placed in an equitable pay step in the applicable pay range for the new classification. Determination of the equitable pay step shall be based on a review of the employee's relative skill level, education and experience as compared to the employees currently existing in the classification.

If the position audit results in the employee receiving a higher salary, any salary adjustment will be computed retroactive to the beginning of the first pay period following the date that the written request for the position audit was received by Human Resources. If the position audit results in the employee receiving a lower salary, any salary adjustment will begin the first day of the first pay period following the date of the final decision by the Director of Human Resources. If the position audit results in the creation of a new classification and/or pay range, any salary adjustment will be effective the first pay period following approval of the new classification and/or pay range by the County (i.e., not retroactive).

If, after conducting a position audit on an employee, Human Resources becomes aware of similarly situated employees, it will reassign the other employees, effective the beginning of the first pay period following the date that the decision was rendered on behalf of the employee that had requested the audit. For purposes of this section, a "similarly situated employee" is an employee that performs the same essential job functions and responsibilities as the audited employee. Similarly situated employees will not be entitled to retroactive pay increases.

An employee may not request a position audit more than once in a twelve-month (12) rolling period unless documentation acceptable to the Director of Human Resources is provided at the time of the second request that the job has substantially changed since the date of the completion of the previous audit.

An employee who has received a classification change pursuant to this Section is not required to serve a new probationary period.

**NOTE:** Bargaining unit employees should refer to their collective bargaining agreement for information on position audits.



## **5.10**      **Promotion**

Promotions for positions in the classified service shall be made according to merit and fitness. Competitive examinations or other appropriate mechanisms to determine merit and fitness shall be utilized unless deemed impracticable by the Director of Human Resources.

Whenever a current employee is selected to fill a position which is in a higher pay range, the employee will be adjusted based on relative skill level, education and experience as compared to the employees currently existing in the classification. At no time will an employee be eligible for promotion while serving a probationary period.

## **5.11**      **Promotional Probationary Period**

All newly promoted classified employees shall be required to successfully complete a probationary period of one hundred eighty (180) days. The promotional probationary period follows the same procedures as the New Employee Probationary Period ([Section 5.07](#)) with regard to extension of the period, applicability of time spent on unpaid leave of absence and evaluation. No promotion is final until the employee has served the probationary period.

If an employee accepts a promotion and is found to be unsatisfactory in the advanced position, the employee shall be returned to the position from which the employee was promoted or to a similar position. Upon such return, the employee's salary shall be the same that the employee was receiving prior to promotion, except for changes in pay range that may have occurred or any step increase to which the employee would have been entitled in the lower classification.

Any employee failing a promotional probationary period shall have the right to appeal through the Employee Complaint Procedure ([Section 17.03](#)) within five days following issuance of notice of failure of probationary period. A probationary employee, however, has no right to appeal the removal or reduction under the Revised Code.

## **5.12**      **Temporary Working Level (TWL)**

A TWL pay adjustment may be granted when an employee is temporarily assigned a significant amount of the duties of a position with a higher pay range for a minimum of a two (2) week period, but not to exceed one (1) year.

The employee must meet the minimum requirements for the position in the higher pay range to be granted a TWL pay adjustment. An employee that is granted a TWL pay adjustment will be placed on a step that reflects at least a 5% increase in his or her salary, or the lowest step in the higher pay range, whichever is greater.



### **5.13**      **Lateral Class Change**

A lateral classification change involves the movement of an employee, with the employee's consent, from one classification to another classification that is assigned to the same pay range or to a pay range in which the step one rate is the same as the step one rate as the classification from which the employee moves. An employee who accepts a lateral classification change will not have their pay adjusted and will not be subject to a probationary period.

**NOTE:** The filing of a Request for Position Audit ([Section 5.10](#)) constitutes the employee's consent to a lateral classification change should that be the ultimate decision at the end of the position audit process.

### **5.14**      **Demotion**

A demotion is a reduction in rank or position to a classification which carries a lower salary range than that previously held. A demotion shall only be made for one or more of the offenses set forth in [Section 13.08](#) of this Manual, except when the employee voluntarily agrees to a demotion in writing.

An employee who is demoted will be placed on a step in the lower pay range which reflects at least a 5% decrease in salary or be adjusted to the maximum of the pay range of the new position, whichever is the greater reduction in salary.

### **5.15**      **Reduction**

“Reduction” means a change of the classification held by an employee to one having a lower base pay range, a change to lower step within a salary range with an accompanying diminution in compensation, or any decrease in compensation for an employee. A reduction shall only be made for one or more of the offenses set forth in the [Section 13.08](#) of this Manual, except when the employee voluntarily agrees to a reduction in writing.





## **5.16            Resignation - Voluntary Termination of Employment**

An employee may resign his or her employment with the County by submitting sufficient notice to the Department or Human Resources. Upon receipt of an employee's notice of Resignation, the Director of Human Resources will confirm acceptance of the employee's resignation to the employee in writing. A resignation notice may not be rescinded by an employee after acceptance by the Director, unless, in their sole discretion, the County accepts the employee's request to rescind.

Employees are requested, where possible, to provide fourteen (14) days advance written notice of their intended resignation.

## **5.17            Removal – Involuntary Termination of Employment**

Removal is an involuntary termination of County employment. A removal shall only be made for one or more of the offenses set forth in Section 13.08 of this Manual. Employees who are removed may appeal the removal to the HRC or in accordance with the terms of their collective bargaining agreement (*See Section 13.12* of this Manual for more information regarding an employee's right to appeal a removal action.)

## **5.18            Layoffs**

County employees in the classified service may be laid off whenever a reduction in force is necessary due one or more of the following reasons:

- Lack of funds;
- Lack of work; or
- The abolishment of positions as a result of reorganization for the efficient operation of the County, for reasons of economy, or for lack of work.

Whenever it becomes necessary for the County to reduce its workforce, the County shall lay off employees or abolish their positions in accordance with the Revised Code and the administrative rules promulgated thereunder. Employees should refer to the applicable Ohio Revised Code, Ohio Administrative Code sections, HRC Commission Rules and County Council Ordinances for detailed information regarding retention points, order of layoff, displacement rights and reinstatement rights.

**NOTE:** Bargaining employees should refer to their respective collective bargaining agreement for information regarding to layoffs.



## **5.19      Disability Separation**

An employee who is unable to perform the essential job duties of his or her position due to a disabling illness, injury or condition may be disability separated. A disability separation may be voluntary or involuntary.

### **Eligibility**

An employee is eligible for disability separation if both of the following conditions are met:

1. The employee is unable to perform the essential job duties of his or her position due to a disabling illness injury or condition; and
2. The employee has exhausted all of his or her paid sick leave and applicable unpaid leave.

When the employee does not dispute his or her inability to perform the essential job duties of his or her position due to a disabling illness, injury or condition, the disability separation process is considered “**voluntary**” and the following conditions apply:

- The County may grant the employee’s request for voluntary disability separation or may require the employee to submit to a medical or psychological fitness for duty examination with a physician chosen by the County. If the examination supports the employee’s request, the County shall grant the employee’s request. If the medical examination does not support the employee’s request, the County will not approve the request.
- An employee who is granted a voluntary disability separation waives his or her right to a pre-separation hearing and to any appeal of the decision to approve his or her request.
- An employee who is granted a voluntary disability separation shall retain the right to be reinstated to his or her position for two (2) years from the date that the employee is no longer in active work status due to a disabling illness, injury or condition. An employee may submit a written request for reinstatement from a voluntary disability in accordance with the procedure established below.

When there is a dispute between the County and the employee as to the employee’s ability to perform the essential job duties of his or her position, the disability separation process is considered “**involuntary**” and the following conditions apply:

- The County must have substantial credible medical evidence of an employee’s disabling illness, injury or condition (e.g., a fitness for duty examination finding the employee unfit for duty).
- The County must determine that the employee is unable to perform any of his or her essential job duties.
- The County will institute a hearing prior to involuntarily disability separating an employee. The employee shall be provided written notice at least seventy two (72) hours in advance of the hearing. If the employee does not waive his or her right to the hearing in writing, the hearing shall go forward and the employee has the right to



examine the County's evidence of disability, to rebut that evidence, and to present testimony and evidence on his or her own behalf.

- If the County determines, after weighing the testimony presented and evidence admitted at the pre-separation hearing, that the employee is unable to perform his or her essential job duties, then the County shall issue an involuntary disability separation order.
- An involuntarily disability separated employee shall have the right to appeal in writing to HRC within ten (10) days following the date the order is served.
- An employee shall have the right to request reinstatement to his or her position for two (2) years from the date of separation.

### Reinstatement

An employee on disability separation may make a written request to the County for reinstatement from the separation. An employee may not make a first request for reinstatement until three (3) months from the date the employee was no longer in active work status. The County shall notify the employee of its decision to approve or deny the reinstatement request no later than sixty (60) days after it receives the employee's written request. The employee shall not make subsequent requests for reinstatement more than once every three (3) months from the date the employee is notified of a reinstatement denial.

**An employee is not eligible for reinstatement if the request occurs later than two (2) years from the date that the employee was no longer in active work status due to the disabling illness, injury or condition.**

**NOTE:** For purposes of reinstatement under this Section, the date of separation is the date in which the employee was no longer performing active work status due to the disabling illness, injury or condition. If an employee attempts to return to work but fails to perform the essential job duties for six (6) consecutive months, the employee's effective date of separation does not change.

An employee's request for reinstatement shall be accompanied by substantial, credible medical evidence that the employee is once again capable of performing the employee's essential job duties. Upon receipt of this evidence, the County shall either reinstate the employee or require the employee to submit to a medical or psychological fitness for duty examination. If the County determines that the employee is unable to perform his or her essential job duties, the County will institute a pre-reinstatement hearing.

An employee shall be provided written notice at least seventy two (72) hours in advance of the pre-reinstatement hearing. If the employee does not waive the right to the hearing, then at the hearing the employee has a right to examine the County's evidence of continuing disability, to rebut that evidence, and to present testimony and evidence on his or her own behalf.



If the County finds the employee incapable of performing essential duties, the County will not reinstate the employee. The employee will be notified of this decision in writing and shall have the right to appeal in writing to HRC within thirty (30) days of receiving the decision.

If the County determines that the employee is to be reinstated, the employee has a right to be assigned to a position in the classification the employee held at the time of disability separation. If the classification the employee held at the time of disability separation no longer exists or is no longer utilized by the County, the employee shall be placed in a similar classification. If no similar classification exists, or if the employee no longer meets the minimum qualifications, the employee may be laid off in accordance with the Ohio Revised Code or in accordance with an applicable collective bargaining agreement.

County employees who are unable to perform the essential job duties of his or her position on a permanent basis due to a disabling illness, injury or medical condition, may be eligible for disability retirement through OPERS. Employees must contact OPERS to initiate the disability retirement process. If the employee has been granted disability benefits by OPERS, the reinstatement requirements of this Section may apply for up to five years.

**NOTE:** If the employee has been granted disability benefits by OPERS, the reinstatement requirements of this Section may apply for up to five years. See Section 5.20 of this Manual for more details.



## **5.20      Disability Retirement**

County employees who are unable to perform the essential job duties of his or her position on a permanent basis due to a disabling illness, injury or medical condition, may be eligible for disability retirement through OPERS. Employees must contact OPERS to initiate the disability retirement process. Contact information for OPERS can be found in Section 11.06 of this Manual.

## **5.21      Bi-Lingual Pay Supplement**

The County will pay a bi-lingual supplemental pay increase of 5% to an employee's base pay for specifically designated job classifications. Employees must perform the mandatory duties in written or verbal fashion at least 20% of the time. This supplement applies to Braille and sign language as well.



## Section 6: **WORKWEEK AND HOURS / PAYROLL**

### **6.01      Compliance with the Fair Labor Standards Act (FLSA)**

The FLSA is a federal law which requires that certain employees be paid at least the federal minimum wage for all hours worked and overtime for all hours worked over forty (40) hours in a workweek. It is County policy to comply with all requirements of the FLSA. In accordance with this policy, all positions with the County are categorized as either “non-exempt” or “exempt” based on the nature of the positions:

- **Non-Exempt Employees** – Non-exempt employees receive compensatory time or overtime for time worked beyond forty (40) hours in a workweek.
- **Exempt Employees** – Exempt employees do not receive compensatory time or overtime for time worked beyond forty (40) hours in a workweek. Subject to the provisions of 6.08 of this Manual, however, exempt employees may be eligible to receive exchange time for time worked beyond (40) hours.

An employee who believes that he or she has been improperly categorized as exempt or his or her paycheck has been improperly docked may file a complaint in accordance with the County FLSA Complaint Process (Section 17.02). If the County determines that the employee has been improperly categorized or docked, the employee will be re-categorized and/or reimbursed.



## **6.02      Attendance Records**

Human Resources utilizes two methods for capturing time worked by employees: (1) timesheets – including paper and electronic forms; and (2) automated time recording system. The following attendance records policies and procedures are established pursuant to principles of public accountability. Attendance records are public records.

Each employee is generally required to record or clock his or her time at the moment of arriving to commence work and departing for the workday. Supervisors will arrange for a sign in/out procedure to be in place for all employees who are required to report directly to a worksite away from the location where the normal sign in/out procedure takes place. The employee, however, is solely responsible for accurately completing and signing his or her own timesheet.

**Falsification of a timesheet is grounds for discipline, up to and including removal.**

Employees who do not report to work on time are in violation of the Attendance Control Policy (Section 14.03). When an employee is tardy without approved leave (i.e., sick/vacation/FMLA), the time taken will be without pay and will be cumulative toward the employee AWOL hours (*see* Section 14.02).



## **6.03            Timesheet Recordkeeping**

Timesheets (paper or electronic) are to be used to record reasons for absences and additional hours worked which qualify for overtime, compensatory time and/or exchange time. Timesheets will include the following codes for all the various possibilities for absences:

<b>Reason for Absence</b>	<b>Timesheet Code</b>	<b>Policy Manual Section</b>
Abbreviated Work Day	AWD	<u>1.06</u>
Absent w/out Official Leave	AWOL	<u>14.02</u>
Compensatory Time Leave	CT	<u>9.04</u>
Court/Jury Duty/HRC Leave	CL	<u>9.07</u>
Exchange Time Leave	ET	<u>9.05</u>
Extended Unpaid Sick/Medical Leave	LOA	<u>9.09</u>
FMLA Leave	FMLA	8
Holiday	H	<u>6.09</u>
Holiday w/out Pay	HX	N/A
Leave Donation	SLD	<u>9.08</u>
New-Hire Administrative Leave	ALX	<u>9.09</u>
Paid Administrative Leave	AL	<u>13.09</u>
Paid Military Leave	ML	<u>10.01</u>
Personal Day	PD	N/A
Personal Leave of Absence	LOA	<u>9.09</u>
Sick Leave	S	<u>9.03/9.06</u>
Suspension w/out Pay	SUSX	<u>13.09</u>
Suspension w/Pay	SUS	<u>13.09</u>
Unpaid Military Leave	MLX	<u>10.02</u>
Vacation Leave	V	<u>9.02</u>
Voluntary Work Reduction	VWR	<u>6.06</u>
Worker's Compensation Leave w/out Pay	WCX	<u>12.04</u>

**Each employee is responsible for ensuring that the employee has adequate available leave time when requesting/claiming leave time on his or her timesheet. Employees who claim leave time that they do not have will be considered AWOL for the claimed period of time (See Section 14.02).**

Employees shall adhere to the following procedure for accurately completing their timesheet:

- Accurately record the time they **began work and the time that they ended working** for each regular working day;
- Determine the number of hours and minutes worked each day (only if utilizing paper timesheet);
- Convert the time worked or time off to a decimal (only if utilizing paper timesheet);





- If time worked is less than the scheduled workday, note the hours off and indicate the reason for the absence (only if utilizing paper timesheet);
- Add the weekly regular, overtime, compensatory and exchange hours for each week to reflect in the breakdown of hours worked on the timesheet (only if utilizing paper timesheet); and
- Sign or electronically submit the timesheet to indicate their confirmation of the times noted as the arrival and departure for each day.

The sum of work time, authorized leave and time without pay shall not exceed the amount of time an employee would have been regularly scheduled to work in any day, unless overtime/compensatory time/exchange time was required and authorized by the supervisor/department head.

Upon the validation of the timesheet by the employee, the supervisor shall review the timesheet to certify that the employee rendered the time indicated on the timesheet. Supervisors are accountable for their employees' whereabouts at all times. If the supervisor is satisfied that the employee's timesheet accurately reflects the employee's attendance for the week, the supervisor shall sign or electronically submit the timesheet to reflect the authorization of hours to be paid.

Upon the completion and validation of timesheets, the supervisor (or designee) must ensure that signatures by each employee and the supervisor are included. All completed timesheets must be forwarded on a weekly basis to the appropriate payroll administrator for record keeping and processing.

**Falsification of a timesheet by an employee or a supervisor is a violation of the County's Discipline Policy (Section 13), which may result in disciplinary action, up to and including removal from County employment.**



## **6.04      Automated Time Recordkeeping**

The second method for time recording utilized by the County is by automated time recording mechanism (e.g., Timelink). The automated payroll system is a precise measure of time and attendance which is based upon keypunches and/or card swipes. No grace period exists for employees who utilize the automated time recording mechanism. Therefore, should an employee key or swipe in after their scheduled time to work or before their scheduled shift ends, the system will note the late arrival or early departure and accordingly dock the earnings of the employee.

Employees who utilize the automated time recording mechanism must do so at their assigned worksite. It is the responsibility of each employee to punch in at the start of the shift and out at the conclusion of the shift. Early arrivals and late departures will not be counted as overtime unless previously approved by a supervisor.

**Under no circumstances may an employee swipe/key another employee in at the beginning of a shift or out for the end of a shift. Violation of this provision may result in disciplinary action, up to and including removal.**



## **6.05      Standard Workweek and Hours**

The normal workweek for full-time County employees is five (5) days per week, usually Monday through Friday. The normal workday is from 8:30 a.m. to 4:30 p.m., with a paid lunch period in accordance with Section 6.07 of this Manual. The normal workweek and standard hours of work may vary based on operation needs, and/or in cases of 7-day/24-hour-a-day operations or in situations covered by a collective bargaining agreement.

**NOTE:** A non-exempt employee may not work beyond the standard hours of work so as to exceed the normal forty-hour workweek without prior authorization by the employee's supervisor.

In the case of unexcused absences or absence without approved leave, the time missed will be without pay and will be recorded as AWOL pursuant to Section 14.02.



## **6.06 Flextime / Reduced Work Hours**

Department Directors, in their sole discretion, may authorize employees to participate in flextime. Those authorized to participate in flextime are required to comply with all other policies and procedures, including, but not limited to, the requirements of this Section and the Attendance Control Policy (Section 14). Participation in flextime does not eliminate any of the work rule requirements mandated in this Manual. Department Directors, in their sole discretion, may revoke the offer of flextime at any time.

**NOTE:** No flextime options permit employees to work before 7:00 a.m. or beyond 6:00 p.m. unless absolutely necessary for County operations.

### Flextime Options

#### OPTION A – Core Hours

- Permits employees to choose, on a day to day basis, a work schedule beginning as early as 7:00 a.m. and as late as 10:00 a.m.
- An employee’s workday will end eight (8) hours from the time they arrive.
- All employees are required to be present during the “core hours” of 10:00 a.m. to 3:00 p.m.

#### OPTION B – Four (4) Day Work Week

- Permits employees to work four (4) ten (10) hour days.
- Directors and Division Managers are excluded from participation in this Option.
- Department heads may select from three different plans for reallocating the number of workdays from five (5) to four (4) days:
  - **Plan 1** – Department as a whole operates four days. All employees are scheduled to work the same days (i.e., Monday through Thursday; Tuesday through Friday or Thursday through Sunday).
  - **Plan 2** – Department operates five (5) days a week with each employee working only four days – days off are staggered among teams of employees.
  - **Plan 3** – Department operates seven days a week, each employee working four days – schedule alternates as necessary.
- Holiday Scheduling – Employees on the four (4) day work week will revert to a five (5) day, eight (8) hour schedule during each week in which a holiday occurs

#### OPTION C – Selected Daily Work Hours

- Employee may select a different number of work hours each day.
- Total selected hours must equal forty (40) hours each workweek.
- No less than five (5) hours or more than ten (10) hours may be worked in one day.
- This plan may include Saturday as a workday.
- Holiday Scheduling – Employees who are on selected daily work hours will revert to a five (5) day, eight (8) hour schedule during each week in which a holiday occurs.



Voluntary Work Reduction

Department Directors, in their sole discretion, may authorize employees to participate in a voluntary work reduction program. A voluntary work reduction involves a decrease in an employee's amount of hours worked. Those authorized to participate in a voluntary work reduction program are required to comply with all other policies and procedures, including, but not limited to, the requirements of this Section and the Attendance Control Policy (Section 14). Participation in a voluntary work reduction program does not eliminate any of the work rule requirements mandated in this Manual. The Department Director, in their sole discretion, may revoke the offer of a voluntary work reduction program at any time.

**NOTE:** Exempt employees who participate in a voluntary work reduction program shall not be eligible to accumulate exchange time.

Cost Savings Days

In their sole discretion, the County may establish mandatory or voluntary cost savings programs in accordance with the authority granted by the Revised Code. A cost savings program involves the taking of unpaid cost savings days ("furlough days") by County employees.



## **6.07      Lunch / Breaks**

Unless otherwise specified in a collective bargaining agreement, County employees will receive a one-hour paid lunch period. In addition, County employees may receive two paid breaks of fifteen (15) minutes in duration. All breaks and lunch periods are to be scheduled by the employee's immediate supervisor based on the operational needs of their unit and in accordance with the following provisions:

- One rest break shall be taken in the first half of the work day and one shall be taken in the second half of the work day;
- Breaks shall not abut the end or beginning of the lunch period;
- Breaks and lunch periods cannot be used to make-up tardiness or quitting early. For example, an employee who is scheduled to end his or her day at 4:30 may not leave for the day at 3:30 p.m. and take his or her lunch from 3:30 to 4:30 p.m.; and
- An employee must return to work after a lunch period for that period to be considered a lunch period. For example, an employee may not take his or her lunch period from 12 p.m. to 1 p.m. and then take sick leave from 1 p.m. until the end of the day. The employee will be required to use his or her own leave time to cover the period from 12 p.m. to 1 p.m. If, however, the employee only used sick leave from 1 p.m. until 2 p.m. and returned to work for the remainder of the day, the 12 p.m. to 1 p.m. period would be considered a proper lunch period.



## **6.08      Overtime, Compensatory Time and Exchange Time** **(Accrual)**

The accrual and use (See Sections 9.04 and 9.05) of all overtime/compensatory time/exchange time must be prior approved by an employee's supervisor.

**Employees are not permitted to accrue or use compensatory time or exchange time without prior approval by the employee's supervisor**

### *Compensatory Time / Overtime*

In accordance with Section 6.01 of this Manual, employees in non-exempt positions who **are required to or are granted prior authorization** to work beyond forty (40) hours in a work week shall accrue compensatory time at a rate of one and one-half (1 ½) hours for every hour worked beyond forty (40) hours. **It is incumbent upon management (including front-line supervisors) to direct their unit operations and/or employee workload so that non-exempt employees do not perform unscheduled work that results in overtime or compensatory time liability.** It is the duty of unit management to exercise control so that work is not performed by non-exempt employees outside of their normal scheduled work hours unless the additional work time has been authorized.

To avoid overtime or compensatory time liability, a supervisor may direct a "temporary schedule change" within the same workweek so that a non-exempt employee's hours in a paid status within the workweek do not exceed forty hours. For example: Employee (a non-exempt employee) has a typical M-F, 8:30 - 4:30 schedule. The supervisor asks Employee to stay 2 hours late on Wednesday to finish a critical project. If Employee works the remainder of the standard work schedule through the end of the week, Employee will have worked 42 hours, and shall be entitled to overtime or compensatory time for the additional 2 hours. To avoid the overtime or compensatory time liability, the supervisor may direct Employee to work two fewer hours on Thursday or Friday of the same week to maintain the employee's work week at the standard forty hours. **The extra time worked and the reduced work hours must be within the same week (Sunday to Saturday) in order for a temporary schedule change to be effective to avoid unnecessary overtime or compensatory time liability.**

**NOTE:** A "temporary schedule change" is a separate and distinct concept from a flexible work schedule (Section 6.06). A temporary schedule change must be pre-approved by an employee's supervisor and does not constitute a permanent change to an employee's regular work schedule. Non-exempt employee's who work beyond their regular work schedule without prior authorization may be subject to disciplinary action, up to and including termination of employment. A supervisor shall only approve a "temporary schedule change" as a means to avoid overtime or compensatory time liability in extraordinary situations in which a non-exempt employee is required to work additional hours on a particular day during a workweek.



Supervisors must ensure that the employees for whom they sign timesheets understand and comply with the policy on non-exempt overtime/compensatory time. Employees who do not comply with the policy and proceed to work unauthorized overtime should be counseled, the discussion should be documented, and progressive discipline should be initiated with Human Resources for further violations. Supervisors who do not regulate their employees' work hours may also be subject to disciplinary action.

The maximum amount of compensatory time a non-exempt employee may accrue is two hundred forty (240) hours, unless the employee works in a public safety, emergency response position, in which case the maximum is four hundred eighty (480) hours. Employees who have accrued unused compensatory time up to these limits will be paid overtime on a time and one-half basis for all additional overtime worked.

Accrued compensatory time may be used in accordance with Section 9.04 of this Manual. At the sole discretion of the County, non-exempt employees may be paid overtime on a time and one-half basis in lieu of accrual of compensatory time.

#### Exchange Time

Employees in overtime-exempt positions may receive exchange time on an hour-for-hour basis for time worked beyond forty (40) hours in a work week, provided the following:

- There is a compelling, extraordinary reason for the exempt employee to be required to stay beyond normal working hours – staying to finish up normal assignments does not qualify;
- There is a “meeting of the minds” between the exempt employee and the supervisor - the employee must either be required to work the overtime or be granted **prior** authorization by their supervisor to work the additional hours; and
- The required or authorized increment of additional time is greater than one-half hour per day of required additional time.

After the initial half-hour period is accrued, exchange time is accrued in increments of one-minute. The maximum balance of exchange time an exempt employee may maintain is forty (40) hours.

Accrued exchange time may be used in accordance with Section 9.05 of this Manual.





## **6.09            Holidays**

**Timesheet Code: H**

All County employees are entitled to eight (8) hours of holiday pay for:

New Year's Day	Columbus Day
Martin Luther King Day	Veterans Day
President's Day	Thanksgiving Day
Memorial Day	Day after Thanksgiving
Independence Day	Christmas Day
Labor Day	

In the event that any of the aforementioned holidays falls on Saturday, the Friday immediately preceding shall be observed as the holiday. In the event that any of the aforementioned holidays fall on Sunday, the Monday immediately following shall be observed as the holiday.

**NOTE:** Bargaining unit employees should refer to their respective collective bargaining agreement for applicable provisions on holidays and holiday pay.

If the employee's work schedule is other than Monday through Friday, he or she is entitled to holiday pay for holidays observed on the employee's day off regardless of the day of the week on which they are observed.

An employee in a non-exempt position who is required to work on a day designated as holiday by this Section shall be entitled to pay for such time worked at overtime rates in addition to his or her regular pay. An employee in an exempt position who is required to work on a day designated as a holiday shall be entitled to exchange time on an hour-for-hour basis for all hours worked in addition to their regular pay.

Temporary employees are not entitled to holiday pay. Part-time/permanent employees are entitled to holiday pay for a portion of the holiday based on the number of hours that they are regularly scheduled to work on the day that the holiday falls.

Employees who are in an unpaid status on the regular work day immediately preceding or following the holiday are not eligible for holiday pay.



## **6.10      Payroll System**

The County's compensation schedule is based on a two-week or eighty-hour (80) pay period, which begins on Sunday morning and ends on Saturday night. Paychecks are distributed on Friday's of pay weeks.

## **6.11      Payroll Deductions**

There are two types of payroll deductions that the County shall be authorized to make from employee wages:

### **Mandatory**

- Federal, state and local withholding taxes
- Ohio Public Employees Retirement System (OPERS)
- Garnishments
- Court ordered child or spousal support
- Medicare portion of Social Security for employees hired after April 1, 1986
- Union dues / Fair Share Fees

**Voluntary:** Employees may authorize deductions from wages for (these options are subject to change periodically at management's discretion):

- Benefit selections
- Charity Choice contributions
- RTA bus passes and vehicle parking, subsidized monthly
- Purchase of prior Ohio service time (contact OPERS @ 614-466-2085)
- Deferred compensation contributions
  - County Commissioners Association of Ohio Deferred Compensation Program (800-423-3699)
  - Ohio Public Employees Deferred Compensation Program (877-644-6457)
- Credit union deductions
  - Cleveland Postal Employees Credit Union (located in basement of County Administration Building – 443-7290)
  - United Telephone Credit Union (440-333-6366)

Employees interested in taking advantage of any of these voluntary deductions should contact the Payroll Division at (216) 443-7380 for more information.



## **6.12      Direct Deposit Program**

In lieu of paper paychecks, the County can electronically transfer net pay into an employee's checking or savings account at the financial institution of the employee's choice. Enrollment in the Direct Deposit Program is mandatory. Employees not eligible to secure direct deposit via a bank account will be offered alternative means. For further information, please contact the Time & Attendance Department at (216) 443-7380.

## **6.13      Savings Programs**

Employees of the County may be eligible to participate in various savings programs through payroll deduction, including:

- Deferred compensation investment; and
- Credit union savings accounts.

Employees interested in any of these programs should contact the Payroll Division at (216) 443-7380 or refer to the County intranet for more information.

## **6.14      Payment Upon Separation from Employment with County**

Compensation for accrued vacation leave and compensatory time will be included in the last paycheck.

No employee shall be paid for any unused sick leave upon termination of employment, except that, upon retirement, an employee with ten (10) or more years of service may receive cash payment for one-fourth (1/4) the value of the accrued, but unused sick leave credit, not to exceed 240 hours (30 days).



## Section 7: **WORKPLACE WELLNESS**

### **7.01      Drug-Free Workplace**

The County is committed to maintaining a drug-free workplace. All County employees are required to abide by the County Drug Free Workplace Policy. Employees who abuse alcohol and other controlled substances or who use illegal drugs violate this policy and undermine the County's goal of providing responsible and professional service to the public. Employees who violate the County's Drug Free Workplace Policy are subject to discipline up to and including removal.

All individuals who have received a job offer with the County are required to submit to a test for alcohol and/or illegal drugs pursuant to Section 5.04 of this Manual. Current employees may be tested pursuant to the County Fitness for Duty Program (Section 7.04) when there is a reasonable suspicion of impairment or post-accident.

Employees whose jobs require them to possess a commercial driver's license (CDL) and who drive vehicles for which testing is required under Federal regulations are also subject to alcohol and drug testing pursuant to Federal law.

In addition, since early identification and treatment are safeguards to job investment for both the County and its employees, employees who have a substance abuse problem are encouraged to voluntarily seek treatment.



## **7.02      Smoke & Tobacco Free Workplace**

In an effort to promote and contribute to the health and well being of all County employees and members of the public, the County passed a resolution approving a smoke-free workplace policy effective August 1, 1994. It provides (in relevant part) that:

“...Be it further resolved that smoking will be strictly prohibited within all areas of County owned or leased buildings including: offices, hallways, entrance ways, lobbies and waiting areas, reception areas, rest rooms, cafeterias, snack bars, elevators, stairwells, meeting and conference rooms, kitchen areas, parking garages and **areas immediately adjacent to any entrances...**”

Furthermore, the Revised Code prohibits smoking in any “public place” or “place of employment”, including **any place adjacent to locations of ingress or egress to the public place or place of employment.**

The county has included the Smoke Free Workplace to include “Tobacco Free” which is not limited to, smoking (e.g. cigarettes, pipes, cigars, etc.) and/or use of smokeless tobacco (e.g. snuff, chew, etc.) This directive shall apply to all employees, clients, and visitors or persons otherwise required to be in a County facility, vehicle or those driving their personal vehicles when transporting persons on company authorized business.

### **INCENTIVE PROGRAM**

Employees who are “tobacco free” and receive health care benefits through the County may qualify for a health care benefit incentive. For more information on this program, contact the Benefits Department in Human Resources.

### **ASSISTANCE TO SMOKERS**

The County has a variety of smoking cessation resources available to employees upon request. Employees who wish to “kick the habit” should contact their medical provider for information on smoking cessation resources. The County also offers an Employee Assistance Program or you can contact the Ohio Tobacco Quit Line at 1-800-QUIT NOW.

**NOTE:** Smoking is also prohibited in all County vehicles.

An employee wishing to report a violation of this Section should:

- If the violation is occurring on County-owned property or is being committed by a County Employee – contact Protective Services at (216) 443-2141 or 1-888-81-HELPU (43578).
- If the violation is occurring on non-County-owned property by a non-County employee (i.e., County-leased property) – contact the Ohio Department of Health



Smoking Ban Hotline at  
1-866-559-OHIO (6446).

NON-COMPLIANCE

In addition to the penalties proscribed by the Revised Code, employees of the County who violate this section may be subjected to discipline, up to and including removal.



## **7.03      Employee Assistance Program (EAP)**

Employee Assistance Program (EAP) services assist County employees with resolving personal and family related problems which adversely affect work, relationships, and quality of life. EAP services also help identify and alleviate obstacles to maintaining good mental and personal health.

Participation in the program may be mandated by Management with approval from Human Resources or voluntary and is available to all employees, their family members and County retirees. The County pays all costs related to EAP enrollment. EAP services include:

- Assessment of problem areas;
- Counseling, if necessary; and
- Referral to additional support services for more comprehensive treatment.

If extended treatment or counseling is required, an employee's health plan may cover most costs.

All communications with the EAP are confidential and employees who participate are assured that their job, future, and reputation will neither be jeopardized nor benefited by utilizing the EAP program. It is the responsibility of the employee to follow through with referrals for assessment of a problem and to follow recommendations of the diagnostician or counseling agent.

**Employees interested in using the EAP services or who have questions regarding the program should contact Human Resources or the County's EAP provider:**

Ease@Work  
(216) 241-EASE (3273) or (800) 521-3273  
[www.easeatwork.com/EASEy](http://www.easeatwork.com/EASEy)  
Username: COUNTY  
Password: EASE



## **7.04      Fitness for Duty – Drug and Alcohol Testing**

In accordance with its Drug Free Workplace Policy, the County has established the following Fitness for Duty/Drug and Alcohol Testing Program.

**NOTE:** Bargaining unit employees should refer to their collective bargaining agreement for information regarding drug and alcohol testing.

### *Reasonable Suspicion*

If a supervisor or Department manager/Director has a reasonable suspicion that an employee may be under the influence of drugs and/or alcohol, the supervisor shall immediately:

- If during regular business hours (8:30 a.m. – 4:30 p.m.), contact the Fitness for Duty Coordinator at 216-443-7630.
- If before or after regular business hours, contact the Protective Services Division at (216) 443-2141

The Fitness for Duty Coordinator will come to the worksite and perform an evaluation of the employee. If the Fitness for Duty Coordinator, in consultation with Department management, determines that a drug and/or alcohol test is appropriate, the employee's immediate supervisor and another member of Department management will be required to sign a Reasonable Suspicion Form.

The employee will then be asked whether he or she is willing to submit to a drug and/or alcohol test. If the employee refuses, the employee will be treated as having tested positive and will be referred to and disciplined in accordance with the Fitness for Duty Program (*see below*).

If the employee agrees to the drug and/or alcohol test, he or she will be escorted by either the Fitness for Duty Coordinator or a Protective Services representative to an approved testing site. If the employee leaves the testing site at any point prior to being tested, the employee will be treated as having tested positive and will be referred to and disciplined in accordance with the Fitness for Duty Program (*see below*). Upon conclusion of the test, the Fitness for Duty Coordinator will determine whether the employee will be taken back to their worksite or to their residence. The leave status of the employee during this period of time will be determined by the County in light of the particular circumstances of each case.

If the employee's test results are positive, the employee will be referred to and disciplined in accordance with the Fitness for Duty Program (*see below*). If the employee's test results are negative, the investigation will be closed by the Fitness for Duty Coordinator.





### Post-Accident

Employees involved in a vehicle accident as defined under Section 16.04 of this Manual, must follow the reporting procedures outlined in that Section. Upon being notified of a vehicle accident by the employer's supervisor and/or Protective Services, the Fitness for Duty Coordinator will consult with the appropriate parties and determine whether a drug and/or alcohol test is appropriate.

If the Fitness for Duty Coordinator determines that a drug and/or alcohol test is appropriate, the Fitness for Duty Coordinator or a representative from Protective Services will meet the employee at the accident site and take him or her directly to an approved testing facility. If the employee needs to seek immediate medical attention, the Fitness for Duty Coordinator will attempt to contact the medical facility where the employee seeks treatment in order to arrange for a drug and/or alcohol test of the employee.

If the employee refuses to submit to the test or leaves the testing site at any point prior to being tested, the employee will be treated as having tested positive and will be referred to and disciplined in accordance with the Fitness for Duty Program (*see below*). Upon conclusion of the test, the Fitness for Duty Coordinator will determine whether the employee will be taken back to his or her worksite or residence. The leave status of the employee during this period of time will be determined by the County in light of the particular circumstances of each case.

If the employee's test results are positive, the employee will be referred to and disciplined in accordance with the Fitness for Duty Program (*see below*). If the employee's test results are negative, the investigation will be closed by the Fitness for Duty Coordinator.

Employees involved in a non-vehicle related accident on work time may be required to submit to a drug and/or alcohol test pursuant to the County's Workers' Compensation Procedures (Section 12.02). The results of the drug and/or alcohol test, or the employee's refusal to submit to the test may affect the employee's eligibility for compensation and benefits pursuant to Revised Code Section 4123.54 and Chapter 4121 of the Revised Code and will subject the employee to the provisions of the County's Fitness for Duty Program (*see below*).

### Commercial Driver License

In accordance with rules issued by the U.S. Department of Transportation (49 C.F.R. 382), the Ohio Department of Transportation (Section 4506 of the Ohio Revised Code) and the County's Drug-Free Workplace Program, employees who are required by the County to have a Commercial Driver License (CDL) are subject to drug and alcohol testing.



*Fitness for Duty Program*

New-hire probationary employees are not eligible to participate in the Fitness for Duty Program. If a new-hire probationary employee tests positive for drugs or alcohol under any of the above-cited testing procedures, he or she will be immediately removed from employment with the County.

All non-new-hire probationary employees who test positive for drugs and/or alcohol pursuant to a “reasonable suspicion” or “post-accident” test will be enrolled in the Fitness for Duty Program on a case-by-case basis. If the employee declines or fails to successfully complete the Program, he or she will be removed from their employment with the County based on the positive test.

Employees enrolled in the Fitness for Duty Program will be required to submit to intensive outpatient treatment through the County’s EAP. Employees who refuse or neglect to seek treatment will be in violation of the terms of their Fitness for Duty Agreement and will be removed from employment with the County. The employee will also be subject to random drug/alcohol tests for the duration of the two-year (2) program. If the employee tests positive for drugs and/or alcohol at any time during that two-year (2) period or refuses to submit to a random test, the employee will be considered in violation of the Fitness for Duty policy and will be removed from employment with the County. If the employee complies with all requirements of the program and does not test positive during the two-year (2) period, he or she will return to regular status.

An employee who is concerned about a substance abuse problem may voluntarily enroll in the Fitness for Duty Program at any time. Employees who voluntarily enroll, will not be subjected to the above referenced policy unless they test positive for drugs or alcohol while in the program.

An employee whose performance is below standard or who has violated a work rule cannot avoid discipline by enrolling in a treatment program or by enrolling in the Fitness for Duty Program.



## **7.05 Fitness for Duty – Physical and Mental Health**

The County may require that an employee submit to medical or psychological examinations for purposes of determination of the employee's fitness for duty. If a Department Director, in consultation with Human Resources, determines that an employee's behavior and/or condition warrants a Fitness for Duty Examination, the Department Director shall complete a Medical Examination Request Form and submit it to Human Resources. Upon receipt of the Examination Request Form, the employee will be scheduled for an examination with an appropriate licensed practitioner. The employee will be notified of the date and time of their examination. At the sole discretion of the Director of Human Resources, the employee may be placed on paid administrative leave pending the results of the examination. The employee will be required to adhere to all requirements of employees on paid-administrative leave (*see Note Box on p. 101*).

An employee's refusal to submit to an examination or the unexcused failure to appear for an examination amounts to insubordination, which may result in discipline, up to and including removal. An employee will be responsible for the costs associated with an unexcused failure to appear at a scheduled examination.

Upon completion of the examination, the County will receive a report outlining the physician's opinion regarding the employee's fitness for duty. The employee will also receive a copy of the physician's report unless the physician determines that the disclosure of the information is likely to have an adverse effect on the employee, in which case the information shall be released to a physician, psychiatrist, or psychologist who is designated by the person or by the person's legal guardian. If the physician determines that the employee is fit for duty, the employee shall return to work on the day immediately following the day they are notified of the physician's findings or as soon as practicable. Failure to return to work will subject the employee to discipline pursuant to the Attendance Control Policy (*see Section 14.03*).

If the physician determines that the employee is not fit for duty, the employee will not be returned to work and will be taken off paid administrative leave and will be required to use their accrued paid leave (sick, vacation, exchange time, and/or compensatory time) or go on an unpaid leave in accordance with Section 9.09 of this Manual. The employee will remain off work while the medical conditions identified by the physician remain unresolved. The employee should submit medical documentation from their treating physician to the Fitness for Duty physician. The Fitness for Duty physician will determine whether the treatment provided renders the employee fit for duty and able to return to work in their job classification.

Once the employee exhausts all of their paid and unpaid leave, the County will move forward with disability separation proceedings pursuant to Section 5.19 of this Manual.

**NOTE:** An employee that is determined to be not fit for duty may be eligible for disability retirement through OPERS. Please refer to Section 5.20. for more information on disability retirement through OPERS.



## **7.06      Safety Policy**

All County employees are charged with the responsibility of promoting the safety and security of fellow employees and the general public who come in contact with the County services and facilities.

All employees and contractors of the County are expected to conduct their duties in a safe manner, aimed at preventing or minimizing injuries and property damage throughout all County operations. Each employee must operate safely, use equipment, tools and materials properly and be totally familiar with work rules and procedures for his or her areas of responsibility. Each employee shall take an active part in the identification and reporting of hazards. Supervisors shall actively participate in the assessment and resolution of hazards and shall fully cooperate with Central Services and Protective Services to eliminate or control hazards in all areas of County facilities.

## **7.07      Workplace Violence**

Threats, threatening behavior, or acts of violence against employees, clients, or guests by anyone on County property will not be tolerated. In addition to applicable criminal penalties, employees who violate this section may be subject to discipline, up to and including removal. The County reserves the right to remove anyone who engages in violent or threatening behavior from the premises and may require that they remain off the premises pending the outcome of an investigation and/or as long as they are still considered a threat.

**Employees should immediately contact Protective Services at (216) 443-2141 or 1-888-81-HELPU (43578), and/or the appropriate law enforcement authority (911) if an employee (or guest/client) is creating or communicating a threat of violence. Employees that fail to report such threats will be subject to disciplinary action, up to and including termination of employment.**

Employees with a criminal or civil protective or restraining order which lists company locations as being protected areas are responsible for providing a copy of such documents to Protective Services and Human Resources. Human Resources may meet with the employee and offer EAP or other services that might assist the employee.



## **7.08            Mediation Program**

Mediation is a voluntary process in which a neutral third person (“the mediator”) assists individuals in resolving their conflicts. The mediator assists the parties in clarifying, discussing, and resolving the issues that created the conflict. The mediator, however, will not judge the parties or make decisions for them. The County has established a mediation program to prevent the progression and escalation of inter-personal conflicts and to help employees respond to conflict in an effective and positive manner. It is the desire of the County that employees make use of the mediation service before conflict affects the quality of work relationships or results in workplace violence.

The County mediation program is available to all County employees at all levels and can be requested by either party at any time. County management may also refer employees to the mediation program when appropriate. Mediation communication is confidential to the extent allowed by law. Communication that is never confidential, however, includes signed agreements between the parties, threats of bodily injury, plans to commit a crime and complaints of mediator misconduct. Participation in the County Mediation Program does not exempt employees from following County policies and procedures and will not delay any pending discipline. The County reserves the right to take disciplinary measures where standard rules of conduct are violated or where behavior deteriorates to unacceptable levels.

**Employees interested in participating in or learning more about the County Mediation Program should contact Human Resources, Employment Relations Division, at (216) 443-7190 or TTY (216) 443-7002.**

## **7.09            Wellness Programs**

The County is committed to their employees maintaining good health. To that end, at the sole discretion of the County, wellness opportunities may be periodically offered to employees, including:

- Lunch and learn programs;
- Fitness classes (e.g., aerobics or body sculpting);
- Flu shots at discounted prices;
- Discounted fitness club memberships;
- Health screenings (e.g., mammograms, cholesterol, hypertension);
- Annual wellness fair;
- Health risk assessment;
- Certain preventative care covered at 100% through benefits; and/or
- Discounts on medications for asthma, cholesterol, diabetes and hypertension;

Employees will be notified of these offers as they become available.



## **7.10      Sustainable Cuyahoga County**

The County is committed to sustainability and sustainable development as defined in the Brundtland Commission Report, *Our Common Future*, 1987:

"Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs."

Critical to this is the financial balance of the "triple bottom line" - measuring success through economic, environmental, and social equity.

### Office Practice

The County encourages all employees to seek opportunities to incorporate sustainable principles in work and home life. Some examples include:

- Conserve energy by turning off lights, adjusting thermostats, and turning off equipment when not in use;
- Reduce, Reuse and Recycle products to reduce waste and conserve natural resources;
- Buy local;
- Use public transportation, reduce vehicle idling, and use fuel efficient vehicles; and
- Increase personal wellness.

Information regarding county sustainability programs such as recycling may be found on the County intranet, Sustainability Office website links, as well as by direct notifications.

### Climate Change and the "Carbon Footprint"

On November 15, 2007, the County adopted a resolution making a Climate Stabilization Declaration to:

"Work closely with local, state, and federal governments and other leaders to reduce county geographical greenhouse gas (GHG) emissions to 80 percent below current levels by 2050..."

As a result of this declaration, a mid-term goal was set to achieve 20 percent reduction in emissions by June 22, 2019. In furtherance of this declaration, the County is reducing its annual "carbon footprint" or ecological footprint through reduction in use of fossil fuels such as coal, oil & gas that produce greenhouse gas emissions. The sum total direct use of fuels and indirect use through procurement of products and services equal ones "carbon footprint".



## **7.11 Lactation Policy**

In compliance with the Fair Labor Standards Act amended by the Patient Protection and Affordable Care Act (Effective March 23, 2010), the County will provide comprehensive service including unpaid lactation time, a private space and some workplace support for any employee who is breastfeeding her child for up to one year after the child's birth. Please contact the Human Resources Department to make arrangements.



# Section 8: FAMILY MEDICAL LEAVE ACT (FMLA)

Timesheet Code: **FMLA**

## **8.01**      **Definitions**

- Active Duty***                      Duty under a call or order to active duty under a provision of law referred to in section 101(a)(13)(B) of title 10, United States Code.
- Adoption***                              Legally and permanently assuming the responsibility of raising a child as one's own. The source of an adopted child is not a factor in determining eligibility for FMLA leave.
- Chronic Serious Health Condition***      A health condition that meets the following criteria:
- Requires periodic visits (at least twice a year) for ***treatment*** by a ***health care provider***, or by a nurse under the direct supervision of a ***health care provider***;
  - Continues over an extended period of time (including recurring episodes of a single underlying condition); and
  - May cause episodic rather than a continuing period of ***incapacity*** (e.g., asthma, diabetes, epilepsy, etc.).
- Conditions Requiring Multiple Treatments***              Any period of absence to receive multiple ***treatments*** (including any period of recovery therefrom) by a ***health care provider*** or by a provider of health care services under orders of, or on referral by, a ***health care provider***, for either:
- Restorative surgery after an accident or other injury; or
  - A condition that would likely result in a period of ***incapacity*** of more than 3 consecutive days in the absence of medical intervention or ***treatment***, such as cancer (chemotherapy, radiation, etc.), severe arthritis (physical therapy), or kidney disease (dialysis).
- Contingency Operation***              Same meaning as definition provided in section 101(a)(13) of title 10, United States Code.





**Covered Servicemember** Current member of the Armed Forces, including a member of the National Guard or Reserves, who is undergoing medical *treatment*, recuperation , or therapy, is otherwise in *outpatient status* or is otherwise on the temporary disability retired list, for a *serious injury or illness* incurred in the line of duty on active duty.

**Daughter** For purposes of FMLA leave taken for birth or *adoption*, or to care for a family member with a *serious health condition*, daughter means a biological, *adopted*, or *foster child*, a stepchild, a legal ward, or a child of a person standing *in loco parentis*, who is either under age 18, or age 18 or older and “*incapable of self-care* because of a *mental or physical disability*” at the time that FMLA leave is to commence.

**Forward Rolling Twelve (12) Month Period** The twelve month period measured forward from the date an employee’s first FMLA leave begins.

**Foster Care** 24-hour care for children in substitution for, and away from, their parents or guardian. Such placement is made by or with the agreement of the State as a result of a voluntary agreement between the parent or guardian that the child be removed from the home, or pursuant to a judicial determination of the necessity for foster care, and involves agreement between the State and foster family that the foster family will take care of the child.

**Health Care Provider** A health care provider for purposes of the FMLA includes:

- A doctor of medicine or osteopathy who is authorized to practice medicine or surgery by the State in which the doctor practices.
- Podiatrists, dentists, clinical psychologists, chiropractors (limited to treatment consisting of manual manipulation of the spine to correct a subluxation as demonstrated by X-ray to exist), and optometrists.
- Nurse practitioners, nurse-midwives, clinical social workers, and physician assistants.
- Christian Science Practitioners listed with the First Church of Christ, Scientist in Boston, Massachusetts.
- A health care provider listed above who practices in a country other than the United States, who is authorized to practice in accordance with the law of that country, and who is performing within the scope of his or her practice as defined under such law.

**Inpatient Care** An overnight stay in a hospital, hospice, or residential medical care facility, including any period of *incapacity*.



***Incapable of Self-Care***

Where the individual requires active assistance or supervision to provide daily self-care in three or more of the “activities of daily living” (ADL’s) or “instrumental activities of daily living” (IADL’s). ADL’s include adaptive activities such as scaring appropriately for one’s grooming and hygiene, bathing, dressing and eating. IADL’s include cooking, cleaning, shopping, taking public transportation, paying bills, maintaining a residence, using telephones and directories, using a post office, etc.

***Incapacity and Treatment***

A period of ***incapacity*** of more than 3 consecutive, full calendar days, and any subsequent ***treatment*** or period of ***incapacity*** relating to the same condition, that also involves one of the following:

- ***Treatment*** 2 or more times, within 30 days of the first day of ***incapacity***, by a ***health care provider***.
  - Both ***treatments*** must involve an in-person visit to a ***health care provider***.
  - The first in-person visit must take place within 7 days of the first day of ***incapacity***.
  - Whether the second ***treatment*** visit is necessary must be determined by the ***health care provider*** (i.e., the doctor must request that the employee follow-up).
- ***Treatment*** by a ***health care provider*** on at least one occasion, which results in a ***regimen of continuing treatment*** under the supervision of the ***health care provider***.
  - The initial ***treatment*** requires an in-person visit to a ***health care provider***.
  - The initial in-person visit must take place within 7 days of the first day of ***incapacity***.
  - Whether the ***regimen of continuing treatment*** is necessary must be determined by the ***health care provider*** (i.e., doctor must prescribe the regimen).

***Incapacity***

Inability to work, attend school or perform other regular daily activities due to the ***serious health condition, treatment*** therefore, or recovery therefrom.

***In Loco Parentis***

Those with day-to-day responsibilities to care for and financially support a child, or, in the case of an employee, who had such responsibilities for the employee when the employee was a child. A biological or legal relationship is not necessary.

***Intermittent Leave***

Leave taken in separate blocks of time due to a single illness or injury rather than for one continuous period of time.

<b><i>Next of Kin of a Covered Servicemember</i></b>	The nearest blood relative other than the <b><i>covered servicemember's spouse, parent, son, or daughter.</i></b>
<b><i>Outpatient Status</i></b>	With respect to a <b><i>covered servicemember</i></b> , the status of a member of the Armed Forces assigned to either a military medical treatment facility as an outpatient; or a unit established for the purpose of providing command and control of members of the Armed Forces receiving medical care as outpatients.
<b><i>Parent</i></b>	A biological, <b><i>adoptive</i></b> , step or <b><i>foster father or mother</i></b> , or any other individual who stood <b><i>in loco parentis</i></b> to the employee when the employee was a <b><i>son</i></b> or <b><i>daughter</i></b> as defined in this section. In-law family members are not covered.
<b><i>Parent of a Covered Servicemember</i></b>	A <b><i>covered servicemember's</i></b> biological, <b><i>adoptive</i></b> , step or <b><i>foster father or mother</i></b> , or any other individual who stood <b><i>in loco parentis</i></b> to the covered servicemember. This term does not include parents "in law".
<b><i>Permanent or Long-Term Conditions</i></b>	A period of <b><i>incapacity</i></b> which is permanent or long-term due to a condition for which <b><i>treatment</i></b> may not be effective (e.g., Alzheimer's, a severe stroke, or the terminal stages of a disease). The individual must be under the continuing supervision of, but need not be receiving active <b><i>treatment</i></b> by a <b><i>health care provider</i></b> .
<b><i>Physical or Mental Disability</i></b>	A physical or mental impairment that substantially limits one or more of the major life activities of an individual.
<b><i>Qualifying Exigency</i></b>	The following types of military-related events may qualify as a "qualifying exigency" for purposes of eligibility for purposes of military-related FMLA leave under this Section: <ul style="list-style-type: none"> <li>• <i>Short-Notice Deployment</i></li> <li>• <i>Military Events and Related Activities</i></li> <li>• <i>Childcare and School Activities</i></li> <li>• <i>Financial and Legal Arrangements</i></li> <li>• <i>Counseling</i></li> <li>• <i>Rest and Recuperation</i></li> <li>• <i>Post-Deployment Activities</i></li> <li>• <i>Additional Activities</i></li> </ul>
<b><i>Reduced Leave Schedule</i></b>	Leave schedule that reduces an employee's usual number of working hours per week or hours per day for a period of time.

**Regimen of Continuing Treatment** Includes a course of prescription medication (e.g., antibiotic) or therapy requiring special equipment to resolve or alleviate the health condition (e.g., oxygen). A regimen of continuing treatment that includes the taking of over-the-counter medications such as aspirin, antihistamines, or salves, or bed-rest, drinking fluids, exercise, and other similar activities that can be initiated without a visit to a health care provider, is not, by itself, sufficient to constitute a regimen of continuing treatment for FMLA purposes.

**Serious Health Condition** An illness, injury, impairment or physical or mental condition that involves at least one of the following:

- **Inpatient Care;**
- **“Incapacity and Treatment”;**
- Pregnancy or Prenatal Care;
- **Chronic Serious Health Condition;**
- **Permanent or Long-Term Conditions;** or
- **Conditions Requiring Multiple Treatments.**

**Serious Illness or Injury** An injury or illness incurred by a **covered servicemember** in the line of duty on active duty that may render the servicemember medically unfit to perform the duties of his or her office, grade, rank or rating.

**Son** For purposes of FMLA leave taken for birth or **adoption**, or to care for a family member with a **serious health condition**, son means a biological, **adopted**, or **foster child**, a stepchild, a legal ward, or a child of a person standing **in loco parentis**, who is either under age 18, or age 18 or older and **“incapable of self-care** because of a **mental or physical disability”** at the time that leave is to commence.

**Son or Daughter of a Covered Servicemember** The **covered servicemember’s** biological, **adopted**, or **foster child**, stepchild, legal ward, or a child for whom the servicemember stood **in loco parentis**, and who is of any age.

**Son or Daughter on Active Duty or Call to Active Duty** The employee’s biological, **adopted**, or **foster child**, stepchild, legal ward, or a child for whom the employee stood **in loco parentis**, who is on active duty or a call to active duty status, and who is of any age.

**Spouse** A husband or wife as defined or recognized under Ohio law for purposes of marriage in Ohio.

**Treatment** Includes, but is not limited to, examinations to determine if a **serious health condition** exists and evaluations of the condition. Treatment does not include routine physical examinations, eye examinations, or dental examinations.



## **8.02**      **Eligibility Requirements**

Prior to making an application for FMLA under this Section, an employee must meet both of the following conditions to be considered eligible:

- The employee must have completed twelve (12) months of employment with the County. These twelve (12) months do not need to be consecutive; and
- The employee must have worked a minimum of one-thousand two-hundred-fifty (1,250) hours over the twelve (12) month period immediately preceding the commencement of the leave.

An employee returning from National Guard or Reserve military service will be credited with the hours of service that would have been worked, but for the period of military service, towards his or her one-thousand two-hundred-fifty (1,250) hour requirement.

## **8.03**      **Qualifying Conditions**

Eligible employees shall be entitled to a certain amount of FMLA leave (*see* Section 8.04) under any of the following six circumstances:

- Birth of a *son* or *daughter*, and to care for the newborn child.
- Placement with the employee of a *son* or *daughter* for *adoption* or *foster care*.

**NOTE:** Eligibility for leave for birth or placement for *adoption* or *foster care* expires at the end of the twelve (12) month period beginning on the date of birth or placement.

- Because of a *serious health condition* that makes the employee unable to perform the functions of the employee's job.
- To care for the employee's *spouse, son, daughter, or parent* with a *serious health condition*.
- Because of any *qualifying exigency* arising out of the fact that the employee's *spouse, son, daughter, or parent* is on *active duty* (or has been notified of an impending call or order to *active duty*) in the Armed Forces in support of a *contingency operation*.
- To care for a *covered servicemember* with a *serious injury or illness* if the employee is the *spouse, son, daughter, parent* or *next of kin* of the *covered servicemember*. The leave described in this paragraph shall only be available during a single twelve (12) month period.



## **8.04      Amount of Leave**

Except in the case of leave to care for a *covered servicemember* with a *serious injury or illness*, an eligible employee is limited to a total of twelve (12) workweeks of FMLA leave during any *forward rolling twelve (12) month period*.

An eligible employee who is the *spouse, son, daughter, parent, or next of kin* of a *covered servicemember* shall be entitled to a total of twenty six (26) workweeks of leave during a single twelve (12) month period to care for the *covered servicemember*. If an employee uses *covered servicemember* family leave in combination with another form of FMLA leave (e.g., pregnancy leave), the maximum amount of combined FMLA leave that an employee can take in a single twelve (12) month period is twenty six (26) workweeks. In this scenario, though, the other form of FMLA leave can only account for a maximum of twelve (12) workweeks of the combined twenty six (26) workweeks of leave.

**NOTE:** When both spouses are employed by the County, FMLA leave is limited to a combined twelve (12) work weeks during any rolling twelve (12) month period if leave is taken for birth, *adoption*, or placement in *foster care*. This limitation does not apply to leave taken by either spouse to care for the other or for a child if the spouse or child has a *serious health condition*.

In addition, the aggregate number of leave to which both spouses are entitled to is limited to twenty six (26) workweeks during a single twelve (12) month period for *covered servicemember* leave, if the leave is leave for the *covered servicemember* or a combination of leave for the *covered servicemember* and the other forms of FMLA leave.



## **8.05      Coordination With Other Leaves of Absence**

Employers are mandated by law to grant up to twelve (12) weeks of unpaid leave to eligible employees under the FMLA. If an employee qualifies for FMLA leave (continuous or intermittent), any paid leave accrued by the employee shall be applied concurrently to the FMLA leave in the following order:

<b>TYPE OF PAID LEAVE</b>	<b>ASSOCIATED POLICY MANUAL SECTION</b>
Sick	<u>9.03</u>
Vacation	<u>9.02</u>
Compensatory Time	<u>9.04</u>
Exchange Time	<u>9.05</u>

If the medical condition does not qualify under the FMLA, then sick time shall apply in accordance with Section 9.03 of this Manual.

In addition, FMLA will automatically be applied to all employees who meet the FMLA qualifying criteria and utilize the following types of leave:

- Unpaid medical leaves of absence provided to employees by County policy or by any of the collective bargaining agreements;
- Leaves of absence using sick leave that is provided through the Leave Donation Program (Section 9.08); or
- Workers' Compensation leave of absence.

**NOTE:** As is the case with all unpaid leaves, an employee is not entitled to accrue sick or vacation benefits during any unpaid portion of FMLA leave. When the County offers or mandates furlough time, FMLA shall commence after all furlough time has been exhausted.



## **8.06**      **FMLA Application Procedure**

An employee that would like to request the use of FMLA leave should contact Human Resources. At least thirty (30) days advance notice must be provided before FMLA leave is to begin if the need for leave is foreseeable. In case of emergency, notice must be given as soon as practicable. If an employee fails to give thirty (30) days notice for foreseeable leave with no reasonable excuse for the delay, the County may delay the taking of FMLA leave until thirty (30) days after the date that the employee actually provided notice of the need for FMLA leave.

Completion of an FMLA Medical Certification Form is required whenever an employee requests FMLA leave due to the *serious health condition* of the employee or their *spouse, son, daughter, or parent*. Employees must return the FMLA Medical Certification Form to Human Resources within fifteen (15) calendar days of the employee's receipt of the form. If the certification is incomplete or insufficient, the employee may be required to provide additional information within seven (7) calendar days. Failure to cure the deficiencies identified by the County may result in a denial of FMLA leave. After the FMLA Medical Certification Form has been returned to Human Resources, employees will be notified in writing whether their FMLA request is approved or denied.

For *adoption* or *foster care* placement, legal documentation should be submitted from a court or social service agency.

In any case in which the necessity for leave under the *qualifying exigency* condition is foreseeable, whether because the *spouse, or a son, daughter, or parent* of the employee is on *active duty*, or because of notification of an impending call or order to *active duty* in support of a *contingency operation*, the employee shall provide such notice to the employer as is reasonable and practicable. In addition the request for leave under the *qualifying exigency* condition must be supported by certification deemed sufficient by the Department of Labor.

The County reserves the right to require employees to recertify their conditions periodically upon request. Failure to submit a certification of health care provider form for the re-certification within fifteen (15) calendar days will result in delay or discontinuation of approved FMLA leave until the completed form is submitted.

If an employee needs an extension of FMLA leave, the employee must provide Human Resources notice as soon as practicable of the changed circumstances. Employees shall not be granted an extension beyond the applicable maximum amount of FMLA entitlement.

**NOTE:** Only persons who are authorized by the County may contact the health care provider of an employee to clarify the information in a FMLA Medical Certification Form or to verify its authenticity. **Supervisors and other management representatives may not contact an employee's health care provider.**





## **8.07**      **Continuation of Benefits**

The County will continue to pay its portion of medical and supplemental benefits (vision & dental) when an employee is on FMLA leave. **Employees on FMLA leave are still responsible to pay the employee's contribution for these benefits.** Employees who take paid leave will continue to have their usual payroll deduction for health insurance benefits. **Employees on unpaid FMLA leave will be billed for their usual contribution for medical and supplemental benefits.** The amount billed will be the monthly amount that the employee would normally have paid for health insurance benefits through payroll deduction. Any new or additional coverage or changes in health benefits will be made available to employees on FMLA leave.

Employees on unpaid FMLA leave will also be billed for their life insurance deductions. If a death occurs and life insurance deductions have not been paid while on unpaid leave, death benefits will not be payable to the beneficiary.

## **8.08**      **Intermittent Leave and Reduced Leave Schedules**

*Intermittent leave* or a *reduced leave schedule* may only be granted if:

- There is a medical necessity that can be accommodated by such leave; or
- Because of any *qualifying exigency* arising out of the fact that the *spouse, son, daughter, or parent* of the employee is on *active duty* (or has been notified of an impending call or order to *active duty*) in the Armed Forces in support of a *contingency operation*.

Eligible employees are required to make every reasonable effort to schedule leave so as not to disrupt the operations of their Department. Accordingly, the County may temporarily assign an employee to an alternate position with equivalent pay and benefits if the employee is qualified and the County determines that the alternative position will better accommodate the employee's intermittent leave or reduced leave schedule.

The actual amount of leave taken under an *intermittent* or *reduced leave schedule* shall be counted towards the twelve (12) weeks of FMLA entitlement. For example, a full-time employee who reduces from an eight (8) hour work day to a four (4) hour work day will use (20) hours of FMLA leave each week.

Employees on *intermittent* FMLA leave may be required to periodically provide an updated medical certification form.



## **8.09      Return to Work**

Upon return from FMLA leave, an employee is entitled to be returned to the same position held when leave commenced, or to an equivalent position with equivalent pay, benefits and other terms and conditions of employment. Failure to return to work upon the expiration of the approved leave, without reasonable explanation, may subject the employee to discipline, up to and including removal, under Sections 13 and/or 14 of this Manual.

An employee who has been on FMLA leave because of his or her own *serious health condition* may be required to present medical documentation of his or her ability to return to work. The County may require that an employee obtain a second medical opinion from a physician selected by the County and at the County's expense. If the second medical opinion disagrees with the employee's health care provider, the County's health care provider and the employee's health care provider will select a third health care provider whose opinion shall be final. The County shall pay the cost of the third opinion.

Benefit deductions through payroll resume the first pay period of the month after an employee returns from leave. The Benefits Team requires documentation of the return through use of either a Personnel Action Form (PAN) or Benefits Office Change Form (BOC).



## Section 9: **EMPLOYEE LEAVE** **(General)**

### **9.01      General**

All leaves described in this section are subject to prior approval, unless otherwise noted. Depending on the practice of an employee's respective Department, the employee may be required to complete an Employee Request for Leave Form.

Every request for leave will be given fair consideration in accordance with the following policies and procedures and the staffing needs of the departmental unit. Any leave approved upon a false statement is invalid and any approved leave shall terminate if the reason for granting the leave is no longer applicable. Moreover, employees providing false statements or documentation are subject to discipline, up to and including removal, under Section 13 of this Manual.

Employees are solely responsible to ensure that they have adequate vacation leave, sick leave and/or compensatory/exchange time when taking paid leave.

**NOTE:** Bargaining unit employees should refer to their collective bargaining agreement for information on paid leave.



## **9.02      Vacation Leave**

**Timesheet Code: V**

Each full-time permanent employee, after service of one (1) year with the county or any political subdivision of the State of Ohio, is eligible for vacation leave. Employees accrue vacation leave based on years of service. Vacation accrual for eligible employees is pro-rated based on the number of hours paid in a pay period. One year of service shall be computed on the basis of twenty six (26) bi-weekly pay periods. Overtime hours are not included in the accrual of vacation leave.

Vacation leave is earned during the time the employee is in active pay status. Time spent on unpaid leaves of absence count toward service credit, but employees in unpaid status do not accrue vacation leave.

Employees may carry their vacation leave from year to year, up to a maximum of three years. Once an employee accumulates the maximum allowable vacation balance for the employee's current accrual rate, the employee has a period of one (1) year from the date on which the maximum balance was attained to use the accrued time in excess of the maximum allowable balance. Upon the end of the year period, any time over the maximum amount will be forfeited.

Vacation accrual is computed as follows:

<b>Length of Ohio Public Service Completed</b>	<b>Accrual Rate (hours earned per 80 hours in active status)</b>	<b>Annual Amount (hours earned per 2080 hours in active pay status)</b>	<b>Maximum Accrual Balance (total hours)</b>
Less than 1 year	3.1	80 hours (not awarded until completion of one year of Ohio public service)	N/A
1 year – less than 5 years	3.1	80	240
5 years – less than 15 years	4.6	120	360
15 years – less than 25 years	6.2	160	480
25 years or more	7.7	200	600

**NOTE:** An individual who is appointed by the County as a non-bargaining employee and provides proper documentation of prior service (*See Section 2.04*) is entitled, immediately upon submission of the appropriate documentation, to begin accruing vacation benefits at the rate set forth in this Manual that reflects their prior service level. The employee is also entitled to use such vacation leave at any time during the year in which it is accrued, upon approval from their supervisor.

However, an employee who has retired in accordance with the provisions of any retirement plan offered by the State of Ohio and who is employed by the County on or after June 24, 1987, shall not have prior service for the purpose of computing vacation leave. All employees currently receiving credit for service time prior to June 24, 1987, though, shall continue to receive service credit for such time.

Upon separation from County service, an employee is entitled to compensation for any earned and unused vacation leave to his or her credit at the time of separation.



## **9.03      Sick Leave**

**Timesheet Code: S**

Sick leave may only be used for the purposes set forth in this Section. The use of sick leave is not an entitlement. Sick leave is not another form of vacation or personal leave. Supervisors and management should ensure that sick leave is properly used.

All County full-time, part-time, permanent and temporary employees accrue paid sick leave at the rate of .0575 hours for each hour of service in active pay status. For purposes of this Section, “active pay status” includes vacation, sick, overtime, compensatory time, and holidays. Employees in an unpaid leave status do not accrue sick leave.

**NOTE:** An individual who is appointed by the County as a non-bargaining employee who has a balance of sick leave earned while employed by a political subdivision of the State of Ohio within the past ten years may have the unused sick leave balance credited to their current sick leave balance. See Section 2.03 for more information on the proper procedure for submitting documentation of prior service.

Sick leave is charged in minimum units of one minute. Sick leave payment shall not exceed the normal, scheduled workday earnings, or a maximum of forty (40) hours per week. Employees may not use sick leave that was accrued in the same pay period. In addition, sick leave may not be used to cover absences that occurred prior to the accrual of the leave.

### Permissible Uses

Sick leave shall be granted for absences due to the following reasons and must be approved by management:

- Illness, injury, or pregnancy-related condition of the employee;
- Exposure of an employee to a contagious disease which could be communicated to and jeopardize the health of other employees;
- Death of a member of the employee’s immediate family\* (see Section 9.06);
- Examination of the employee, including medical, psychological, dental or optical examination by an appropriate practitioner;
- Illness, injury or pregnancy-related condition of a member of the employee’s immediate family\*; or
- Examination including medical, psychological, dental, or optical examination for a member of the employee’s immediate family\* by an appropriate practitioner where the employee’s presence is reasonably necessary.

[\* For purposes of this Section and Section 9.06, immediate family includes spouse, domestic partner, mother, father, sister, brother, son, daughter, grandmother, grandfather, grandson, granddaughter, mother-in-law, father-in-law, brother-in-law, sister-in-law, a legal guardian or other person who has an “in loco parentis” relationship with the employee, or any other relative residing with the employee.]



Procedure

An employee who is ill and unable to report to work shall notify their supervisor or designee on the first day of absence and each day thereafter, unless emergency conditions prevent such notification or unless the employee submits medical evidence of a planned extended medical-related absence. An employee working in a seven day continuous operation must report their absence two hours prior to their scheduled starting time except when emergency conditions prevent such notification. Other employees must give notice within one half-hour **before** the time the employee is scheduled to report for work unless emergency conditions prevent such notification.

**NOTE:** Upon being put on notice that an employee has been out on sick leave for three or more consecutive days, the employee’s supervisor should immediately contact Human Resources so that they may send out FMLA information to the employee’s home address. Employees should refer to Section 8 for more information on FMLA leave.

Upon return to work, the employee shall follow their Department’s guidelines with regard to completion of the Employee Request for Leave Form. If the need for leave is foreseeable, sick leave should be requested in writing prior to the date or dates that an employee will be scheduled off from work. The County reserves the right to require documentation to support the employee’s sick leave request (i.e., a doctor’s statement) for all absences of three (3) or more days.

An employee’s sick leave balance is provided bi-weekly. The employee is solely responsible for knowing his or her balance. Taking time off without sufficient leave to cover the absence may lead to the accrual of AWOL time (*See Attendance Control Policy, Section 14*).

Prohibited Use

The use of sick leave for any purpose other than its intended purposes is considered abuse of sick leave. Examples of abuse of sick leave include, but are not limited to the following:

- Calling in sick when one of the above cited reasons for using sick leave does not exist;
- Reporting illness in the immediate family when such illness does not exist;
- Reporting off sick to participate in some other activity or to take care of personal business;
- Establishing a pattern of reporting off sick, reporting tardy, or leaving early on certain days of the week, on days following regular days off (e.g., weekends), or on the day before or after a holiday or previously scheduled vacation; or
- Failure to follow the rules and regulations regarding the use of sick leave and reporting procedures.



**If a supervisor or management official has a reasonable suspicion that sick time is being abused, either on an individual case or by virtue of a demonstrated pattern, he or she should immediately consult with Human Resources.** Human Resources may then require an employee to provide a physician's statement or other appropriate documentation to support the use of sick leave. If it is determined that the employee abused his or her sick leave, Human Resources may charge the employee with AWOL and may pursue disciplinary action against the employee, up to and including removal.

Unused Sick Leave

Employees will not be paid for unused sick leave upon termination of employment with the exception that upon retirement, an employee with ten (10) or more years of service will receive cash payment for one-fourth (1/4) of the accrued, unused sick leave balance up to a maximum of two-hundred forty (240) hours.





## **9.04      Compensatory Time**

Timesheet Code: **CT**

**NOTE:** See Section 6.08 for information regarding accrual of compensatory time.

As stated in Section 6.08, compensatory time is granted to non-exempt (i.e., overtime eligible) employees. An employee who has requested the use of compensatory time from their direct supervisor shall be permitted to use it within a reasonable time after the request, so long as it does not unduly disrupt the operations of the agency.

Compensatory time not used within one hundred eighty (180) days after it is earned shall be paid to the employee. Upon termination all unused compensatory time is paid out to the employee.

Employees moving from a non-exempt position to an exempt position will receive payment for their accrued compensatory time at the time of the move.

## **9.05      Exchange Time**

Timesheet Code: **ET**

**NOTE:** See Section 6.08 for information regarding accrual of exchange time.

As stated in Section 6.08, exchange time is granted to exempt (i.e., not overtime eligible) employees. Use of accrued exchange time may be granted to the employee by the employee's immediate supervisor at a time mutually convenient to the operation of the County and the employee. Exchange time may not be used in the same pay period in which it was earned.

Exchange time not used within six (6) months of accrual shall expire. At no time shall exchange time be paid out to the employee.



## **9.06      Funeral/Bereavement Leave**

**Timesheet Codes: S/V/CT/ET/ALX**

Sick leave shall be granted for absences due to the death of a member of an employee's immediate family\*. In the event of the death of a member of his or her immediate family\*, an employee shall be granted time off with pay, to be charged against his or her accumulated and unused sick leave, not to exceed five (5) days.

**NOTE:** In the event the employee has no sick time available, the employee may use vacation, compensatory or exchange time. If the employee has no vacation, compensatory or exchange time, the employee may request an unpaid Personal Leave of Absence.

In the event of the death of a relative other than a member of their immediate family\*, an employee shall be granted a leave of absence with pay, to be charged against their accumulated and unused sick leave, for one (1) day to attend the funeral if within the State of Ohio or two (2) days when the funeral is outside the State of Ohio. Any additional time off requested by the employee is subject to the approval of his or her supervisor, manager and/or Department Director.

To be eligible for the above described funeral leave, an employee must attend the funeral, or other obligations related to the death and/or estate, etc. The failure to do so, or a misrepresentation of facts related to funeral leave shall be proper cause for disciplinary action, up to and including removal, as well as forfeiture of pay for the time away from work. The County reserves the right to request documentation of the family member's death and/or documentation establishing the familial relationship between the employee and the deceased family member.

[\* See Section 9.03 for definition of "immediate family".]



## **9.07**

## **Court Leave/HRC Hearings/Jury Duty**

Timesheet Code: **CL**

### *General Provisions*

- Any compensation or reimbursement for jury duty or for court attendance compelled by subpoena, when such duty is performed during an employee's normal working hours, shall be remitted by the employee to their Department Director or supervisor for transmittal to the County Treasurer.
- In order to be approved for court leave under this Section, the employee shall furnish a copy of the court/HRC notification or jury summons to their supervisor prior to their appearance date(s).
- Unless there will be less than one (1) hour left in the employee's regularly scheduled work day upon reporting to work, an employee out on approved court leave is required to immediately report to work after the court appearance is completed. (e.g., an employee on an 8:30 – 4:30 schedule who is released from jury duty at 1 p.m. is required to immediately report to work.)

### *Court Leave*

An employee may be granted court leave with full pay if all of the following conditions are met:

- The legal matter is work related;
- The employee is not a party to the legal matter; **and**
- The employee is requested by the County to appear or is subpoenaed to appear before any court, commission, board or other legally constituted body authorized by law to compel the attendance of witnesses.

If any of these conditions are not met, the employee is not entitled to court leave. An employee not entitled to court leave, however, may use vacation leave, compensatory/exchange leave for purposes of appearing before a court or other legally constituted body in a matter in which he or she is a party or witness. Such instances would include, but not be limited to, criminal or civil cases, traffic court, divorce proceedings, custody, or appearing as directed as parent or guardian of juveniles.

### *HRC Hearings*

An employee who is the appellant or is requested to appear in any action before the HRC and is in active pay status at the time of the scheduled hearing before the Commission, shall be granted court leave with full pay for purposes of attending the hearing. The employee, however, shall not be granted any mileage, travel or other related expenses for the hearing.

### *Jury Duty*

Court leave with full pay shall be granted to any employee who is summoned for jury duty by a court of competent jurisdiction.

**NOTE:** For information regarding appearance at Industrial Commission (i.e., workers' compensation) hearings, please see [Section 12.02](#).



*Section 9.07*

## **9.08 Leave Donation Program**

Timesheet Code: **SLD**

County employees may donate accrued sick or vacation leave to a fellow County employee who has a serious health condition as defined under the FMLA and are in critical need of time off due to the condition. FMLA leave will run concurrently with the donated leave time.

An employee may receive donated leave provided that:

- The employee is first approved for FMLA leave that removes them from the workplace for fifteen (15) consecutive work days for their *own* serious health condition. Employees on intermittent FMLA leave do not qualify to participate in the program;
- Has exhausted all sick leave, vacation leave and compensatory/exchange time; and
- Has not had any discipline for attendance within the previous year.

An employee may donate accrued sick or vacation leave provided the donating employee:

- Voluntarily elects to donate leave to a designated recipient, who has qualified for the donation program, and does so with the understanding that donated leave which is used by the designated recipient will not be returned;
- Retains a sick balance of at least one hundred twenty (120) hours **after their donation**; and
- Is in active pay status at the time their sick time is to be used;

Employees interested in receiving donated time should contact Human Resources. Employees who qualify may receive leave through the Leave Donation Program for up to twelve (12) weeks. An employee's supervisor or representative may, with the written permission of the employee who is in need of leave or a member of the employee's immediate family, inform an employee's co-workers of such need for leave. When an employee has exhausted all donated time they will be placed on an unpaid extended sick/medical leave or may be separated in accordance with this Manual or their collective bargaining agreement.

**Donation of leave time is strictly voluntary. Any employee who feels that they are being pressured to donate leave time should file a General Employee Complaint (See Section 17.03).**

**NOTE:** Employees that are denied participation in the Leave Donation Program may file an appeal in writing to the Director of Human Resources.



## **9.09      Unpaid Leaves of Absence**

The County offers employees three types of unpaid leave: (1) New-Hire Administrative Leave of Absence; (2) Personal Leave of Absence; and (3) Extended Unpaid Sick/Medical Leave. Depending on the practice of an employee's respective Department, the employee may be required to complete an Employee Request for Leave Form to request an unpaid leave of absence.

Any leave approved upon a false statement is invalid and any approved leave shall terminate if the reason for granting the leave is no longer applicable. Moreover, employees providing false statements or documentation are subject to discipline, up to and including removal, under Section 13 of this Manual.

An employee on an unpaid leave of absence does not accrue sick or vacation leave. In addition, time spent on an unpaid leave of absence does not count towards an employee's new hire or promotional probationary period. However, the time spent on an unpaid leave of absence is counted in determining length of service for purposes of vacation eligibility, annual step increases and layoff purposes, provided the employee is properly returned to service and is not serving a probationary period.

**NOTE:** With the exception of Extended Unpaid Sick/Medical Leave taken concurrently with FMLA leave, an employee in an unpaid status on the first day of a month will not receive health care coverage and related benefits unless he or she elect to pay the entire expense. The employee may be required to pay up to one-hundred and two percent (102%) of the entire health insurance and related benefits premium costs to retain his or her benefits status.

**The total amount of time for all leaves under this section shall not exceed six (6) months in any forward rolling twelve month period.** Employees are responsible to ensure that they have received proper approval when taking unpaid leave.

Failure to return to work upon the expiration of the approved leave, without reasonable explanation, may subject the employee to discipline, up to and including removal.

**NOTE:** An employee who fails to return to service from an unpaid leave of absence and who is subsequently removed or voluntarily resigns from service shall not receive service credit for the time spent on such leave and is deemed to have a termination date corresponding to the starting date of the unpaid leave of absence.

An employee may be permitted to return to work prior to the originally scheduled expiration of the leave if such earlier return is agreed to by both the employee and Human Resources. Upon completion of an unpaid leave of absence, the employee shall be returned to the same or similar position within the employee's former classification. If the employee's former classification no longer exists, the employee shall be placed in a classification similar to that formerly occupied.



New-Hire Administrative Leave of Absence

**Timesheet Code: ALX**

An administrative leave may be granted to a newly-appointed employee if they need to take time off from the job due to extenuating circumstances, subject to the following limitations:

- New-hire administrative leave is unpaid;
- New-hire administrative leave may only be granted during a newly-appointed employee's first year of employment with the County;
- Prior approval must be received from the newly-appointed employee's Department Director;
- New-hire administrative leave may only be granted when all appropriate accumulated paid leave time (e.g., sick leave, vacation, and compensatory/exchange time) leave has been exhausted; and
- An employee is limited to a total of 80 hours of new-hire administrative leave.

Personal Leave of Absence

**Timesheet Code: LOA**

A personal leave of absence involves a temporary separation from active pay status, authorized by the County. Such leave must be for a minimum of ten (10) working days, but may not exceed a maximum period of six (6) months, with no extension or renewal allowed.

A personal leave of absence may only be granted when all appropriate accumulated leave (vacation leave and compensatory/exchange time leave) has been exhausted.

A personal leave of absence must be requested by the employee in writing and must be approved by the employee's Department Director. The request shall state reasons for taking the leave and the dates for which such leave is being requested and shall be accompanied by any necessary supporting documentation. Every request for leave will be given fair consideration in accordance with the following policies and procedures and the staffing needs of the departmental unit.

Extended Unpaid Sick/Medical Leave

**Timesheet Code: LOA**

An employee who is unable to perform any of the essential functions of his or her position due to disabling illness, injury or condition, and the disability continues after the employee has exhausted his or her accumulated sick leave benefits, may be granted a leave of absence without pay for a period of up to six (6) months upon presentation of evidence as to the probable date for return to active work status.

The following additional criteria must be met in order to be granted leave under this section:

- The employee's absence will be at least five (5) consecutive workdays;
- The employee must demonstrate that the probable length of absence will not exceed six (6) months; and
- The employee must present to Human Resources, at the time the request is made, a licensed physician's report stating diagnosis, prognosis, and probable period for which the employee will be unable to perform the essential job duties of their position.



FMLA leave for eligible employees shall run concurrently with leave taken under this Section if the reason for leave qualifies under the FMLA.

If the employee is unable to return to work after expiration of the six-month period, the employee may be given a disability separation in accordance with Section 5.19 of this Manual or may apply for OPERS disability retirement, if qualified (*See Section 11.06* for contact information for OPERS).



## **9.10            Maternity/Paternity Leave Policy**

Maternity leave permits parents who have care giving responsibilities to have time off to spend with a child newly added to the family. In the event of female employees' pregnancy and male employees' wives' pregnancy, they shall be granted leave of absence from work for maternity purposes.

Cuyahoga County is firmly committed to protecting the rights of expectant mothers and complying with Title VII of the 1964 Civil Rights Act as amended by the Pregnancy Discrimination Act of 1978. Cuyahoga County's policy is to treat women, and men whose wives are affected by pregnancy, childbirth or related medical conditions in the same manner as other employees unable to work because of their physical condition in all employment aspects, including recruitment, hiring, training, promotion and benefits.

Further, the County fully recognizes eligible employees' rights and responsibilities under the Family and Medical Leave Act (section 8.0 of the County Personnel Policies and Procedures Manual),

In an effort to treat all employees equally, the County will provide a maternity/paternity leave of absence for those employees who do not meet the requirements of the Family and Medical Leave Act (Section 8.0). The leave will not exceed twelve (12) weeks. The employee may use any accrued sick or vacation time concurrent with the approved leave. Requests (with supporting medical certification) must be made to Human Resources thirty (30) days prior to the expected date of delivery or as soon as practical.

At the conclusion of the twelve (12) weeks, additional leave request of a medical necessity will be reviewed in conjunction with current leave policies.

**If both spouses are employed by the County while neither of them meets the eligibility of FMLA, the unpaid leave is limited to a combined twelve (12) weeks.**

**Note: An employee on an unpaid leave of absence does not accrue sick or vacation leave. In addition, time spent on an unpaid leave of absence does not count towards an employee's new hire probationary period. See Section 5.07 for more detail.**

Pregnant employees may continue to work until they are certified as unable to work by their physician. At that point, pregnant employees are entitled to receive benefits according to Section 11.3 (Benefits During Unpaid Leaves of Absence) of the County's Personnel Policies and Procedures Manual).





**Note:** An employee in an unpaid status on the first day of a month will not receive health care coverage and related benefits unless he or she elects to pay the entire expense. The employee may be required to pay up to one-hundred and two percent (102%) of the entire health insurance and related benefits premium costs to retain his or her benefits status. Contact the Benefits Department at (216) 443-3539 for more information.

The employee is entitled to be reinstated with full seniority to the same or equivalent job with no loss of service or other rights or privileges provided the employee contacts the County within thirty (30) days after the birth and indicates a return-to-work date with a certificate from the employee's physician as to fitness to perform the duties. Should the employee not return to work within the approved time frame the employee will be considered to have voluntarily terminated employment with the County

**Employees will be able to reserve 40 hours of sick time to be utilized upon their return from an approved FMLA Maternity or Paternity Leave.**



## Section 10: **MILITARY LEAVE**

**NOTE:** County Employees who are related to members of the Armed Forces, including members of the National Guard or Reserves, should be aware that they may be eligible for military-related FMLA leave. Please see Section 8. for more information regarding military-related FMLA leave.

### **10.01      Military Leave With Pay (Military Reserve Leave)**

Timesheet Code: ML

Permanent County employees who are members of the Ohio National Guard, the Ohio defense corps, the Ohio naval militia, or any other reserve component of the United States armed forces, are entitled to a leave of absence from their duties without loss of pay for a period or periods not to exceed twenty-two (22) working days (176 hours) in any one calendar year, provided they are called for field training or active duty. This service does not need to be in one continuous period. The maximum number of hours for which payment under this provision will be made in any calendar year is one-hundred seventy-six (176).

Any military pay received for this twenty-two (22) or less day period of military service shall have no effect on pay from the County. This twenty-two (22) day period of military leave will not affect accrual of sick leave or vacation credits. The employee will continue to accrue sick leave and vacation credits at the normal rate.

An employee who is entitled to leave provided under this Section, and who is called or ordered to the uniformed services for longer than a month, for each calendar year in which the employee performed service in the uniformed services, because of an executive order issued by the governor pursuant to the Revised Code is entitled, during the period designated in the order or act, to a leave of absence and to be paid, during each monthly pay period of that leave of absence, the lesser of the following:

- The difference between the employee's regular gross monthly wage or salary and the sum of the employee's gross uniformed pay and allowances received that month; or
- Five hundred dollars (\$500).

No employee, however, shall receive payments pursuant to the above paragraph if the sum of the employee's gross uniformed pay and allowances received in a pay period exceeds the employee's regular gross wage or salary. In order to obtain any paid leave under this Section, the employee must submit to Human Resources a copy of military orders or other statement in writing from the appropriate military authority as evidence of a call to training or duty.



## **10.02 Unpaid Military Leave**

Timesheet Code: **MLX**

Pursuant to the Uniformed Services Employment and Reemployment Rights Act (USERRA), an eligible County employee shall be granted, upon giving notice to his or her Department and Human Resources, a leave of absence to serve in the uniformed service, as defined in the Revised Code. This leave shall be without pay and shall be considered as a leave of absence from service with reinstatement rights. No single leave of absence or combination of uniformed service leaves of absence may exceed five (5) years or a single, longer period required to complete an initial period of obligated service.

Employees on military leave without pay for up to thirty (30) days must be given the option of making direct payments of the employee's share of the health insurance premium. Employees with longer periods of service will be given the option of continuing health care coverage and related benefits for up to twenty-four (24) months. Such continuation shall be at the employee's expense.

**NOTE:** the employee may be required to pay up to one-hundred and two percent (102%) of the entire health insurance and related benefits premium costs.

Employees on military leave who are reinstated to employment with the County pursuant to this Section are entitled to immediate reinstatement of health insurance for the employee and any other individual who is covered by such plan by reason of the reinstatement of the coverage for the employee, with no waiting period and no exclusion of preexisting conditions, except for service-connected illness or injury. Even if the employee does not elect to continue health coverage during his or her military service, he or she will have the same right to immediate reinstatement of health insurance.

Employees returning from military service will be reinstated in the job that they would have attained had they not been absent for military service and with the same seniority, job status and pay, as well as other rights and benefits determined by seniority. The County will make all reasonable efforts to enable returning employees to refresh or upgrade their skills to enable them to qualify for reemployment. If refresher training is not successful, the County will reinstate the employee in a position that most nearly approximates that position originally held.

An employee returning from military leave must apply for reinstatement to their Department or Human Resources within the following time frames:

- Leave of less than thirty (30) days – the employee must report back to work at the next regularly scheduled shift on the day following release from the military, safe travel home, and eight (8) hours of rest.
- Leave of thirty-one (31) to one hundred eighty (180) days – the employee must apply for reinstatement within fourteen (14) days following release.
- Leave of one hundred eighty-one (181) days or more – the employee must apply for reinstatement within ninety (90) days after release.



Failure to return to work or apply for reinstatement in accordance with these time limits does not necessarily forfeit the employee's reinstatement rights, however, the employee will be subject to the County Attendance Control Policy (Section 14).

Following a period of service of thirty-one (31) days or more, employees will be required to provide documentation to the County which establishes the following:

- The timeliness of the employee's application for reinstatement;
- That the employee has not exceeded their cumulative 5-year limit of military leave; and
- That the character of their discharge or separation from uniformed service does not meet one of the types set forth in 20 CFR 1002.135.

If the documentation is not readily available, or does not exist, the County will not deny reinstatement, however, if the documentation later becomes available and it shows that the employee did not qualify for reinstatement, the employee will be immediately removed from employment.

For employees who were disabled while on military duty, or if a pre-existing disability is aggravated by military service, the County will make reasonable efforts to accommodate the disability (*See Section 4.07* for more information on disability accommodations.)

If the employee's service was one-hundred eighty-one (181) days or more, they are protected from discharge, except for cause, for one (1) year. If the employee's service was for thirty-one (31) to one-hundred eighty (180) days, the period of protection from discharge, except for cause, is one-hundred eighty (180) days.

Employees may elect to use any vacation leave they have accrued for a period of unpaid military leave. Use of vacation is strictly optional. Employees on unpaid military leave do not accrue sick or vacation leave.



# Section 11: BENEFITS

## 11.01      Health Care Benefits

The County's comprehensive benefits program consists of group medical, prescription, dental, vision, life insurance and flexible spending accounts.

**NOTE:** Part-time employees hired on or after January 1, 2008 are not eligible for County provided health care benefits. Part-time employees who were receiving County health care benefits prior to January 1, 2008 will continue to remain eligible to receive health care benefits.

New employees have thirty (30) days from their hire date to make their benefit elections and to submit documentation regarding dependents. Under most circumstances, if an employee fails to make benefit elections within that time period, the employee will have to wait until open enrollment to elect benefits.

New employees shall be eligible to receive health care benefits on the first day of the month following their date of hire. The costs of the employee's selected benefits plans are shared between the employee and the County. The County will make its first contribution on the first payroll deduction for the first month following the employee's hire date. Employees, at their own expense, can elect to begin medical, dental, vision and flexible spending account coverage on the first day of hire. Employees who choose this option are responsible for 100% of the cost of their benefits.

Employees who take a leave of absence during any benefits waiting period may incur a delay in the effective date of County paid benefits. The new effective date will be calculated from the day the waiting period is completed.

The County's health benefits may cover an employee's spouse and dependent children, domestic partner, and the dependent children of the employee's domestic partner. To be covered, children must be under age twenty-six (26) or some different age as established by state and federal law, unmarried, and legal dependents of the employee or the employee's domestic partner. Health benefits may also cover certain other dependent children if the employee has legal guardianship, as outlined in each of the County's group insurance carrier contracts. No dependent can be covered by more than one County sponsored benefit plan. Documentation is required before dependents can be added.



1. **Domestic Partnership:** A Domestic Partnership is defined as the exclusive, non-married, intimate, committed relationship of two adults of the same sex who share a common residence and the responsibility for each other's common welfare. An employee's Domestic Partner is eligible for health benefits upon satisfactory proof of the Domestic Partnership through (1) a sworn Affidavit of Domestic Partnership and (2) supporting evidence to the Department of Human Resources.
  - (a) **Mandatory Sworn Affidavit under Penalty of Perjury:** To satisfy the Sworn Affidavit requirement, both the employee and his/her Domestic Partner shall submit sworn affidavits, under penalty of perjury, attesting to the following:
    1. Each individual is 18 years of age or older;
    2. Both individuals are in an exclusive, committed, intimate relationship;
    3. Both individuals intend to continue this exclusive, committed, and intimate relationship for life;
    4. Both individuals have shared a common residence for at least six (6); months and continue to share the common residence without interruption;
    5. Both individuals share joint responsibility for each other's common welfare, including providing and/or payment of basic living expenses such as food, shelter and other necessities of life;
    6. Neither individual is married to any other individual;
    7. Neither individual is in a civil or any other similar relationship with any other individual;
    8. Neither individual is part of an existing domestic partnership with any third party;
    9. The individuals are not related to one another by blood in a way that would prevent them from being married to one another in the State;
    10. Both individuals agree that were it not for the legal prohibitions of the State of Ohio that prohibit same-sex marriage, they would be legally married in Ohio.
  - (b) **Mandatory Supporting Documentation in Addition to Sworn Affidavit:** To satisfy the Supporting Evidence requirement, the employee must submit evidence of at least three of the following:
    1. Joint ownership of real estate property or joint tenancy on a residential lease;
    2. Joint ownership of an automobile;
    3. Joint bank or credit account;
    4. Joint liabilities (e.g., credit cards or loans);
    5. A will designating the domestic partner as primary beneficiary;
    6. A retirement plan or life insurance policy beneficiary designation form designating the domestic partner as primary beneficiary;



7. A durable power of attorney signed to the effect that the employee and the domestic partners have granted powers to one another;
  8. A certificate of marriage or other evidence of a civil union from another state.
2. **Termination of Domestic Partnership and Mandatory Notification:** A domestic partnership is terminated if any of the statements sworn to in the Sworn Affidavit is no longer true. If the Domestic Partnership is terminated, the employee must notify the Department of Human Resources within fifteen (15) days of the termination. Failure to notify the Department of Human Resources of the termination will subject the employee to discipline, up to and including termination.

**NOTE:** Effective January 1, 2011, employees may be able to add dependents whose age is greater than 23 to their benefits coverage. Federal rules will allow employees to add dependents who will be covered through the month of their 26th birthday (with proper documentation). The State of Ohio allows dependents to be added following the month of their 26th birthday through the month of their 28th birthday if they meet all the State of Ohio criteria.

If an employee is covered by medical coverage elsewhere, the employee may be entitled to waive County coverage and receive a taxable wage incentive for maintaining non-County coverage. Employees should contact the County Benefits Department at (216) 443-3539 or [benefits@cuyahogacounty.us](mailto:benefits@cuyahogacounty.us) for more information on this incentive.

Employee contributions for health benefits are paid through a pre-tax payroll deduction, both during and after the waiting period.

**Fraud Warning:** Any person who, with intent to defraud or knowing that he or she is facilitating a fraud, submits an application or files a claim containing a false or deceptive statement may be guilty of insurance fraud. Any employee found making false or deceptive statements may be subject to disciplinary action, up to and including removal.

By enrolling in a County benefit plan, an employee agrees to comply with eligibility rules for themselves and for all of their dependents in these plans. The enrolling of ineligible dependents may be considered fraud. An employee may be subject to an eligibility audit during the benefit year. An employee selected for an eligibility audit may be required to submit copies of documentation such as certified birth certificate(s), marriage certificate(s), income tax return(s) and/or other related documentation including affidavits.



## **11.02**      **Open Enrollment**

Open enrollment generally occurs between October and December. Employees must go on line annually to make their elections. Employees who do not make elections on line by the open enrollment deadline will default to the medical plan that the County designates. Once an employee is defaulted to this designated plan, he or she cannot appeal or change this plan unless a qualifying event occurs. Employees are also bound by the deadlines to submit documentation during open enrollment for addition and/or deletion of dependents.

## **11.03**      **Benefits During Unpaid Leaves of Absence**

If an employee is on an unpaid leave of absence, benefits may be maintained. To continue benefits, employees must make required monthly contribution payments which may be greater than those paid by employees in active pay status. Employees should contact the County Benefits Department at (216) 443-3539 or [benefits@cuyahogacounty.us](mailto:benefits@cuyahogacounty.us) for more information on continuation of benefits during a leave of absence.





## **11.04      Changes in Medical Benefits Coverage**

Under most circumstances, employees can only make changes to benefit elections during the annual open enrollment period. After enrollment, revision to an employee's elections is only permitted due to an eligible change in status. Employees must notify Human Resources and complete a Benefits Office Change Form, including attachment of required documentation, within thirty (30) days of an eligible change of status.

Examples of changes of status include:

- Marriage;
- Divorce, legal separation, or annulment;
- Birth, adoption, placement for adoption, or legal guardianship;
- Change of status in child custody;
- Death of dependent;
- A child who is no longer a legal dependent or a dependent reaching age twenty- three (23) (please see note box in Section 11.01 regarding changes to this requirement on or after January 1, 2011);
- Loss of alternate coverage; and/or
- Certain reductions/increases in work hours and or work status (i.e., from part-time to full-time).

**NOTE:** Employees are responsible for notifying the Benefits Division if their legal guardianship ends or if their dependent children get married, leave home with their own job and/or are no longer shown by the employee as a dependent on their income tax returns.

Changes in status can affect the employee's single/family coverage entitlement for medical, prescription drugs, dental and vision, as well as impacting flexible spending accounts and life insurance. In the case of divorce, legal separation and annulment, employees must adjust their covered dependents by removing former spouses within thirty (30) days of divorce, legal separation or annulment. Copies of the first and last pages of the court document must be included. Failure to adhere to this requirement may subject the employee to discipline, up to and including removal.

**NOTE:** Divorced employees who are required by court order to pay benefits for their ex-spouse cannot cover the ex-spouse under County benefits. A separate policy must be purchased outside of County benefits. It is illegal to cover an ex-spouse under County benefits.



## **11.05**      **Continuation of Coverage**

In compliance with Federal COBRA laws, all new employees receive a comprehensive letter concerning their rights with respect to continuing group health care benefits. Generally, a former employee can continue benefits for up to eighteen (18) months, providing that they pay the monthly group rate in addition to a small administrative fee. Some unique situations, as defined by law, may warrant a longer period of up to twenty-nine (29) months. Upon severing employment with the County, eligible employees will receive notification of their COBRA entitlement, duration and payment instruction.

In addition, Federal HIPAA laws require that the County (or its designated agent) provide eligible employees a certificate of group health care coverage. This document may be used as evidence of their insurability to another employer or organization whose group health carrier may otherwise impose an exclusion for certain pre-existing conditions. Employees needing a copy of their certificate of group health care coverage should contact the County Benefits Department at (216) 443-3539 or [benefits@cuyahogacounty.us](mailto:benefits@cuyahogacounty.us).

The County's group term life insurance has two features allowing employees to take a portion or all of their life insurance with them under an individual arrangement with the County's insurance carrier:

- The "conversion provision" allows an employee to convert the basic insured amount, if applicable to their group, and the supplemental coverage into a whole life policy.
- The "portability provision" allows an employee to take the insured amount that is in excess of the basic coverage and create an individual term life policy at the same prevailing group premium. Changes in premium still occur at the same five-year (5) age intervals as when employed.

**NOTE:** The "conversion" and "portability" provisions both involve direct payment to the insurance carrier.

There are deadlines associated with both the "conversion" and "portability" provisions of the County's sponsored life insurance program. The County routinely sends an informative notification concerning preservation of life insurance when employment ends. However, employees should contact the County Benefits Department at (216) 443-3539 or [benefits@cuyahogacounty.us](mailto:benefits@cuyahogacounty.us) prior to separation from employment with the County.



## **11.06      Retirement – Ohio Public Employee Retirement System (OPERS)**

All County employees are required by state law to participate in OPERS through payroll deduction.

Information regarding OPERS is available by contacting Human Resources or by directly contacting OPERS:

**Ohio Public Employee Retirement System**  
**277 East Town Street**  
**Columbus, Ohio 43215-4642**  
**1-800-222-PERS (7377)**  
**www.opers.org**

## **11.07      Death Benefit**

Employees who elect life insurance coverage must complete a Beneficiary Form. Upon the death of an employee or their covered dependents, death benefits will be payable. Contact the County Benefits Department at (216) 443-3539 or [benefits@cuyahogacounty.us](mailto:benefits@cuyahogacounty.us) for more information regarding death benefits.

## **11.08      Optional Additional Employee Benefits**

At the sole discretion of the County, certain additional optional employee benefits may be offered to County employees, including:

- Voluntary benefits, such as accident insurance, whole life insurance with long term care rider, and/or short term disability;
- Discounted RTA bus/transit passes and parking;
- Health and wellness programs; and
- Tuition reimbursement.

County employees will be notified of these offers as they become available.

## **11.09      Flexible Spending Accounts (FSAs)**

Flexible Spending Accounts are offered by the County as an additional benefit. The County offers two types of FSAs: (1) Medical Payment Accounts; and (2) Dependent Care Payment Accounts. More information on both of these plans can be found in the open enrollment material distributed by the Benefits Division or by contacting the Benefits Division at (216) 443-3539 or [benefits@cuyahogacounty.us](mailto:benefits@cuyahogacounty.us).

### *Medical Payment Account (MPA)*

The MPA allows employees to use pretax deductions to pay medical, prescription drug and dental expenses that are not covered by the employee's medical plan (e.g., co-pays, deductibles, orthodontia, etc.). Employees deposit these payroll deductions in a separate account with the County's third party provider. To draw on the account, employees must submit receipts for eligible expenses to the third party provider through use of reimbursement form. The employee will then be reimbursed by the third party provider.

### *Dependent Care Payment Account (DCPA)*

The DCPA allows employees to use pretax deductions to pay childcare expenses. The DCPA works in the same manner as the MPA with regard to submission of receipts and reimbursement form. Childcare services can be provided in or out of the employee's home as long as the sitter is not a dependent that you claim on your income tax. The DCPA covers childcare for children less than thirteen (13) years of age, but also may be used to pay for an incapacitated adult who is dependent on the employee for 50% of their support and who needs care while the employee is at work.

**NOTE:** Employees should be aware that there are strict deadlines associated with the submittal of claims for withdrawal of funds from flexible spending accounts. Employees that fail to submit claims prior to the deadline will forfeit any remaining balances in their flexible spending accounts. More information regarding specific deadlines can be obtained by contacting Human Resources.



## Section 12:

# WORKERS' COMPENSATION

### 12.01      Workers' Compensation Policy

The State of Ohio Workers' Compensation Laws cover County employees. A County employee who sustains a job-related injury or occupational disease may be eligible to receive benefits from the Bureau of Workers' Compensation (BWC).

### 12.02      Employee Procedure

A County employee who is involved in a work-related accident/injury or is diagnosed with an occupational disease must adhere to the following procedure:

1. The employee must immediately notify their supervisor of the work-related accident/injury or occupational disease diagnosis. If the employee is incapacitated, the employee must notify their supervisor as soon as practicable.
2. The employee must complete a Cuyahoga County Accident Investigation Report within 24 hours of the occurrence, unless confined to the hospital. If confined to the hospital, the employee must complete the accident report within 24 hours of release from the hospital.
3. The employee may seek treatment at the medical provider of their choice so long as the provider is BWC certified. If medical care is needed, the employee should obtain a Managed Care Organization (MCO) card from Human Resources for submittal to their provider. If immediate medical care is needed, the employee does not need to obtain a MCO card. Rather, the employee should inform their provider that they have a work-related injury and refer them to the County's MCO, **University Hospitals CompCare** ([www.UHCompCare.com](http://www.UHCompCare.com)) **1-800-818-7273**.

**NOTE:** An employee who is involved in a work-related accident/injury may be required to submit to a drug and/or alcohol test pursuant to Revised Code Section 4123.54. The results of the drug and/or alcohol test, or the employee's refusal to submit to the test may affect the employee's eligibility for compensation and benefits pursuant to Revised Code Section 4123.54 and Chapter 4121 of the Revised Code and will subject the employee to the provisions of the County's Fitness for Duty Program (Section 7.04).



Employees who are off work due to a work-related accident/injury or occupational disease are responsible to keep their supervisors notified of their work status and to provide appropriate documentation from their physician. Appropriate documentation includes certification of total disability (BWC Form - C-84) and physician's reports of work ability (BWC Form - Medco-14).

If the employee is released to light or full duty, the employee must provide appropriate documentation from their physician to Human Resources and the County Workers' Compensation Office.

If an employee is required to attend an Industrial Commission hearing, he or she will be given up to two (2) hours of paid leave. The employee must present the Hearing Notice from the Industrial Commission to their supervisor prior to the hearing date in order to be granted the paid leave.

If an employee is required to attend a County or BWC mandated medical examination, he or she will be given up to four (4) hours of paid leave time to attend. The employee must present their supervisor with the written letter from the BWC, MCO or TPA in order to be granted the paid leave.

**NOTE:** Time off for attendance at any medical appointment not mandated by the County or BWC must be covered by the employee's own leave time.



## **12.03      Supervisor Procedure**

Immediately upon receipt of notification from an employee of a job-related accident/injury or occupational disease diagnosis, the supervisor shall:

1. Provide the employee with a “Cuyahoga County Injury Care Packet.” Reporting packets can be obtained from Human Resources. The reporting packets contain the Accident Investigation Report that must be filled out by the employee; and
2. Contact Human Resources to notify them of the incident.

**NOTE:** If the incident in question involves a vehicle accident, the supervisor is also required to contact Fitness for Duty and Protective Services in accordance with Section 16.04 of this Manual.

Upon receipt of the completed Accident Report from the employee, the supervisor shall immediately give the form to Human Resources.



## **12.04      Relationship to Leave Time**

Employees who are off work for more than seven (7) calendar days due to a job-related accident/injury or occupational disease may be entitled to disability benefits through the BWC. It may be several weeks, however, before the BWC determines eligibility and issues the first disability check to an injured employee. County employees who are off work due to a job-related accident/injury or occupational disease have the following options while waiting for the BWC to determine eligibility and issue disability payments:

- **Sick Leave** – An employee may elect to use their accrued sick leave. The employee will continue to receive their full wages and benefits while using sick leave. The BWC, however, will not reimburse an employee for the usage of their sick time (i.e., the BWC will not issue retroactive payment of disability payments to cover the period of time where sick leave was used). In addition, the County will not reimburse or re-credit the employee for the sick time used.
- **Vacation/Compensatory/Exchange/Personal Leave** – An employee may elect to use their accrued vacation, compensatory, exchange or personal leave. The employee will continue to receive their full wages and benefits while using vacation, compensatory, exchange or personal leave. Should the BWC determine that the employee is eligible for disability payments, the BWC will issue retroactive disability payments to cover eligible periods where vacation, compensatory, exchange or personal leave were used. The County, however, will not reimburse or re-credit the employee for the vacation, compensatory, exchange or personal leave time used.
- **Unpaid Workers' Compensation Leave** - Injured employees also have the option of not receiving a paycheck from the county and waiting on BWC wage benefits. However, the decision to go into a no-pay status may affect health care benefits. Should the BWC determine that the employee is eligible for disability payments, the BWC will issue retroactive disability payments to cover eligible periods where unpaid workers' compensation leave was used. Should the BWC determine that the employee is ineligible to receive disability, the employee will not receive any retroactive payment or reimbursement from the BWC or the County.

**In addition, in the event that an FMLA eligible employee suffers lost time of three (3) days or more, the employee will be required to use their available FMLA time to cover up to the first twelve (12) weeks of lost time.**





## **12.05      Alternative Work Program**

### *Policy*

On July 1, 2003, the County passed a Resolution adopting the Cuyahoga County Alternative Work Policy. The passage of this Resolution indicates that the County fully supports the provision of alternative work opportunities for employees who have been injured at work and are eligible for Workers' Compensation Benefits. Employees who have been injured may be able to work for a specific period of time in a modified form of their present job or at a different job assignment.

This policy only pertains to employees with County work related injuries who have been released by their physician for alternative work/light duty. The policy may also be limited based on individual departmental work needs at a particular time.

### *Procedure*

- When an employee is injured, the County's MCO, **University Hospitals CompCare ([www.UHCompCare.com](http://www.UHCompCare.com)) 1-800-818-7273**, will review the employee's medical records and discuss restrictions with the employee's physician (or review Medco-14 form from physician). The MCO will also make available Functional Job Analyses for certain positions for review by the physician. The MCO will then make recommendations on appropriate candidates. A Department may also make recommendations for appropriate candidates. Appropriate candidates will likely miss more than 7 calendar days of work.
- The employee must file a workers' compensation claim with the BWC and complete the County's accident report before being considered for alternative work. However, the County's initial allowance order does not have to be issued prior to participation in the program.
- The County Workers' Compensation Office will work in conjunction with Department management to determine whether there is an appropriate alternative position within the employee's department.
- The Department may object to the assignment if there are already two employees from the Department participating in this program.
- If a bargaining employee is involved, the union will be notified of the assignment. The employee will be notified of their right to union representation regarding the assignment.
- The employee will maintain their current rate of pay and their bargaining status will remain in force. Where possible, all efforts will be made to assign the employee to their regular shift.



- The County Workers' Compensation Office will inform the employee by certified mail in writing of the new assignment, reporting time and work hours. A copy of this letter will be sent to the union (if applicable), Human Resources, Department Director(s) and supervisor(s).
- An employee will be eligible for alternative work for up to sixty (60) calendar days. This initial sixty-day period may be extended by agreement between the Department and employee (or union if a bargaining employee). At no time may an alternative work assignment exceed one hundred twenty (120) days.
- For an employee to be allowed to return to their prior position, the employee must provide a full release from their physician, indicating that the employee can perform the essential functions of the position, with or without accommodation, or have been granted a reasonable accommodation under the ADA. (See Section 4.07 of this Manual for more information on making a request for an ADA Accommodation.)



## **12.06      Wage Continuation Program**

The County Wage Continuation Program is an optional program available for employees who are injured at work and meet specific eligibility requirements. Under the Program, the employee will continue to receive their regular County wages as opposed to receiving workers' compensation disability benefits for up to sixty (60) calendar days while they are recovering from their injuries. The employee will also continue to receive their applicable benefits, including accrual of sick, vacation and retirement credit.

The program is entirely voluntary and the employee may opt out of the program at any time. The employee must meet all eligibility requirements and follow all mandated procedures to participate in the program. **The County reserves the right to make determinations on eligibility on a case by case basis.**

### Eligibility

- Injury or occupational disease must be compensable under Workers' Compensation Laws of the State of Ohio;
- Employee must miss more than seven (7) calendar days of work;
- Employee must fill out a county accident report in accordance with Section 12.02 of this Manual;
- Employee must use a medical provider from either MetroHealth or OccuCenters facilities.
- Employee must fill out a Wage Continuation Form (available from Human Resources), and return it to the County Workers' Compensation Office within 72 hours of the injury/diagnosis. If employee is hospitalized, the employee must return the form within 72 hours of their discharge from the hospital. There will be no retroactive application to this program;
- Employee must submit FMLA paperwork to Human Resources and are required to use their FMLA leave. Employees who are not eligible for FMLA leave are not eligible to participate in this program; **and**
- Employee must agree to participate in alternative work if eligible. The employee's participation in the alternative work program shall be governed by the rules set forth in Section 12.05 of this Manual.

### Procedure

- Upon receipt of the required forms, the Workers' Compensation Office will consult with the employee's supervisor and make a decision to either certify or reject the injury/occupational disease claim.
  - **Rejected** - the employee will not be eligible to participate in the program.
  - **Certified** - the Workers' Compensation Office will enroll the employee in the program.
  - **Certified, but later disallowed by the BWC** - the employee's participation in the program will be suspended until a final decision is issued on the claim. The employee will be required to use accumulated paid leave or FMLA leave during



this period of time if the employee has not been released by their doctor. If the employee does not have sufficient leave time to cover the absence, the employee may be placed on an extended unpaid sick/medical leave.

- If, after the appeals are exhausted, the claim is allowed, leave time used will be refunded.
- The employee's physician will be required to submit both a C-84 and Medco-14 along with an estimated return to work date to the Workers' Compensation Office. The Workers' Compensation Office will use these forms to determine the appropriateness of an alternative work assignment.
- Wage continuation may continue for a maximum of **sixty (60) calendar days** or until the employee's physician releases the employee to either full duty or alternative work, whichever is earlier.
  - The sixty-day limit applies to each injury (i.e., if an employee returns to work after forty-five (45) days of wage continuation, but later needs to be off work again for the same injury – the employee will only be authorized for fifteen (15) additional days of wage continuation. After a total of sixty (60) calendar days of wage continuation, the employee will not be eligible to participate in wage continuation for the same injury for the duration of the participant's service with the County.)
- If the employee is unable to return to work at the end of the sixty-day time period, he or she will be directed to seek benefits from the BWC. The employee will be required to continue on FMLA leave until exhausted.
- An employee may discontinue the program at any time. If the employee decides to opt out of the program, the employee may use his or her accumulated leave time and apply to use the standard Workers' Compensation Program. An employee who has opted out of the program may not opt back in at a later date.

### Medical Treatment

- Employees in the program must use a medical provider from either MetroHealth or OccuCenters facilities. It is recommended that employees with less serious injuries use OccuCenter, and employees with more serious injuries use MetroHealth.
- Any employee who fails to fully comply with his or her treating physicians recommendations, including treatment, medication, therapy, vocational rehabilitation, and/or alternative/transitional work assignment, will be immediately removed from the program and will forfeit any future claim to program benefits. Missing appointments will be considered non-cooperation.
- Employees in the program who are working in an alternative work position will be granted paid leave time for medical or physical therapy appointments with their approved physician. The employee will be required to submit documentation of the appointment to their supervisor, including the time he or she arrived and left the appointment. Failure to submit appropriate documentation will result in the employee being charged with sick leave for the time away from work
- Employees in the wage continuation program who have returned to full duty will be granted up to two (2) hours of leave time per day for medical appointments related to



their work-related injury for up to one (1) year following their date of injury. The appointment must be with their approved physician under this program and the employee will be required to submit documentation in the manner described in the prior paragraph.

*Prohibitions*

- An employee is not eligible to use leave donation while participating in this program.
- Employees in the program shall only be paid for their regularly scheduled hours during the period of disability.
- Employees may not maintain any other employment while collecting wage continuation.
- In the event that the County finds that an employee who has received wage continuation has filed a fraudulent claim, the County reserves the right to discipline the employee pursuant to Section 13 of this Manual, up to and including removal, and to recoup the full worth of all wage and benefit payments rendered to the employee.

**NOTE:** The County reserves the right to modify the wage continuation program at any time.



## Section 13:

# EMPLOYEE CONDUCT POLICY

### **13.01      Guidelines for Appropriate Conduct**

All County Employees are responsible for performing their jobs in a competent, professional manner and for conducting themselves, at all times, in a way that advances the goals of the County and increases public confidence in Cuyahoga County government. This requires County employees to exercise due care and regard for the safety and security of persons and property, and to refrain from behavior which might be harmful to the county's interests, or which violates or conflicts with the county policies and procedures.



## **13.02 Employee Dress/Appearance**

County employees are required to dress in a manner appropriate for their position. Unless otherwise required by their position, employees are generally required to dress in a manner that is “business appropriate.”

Although it is not possible to compile a complete list of acceptable and unacceptable attire, employees should always strive to dress in a way that maintains a business appearance and promotes a positive image and level of professionalism.

Employees should be aware that their respective Departments may have additional rules and regulations or more specific guidelines regarding employee dress/appearance. In determining the appropriate dress standards for individual units, Department management should consider the following factors:

- The nature of the work performed by the unit;
- The likelihood of interaction with the public; and
- Consistency amongst similarly situated units.

Department management has the right to take corrective action when an employee is improperly dressed. An employee who is dressed inappropriately may be sent home to change his or her clothes and may be subject to further discipline under this Section. An employee who is sent home shall be required to use his or her own accumulated vacation, compensatory or exchange leave to cover the time that he or she is away from the worksite to change clothes. In the event the employee has no vacation, compensatory or exchange time, the employee will be placed in AWOL status for the time that he or she is away from the worksite.

Nothing in this policy is intended to abridge an employee’s rights relating to non-discrimination or to hinder the advancement of diversity at the County. The County will reasonably accommodate those employees whose bona fide religious belief or disability requires special attire (*see Section 4.08* for information regarding requests for religious accommodation; *see Section 4.07* for information regarding disability accommodation requests).



### **13.03      Employee Responsibility for County Property**

Employees shall not abuse, neglect, waste or misappropriate County property. All employees are responsible for the proper care of any tools, materials, equipment or vehicles assigned for the performance of their jobs. No County tools, equipment, materials or vehicles shall be used for any purpose other than authorized work-related activities. No County tools, equipment or materials shall be taken from the worksite for any purpose unless specifically authorized by the employee's supervisor and/or management. Any violation of these requirements may subject an employee to discipline, up to and including removal.

Upon separation from County employment, employees must return to their Department Management all County-issued cell phones, pagers, computers, keys, uniforms, and other such equipment. In addition, employees must return their ID badges to Human Resources.





## **13.04 Recording of Conversations**

The County has established the following guidelines for the recording of telephone conversations, office meetings and office conversations concerning County business. Any violation of this Section could result in disciplinary action, up to and including removal.

### **Telephone Conversations**

County employees shall not record any telephone conversation involving the discussion of County business unless at least one of the following applies:

1. All parties first consent either verbally or in writing;
2. The party intending to record the conversation notified the other party – both at the beginning and at the end of the conversation – that the call is being recorded;
3. The Law Director or designee authorizes in writing an employee to record a telephone conversation without notice to, or consent of the other party or without the other party's consent (e.g., in furtherance of a sexual harassment investigation); or
4. County management authorizes the recording of a telephone conversation as a standard course of business (e.g., all telephone calls to the 696-KIDS hotline are recorded).

### **Office Meetings and Conversations**

County employees shall not record any internal office meetings, conversations, and/or any oral communication involving the discussion of matters pertaining to County business unless at least one of the following applies:

1. All parties first consent either verbally or in writing; or
2. The Law Director or designee authorizes in writing an employee to record a meeting/conversation without the other party's consent (e.g., in furtherance of a sexual harassment investigation).

An internal office meeting is defined as an assembly of two or more County employees for the purpose of discussing matters relating to the conduct of County business.

**NOTE:** This policy shall not apply to public meetings or any other meeting or forum involving the discussion of County business that is open to members of the general public, including, but not limited to, public hearings.



## **13.05      Workplace Search/Privacy Policy**

**NOTE:** See Section 15.02 for information regarding the County's electronic equipment/e-mail privacy policies.

County management may question employees and/or inspect any personal property or any area from which the County conducts business, including any spaces, facilities and/or vehicles leased by the county, when there are **reasonable grounds** for suspecting that the search will reveal evidence of work-related misconduct, including, but not limited to:

- When management has a reasonable suspicion that a search/questioning is necessary to safeguard another employee's safety or property;
- When management has a reasonable suspicion that a search/questioning is necessary to safeguard a County customer or their property;
- To protect County property from destruction and/or theft;
- To investigate possible violations of County policy; or
- In furtherance of an internal workplace harassment/discrimination investigation.

**County management will obtain authorization from either Human Resources or the Protective Services Division prior to conducting a workplace search.**

**NOTE:** Employees who are without their County issued ID Badge may be required to submit to a search through the use of a metal detector. In addition, all County employees may periodically be required to submit to a search through the use of a metal detector.



## **13.06      Professional Licenses**

Any County employee who is required as a condition of his or her employment to possess and maintain in good standing, a professional license (e.g., social worker license, license to practice law, etc.), shall immediately report any change in his or her licensure status to their Department Management (i.e., license revoked due to bad behavior or failure to renew). An employee who fails to promptly report any change in their licensure status may be subject to disciplinary action, up to and including removal.

## **13.07      Criminal Conviction**

**Any current County employee that is arrested and/or charged for one of the following crimes must immediately report said arrest to Human Resources:**

- Felonies (or under arrest for crime punishable as a felony);
- A crime involving dishonesty, fraud, or theft (e.g., forgery, burglary, robbery, credit card fraud, perjury, bribery, tax evasion);
- Crimes of moral turpitude (e.g., sex offenses, pandering, prostitution, importuning, public indecency);
- Crimes involving physical violence (e.g., assault, patient abuse or neglect); and
- Drug-related crimes (e.g., trafficking offenses, drug possession).

**Any employee who fails to disclose the fact that he or she has been arrested and/or charged for one of the above-described crimes is subject to disciplinary action, up to and including removal.**

Conviction of a crime or a history of criminal convictions may constitute cause for disciplinary action. Determination of such action will be based on an analysis of the responsibilities of the position and the nature and time frame of the conviction.



## **13.08 Inappropriate Conduct / Grounds for Discipline**

### Inappropriate Conduct

In accordance with Ohio civil service laws, the County considers the following conduct to be inappropriate and grounds for disciplinary action:

Incompetency	Violation of County Policy and/or Procedure
Inefficiency	Violation of any Ohio Civil Service Law
Dishonesty	Failure of Good Behavior
Drunkenness / Substance Abuse	Misfeasance
Immoral Conduct	Malfeasance
Insubordination	Nonfeasance
Discourteous Treatment of the Public	Felony Conviction
Neglect of Duty	

### Examples of Inappropriate Conduct

The following examples of inappropriate conduct are provided to assist County management with administration of the Progressive Discipline Program. **The examples, however, are provided solely for illustration, and are NOT intended to be exhaustive or exclusive.**

### **MINOR INFRACTIONS:**

**The following is a non-exclusive list of examples of minor infractions:**

<b>Type of Conduct</b>	<b>Examples:</b>
<i>Neglect of Duty / Inefficiency / Incompetency</i>	<ul style="list-style-type: none"> <li>Failing to follow call-in procedures for a single day of absence without approved leave.</li> <li>Taking unauthorized or extended lunch or other breaks.</li> <li>Being away from the worksite without permission or leaving work prior to the end of the shift without authorization.</li> <li>Loafing, loitering, or failing to perform work in a prompt and efficient manner.</li> <li>Reading material during regular work hours that is not job-related or authorized by management.</li> <li>Conducting non-work related business while on County time.</li> </ul>
<i>Violation of County Policy and/or Procedure</i>	<ul style="list-style-type: none"> <li>Abuse of County telephones for personal, local calls.</li> <li>Using County equipment or property for other than its intended purpose (including, but not limited to, e-mail and Internet).</li> <li>Failing to sign time sheets, properly register time or to punch time card.</li> <li>Smoking on County owned or leased properties (1 ticket)</li> </ul>
<i>Insubordination</i>	<ul style="list-style-type: none"> <li>Failing to follow supervisor's instructions or Departmental procedures.</li> </ul>
<i>Failure of Good Behavior</i>	<ul style="list-style-type: none"> <li><u>Behavior unbecoming toward the public or fellow employee</u></li> </ul>



**MAJOR INFRACTIONS:**

**The following is a non-exclusive list of examples of major infractions:**

<b>Type of Conduct</b>	<b>Examples:</b>
<i>Neglect of Duty / Inefficiency / Incompetency</i>	<ul style="list-style-type: none"> <li>• Sleeping while on duty (including paid breaks and lunch)</li> <li>• Leaving a post of continuous operation without authorization prior to the end of the shift or prior to proper relief.</li> <li>• Failing to follow call-in procedures for two consecutive days of absence without approved leave.</li> <li>• Failing to report for overtime after being scheduled to work overtime or refusing to work mandated (mandatory) overtime when assigned.</li> <li>• Failure to complete a legitimate job assignment.</li> <li>• Failure of a supervisor to properly supervise or enforce work rules or County policies and procedures.</li> </ul>
<i>Violation of County Policy and/or Procedure</i>	<ul style="list-style-type: none"> <li>• Abuse of County telephone for personal long distance calls.</li> <li>• Violation of County Policy and/or Procedures,</li> <li>• Smoking on County owned or leased properties (2 tickets)</li> </ul>
<i>Discourteous Treatment of the Public</i>	<ul style="list-style-type: none"> <li>• Failure to provide prompt, courteous service to the public.</li> </ul>
<i>Failure of Good Behavior</i>	<ul style="list-style-type: none"> <li>• Verbal abuse or profanity directed at a co-worker, supervisor, or the public.</li> <li>• Unauthorized sharing of confidential information about clients and/or employees.</li> <li>• Using another employee’s confidential computer identification code without authorization or giving another’s code to anyone to use.</li> <li>• Any act that would bring discredit to the employer</li> <li>• Failure to cooperate with a County investigation</li> </ul>
<i>Insubordination</i>	Refusing a legitimate job assignment or failing to perform a directive from a supervisor or management representative.

**REMOVABLE INFRACTIONS:**

**The following is a non-exclusive list of examples of removable infractions:**

<b>Type of Conduct</b>	<b>Examples:</b>
<i>Neglect of Duty / Inefficiency / Incompetency</i>	<ul style="list-style-type: none"> <li>• Egregious, flagrant or willful neglect in the performance of assigned duties.</li> <li>• Disregarding safety or security regulations that results or would likely in serious physical harm or major property loss or damage.</li> </ul>

	<ul style="list-style-type: none"> <li>• Egregious, flagrant, or willful failure of a supervisor to properly supervise and enforce work rules or County policies and procedures.</li> </ul>
<i>Violation of County Policy and/or Procedure</i>	<ul style="list-style-type: none"> <li>• Intentionally destroying County property or records without prior authorization.</li> <li>• Violation of County Policy and/or Procedures,</li> <li>• Smoking on County owned or leased properties (3 or more tickets)</li> </ul>
<i>Dishonesty</i>	<ul style="list-style-type: none"> <li>• Falsification of employment records or other County records in manual or automated systems, including falsification of stated reason for use of leave (e.g., abuse of sick leave or using sick leave for unauthorized purposes.)</li> <li>• Unauthorized punching, signing or altering other employee's time cards or timesheets</li> <li>• Unauthorized altering of one's own time card or sheet.</li> <li>• Making false claims or providing false information in investigations of workplace misconduct or accidents.</li> <li>• Making false claims or misrepresentations in an attempt to obtain any County benefit (e.g., health benefits, promotion, paid leave of absence, etc.).</li> </ul>
<i>Felony Conviction</i>	<ul style="list-style-type: none"> <li>• Conviction of a felony.</li> </ul>
<i>Failure of Good Behavior</i>	<ul style="list-style-type: none"> <li>• Soliciting or accepting a gratuity or bribe from anyone conducting business with the County or seeking to do business with the County.</li> <li>• Using obscene, abusive, or threatening language or gestures, or performing an act with intent to cause injury to another.</li> <li>• Striking or physically assaulting another person.</li> <li>• Fighting, except for self-defense.</li> <li>• Theft of property from co-workers, the County or others.</li> <li>• Unauthorized possession of a firearm, explosives, or other dangerous weapons on County property or while engaged in County business.</li> <li>• Performing an act which constitutes a felony under the laws of the United States, the State of Ohio or the jurisdiction in which the act was committed.</li> <li>• Making an unwelcome, uninvited sexual advance or request for a sexual favor, especially of a subordinate, a vendor or a customer, and/or touching someone else if it is unwelcome and uninvited.</li> <li>• Engaging in a pattern of behavior which creates a hostile, intimidating, or offensive work environment based on a protected characteristic.</li> <li>• Any act that would bring discredit to the employer.</li> </ul>
<i>Drunkenness / Substance Abuse</i>	<ul style="list-style-type: none"> <li>• Using alcoholic beverages on County property, or using alcoholic beverages while engaged in County business.</li> <li>• Possessing an open container of alcohol on County property or while engaged in County business.</li> <li>• Manufacturing, using, selling, or distributing alcohol or illicit drugs on</li> </ul>



	<p>County time or County property.</p> <ul style="list-style-type: none"> <li>• Refusal or failure to submit to a drug test as required.</li> <li>• Failing an alcohol or drug test in violation of the County’s Fitness for Duty Policy.</li> <li>• Tampering with a specimen or drug test including but not limited to the introduction of any foreign substance or specimen from another individual into or in place of the employee’s specimen.</li> </ul>
<u>Job Abandonment</u>	<ul style="list-style-type: none"> <li>• <u>Failing to follow call-in procedures for three (3) consecutive work days of absence without approved leave.</u></li> </ul>

Evaluation of Inappropriate Conduct

All inappropriate conduct shall be evaluated on a case by case basis, considering the following factors:

- 1) Level of disruption to County business.
- 2) Level of harm to the County’s interests.
- 3) Level of damage to the public’s trust and confidence in Cuyahoga County government.
- 4) The employee’s position and the degree of responsibility inherent in that position (i.e., supervisory vs. non-supervisory positions). **Employees who occupy a supervisory or management position are held to a higher standard of conduct commensurate with the level of leadership required of them.**
- 5) Whether the employee’s conduct is part of a continuing problem.
- 6) Whether the employee’s conduct put a co-worker, vendor or customer’s safety and/or security at risk.
- 7) Whether the employee’s honesty and veracity is brought into question because of his or her conduct.
- 8) Whether there are extenuating or mitigating circumstances.
- 9) Whether the inappropriate factor involves a violation of the County’s Code of Ethics (*See Section 3.*).

## **13.09      Progressive Discipline Program**

### *Purpose*

The County subscribes to a policy of progressive discipline. Progressive discipline is not intended to be punitive. Rather, the goal of this policy is to help the employee recognize and correct certain unacceptable behavior before it becomes serious enough, or frequent enough, to warrant termination of employment.

### *Application*

The Progressive Discipline Program applies to:

- Regular full-time and part-time employees (bargaining and non-bargaining); and
- Promotion or transfer probationary employees.

The Progressive Discipline Program may not apply to:

- New-hire probationary employees;
- Interns; and
- Temporary or seasonal employees
- Any employee who commits an offense deemed to be “removable” pursuant to Section 13.08.

In the event of a conflict, Federal, State and Local laws, rules, and regulations take precedence over Progressive Discipline policies and procedures. In addition, in the event of a conflict, collective bargaining agreements take precedence over Progressive Discipline policies and procedures.

### *Relationship to Attendance Control Program*

All attendance related discipline shall be administered in accordance with the Attendance Control Program (Section 14). Attendance related discipline, however, may be relevant under this Section as evidence of a continuing performance problem. In addition, failure to follow call in procedures is considered a Progressive Discipline offense and may be addressed separately from the related attendance control issue.

### *Procedure*

When a management representative determines that an employee has conducted himself or herself in a manner that is deemed “inappropriate” under Section 13.08 of the Policies and Procedures Manual, the management representative shall consult with Human Resources to determine the appropriate action to take. If an investigation is necessary, Human Resources will work with the management representative to gather the necessary information regarding the inappropriate conduct.

If Human Resources determines that the facts of the case may justify the imposition of a suspension, demotion, or removal, Human Resources will have the management representative complete a request for Pre-Disciplinary Conference in accordance with Section 13.11 of this Manual.





Depending on the nature of the discipline that is ultimately issued, the employee will either be notified of the discipline by his or her supervisor or Human Resources.

**NOTE:** All finalized disciplinary actions are permanently placed in the employee's personnel file. **The disciplinary action, however, will only remain active for two (2) years for purposes of progressive discipline.** The two-year period shall be measured backward from the date of the subsequent offense to the date the prior discipline was imposed.

### Types of Disciplinary Action

- **Verbal Reprimand-** A verbal reprimand is an articulation of the problem by the supervisor to the employee. This serves as a warning and may be administered before a supervisor applies stronger action. A verbal reprimand shall note the date and nature of the reprimand as well as specifically state that the employee is receiving a formal warning. A written record of the reprimands will be made and such will be made a part of the employee's personnel file. Such records should include the time, date, a brief description of the problem and direction given to the employee.
- **Written Reprimand** – The purpose of a written reprimand is to give an employee formal written notice that his or her conduct has been deemed to be inappropriate and of any action that may be necessary to correct said conduct. The written reprimand should also specify consequences if the employee does not correct his or her inappropriate conduct. If Human Resources determines that a written reprimand is appropriate pursuant to the Progressive Discipline Program, the supervisor or management representative shall prepare the written reprimand and submit it to Human Resources for review. Once approved by Human Resources, the supervisor or management representative will give the written reprimand to the employee. The written reprimand shall be signed by the supervisor or management representative, the employee and any third-party who witnessed the issuance of the written reprimand. The employee's signature is an acknowledgement of receipt of the form, not agreement with its contents. The original written reprimand shall be sent to Human Resources to be placed in the employee's personnel file, with copies to the employee and the employee's direct supervisor.
- **Working Suspension** - A working suspension results when the County requires an employee who is suspended to report to work to serve the suspension. An employee serving a working suspension shall continue to be compensated at the employee's regular rate of pay for hours worked. The disciplinary action shall be recorded in the employee's personnel file and has the same effect as a suspension without pay for the purpose of recording disciplinary actions. Working suspensions may be applied to situations other than attendance control issues at management's discretion with consultation from HR.



- ***Suspension*** - A suspension is a forced unpaid leave of absence from employment with the County. The County may require an employee who is suspended to report to work to serve the suspension. An employee serving a suspension in this manner shall continue to be compensated at the employee's regular rate of pay for hours worked. The disciplinary action shall be recorded in the employee's personnel file and has the same effect as a suspension without pay for the purpose of recording disciplinary actions.
- ***Reduction*** - See Section 5.15.
- ***Demotion*** - See Section 5.14.
- ***Removal*** – See Section 5.17.

**NOTE:** At the sole discretion of the Director of Human Resources or designee, an employee may be temporarily placed on paid administrative leave when the employee's inappropriate behavior is so serious that immediate removal from the workplace is necessary. This may be necessary because the employee's actions indicate that remaining on the job or returning to the job may be detrimental to the employee, co-workers, customers or the County. The employee will be required to leave County property pending an investigation into the employee's behavior. Examples of behavior that may require a placement on paid administrative leave include, but are not limited to, the "Removable Offenses" set forth in Section 13.08 of this Manual. Employees who are placed on paid administrative leave shall be prepared to return to work each day on leave and are required to call Human Resources prior to their regular starting time each day to determine whether they should return to work that day.



## **13.10      Conduct/Performance Improvement Measures**

The utilization of the measures described below can oftentimes help an employee improve his or her performance or conduct without having to initiate formal disciplinary procedures. Their purpose is to establish an understanding of the issues, exchange information, and establish job expectations. If the employee's performance or conduct does not improve, however, the supervisor shall initiate disciplinary proceedings in accordance with Section 13.09 of this Manual.

Management is strongly encouraged to consult with Human Resources prior to making use of the following measures:

**NOTE:** The following measures are NOT considered disciplinary action for purposes of the Progressive Discipline Program. These measures, however, may be mandated in conjunction with disciplinary action under the Progressive Discipline Program. An employee's failure to fulfill a mandate pursuant to this section constitutes insubordination and may subject the employee to disciplinary action. For example, an employee that is being suspended for inappropriate conduct may also receive a mandatory referral to the Employee Assistance Program as part of the disciplinary order. The employee's failure to fulfill the mandated referral would subject them to further disciplinary action for insubordination.

### Verbal Counseling

Verbal counseling involves a private meeting between supervisor and employee, whereby the employee is informed in detail of his or her conduct that the supervisor has deemed inappropriate and of any action that may be necessary to correct said conduct. The supervisor shall create a document detailing the reasons for and outcomes of the counseling. The supervisor and the employee shall sign the document. The supervisor shall retain the original and the employee shall receive a copy of the document. The employee's signature is an acknowledgement of receipt of the form, not agreement with its contents.

**NOTE:** "Verbal counseling" may also be referred to as "oral counseling" or "coaching".

### Performance Improvement Plan ("PIP")

A performance improvement plan is a formal process used by supervisors to help employees improve performance or modify behavior. The performance improvement plan, or PIP, as it is often called, identifies performance and/or behavioral issues that need to be corrected and creates a written plan of action to guide the improvement and/or corrective action. A PIP may be used in conjunction with a verbal counseling, a disciplinary action or a poor performance review.

Fundamentally, a PIP is a structured communication tool designed to facilitate constructive discussion between the employee and the supervisor. An effective PIP will:



- Consider the employee’s input;
- Specifically identify the performance to be improved or behavior to be corrected;
- Provide **reasonable and clear expectations** about the work to be performed or behavior that must change;
- Identify the support and resources available to help the employee make the required improvements;
- Establish a plan for reviewing the employee’s progress and providing feedback to the employee for the duration of the PIP; and
- Specify consequences if performance standards as identified in the PIP are not met.

**NOTE:** A “performance improvement plan” may also be referred to as a “corrective action plan or “CAP”.

Training

In an effort to further the professional development of its employees, the County will frequently offer a wide variety of training opportunities for its employees. Examples of the types of training that may be offered includes:

- Computer skills;
- Management/leadership training;
- Professionalism and business etiquette;
- Conflict management/resolution;
- Problem solving;
- Effective communication; and
- Project management.

**Attendance at training sessions can be mandated by County management. An employee that fails to attend a mandated training session will be subject to disciplinary action, up to and including termination of employment.**

Please contact Human Resources or refer to the County Intranet for more information regarding training opportunities.

Management Referral to Employee Assistance Program

Under certain circumstances, the County may deem it necessary to request that an employee seek assistance through the County’s Employee Assistance Program (EAP) (*See Section 7.03*). An employee who receives a management EAP referral will be treated in the same manner as an employee who voluntarily seeks assistance through the EAP except that the employee’s attendance, motivation level, and willingness to follow recommendations will be reported back to County management by the EAP administrator.



## **13.11      Pre-Disciplinary Conference (PDC)**

If Human Resources determines that the severity of the employee's conduct may justify imposition of a suspension, demotion or removal, Human Resources will prepare a Notice of Pre-Disciplinary Conference for issuance to the employee.

At any point prior to the PDC, the employee may choose to waive his or her opportunity to have a PDC. Attendance at the PDC is mandatory unless waived. Upon written request, the presiding Human Resources' official may grant the employee a reasonable continuance, if necessary.

The following rules of procedure shall apply to the PDC:

- a) The employee may present oral and/or written statements, testimony, documents etc., in response to each allegation of inappropriate conduct.
- b) The employee may choose to have one additional person (other than a subordinate employee) accompany them to the PDC as an observer. The observer shall not be permitted to speak on the employee's behalf. It is the employee's responsibility to notify their chosen observer that their attendance is desired.
- c) If the employee is a member of a union, he or she may be accompanied by a union representative in accordance with the applicable collective bargaining agreement. It is the employee's responsibility to notify the union representative that their attendance is desired.
- d) The County reserves the right to record the PDC. Unless otherwise authorized in his/her collective bargaining agreement, the employee has the right to request that the PDC be recorded. All recordings must be made on equipment provided by the County.



## **13.12      Appeals**

The Cuyahoga County Charter provides non-bargaining employees an appeals process for certain disciplinary action through the HRC. Revised Code Section 124.34 sets forth the specific types of discipline that may be appealed and outlines the procedures for filing an appeal with the HRC.

Should an employee elect to appeal a disciplinary action, they must file their written appeal with the Cuyahoga County Human Resource Commission (HRC). The appeal must actually be received and date stamped by the HRC by the tenth calendar day from the date the disciplinary letter is delivered to the employee by hand or to their last known mailing address, as maintained by Cuyahoga County, whichever occurs first. Employees may file with the HRC by email at [humanresourcecommission@cuyahogacounty.us](mailto:humanresourcecommission@cuyahogacounty.us), by facsimile at (216) 443-3694, in person by obtaining a date stamp, or by mail postmarked no later than the tenth calendar day from the date the disciplinary letter is delivered. It is advised that employees retain records of proof of service upon the HRC.

NOTE: Certain claims, such as claims of discrimination or harassment, do not fall under the jurisdiction of the HRC. If an action is not subject to HRC appeal, employees may elect to appeal these actions in accordance with the terms set forth in sections 4 or 17 of this policy manual.



## **Section 14:**

# **ATTENDANCE CONTROL PLAN**

### **14.01      Purpose**

Absenteeism and tardiness represent two of the most serious problems in county government. Absenteeism and tardiness disrupt work schedules, cause unnecessary overtime, and place an unfair burden on responsible employees and supervisors. The purpose of the Attendance Control Plan is to increase productivity and employee morale through the systematic reduction of employee absenteeism and tardiness.

### **14.02      AWOL (Absent Without Official Leave)**

AWOL occurs when an employee is away from his or her scheduled place of work or is tardy for reasons other than authorized leave. AWOL and tardiness are work rule violations.

The mere procurement of a physician's statement will not prevent the accumulation of AWOL hours, unless the absence is covered by approved leave.



## **14.03      Attendance Control Plan**

Attendance control is administered separately from the Progressive Discipline Program in Section 13.09. **Failure to follow departmental call-in procedures, however, is considered a separate offense which may be addressed under the Progressive Discipline Program in Section 13.09.**

**NOTE:** An employee may receive separate disciplinary action for a failure to follow call-in procedures and for AWOL arising out of the same incident. For example, if an employee fails to follow call in procedures for a single day of absence without approved leave, the employee would be subject to discipline for a “minor infraction” under Section 13.08 and would also receive eight (8) hours of AWOL time pursuant to the Attendance Control Plan.

The Attendance Control Plan shall be administered as follows:

### Stage 1

If the employee accumulates ten (10) or more hours of AWOL in a two-year period, the employee shall receive an **AWOL Written Reprimand**. The supervisor and employee shall sign the AWOL Written Reprimand and the original shall be sent to Human Resources to be placed in the employee’s personnel file, with a copy to the employee.

### Stage 2

If the employee accumulates twenty (20) or more hours of AWOL in a two-year period, the employee shall be subject to a **three-day working suspension**.

### Stage 3

If the employee accumulates thirty-six (36) or more hours of AWOL in a two-year, the employee shall be subject to **removal**.

### **Attendance Control Plan Summary Chart**

	<b>AWOL ACCUMULATION</b>	<b>DISCIPLINE</b>
<b>STAGE 1</b>	10 hours in a 2-year period	Written Reprimand
<b>STAGE 2</b>	20 hours in a two-year period	3-day Working Suspension
<b>STAGE 3</b>	36 hours in a two-year period	Removal

### *Section 14.03*





## **14.04      Appeals**

The Cuyahoga County Charter provides non-bargaining employees an appeals process for certain disciplinary action through the HRC. Revised Code Section 124.34 sets forth the specific types of discipline that may be appealed.

Should an employee elect to appeal a disciplinary action, they must file their written appeal with the Cuyahoga County Human Resource Commission (HRC). The appeal must actually be received and date stamped by the HRC by the tenth calendar day from the date the disciplinary letter is delivered to the employee by hand or to their last known mailing address, as maintained by Cuyahoga County, whichever occurs first. Employees may file with the HRC by email at [humanresourcecommission@cuyahogacounty.us](mailto:humanresourcecommission@cuyahogacounty.us), by facsimile at (216) 443-3694, in person by obtaining a date stamp, or by mail postmarked no later than the tenth calendar day from the date the disciplinary letter is delivered. It is advised that employees retain records of proof of service upon the HRC.

NOTE: Certain claims, such as claims of discrimination or harassment, do not fall under the jurisdiction of the HRC. If an action is not subject to HRC appeal, employees may elect to appeal these actions in accordance with the terms set forth in sections 4 or 17 of this policy manual.



## Section 15:

# ELECTRONIC EQUIPMENT AND COMMUNICATIONS

### **15.01      Electronic Equipment and Communications Policy**

Internet/Intranet/Extranet-related systems, including but not limited to computer equipment, software, operating systems, storage media, network accounts providing electronic mail, World Wide Web browsing, FTP, cellular telephones, and “smart phones” are the property of Cuyahoga County. These systems are to be used for business purposes in serving the interests of the County, the public and agency customers in the course of normal operations. Access and use of County provided communication equipment and services are provided at the discretion of the County and may be revoked at will.

Effective security is a team effort involving the participation and support of every Cuyahoga County employee and affiliate who deals with information and/or information systems. It is the responsibility of every computer user to know these guidelines, and to conduct their activities accordingly.

The purpose of this policy is to outline the acceptable use of electronic equipment at Cuyahoga County. These rules are in place to protect the employee and Cuyahoga County. Inappropriate use exposes Cuyahoga County to risks including virus attacks, compromise of network systems, data, services, and legal liability issues.

This policy applies to employees, contractors, consultants, temporaries, and other workers at Cuyahoga County, including all personnel affiliated with third parties. This policy applies to all equipment that is owned or leased by Cuyahoga County.



## **15.02      Privacy Expectations**

County employees do not have a right, nor should they have an expectation, of privacy while using any County electronic equipment at any time, including accessing the Internet and/or using County owned/provided e-mail. By using County electronic equipment, County employees make express agreement to consent to disclose the contents of any type of information maintained on or passed through County electronic equipment. **In addition, any record created by an employee when using County electronic equipment (e.g., e-mail record, internet usage history), is generally considered a public record subject to disclosure upon request.**

By using County electronic equipment, consent to monitoring and recording is implied with or without cause, including, but not limited to, accessing the Internet and using County owned/provided e-mail. Any use of County communication resources is made with the understanding that such use is generally not secure, is not private, and is not anonymous.

**All County provided electronic equipment, and its contents, may be monitored and inspected at any time without prior notice.** Electronic communications may be disclosed within a Department to those who have a need to know in the performance of their duties. Department Directors, system managers, and supervisors may access any electronic communications at any time.



## **15.03      Security and Proprietary Information**

The following guidelines are designed to protect County employees, partners and the public from illegal or damaging actions by individuals, either knowingly or unknowingly:

1. Keep passwords secure and do not share accounts. Authorized users are responsible for the security of their passwords and accounts. System level passwords should be changed quarterly, user level passwords should be changed every six months.
2. All PCs, laptops and workstations should be secured with a password-protected screensaver with the automatic activation feature set at 10 minutes or less, or by logging-off (control-alt-delete for Win2K users) when the host will be unattended.
3. Use encryption of information in compliance with Information Services Center's Acceptable Encryption Use policy. This policy may be found at: [http://10.4.1.23/ccisc/pdf/policies/ISCSecurityPolicyProcedures\\_0309.pdf](http://10.4.1.23/ccisc/pdf/policies/ISCSecurityPolicyProcedures_0309.pdf)
4. Because information contained on portable computers is especially vulnerable, special care should be exercised. Protect laptops in accordance with good judgment and best practices in protecting county owned equipment.
5. Postings by employees from a Cuyahoga County email address to newsgroups should contain a disclaimer stating that the opinions expressed are strictly their own and not necessarily those of Cuyahoga County, unless posting is in the course of business duties.
6. All hosts used by the employee that are connected to the Cuyahoga County Internet/Intranet/Extranet, whether owned by the employee or Cuyahoga County, shall be continually executing approved virus-scanning software with a current virus database unless overridden by departmental or group policy.
7. Employees must use extreme caution when opening e-mail attachments received from unknown senders, which may contain viruses, e-mail bombs, or Trojan horse code.



## **15.04 Prohibited Uses of Electronic Equipment and Communications**

Prohibited use of County equipment and/or electronic communications may subject the violator to disciplinary action, up to and including removal. Prohibited usage may also expose the violator to criminal prosecution. Examples of prohibited uses of electronic equipment and communication are:

**NOTE:** Employees may be exempted from these restrictions during the course of their legitimate job responsibilities (e.g., systems administration staff may have a need to disable the network access of a host if that host is disrupting production services.)

### System and Network Activities

The following activities are strictly prohibited, with no exceptions:

1. Violations of the rights of any person or company protected by copyright, trade secret, patent or other intellectual property, or similar laws or regulations, including, but not limited to, the installation or distribution of "pirated" or other software products that are not appropriately licensed for use by Cuyahoga County.
2. Unauthorized copying of copyrighted material including, but not limited to, digitization and distribution of photographs from magazines, books or other copyrighted sources, copyrighted music, and the installation of any copyrighted software for which Cuyahoga County or the end user does not have an active license is strictly prohibited.
3. Exporting software, technical information, encryption software or technology, in violation of international or regional export control laws, is illegal. The appropriate management should be consulted prior to export of any material that is in question.
4. Introduction of malicious programs into the network or server (e.g., viruses, worms, Trojan horses, e-mail bombs, etc.).
5. Sharing or revealing your account password to others or allowing use of your account by others. This includes friends, family and other household members when work is being done at home.
6. Using a Cuyahoga County computing asset to actively engage in procuring or transmitting material that is in violation of sexual harassment or hostile workplace laws in the user's local jurisdiction.
7. Making fraudulent offers of products, items, or services originating from any Cuyahoga County account.
8. Making statements about warranty, expressly or implied, unless it is a part of normal job duties.
9. Effecting security breaches or disruptions of network communication. Security breaches include, but are not limited to, accessing data of which the employee is not an intended recipient or logging into a server or account that the employee is not expressly authorized to access, unless these duties are within the scope of regular duties. For purposes of this section, "disruption" includes, but is not limited to, network sniffing, pinged floods, packet spoofing, denial of service, and forged routing information for malicious purposes.



10. Port scanning or security scanning is expressly prohibited unless prior notification to the Research and Security Department is completed.
11. Executing any form of network monitoring which will intercept data not intended for the employee's host, unless this activity is a part of the employee's normal job/duty.
12. Circumventing user authentication or security of any host, network or account.
13. Interfering with or denying service to any user other than the employee's host (for example, denial of service attack).
14. Using any program/script/command, or sending messages of any kind, with the intent to interfere with, or disable, a user's terminal session, via any means, locally or via the Internet/Intranet/Extranet.
15. Providing information about, or lists of, Cuyahoga County employees to parties outside Cuyahoga County.
16. Accessing inappropriate websites (e.g., pornography, gambling, etc.).

#### Email and Communications Activities

1. Sending unsolicited email messages, including the sending of "junk mail" or other advertising material to individuals who did not specifically request such material (email spam).
2. Any form of harassment via email, telephone or paging, whether through language, frequency, or size of messages.
3. Unauthorized use, or forging, of email header information.
4. Solicitation of email for any other email address, other than that of the poster's account, with the intent to harass or to collect replies.
5. Creating or forwarding "chain letters", "Ponzi" or other "pyramid" schemes of any type.
6. Use of unsolicited email originating from within Cuyahoga County's networks of other Internet/Intranet/Extranet service providers on behalf of, or to advertise, any service hosted by Cuyahoga County or connected via Cuyahoga County's network.
7. Posting the same or similar non-business-related messages to large numbers of Usenet newsgroups (newsgroup spam).

#### Weblogs ("Blogging")

1. Blogging by employees using Cuyahoga County's equipment or systems is subject to the terms and restrictions set forth in this Policy. Use of Cuyahoga County's systems to engage in blogging is acceptable, provided that it is done in a professional and responsible manner, does not otherwise violate Cuyahoga County's policy, is not detrimental to Cuyahoga County's best interests, and does not interfere with an employee's regular work duties. Blogging from Cuyahoga County's systems is subject to monitoring.
2. Cuyahoga County's Information Sensitivity policy also applies to blogging. As such, employees are prohibited from revealing any Cuyahoga County confidential or proprietary information, trade secrets or any other material covered by Cuyahoga County's Information Sensitivity policy when engaged in blogging.
3. Employees are prohibited from making any discriminatory, disparaging, defamatory or harassing comments when blogging or otherwise engaging in any conduct prohibited by Cuyahoga County's Non-Discrimination and Anti-Harassment policy.



4. Employees may also not attribute personal statements, opinions or beliefs to Cuyahoga County when engaged in blogging from Cuyahoga County systems. If an employee is expressing his or her beliefs and/or opinions in blogs, the employee may not, expressly or implicitly, represent themselves as an employee or representative of Cuyahoga County. Employees assume any and all risk associated with blogging, to include legal liability. Employees may blog freely from their home personal computers or other access outlets assuming legal liability at their own risk.
5. Apart from following all laws pertaining to the handling and disclosure of copyrighted or export controlled materials, Cuyahoga County's trademarks, logos and any other Cuyahoga County intellectual property may not be used in connection with any blogging activity



## Section 16: **TRAVEL / DRIVING ON COUNTY BUSINESS**

### **16.01      Traveling on County Business**

Employees may be required to travel on County business in conjunction with their normal job assignments or in order to fulfill a special departmental need. Any decision to travel must be made in accordance with the policies and procedures set forth in the Cuyahoga County Travel Policy. An employee may be denied reimbursement for their travel expenses and may be subject to discipline, up to and including removal, if they fail to follow the policies and procedures set forth in the Cuyahoga County Travel Policy. **A copy of the Cuyahoga County Travel Policy is available on the County intranet. A copy may also be obtained by contacting Human Resources.**

County employees who are required to travel are responsible for conducting themselves, at all times, in a manner that advances the goals of the County and increases public confidence in County government. This requires County employees to refrain from behavior that might be harmful to the County's interests, or which violates or conflicts with County policies, practices and/or procedures. County employees shall exercise good judgment while traveling on County business and shall observe all of the County's rules while traveling, including, but not limited to rules regarding:

- Personal appearance ([Section 13.02](#));
- Alcohol and drug use ([Section 7.01](#)); and
- Sexual or other workplace harassment ([Section 4.03](#)).

Any failure to adhere to these requirements constitutes an infraction of the County Discipline Policy ([Section 13](#)), which may result in disciplinary action, up to and including removal from County employment.





## **16.02      Safety Belt Usage**

The County recognizes that safety belts are an important item of personal protective equipment and that safety belts save lives and reduce the severity of injuries to those who wear them. It is the County's commitment to do everything reasonable to prevent injuries to employees and damage to property and to protect the County, its employees and the general public from the results of vehicle accidents.

This policy applies to all County employees and to all occupants of vehicles driven by employees on County business. Occupants shall use safety belts in all vehicles driven on County business (whether County owned or privately owned vehicles). It is especially important that all employees demonstrate their commitment to and support of this policy by their strict adherence to it.

Any employee who is cited by a law enforcement agency for not wearing a safety belt will be responsible for any fines or other actions that may result as part of the citation. Employees who violate this policy may be subject to disciplinary action, up to and including removal.



## **16.03      Driving on County Business / Use of County Fleet Vehicles**

Every employee who drives or operates a County fleet vehicle at any time, or who operates any motor vehicle (i.e., employee's personal vehicle, rental vehicle) on, or in the course of County business must strictly adhere to the following requirements:

- The employee must have and maintain at all times, without interruption, a **valid driver's license** and the minimum **automobile insurance coverage** required by Ohio law. Employees are solely responsible to make sure that their licenses and automobile insurance are properly renewed/maintained.
- Employees are responsible to make sure that the **Ohio Bureau of Motor Vehicles (BMV) has the employee's correct mailing address**. Employees can notify the BMV of an address change by visiting the BMV website (<http://www.ohiobmv.com/>). If the BMV sends notification of a license suspension or other mailing to the address in its records, the employee is deemed to be properly notified and held responsible for having knowledge of the suspension or other matter.
- If the employee's **driver's license and/or insurance is expired, suspended, revoked, or otherwise invalid**, the employee shall **immediately report** this fact to their immediate supervisor, and **immediately stop driving** on, or in the course of County business. The employee's Department Director, with the concurrence of the Director of Human Resources, may allow the employee to resume driving on, or in the course of County business upon the employee providing acceptable proof of insurance coverage and driver's license (or appropriate occupational driving privileges granted by a court of competent jurisdiction). Other conditions may be imposed as appropriate in light of the circumstances of each individual case.

**NOTE:** Driving records are public information. County management has the authority and does conduct **routine inspections** of the driving records of its employees. Employees who are required to drive on, or in the course of County business are encouraged to periodically visit the Ohio BMV website (<http://www.ohiobmv.com>) to monitor the status of their license.

- All occupants (including non-employees) of any motor vehicle being used on, or in the course of County business are required to wear a **safety belt** at all times.
- Employees who are required to transport children on, or in the course of County business must follow all applicable Ohio laws regarding the use of **car seats** or other restraints.
- Employees must follow all **traffic laws and parking regulations**. Employees are solely responsible for the cost of any driving/moving infraction/violation, parking



tickets, impound charges, towing charges, and/or storage charges incurred while driving a County fleet vehicle or any vehicle on, or in the course of County business.

- The use of **alcohol** and/or other **controlled substances** – including a prescription or over the counter medication, which may temporarily render an employee unable to operate a vehicle safely – is strictly prohibited.
- An employee involved in a **motor vehicle accident** must strictly adhere to the vehicle accident reporting requirements set forth in Section 16.04 of this Manual.

**NOTE:** It is strongly recommended that an employee operating a vehicle pull to a safe location and park the vehicle **before** using a cell phone. It should also be noted that several municipalities strictly prohibit the use of a cell phone while driving.

#### Use of County Fleet Vehicle

Immediately upon becoming aware of the need for the use of a County fleet vehicle, a County employee should contact the Fleet Services Department at (216) 443-8952 to determine if a vehicle is available on their travel date. If a vehicle is available, the employee should submit a Vehicle Request Form to the Fleet Services Garage via facsimile at (216) 443-7806.

A County employee that operates a County fleet vehicle must adhere to the following additional requirements:

- **Personal use** of a fleet/pool vehicle is strictly prohibited.
- Fleet/pool vehicles may only be used during the **employee's regular working hours** or as approved by the employee's department management.
- Fleet/pool vehicles shall only be **operated by County employees**.
- **Non-County employees** shall not travel in a fleet/pool vehicle unless specifically authorized by the employee's department management.
- **Smoking** is strictly prohibited inside a fleet/pool vehicle.
- Employees must comply with the Cuyahoga County **Vehicle Idling** Policy. A copy of the Idling Policy can be obtained by contacting the Fleet Services Department or by logging onto the County intranet.
- Fleet/pool vehicles may not be driven **out-of-state** without prior approval by the County.
- Fleet/pool vehicles may never be driven **out of the country**.
- Fleet/pool vehicles and keys must be **returned** by the specific date and time given and in the condition that they were received.



### Use of Personal Vehicle

A County employee who is required to drive or operate their personal vehicle on, or in the course of County business must adhere to the following additional requirements:

- The employee's personal vehicle's **automobile registration** must be current. If the employee's personal vehicle's automobile registration expires or is otherwise invalid, the employee must immediately notify his or her supervisor and immediately stop driving in the course of County business. The employee's Department Director, with the concurrence of the Director of Human Resources, may allow the employee to resume driving their personal vehicle on, or in the course of County business upon the employee providing acceptable proof of valid automobile registration.
- An employee on, or in the course of County business **may not be transported by a non-County employee unless approved by the employee's supervisor.**
- Every employee who submits a **Travel Expense Report** for operating a personal vehicle on, or in the course of County business, certifies that he or she has a valid driver's license, vehicle registration, financial responsibility (insurance), and personally operated the vehicle for which the travel expense is claimed.
- The employee must maintain the vehicle in a **good and safe operating condition.**
- Smoking is strictly prohibited within an employee's personal vehicle when transporting other employees and/or the public throughout the course of county business.

Employees who are required to drive their personal vehicle on, or in the course of County business should refer to the policies and procedures set forth in the Cuyahoga County Travel Policy for information regarding mileage and parking reimbursement. A copy of the Cuyahoga County Travel Policy is available on the County intranet. A copy may also be obtained by contacting Human Resources. **Any failure to conform to the requirement set forth in this Section constitutes an infraction of the County Discipline Policy (Section 13), which may result in disciplinary action, up to and including removal from County employment.**



## **16.04      Vehicle Accident Reporting Procedure**

For purposes of this Section, a “vehicle accident” is an accident that results in property damage and/or physical injuries to any parties involved in the accident.

### *Employee Duties*

An employee involved in a vehicle accident either, (1) occurring in the course of County business in a private/rental vehicle, or (2) occurring in a County vehicle at any time, **must** follow the following steps:

- 1) **Remain at the accident site unless it is necessary to immediately go to hospital.**
- 2) **Contact the appropriate authorities (i.e., dial 911).**
- 3) **Contact County Protective Services at 216-443-2141 or 1-888-814-3578.**
- 4) **Contact their immediate supervisor.**

After such accidents, the County employee may be required to submit to an alcohol and drug test depending on the circumstances. (See Section 7.04 for more information on County drug/alcohol testing policies and procedures.) Therefore, the employee shall remain at the accident site until they receive further instruction from either their supervisor, Protective Services or the Fitness for Duty Coordinator.

**NOTE:** An employee who is incapacitated and/or transported by EMS to the hospital as a result of a vehicle accident shall contact their immediate supervisor as soon as practicable.

### *Supervisor Duties*

Upon receipt of notification of a vehicle accident involving a County employee, the supervisor shall immediately notify County Protective Services (216-443-2141).

**Any failure to conform to the requirement set forth in this Section constitutes an infraction of the County Discipline Policy (Section 13), which may result in disciplinary action, up to and including removal from County employment.**



## Section 17:

# EMPLOYEE COMPLAINT PROCEDURES

### **17.01**      **Equal Employment Opportunity Complaints**

See Section 4.05 for information regarding the Equal Employment Opportunity Complaint procedure.

### **17.02**      **Fair Labor Standards Act (FLSA) Complaints**

Non-bargaining employees shall use the following complaint procedure for disputes regarding alleged violations of the FLSA (*see* Section 6.01). Employees covered by a collective bargaining agreement shall use the grievance procedure outlined in their agreement.

An employee who has been designated by the County as being exempt from receiving overtime and/or compensatory time may file a written complaint if he or she believe that:

- He or she has been improperly designated as an exempt employee; **or**
- His or her paycheck has been improperly docked.

The written complaint should outline why the employee should not be considered exempt or the specific dates, amounts and circumstance regarding when the alleged improper docking occurred. This written complaint should be submitted to the County Human Resources Director for review.

Upon receipt of the complaint, the Human Resources Director or designee will investigate the allegation. After review, if the employee has been improperly designated or docked, the County will re-designate, reimburse and/or correct the wages of the employee. The decision issued pursuant to this section will be the final decision of the County.



## **17.03      General Complaints**

### Policy

For all complaints not involving equal employment or FLSA issues, County employees are encouraged to make every reasonable effort to resolve such complaints with his or her immediate supervisor. If the complaint cannot be resolved informally, employees may file a County General Complaint pursuant to the procedure outlined in this Section.

### Limitations

Certain issues are not subject to the County General Complaint Procedure. Examples include, but are not limited to:

- Administration of disciplinary action that entitles the employee to a right of appeal to the HRC;
- Removals, reductions or demotions during the new-hire probationary period;
- Collective bargaining issues (bargaining unit employees should refer to the grievance process set forth in their collective bargaining agreement);
- Position audit results;
- Temporary transfers of thirty (30) days or less;
- Layoffs;
- Disability separation decisions
- Performance evaluations; and
- Decisions based on fitness for duty examinations.

### Procedure

#### STEP 1: WRITTEN COMPLAINT TO DIRECTOR

- Employees wishing to file a complaint under this Section shall document his or her complaint in writing and submit it to his or her Department Director within ten (10) working days of the event upon which the complaint is based. **The complaint must specifically state the remedy the employee is seeking.**
- The Department Director and/or designee will investigate the complaint and/or discuss the issue with the employee.
- The Department Director will issue a written response within a reasonable period of time, generally not to exceed thirty (30) calendar days.

#### STEP 2: APPEAL TO DIRECTOR OF HUMAN RESOURCES

- If the employee is not satisfied with his or her Department Director's response, the employee may request review by the Director of Human Resources.
- The employee shall send his or her original complaint and the Department Director's response to the Director of Human Resources within ten (10) working days of receipt of the Department Director's response.
- The Director of Human Resources and/or designee will investigate the complaint and/or discuss the issue with the employee.



- The Director of Human Resources and/or designee will issue a written response to the complaint within a reasonable period of time, generally not to exceed thirty (30) calendar days.

### STEP 3: APPEAL TO THE COUNTY EXECUTIVE/DESIGNEE

- If the employee is not satisfied with the response submitted by the Director of Human Resources, the employee may request review by the County Executive/Designee.
- The employee shall send their original complaint and both prior responses to the County Administrator within ten (10) working days of receipt of the Director of Human Resources' response.
- The County Executive and/or designee will investigate the complaint and/or discuss the issue with the employee.
- The County Executive or designee will render a final decision on the appeal within a reasonable period of time, generally not to exceed forty-five (45) calendar days.





## Section 18: **RECORDS MANAGEMENT**

### **18.01**      **Confidential Information**

The County prohibits the release of confidential information, which consists of any information that is required by state or federal law or state or federal administrative rule to be kept confidential.

In addition, some information is specifically exempt from public inspection and copying under state public records law but is not required to be kept confidential. Release of such information is permitted only by any of the County's designated public records managers, and release of such information by anyone else is a violation of this section.

An employee who violates this section may be subject to disciplinary action, up to and including removal.

### **18.02**      **Compliance with Records Retention Schedule**

Each Department has established a policy to ensure that all County records are retained in compliance with all known local, state, and federal laws and regulations, all Ohio Historical Society requirements, and the internal operating needs of the County. Before disposing of any County records, employees must determine whether the disposal is in accordance with the applicable Records Retention Policy adopted by the employee's Department.

An employee should contact his or her Department's designated public records manager with any questions regarding records retention.



## **18.03      Personnel Records**

A personnel file on each employee is kept in the Human Resources Department's office. It contains information regarding training, experience, and employment as well as the work history of the employee with the County. An employee shall have the right to inspect his or her personnel file provided reasonable notification is given to the Human Resources Department.

It is the responsibility of the employee to immediately notify the Human Resources Department of any changes in address, telephone number, emergency information, name change and marital status. Employees are required to have a current permanent residence address and contact number on file at all times with the Human Resources Department. Post Office boxes are not sufficient for this purpose. Name and marital status changes require legal documentation (e.g., marriage certificate, divorce decree, etc.), which will also be provided to the Personnel and Benefits Divisions.

## **18.04      Electronic Mail Records**

Employees using electronic mail in the normal course of the County's business are responsible for adhering to the rules established for electronic mail (see [Section 15](#)). Electronic mail is to be used judiciously as such for conducting the business of the County. The use of e-mail for improper purposes, such as intimidation, harassment, non-County business, etc., may subject the employee to disciplinary action, up to and including removal.

**There is no expectation of privacy for County owned/provided e-mail accounts. The County, without notice to employees, reserves the right to routinely and randomly monitor and/or access any employee's County owned/provided e-mail account. In addition, any record created or received by an employee when using County owned/provided e-mail accounts is generally considered a public record subject to disclosure upon request.**

**NOTE:** See [Section 15](#) for more information on the County's Electronic Equipment and Communications Policy.

All e-mail sent or received through County owned/provided e-mail accounts is the property of Cuyahoga County.

The County has established a policy that electronic mail messages are records of the County and that they are subject to all established rules concerning records retention and management. The deletion of e-mail messages shall be done in accordance with the applicable Records Retention Policy adopted by the County.



## **18.05      Complying with Requests to Inspect and Copy County Records**

In cooperation with the County's designated public records managers, all County employees shall maintain public records so that they are readily available for inspection and copying and shall make public records available for inspection and provide copies of public records in accordance with the County's Public Records Policy, which is as follows:

### **Public Records Policy of Cuyahoga County, Ohio**

#### **Chapter 1: Rationale**

Believing that open government leads to a better-informed citizenry, greater public participation in government, better government, better public policy, and more effective use of public resources, the County Council establishes this Public Records Policy to insure the preservation and public accessibility of records relating to all functions of Cuyahoga County government. Cuyahoga County's policy in all of its functions is to strictly adhere to all of its obligations under Ohio's Public Records Law and to exceed those obligations whenever it is practical and makes sense to do so.

#### **Chapter 2: Definitions**

*Section 2.1:* "Committee" shall include subcommittees.

*Section 2.2:* "Public office" includes the following:

- (A) the office of the County Executive
- (B) the Cuyahoga County Council, including all of its committees
- (C) all departments, divisions, offices, or other organized bodies operating under the administration of the County Executive,
- (D) the Cuyahoga County Prosecuting Attorney,
- (E) all Boards, Commissions, and Advisory Councils to which the County Executive and/or the County Council appoint at least a majority of its members,
- (F) all Boards, Commissions, Advisory Councils and any similar body created by the Cuyahoga County Charter, the County Council, and/or the County Executive.

*Section 2.3:* As used in Section 2.2, a "similar body" must be formally organized, be on-going, and be involved in making or advising on public policy decisions.

*Section 2.4:* "Public record" includes any document, device, or item, regardless of physical form or characteristic, including electronic records, created or received by or coming under the jurisdiction of any public office, which serves to document the organization, functions, policies,



decisions, procedures, operation, or other activities of the office. All records which meet this definition are public records, unless exempted under section 149.43 of the Ohio Revised Code.

*Section 2.5:* "Electronic record" includes prepared documents such as word processing documents, spreadsheets, and graphic presentations as well as written electronic communications, including but not limited to electronic mail and text messages.

### Chapter 3: Scope of Ordinance

#### *Section 3.1: Applicability*

This ordinance is hereby adopted as the public records policy, required under Section 149.43 of the Ohio Revised Code, for every public office in Cuyahoga County government, as public office is defined in Section 2.2 of this ordinance, over which the Cuyahoga County Council has legislative authority.

### Chapter 4: County Records Commission

#### *Section 4.1: Creation of County Records Commission*

There is hereby created, the County Records Commission, which shall succeed and replace the current County Records Commission. The County Records Commission shall consist of the County Executive, who shall serve as chairperson, the President of County Council, the Prosecuting Attorney, the Fiscal Officer, and the Clerk of Court of Common Pleas.

#### *Section 4.2: Appointment of Designees*

Each member of the County Records Commission shall appoint one designee, an employee of his/her office who is knowledgeable about the maintenance of public records, who shall attend meetings of the County Records Commission whenever the member is unable to do so.

#### *Section 4.3: Powers and Duties of County Records Commission*

The County Records Commission shall have all the powers and perform all the duties of County Records Commissions provided for in Section 149.38 of the Ohio Revised Code, including, but not limited to, the power to recommend applications for one-time disposal of records or proposed records retention schedules to the Ohio Historical Society.

#### *Section 4.4: Rules and Procedures of the County Records Commission*

The County Records Commission shall adopt its own rules and procedures, which shall be consistent with Section 149.38 of the Ohio Revised Code. Until such time as the County Records Commission adopts such rules, it shall operate under the rules of the prior County Records Commission that existed prior to the enactment of this ordinance.

#### *Section 4.5: Meetings of the County Records Commission*

The County Records Commission shall meet at the call of the chair as often as needed to respond to proposed records retention schedules and proposed one-time disposals of records, but shall meet a minimum of once every six (6) months.



*Section 4.6:* Within sixty (60) days after receiving a request for one-time disposal of records or a proposed records retention schedule from any office, the County Records Commission shall either approve the request and send it to the Ohio Historical Society for its consideration or return the request disapproved to the office that submitted it with a letter stating the reasons for disapproval.

## Chapter 5: Public Records

### *Section 5.1: Maintenance of Public Records*

All public offices within the scope of this ordinance shall organize and maintain all their public records so that they are readily available for inspection and copying in accordance with the Ohio Public Records Law and the Public Records Policy of Cuyahoga County.

### *Section 5.2: Maintenance of Electronic Mail*

All electronic mail sent or received through the Cuyahoga County Information Services Center shall be the property of Cuyahoga County. The necessity to maintain electronic mail as public records shall depend on the content of the records, not on the medium in which it is kept. It shall be the responsibility of the public records managers and each individual user to insure that electronic mail is maintained in accordance with the records retention schedule for each office, and that records which must be kept for an extended length of time will not be placed in files where they will be automatically deleted.

Each person covered by this ordinance shall also insure that all public record electronic mail sent or received outside of the County Information Service Center system are maintained so that they are readily available for inspection and copying in accordance with the records retention schedule for each office.

### *Section 5.3: Designation of Countywide Public Records Manager*

The County Archivist is hereby designated as the Countywide Public Records Manager and shall do the following:

- (A) Manage the public records of Cuyahoga County to insure that they are organized so as to be readily available to the public for inspection and copying and are maintained and disposed of in accordance with the records retention schedules of the various offices within Cuyahoga County government.
- (B) Assist the public records managers of the various public offices in Cuyahoga County in implementing a sound and consistent countywide public records process in accordance with this ordinance.
- (C) Assist the public offices within the scope of this ordinance in preparing and updating public records retention schedules.

### *Section 5.4: Designation of Deputy Countywide Public Records Manager*

The County Executive shall designate one employee of the executive office staff as Deputy County Public Records Manager, who shall do the following:

- (A) Assist the Countywide Public Records Manager in the performance of his/her duties;
- (B) Maintain the public records request log provided for in Section 6.5 of this ordinance;



- (C) Work with each public office to determine what kinds of public records requests are received by that office that relate to personal or business matters, rather than governmental operations, and are not required to be included in the public records request log;
- (D) Provide a copy of Cuyahoga County's Public Records policy to each public records manager and obtain a written acknowledgement from each records manager that the policy was received; and
- (E) Serve as the public records manager for the County Executive's office.

Section 5.5: Designation of Public Records Managers

(A) Each public office shall designate a public records manager who shall be responsible for the maintenance of the public records for that office and for handling public records requests directed to that office.

(B) For the following offices, the person designated as public records manager shall be an employee of the office who works at the principal place at which that office does business:

- (1) the County Executive, including all executive office staff
- (2) the County Council
- (3) the Law Department
- (4) the Sheriff
- (5) the Medical Examiner
- (6) the Clerk of Courts
- (7) the Department of Economic Development, which shall include the Office of

Regional Collaboration

- (8) the Information Officer
- (9) the Department of Public Works
- (10) the Department of Purchasing
- (11) the Department of Human Resources
- (12) the Fiscal Office
- (13) the Child Support Enforcement Agency
- (14) the Division of Children and Family Services
- (15) the Division of Employment and Family Services
- (16) the Division of Senior and Adult Services
- (17) the Director of Human Services, which shall include the Director's Office and all

other offices in the Department of Human Services not covered by items twelve (12) through fifteen (15) above.

- (18) the Inspector General

(C) Each office not listed in Subsection B of this section shall designate a public records manager who shall be one of the following:

- (1) an employee of that office or an officer of a Board, Commission, or Advisory Council,
- (2) the Deputy County Public Records Manager, or
- (3) an employee of Cuyahoga County, approved by the Deputy County Public Records Manager, who is the public records manager for another office with responsibilities related to those of the designating office.



*Section 5.6: Public Records Manager for County Council*

The Clerk of Council is hereby designated as public records manager for Cuyahoga County Council.

*Section 5.7: Records Retention Schedules*

Each public office shall have a records retention schedule in place, which shall specify, consistent with state law, the methods by which and the length of time that records shall be kept. For any office that has a records retention schedule in place at the time that this ordinance becomes effective, that records retention schedule shall remain in effect until it is amended according to the procedure set forth in Section 149.38 of the Ohio Revised Code. Each public office that does not have a records retention schedule in place at the time that this ordinance becomes effective shall propose a public records retention schedule to the County Records Commission, in accordance with the procedure set forth in Section 149.38 of the Ohio Revised Code, not later than June 30, 2011.

*Section 5.8: Interim Transient Records Retention Schedule*

Except to the extent that a different records retention schedule on transient communications is required for an office by state law, each public office that does not have a records retention schedule on transient communications in place at the time that this ordinance becomes effective shall use the transient records retention policy and schedule adopted by the County Commissioners on January 12, 2009, until such time as the office's records retention schedule on transient communications is updated, according to the procedure set forth in Section 149.38 of the Ohio Revised Code.

*Section 5.9: Publication of Public Records Policy*

(A) Each public office having public office space shall prepare a poster which shall describe the public records policy of that office, explain how to obtain public records, and name the public records manager for that office. The poster shall be displayed in a conspicuous place at the office and at any branch office where the office conducts business. Each office shall post the same information and its public records retention schedule on its web-page on the county's website.

(B) The County Executive and the Clerk of Council shall each post on their respective web-pages the full Public Records Policy of Cuyahoga County, a summary of that policy, instructions on how to obtain public records, and a list of all of the public records managers for Cuyahoga County government and their contact information, and the public records retention schedule for each office.

(C) The manual of general policies and procedures issued to all employees shall include the county's public records policy.

*Section 5.10: County Website*

The County shall maintain a readily accessible website, which shall include separate pages for the County Executive, the County Council, and each department in County government. The County Executive and the Clerk of County Council shall insure that the website is regularly updated to provide current information, including the notice, agenda, minutes, and reports of all



public meetings conducted by offices within the scope of this ordinance and instructions on how to obtain public records.

## Chapter 6: Public Records Requests

### *Section 6.1: Form of Records Request*

Any person requesting public records shall identify the records requested with sufficient clarity to allow the public office to identify, retrieve, and review the records requested. No specific language or form is required to make the request. If the records request is not sufficiently clear, the public records manager must contact the requestor for clarification, and should assist the requestor by providing information about the manner in which the office keeps its records.

### *Section 6.2: Identity of Requestor Not Required*

The requestor is not required to put a public records request in writing and does not need to provide his/her identity or the intended use of the records requested. The public office may request this information, particularly to aid in complying with the request, but must clearly state that providing this information is voluntary.

### *Section 6.3: Availability of Records*

Records shall be made available promptly for inspection or copying. Public records requests shall be given priority attention in any office receiving them, but reasonable time shall be allowed to comply with requests that are large, involve records stored other than at the site where the request was made, or involving records that must be inspected for possible redaction of information exempt from the public records law. Whenever a request is received that cannot be complied with immediately, the public office shall provide the requestor a receipt acknowledging and describing the public records request and may provide an estimate as to when a response can be provided.

### *Section 6.4: Denial of Request and Redaction of Records*

Any denial of records requested must include a written explanation, including legal authority. If part of a record requested is exempt from public records law, that part shall be redacted, and the remainder provided. Each redaction shall be accompanied by a written explanation, including legal authority.

### *Section 6.5: Public Records Request Log*

Each office shall maintain a log of all public records requests received that relate to governmental operations and shall forward a copy of the log at the end of each week to the Deputy Countywide Records Manager, who shall maintain a countywide public records log. Each office shall, with the approval of the Deputy Countywide Public Records Manager, determine what kinds of public records requests received by that office relate to personal or business matters, rather than governmental operations; and these requests shall not be required to be included in the log. For each public records request required to be included in the public records request log, the following information shall be provided:

- (A) the office that received the request
- (B) the date that the request was received,





- (C) the name of the requestor, if known
- (D) a brief description of what records were requested,
- (E) the date that response to the request was completed,
- (F) a brief description of any denials or redactions required.

Chapter 7: Costs of Public Records

*Section 7.1:* Persons requesting copies of public records shall be required to pay for the cost of making copies, at a rate not to exceed the actual cost of making copies. Payment in advance may be required.

Starting in calendar year 2011, the County Council shall biannually determine and establish the copying costs for public records.

*Section 7.2:* Except as otherwise provided by court order, the following copying costs shall apply until the County Council first determines and establishes copying costs for public records:

(A) The charge for paper copies shall be three cents (\$.03) per page. The charge shall be waived when less than one dollar (\$1.00).

(B) The charge for computer files downloaded to a compact disc shall be the actual cost, not to exceed \$1.26 per disc. The charge shall be waived when only one (1) disc is required to fulfill the request.

(C) There shall be no charge for copies provided by email.

(D) Each public office shall have the discretion to waive copying costs of ten dollars (\$10.00) or less when it determines that it is practical and cost-effective to do so, provided that the public office follows a consistent policy on waiver of copying fees for all requestors.



# County Council of Cuyahoga County, Ohio

## Ordinance No. O2013-0012

Sponsored by: <b>County Executive FitzGerald/Department of Human Resources on behalf of Human Resource Commission</b>	<b>An Ordinance</b> providing for adoption of various changes to the Cuyahoga County Non-Bargaining Classification Plan, and declaring the necessity that this Ordinance become immediately effective.
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WHEREAS, Section 9.01 of the Charter of Cuyahoga County states that the County's human resources policies and systems shall be established by ordinance and shall be administered in such a manner as will eliminate unnecessary expense and duplication of effort, while ensuring that persons will be employed in the public service without discrimination on the basis of race, color, religion, sex, national origin, sexual orientation, disability, age or ancestry; and,

WHEREAS, Section 9.03 of the Charter of Cuyahoga County states that the Cuyahoga County Human Resource Commission shall administer a clear, countywide classification and salary administration system for technical, specialist, administrative and clerical functions with a limited number of broad pay ranges within each classification; and,

WHEREAS, Section 2.10 of the Cuyahoga County Personnel Policies and Procedures Manual (Ordinances No. O2011-0015 and O2011-0028) states that the employment of all classified County employees is subject to the provisions of the Ohio Revised Code, the Ohio Administrative Code, the Cuyahoga County Administrative Rules and the Policies and Procedures Manual; and,

WHEREAS, the Director of Human Resources submitted several proposed changes to the Cuyahoga County Non-Bargaining Classification Plan; and,

WHEREAS, the Human Resource Commission considered this matter and has undergone significant review, evaluation and modification of such submitted changes to the Cuyahoga County Non-Bargaining Classification Plan; and,

WHEREAS, on April 3, 2013, the Human Resource Commission met and recommended the classification changes (attached hereto as Exhibits A through O), and recommend to County Council the formal adoption and implementation of the attached changes; and,

WHEREAS, it is necessary that this Ordinance become immediately effective in order that critical services provided by Cuyahoga County can continue and to provide for the usual, daily operation of a County entity.

**NOW, THEREFORE, BE IT ENACTED BY THE COUNTY COUNCIL OF CUYAHOGA COUNTY, OHIO:**

**SECTION 1.** The County Council hereby adopts the following changes to the Cuyahoga County Non-Bargaining Classification Plan:

New Classifications:

Exhibit A:	Class Title:	<i>Administrative Warden</i>
	Number:	1025502
	Pay Grade:	16
Exhibit B:	Class Title:	<i>Associate Warden</i>
	Number:	1025502
	Pay Grade:	13
Exhibit C:	Class Title:	<i>Chief Deputy, Civil</i>
	Number:	1025701
	Pay Grade:	14
Exhibit D:	Class Title:	<i>Corrections Operations Support Manager</i>
	Number:	1025301
	Pay Grade:	11
Exhibit E:	Class Title:	<i>Deputy Sheriff, Captain</i>
	Number:	1025601
	Pay Grade:	16
Exhibit F:	Class Title:	<i>Jail Administrator</i>
	Number:	1025503
	Pay Grade:	17
Exhibit G:	Class Title:	<i>Mental Health Intake Specialist</i>
	Number:	1054101
	Pay Grade:	6
Exhibit H:	Class Title:	<i>Motor Pool Attendant</i>
	Number:	1025201
	Pay Grade:	1
Exhibit I:	Class Title:	<i>Motor Pool Supervisor</i>
	Number:	1025202
	Pay Grade:	6
Exhibit J:	Class Title:	<i>Process Server</i>
	Number:	1025101
	Pay Grade:	3

Exhibit K: Class Title: *Psychiatric Services Supervisor*  
Number: 1054115  
Pay Grade: 13

Exhibit L: Class Title: *Social Service Specialist*  
Number: 1056251  
Pay Grade: 6

Revised Classifications:

Exhibit M: Class Title: *Legal Clerk 3*  
Number: 1013413  
Pay Grade: 4

Exhibit N: Class Title: *Security Lieutenant*  
Number: 1025401  
Pay Grade: 10

Exhibit O: Class Title: *Security Manager*  
Number: 1025402  
Pay Grade: 15

**SECTION 2.** It is necessary that this Ordinance become immediately effective for the usual daily operation of the County and the reasons set forth in the preamble. Provided that this Ordinance receives the affirmative vote of at least eight members of Council, it shall take effect and be in force immediately upon the earliest occurrence of any of the following: (1) its approval by the County Executive through signature, (2) the expiration of the time during which it may be disapproved by the County Executive under Section 3.10(6) of the Cuyahoga County Charter, or (3) its passage by at least eight members of Council after disapproval pursuant to Section 3.10(7) of the Cuyahoga County Charter. Otherwise, it shall take effect and be in force from and after the earliest period allowed by law.

**SECTION 3.** It is found and determined that all formal actions of this Council relating to the adoption of this Ordinance were adopted in an open meeting of the Council, and that all deliberations of this Council and of any of its committees that resulted in such formal action were in meetings open to the public, in compliance with all legal requirements, including Section 121.22 of the Ohio Revised Code.

On a motion by \_\_\_\_\_, seconded by \_\_\_\_\_, the foregoing Ordinance was duly enacted.

Yeas:

Nays:

\_\_\_\_\_  
County Council President

\_\_\_\_\_  
Date

\_\_\_\_\_  
County Executive

\_\_\_\_\_  
Date

\_\_\_\_\_  
Clerk of Council

\_\_\_\_\_  
Date

First Reading/Referred to Committee: May 14, 2013

Committee(s) Assigned: Human Resources, Appointments & Equity

Committee Report/Second Reading: May 28, 2013

Journal CC010

June 11, 2013

## CUYAHOGA COUNTY CLASSIFICATION SPECIFICATION

<b>Class Title:</b>	Administrative Warden	<b>Class Number:</b>	1025502
<b>FLSA:</b>	Exempt	<b>Pay Grade:</b>	16
<b>Dept:</b>	Sheriff's Office		

### Classification Function

The purpose of this classification is to manage daily activities of the Corrections division of the Sheriff's Department including inmate intake, booking, processing, and release procedures; to manage Sheriff's Department administrative functions including the employee roster, staffing, employee discipline and training.

### Distinguishing Characteristics

This single-position, management classification is responsible for management, coordination, and supervision of inmate intake, booking, processing, grievance resolution, and release procedures and of employee staffing including scheduling, discipline and staff training directly and through subordinate supervisors. This class works under general direction and requires the analysis and solution of operational, technical, administrative and management problems related to operations and activities within the division. The employee is expected participate in development of objectives, priorities, and procedures. The incumbent exercises discretion in applying policies and procedures to resolve organizational issues and to ensure that assigned activities are completed in a timely and efficient manner. This class is distinguished from the Jail Administrator in that the latter has responsibility for the Corrections division programs and activities.

### Essential Job Functions

**The following duties are normal for this classification. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.**

- 35% +/- 10%
- Directs and manages administrative functions of the Corrections Division directly and through subordinate supervisors and officers; directs inmate intake, booking, processing and classification; directs investigations of inmate grievances; maintains database of inmate grievances; directs inmate release operations.
- 25% +/- 10%
- Supervises the assigned division's functions directly and through subordinate supervisors; assigns and reviews work; approves hiring, promotions, discharges, and disciplinary actions; drives the employee roster process and conducts selections; resolves staffing issues; oversees employee discipline processes including conducting investigations, conducting disciplinary hearings, and resolving disciplinary disputes; evaluates training needs and provides instruction; evaluates performance; establishes and promotes employee morale; drives employee roster process and conducts employee roster selection.
- 25% +/- 10%
- Interacts and coordinates work with intradepartmental staff and with representatives of other County departments and/or agencies; reviews the work of assigned personnel to ensure compliance with departmental policy and standards; regularly evaluates the efficiency of assigned Corrections operations; prepares or coordinates the preparation of administrative studies, reports and recommendations.

## **Administrative Warden**

15% +/- 5%

- Communicates with inmates' families and attorneys; interacts with judicial system partners; represents the department by attending and participating in meetings, conferences, seminars and training; attends civil, administrative, and criminal hearings, proceedings and trials; stays abreast of new trends, requirements, and innovations in the field; provides responsive, high quality service to County employees, representatives of outside agencies and members of the public by providing accurate, complete and up-to-date information, in a courteous, efficient and timely manner; resolves difficult public relations issues.

### **Minimum Training and Experience Required to Perform Essential Job Functions**

Bachelor's degree with a major in law enforcement, corrections, social services or a related field; and five (5) years of law enforcement experience in a civilian governmental law enforcement correctional institution, which must have included a minimum of two (2) years of experience in a supervisory/management position; or an equivalent combination of education, training, and experience.

### **Additional Requirements**

Correctional Officer training.  
Correctional Officer Supervisory/Leadership training.

### **Minimum Physical and Mental Abilities Required to Perform Essential Job Functions**

#### **Physical Requirements**

- Ability to operate a variety of automated office machines including computers and peripheral equipment.

#### **Supervisory Responsibilities**

- Ability to schedule, assign, review, plan and coordinate the work of other employees and to maintain standards.
- Ability to provide instruction to other employees and to act on employee problems.
- Ability to prepare employee performance evaluations.
- Ability to recommend the discipline or discharge of employees.
- Ability to recommend the transfer, promotion or salary increase of other employees.

#### **Mathematical Ability**

- Ability to add, subtract, multiply, divide and calculate decimals and percentages and to calculate and understand descriptive statistics.

## **Administrative Warden**

### **Language Ability & Interpersonal Communication**

- Ability to perform mid to high level data analysis requiring managing of data and people deciding the time, sequence of operations or events within the context of a process, system or organization. Involves determining the necessity for revising goals, objectives, policies, procedures or functions based on the analysis of data/information and includes performance reviews pertinent to such objectives, functions and requirements.
- Ability to comprehend a variety of informational documents including inmate records, court notes, time sheets, invoices, records, grievances, disciplinary reports and architectural drawings.
- Ability to comprehend a variety of reference books and manuals including departmental and County policy manual, manuals, websites, architectural drawings, inmate handbook, contracts, and the Ohio Revised Code (ORC).
- Ability to prepare operational memos, statistical reports, performance appraisals, disciplinary reports, spreadsheets, training manuals, and other job related documents using prescribed format and conforming to all rules of punctuation, grammar, diction and style.
- Ability to manage, supervise and counsel employees, convince and influence others, to record and deliver information, to explain procedures, to follow instructions.
- Ability to develop and maintain effective working relationships with a variety of individuals within and outside the Department.
- Ability to use and interpret basic law, counseling and human resources terminology and language.
- Ability to communicate with staff, departmental employees and administrators, employees of outside agencies, service providers, inmates, families, department directors, attorneys, and judges.

### **Environmental Adaptability**

- Work is primarily performed indoors.
- Work may involve responding to security emergency situations.

*Cuyahoga County is an Equal Opportunity Employer. In compliance with the Americans with Disabilities Act, the County will provide reasonable accommodations to qualified individuals with disabilities and encourages both prospective employees and incumbents to discuss potential accommodations with the employer.*



## CUYAHOGA COUNTY CLASSIFICATION SPECIFICATION

<b>Class Title:</b>	Associate Warden	<b>Class Number:</b>	1025502
<b>FLSA:</b>	Exempt	<b>Pay Grade:</b>	13
<b>Dept:</b>	Sheriff's Office		

### Classification Function

The purpose of this classification is to plan, organize, coordinate, assign, direct, and review the work of Correctional Sergeants in the overall planning and organizing of the Corrections division.

### Distinguishing Characteristics

This is a second-line, full supervisory level class in the Correctional Deputy series, responsible for assisting in the management, coordination, supervision and control of the Corrections Division of the Sheriff's Department directly and through subordinate supervisors. This class works under direction and the incumbents study, evaluate, and recommend changes to, or develop of new policies and procedures for facility operations. The incumbent exercises discretion in applying policies and procedures to resolve organizational issues and to ensure that assigned activities are completed in a timely and efficient manner.

### Essential Job Functions

**The following duties are normal for this classification. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.**

- 35% +/- 10%
- Plans, organizes, directs, coordinates, supervises, and evaluates the work of subordinate supervisors; supervises the processing and conducts orientation of new inmates; supervises the preparation of work schedules for staff and inmates; conducts daily security inspections of facilities and grounds.
- 25% +/- 10%
- Supervises the maintenance of inmate accounts and funds; supervises the security of inmates; supervises crisis intervention, and casework services provided to inmates; responds to inmate grievances; disseminates rules and regulations; confers regularly with the Warden on the implementation of policies, programs, and procedures for the division.
- 30% +/- 5%
- Supervises the division's functions through subordinate supervisors; schedules, assigns and reviews work; recommends hiring, promotions, discharges, and disciplinary actions; conducts investigations into employee misconduct; assesses staffing requirements; evaluates performance; establishes and promotes employee morale; takes immediate command of personnel in emergencies and under special conditions, and directs their specific assignments; selects and trains the special response team.
- 10% +/- 5%
- Communicates with inmates' families; represents the department by attending and participating in meetings, seminars and training; stays abreast of new trends, requirements, and innovations in the field; provides responsive, high quality service to County employees, representatives of outside agencies and members of the public by providing accurate, complete and up-to-date information, in a courteous, efficient and timely manner; resolves difficult public relations issues.

## **Associate Warden**

### **Minimum Training and Experience Required to Perform Essential Job Functions**

Bachelor's degree in criminal justice or related field and five years law enforcement experience including one year of experience at the level of Correctional Sergeant; or an equivalent combination of education, training, and experience.

### **Additional Requirements**

None

### **Minimum Physical and Mental Abilities Required to Perform Essential Job Functions**

#### **Physical Requirements**

- Ability to operate a variety of automated office machines including computers and peripheral equipment and audio visual equipment.
- Ability to use a variety of law enforcement tools and equipment including various restraining devices.

#### **Supervisory Responsibilities**

- Ability to schedule, assign, review, plan and coordinate the work of other employees and to maintain standards.
- Ability to provide instruction to other employees and to act on employee problems.
- Ability to prepare employee performance evaluations.
- Ability to recommend the discipline or discharge of employees.
- Ability to recommend the transfer, promotion or salary increase of other employees.

#### **Mathematical Ability**

- Ability to add, subtract, multiply, and divide.

#### **Language Ability & Interpersonal Communication**

- Requires the ability to perform mid-level data analysis including the ability to audit, deduce, assess, conclude and appraise. Requires discretion in determining and referencing such to established criteria to define consequences and develop alternatives.
- Ability to comprehend a variety of informational documents including attendance reports, disciplinary reports, vacation requests, video recordings, and incident reports.
- Ability to comprehend a variety of reference books and manuals including departmental and county policy manual, manuals, websites, inmate handbook, standards, and the Ohio Revised Code (ORC).

### **Associate Warden**

- Ability to prepare memos, reports, performance appraisals, disciplinary reports, schedules, time slips, and other job related documents using prescribed format and conforming to all rules of punctuation, grammar, diction and style.
- Ability to supervise and counsel employees, convince and influence others, to record and deliver information, to explain procedures, to follow instructions.
- Ability to develop and maintain effective working relationships with a variety of individuals within and outside the Department.
- Ability to use and interpret basic legal and human resources terminology and language.
- Ability to communicate with staff, departmental employees and administrators, employees of outside agencies, families, inmates, and sales representatives.

### **Environmental Adaptability**

- Work is primarily performed indoors.
- Work may involve responding to security emergency situations.

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## CUYAHOGA COUNTY CLASSIFICATION SPECIFICATION

<b>Class Title:</b>	Chief Deputy, Civil	<b>Class Number:</b>	1025701
<b>FLSA:</b>	Exempt	<b>Pay Grade:</b>	14
<b>Dept:</b>	Sheriff's Office		

### Classification Function

The purpose of this classification is to plan, organize, and direct the operations and activities of the Civil division of the Sheriff's Department including the Body Attachments, Cashiers, Deeds and Distributions, Executions, Land Sales and Writs units; to assist the Sheriff in the overall planning and organizing of the Civil division.

### Distinguishing Characteristics

This single-position, management classification is responsible for management, coordination, supervision and control of the Civil Division of the Sheriff's Department directly and through subordinate supervisors. This class works under general direction and requires the analysis and solution of operational, technical, administrative and management problems related to operations and activities within the division. The employee is expected participate in development of objectives, priorities, and procedures, and participates in preparation of the division budget. The incumbent exercises discretion in applying policies and procedures to resolve organizational issues and to ensure that assigned activities are completed in a timely and efficient manner. This class is distinguished from the Sheriff in that the latter is the Department Director that has overall responsibility for all Department programs and activities.

### Essential Job Functions

The following duties are normal for this classification. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

- 35% +/- 10%
- Directs and manages the operations and activities of the Civil Division directly and through subordinate supervisors; coordinates work with intradepartmental staff, and with representatives of other county departments and/or agencies; reviews the work of assigned personnel to ensure compliance with departmental policy and standards.
- 25% +/- 10%
- Confers regularly with the Sheriff on the implementation of policies, programs, and procedures for the department; assists in the determination of departmental needs in terms of programs, personnel and equipment; regularly evaluates the efficiency of Civil division operations, the morale and discipline of employees and the department in general; prepares or directs the preparation of administrative studies, reports and recommendations.
- 25% +/- 5%
- Supervises the division's functions directly and through subordinate supervisors; coordinates and allocates work and balances staff accordingly; reviews work; approves hiring, promotions, discharges, and disciplinary actions; conducts investigations into employee misconduct; assesses staffing requirements; evaluates training needs and provides instruction; evaluates performance; establishes and promotes employee morale.

## **Chief Deputy - Civil**

5% +/- 2%

- Reviews and approves all checks and deeds prior to distribution; notarizes documents; oversees the service and returns of summons, subpoenas, and legal documents; reviews and submits bureau budget reports and statistics; recommends and approves expenditures; coordinates with the fiscal office; prepares annual reports.

10% +/- 5%

- Communicates with attorneys; represents the department by attending and participating in meetings, conferences, seminars and training; stays abreast of new trends, requirements, and innovations in the field; provides responsive, high quality service to County employees, representatives of outside agencies and members of the public by providing accurate, complete and up-to-date information, in a courteous, efficient and timely manner; resolves difficult public relations issues.

### **Minimum Training and Experience Required to Perform Essential Job Functions**

Bachelor's degree in criminal justice, social services, liberal arts, criminal justice, business administration or a closely related field and five (5) years of experience in a civilian governmental law enforcement institution, which must have included a minimum of two years of experience in a supervisory/management position; or an equivalent combination of education, training, and experience.

### **Additional Requirements**

None

### **Minimum Physical and Mental Abilities Required to Perform Essential Job Functions**

#### **Physical Requirements**

- Ability to operate a variety of automated office machines including computers and peripheral equipment.

#### **Supervisory Responsibilities**

- Ability to schedule, assign, review, plan and coordinate the work of other employees and to maintain standards.
- Ability to provide instruction to other employees and to act on employee problems.
- Ability to prepare employee performance evaluations.
- Ability to approve the discipline or discharge of employees.
- Ability to recommend the transfer, promotion or salary increase of other employees.

#### **Mathematical Ability**

- Ability to add, subtract, multiply, divide and calculate decimals and percentages.

## **Chief Deputy - Civil**

### **Language Ability & Interpersonal Communication**

- Ability to perform mid to high level data analysis requiring managing of data and people deciding the time, sequence of operations or events within the context of a process, system or organization. Involves determining the necessity for revising goals, objectives, policies, procedures or functions based on the analysis of data/information and includes performance reviews pertinent to such objectives, functions and requirements.
- Ability to comprehend a variety of informational documents including court notes, time sheets, invoices, records, process server duty sheets, daily work count, foreclosure bulletin, eviction return report, disciplinary reports, bank statements and applications.
- Ability to comprehend a variety of reference books and manuals including departmental and county policy manual, manuals, clerk's docket, sick call list, websites, contracts, and the Ohio Revised Code (ORC).
- Ability to prepare memos, reports, correspondence, performance appraisals, disciplinary reports, invoices, order forms, bulletin board, foreclosure data, and other job related documents using prescribed format and conforming to all rules of punctuation, grammar, diction and style.
- Ability to supervise and counsel employees, convince and influence others, to record and deliver information, to explain procedures, to follow instructions.
- Ability to develop and maintain effective working relationships with a variety of individuals within and outside the Department.
- Ability to use and interpret basic legal, counseling and human resources terminology and language.
- Ability to communicate with staff, departmental employees and administrators, employees of outside agencies, magistrates, clerks, auditors, treasurers, courts, department directors, and attorneys.

### **Environmental Adaptability**

- Work is primarily performed indoors in an office environment.

*Cuyahoga County is an Equal Opportunity Employer. In compliance with the Americans with Disabilities Act, the County will provide reasonable accommodations to qualified individuals with disabilities and encourages both prospective employees and incumbents to discuss potential accommodations with the employer.*

## CUYAHOGA COUNTY CLASSIFICATION SPECIFICATION

<b>Class Title:</b>	Corrections Operations Support Manager	<b>Class Number:</b>	1025301
<b>FLSA:</b>	Exempt	<b>Pay Grade:</b>	11
<b>Dept:</b>	Sheriff's Office		

### Classification Function

The purpose of this classification is to plan, organize, coordinate, and supervise the food services, laundry, inventory, sanitation and maintenance operations and activities for the Cuyahoga County Corrections Center.

### Distinguishing Characteristics

This is a management level class responsible for planning, organizing, coordinating, and supervising the operations and activities of the food services, laundry, inventory, sanitation and maintenance units for the Cuyahoga County Corrections Center. This class works under general direction and the incumbents evaluate and recommend changes to, or develop new policies and procedures for operations of the assigned functional areas within required standards and regulations. The incumbent exercises discretion in applying policies and procedures to resolve organizational issues and to ensure that assigned activities are completed in a timely and efficient manner. The employee in this class provides supervision to sworn and non-sworn lead classes and to classes that oversee the work of inmates. This class is distinguished from the Operations Warden in that the latter is the Division director that has overall responsibility for division programs and activities.

### Essential Job Functions

The following duties are normal for this classification. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

- 35% +/- 10%
- Plans, organizes, directs, coordinates, and supervises the functions of several units within the Corrections division of the Sheriff's Department; procures and/or oversees procurement of materials and equipment; receives, prepares, distributes and stores materials and equipment.
- 30% +/- 5%
- Supervises staff in the assigned units; schedules, assigns and reviews work; recommends hiring, promotions, discharges, and disciplinary actions; maintains standards; conducts investigations into employee misconduct; assesses staffing requirements; evaluates performance; establishes and promotes employee morale.
- 15% +/- 10%
- Determines recommends and implements facilities, equipment, and personnel requirements; recommends layout designs for food service facilities; plans menus according to requirements and standards; directs the selection, placement, use, and maintenance of food service equipment.
- 10% +/- 5%
- Compiles updates and completes records; writes reports; maintains MSDS books and ensures that materials are stored in required conditions.
- 10% +/- 5%
- Stays abreast of new trends, requirements, and innovations in the assigned areas; provides responsive, high quality service to those contacted in performance of duties; coordinates activities with appropriate County divisions and departments; provides accurate, complete and up-to-date information, in a courteous, efficient and timely manner; resolves public relations issues.

## Corrections Operations Support Manager

### **Minimum Training and Experience Required to Perform Essential Job Functions**

Associate's degree in food services, management, or business administration and six (6) years of experience in the food service industry which should include experience supervising staff; or an equivalent combination of education, training, and experience.

### **Additional Requirements**

None

### **Minimum Physical and Mental Abilities Required to Perform Essential Job Functions**

#### **Physical Requirements**

- Ability to operate a variety of automated office machines including computers and peripheral equipment.
- Ability to use a variety of food service, laundry, and sanitation tools, equipment, and supplies.

#### **Supervisory Responsibilities**

- Ability to schedule, assign, review, plan and coordinate the work of other employees and to maintain standards.
- Ability to provide instruction to other employees and to act on employee problems.
- Ability to prepare employee performance evaluations.
- Ability to recommend the discipline or discharge of employees.
- Ability to recommend the transfer, promotion or salary increase of other employees.

#### **Mathematical Ability**

- Ability to add, subtract, multiply, and divide and calculate decimals and percentages.

#### **Language Ability & Interpersonal Communication**

- Requires the ability to perform mid-level data analysis including the ability to audit, deduce, assess, conclude and appraise. Requires discretion in determining and referencing such to established criteria to define consequences and develop alternatives.
- Ability to comprehend a variety of informational documents including attendance reports, disciplinary reports, vacation requests, tracking sheets, invoices and incident reports.
- Ability to comprehend a variety of reference books and manuals including departmental and county policy manual, safety and sanitation manuals, standards, menus, MSDS books, labor contracts, and the Ohio Revised Code (ORC).
- Ability to prepare requisitions, logs, reports, performance appraisals, schedules, assignments, tracking sheets, menus, time slips, and other job related documents using prescribed format and conforming to all rules of punctuation, grammar, diction and style.



### Corrections Operations Support Manager

- Ability to supervise and counsel employees, convince and influence others, to record and deliver information, to explain procedures, to follow instructions.
- Ability to develop and maintain effective working relationships with a variety of individuals within and outside the Department.
- Ability to use and interpret basic mechanical terminology and language.
- Ability to communicate with staff, correctional officers, departmental employees and administrators, employees of outside departments and divisions, inmates, and sales representatives.

### Environmental Adaptability

- Work is primarily performed indoors.

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## CUYAHOGA COUNTY CLASSIFICATION SPECIFICATION

<b>Class Title:</b>	Deputy Sheriff, Captain	<b>Class Number:</b>	1025601
<b>FLSA:</b>	Exempt	<b>Pay Grade:</b>	16
<b>Dept:</b>	Sheriff's Office		

### Classification Function

The purpose of this classification is to plan, direct, and coordinate the activities of a number of organizational divisions and units within major division in the Sheriff's Department; to supervise assigned personnel; perform emergency command and control functions, as well as a variety of related administrative duties.

### Distinguishing Characteristics

This management classification is responsible for management, coordination, supervision and control of a number of assigned divisions and units within divisions in the Sheriff's Department directly and through subordinate supervisors. This class works under general direction and requires the analysis and solution of operational, technical, administrative and management problems related to functional areas within the assigned division. Responsibilities include multiple work sites and multiple budget units. The employee is expected participate in development of objectives, priorities, and procedures, and participates in preparation of division budgets. The incumbent exercises discretion in applying policies and procedures to resolve organizational issues and to ensure that assigned activities are completed in a timely and efficient manner. This class is distinguished from the Chief Deputy Sheriff in that the latter is the assistant Department Head that supports the Sheriff in overall responsibility for all Department programs and activities.

### Essential Job Functions

The following duties are normal for this classification. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

- 35% +/- 10%
- Directs and manages the operation of divisions and a number of specialized units within larger divisions of the department directly and through their respective commanding officers; coordinates the work of the unit with intradepartmental staff, and with representatives of other county departments and/or agencies; reviews the work of assigned personnel to ensure compliance with departmental policy and standards.
- 25% +/- 10%
- Reviews and revises existing policies and procedures; recommends, develops and implements new, approved policies and procedures; conducts inspection of personnel and facilities; prepares or directs the preparation of administrative studies, reports and recommendations.
- 25% +/- 5%
- Supervises the assigned divisions' functions directly and through subordinate supervisors; reviews duty reports; schedules, assigns and reviews work; recommends hiring, promotions, discharges, and disciplinary actions; documents misconduct; assesses staffing requirements; evaluates training needs and provides instruction; evaluates performance; establishes and promotes employee morale.
- 5% +/- 2%
- Reviews and submits bureau budget estimates; monitors bank accounts; recommends and approves expenditures; coordinates with the fiscal office; prepares yearly reports and auditing.

## **Deputy Sheriff, Captain**

10% +/- 5%

- Represents the department by attending and participating in meetings, conferences, seminars and training; attends civil, administrative, and criminal hearing, proceedings and trials; stays abreast of new trends, requirements, and innovations in the field; provides responsive, high quality service to County employees, representatives of outside agencies and members of the public by providing accurate, complete and up-to-date information, in a courteous, efficient and timely manner; resolves difficult public relations issues.

### **Minimum Training and Experience Required to Perform Essential Job Functions**

Bachelor's degree with a major in criminal justice, social services, liberal arts, business administration or a closely related field and four (4) years of law enforcement experience in a civilian governmental law enforcement agency, which must have included a minimum of two years of experience in a position equivalent to Sheriff's Lieutenant; or an equivalent combination of education, training, and experience.

### **Additional Requirements**

P.O.S.T Intermediate Certificate; P.O.S.T Advanced Certificate desirable.

### **Minimum Physical and Mental Abilities Required to Perform Essential Job Functions**

#### **Physical Requirements**

- Ability to operate a variety of automated office machines including computers and peripheral equipment.
- Ability to use a variety of law enforcement tools, equipment and supplies.

#### **Supervisory Responsibilities**

- Ability to schedule, assign, review, plan and coordinate the work of other employees and to maintain standards.
- Ability to provide instruction to other employees and to act on employee problems.
- Ability to prepare employee performance evaluations.
- Ability to recommend the discipline or discharge of employees.
- Ability to recommend the transfer, promotion or salary increase of other employees.

#### **Mathematical Ability**

- Ability to add, subtract, multiply, divide and calculate decimals and percentages and to calculate and understand descriptive statistics.

#### **Language Ability & Interpersonal Communication**

- Ability to perform mid to high level data analysis requiring managing of data and people deciding the time, sequence of operations or events within the context of a process, system or organization. Involves determining the necessity for revising goals, objectives, policies,

### **Deputy Sheriff, Captain**

procedures or functions based on the analysis of data/information and includes performance reviews pertinent to such objectives, functions and requirements.

- Ability to comprehend a variety of informational documents including time sheets, invoices, training requests, grievances, disciplinary reports, forms, purchase orders and applications.
- Ability to comprehend a variety of reference books and manuals including departmental and county policy manual, training manuals, contracts, law books, and the Ohio Revised Code (ORC).
- Ability to prepare memos, budget reports, performance appraisals, disciplinary reports, spreadsheets, training manuals, invoices, logs, equipment request and other job related documents using prescribed format and conforming to all rules of punctuation, grammar, diction and style.
- Ability to supervise and counsel employees, convince and influence others, to record and deliver information, to explain procedures, to follow instructions.
- Ability to develop and maintain effective working relationships with a variety of individuals within and outside the Department.
- Ability to use and interpret basic legal, medical, counseling and human resources terminology and language.
- Ability to communicate with staff, departmental employees and administrators, employees of outside agencies, department directors, attorneys, union representatives, and elected officials.

### **Environmental Adaptability**

- Work is primarily performed indoors, but also outdoors subject to heat, cold, wildlife/animals, and toxic agents.

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## CUYAHOGA COUNTY CLASSIFICATION SPECIFICATION

<b>Class Title:</b>	Jail Administrator	<b>Class Number:</b>	1025503
<b>FLSA:</b>	Exempt	<b>Pay Grade:</b>	17
<b>Dept:</b>	Sheriff's Office		

### Classification Function

The purpose of this classification is to plan, organize, and direct the activities of the Corrections division of the Sheriff's Department; to assist the Sheriff in the overall planning and organizing of the Corrections division.

### Distinguishing Characteristics

This single-position, management classification is responsible for management, coordination, supervision and control of the Corrections Division of the Sheriff's Department directly and through subordinate supervisors. This class works under general direction and requires the analysis and solution of operational, technical, administrative and management problems related to operations and activities within the division. The employee is expected participate in development of objectives, priorities, and procedures, and participates in preparation of the division budget. The incumbent exercises discretion in applying policies and procedures to resolve organizational issues and to ensure that assigned activities are completed in a timely and efficient manner. This class is distinguished from the Sheriff in that the latter is the Department Director that has overall responsibility for all Department programs and activities.

### Essential Job Functions

The following duties are normal for this classification. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

- 35% +/- 10%
- Directs and manages the operation of the Corrections Division directly and through subordinate supervisors; conducts and attends meetings; reviews daily activities and jail count; oversees inmate intake, classification and release; coordinates work with intradepartmental staff, and with representatives of other County departments and/or agencies; reviews the work of assigned personnel to ensure compliance with departmental policy and standards;
- 30% +/- 10%
- Confers regularly with the Sheriff on the implementation of policies, programs, and procedures for the department; evaluates, develops and implements policies, programs and procedures; evaluates the efficiency of Corrections operations, the morale and discipline of employees, and the condition of physical facilities and equipment; participates in contract negotiations; oversees the preparation of administrative studies, reports and recommendations; ensures security of the facility.
- 25% +/- 5%
- Responds to inquires; responds to grievances; conducts investigations into employee misconduct; assesses staffing requirements; oversees training needs; evaluates performance; establishes and promotes employee morale.
- 5% +/- 2%
- Reviews and submits budgets; oversees bank accounts; recommends and approves expenditures; coordinates with the fiscal office; prepares annual reports.
- 5% +/- 2%
- Communicates with inmates' families and attorneys; represents the department by attending and participating in meetings, conferences, seminars and training; attends civil, administrative, and

## **Jail Administrator**

criminal hearing, proceedings and trials; stays abreast of new trends, requirements, and innovations in the field; provides responsive, high quality service to County employees, representatives of outside agencies and members of the public by providing accurate, complete and up-to-date information, in a courteous, efficient and timely manner; resolves difficult public relations issues.

### **Minimum Training and Experience Required to Perform Essential Job Functions**

Bachelor's degree with a major in criminal justice, corrections, social services or a related field and seven (7) years of law enforcement experience in a civilian governmental law enforcement correctional institution, which must have included a minimum of two (2) years of experience in a supervisory/management position; or an equivalent combination of education, training, and experience.

### **Additional Requirements**

Correctional Officer Supervisory/Leadership training.

### **Minimum Physical and Mental Abilities Required to Perform Essential Job Functions**

#### **Physical Requirements**

- Ability to operate a variety of automated office machines including computers and peripheral equipment.

#### **Supervisory Responsibilities**

- Ability to schedule, assign, review, plan and coordinate the work of other employees and to maintain standards.
- Ability to provide instruction to other employees and to act on employee problems.
- Ability to prepare employee performance evaluations.
- Ability to recommend the discipline or discharge of employees.
- Ability to recommend the transfer, promotion or salary increase of other employees.

#### **Mathematical Ability**

- Ability to add, subtract, multiply, divide and calculate decimals and percentages and to calculate and understand descriptive statistics.

#### **Language Ability & Interpersonal Communication**

- Ability to perform mid to high level data analysis requiring managing of data and people deciding the time, sequence of operations or events within the context of a process, system, or organization. Involves determining the necessity for revising goals, objectives, policies, procedures or functions based on the analysis of data/information and includes performance reviews pertinent to such objectives, functions and requirements.
- Ability to comprehend a variety of informational documents including inmate records, court notes, incident reports, time sheets, invoices, records, grievances, disciplinary reports, purchase orders and applications.

### **Jail Administrator**

- Ability to comprehend a variety of reference books and manuals including departmental and County policy manual, manuals, law books, architectural books, websites, inmate handbook, contracts, and the Ohio Revised Code (ORC).
- Ability to prepare memos, reports, performance appraisals, disciplinary reports, spreadsheets, training manuals, invoices, equipment request and other job related documents using prescribed format and conforming to all rules of punctuation, grammar, diction and style.
- Ability to manage, supervise and counsel employees, convince and influence others, to record and deliver information, to explain procedures, to follow instructions.
- Ability to develop and maintain effective working relationships with a variety of individuals within and outside the Department.
- Ability to use and interpret basic law, counseling and human resources terminology and language.
- Ability to communicate with staff, departmental employees and administrators, employees of outside agencies, families, department directors, attorneys, union representatives, and elected officials.

### **Environmental Adaptability**

- Work is primarily performed indoors.
- Work involves responding to security emergency situations.

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## CUYAHOGA COUNTY CLASSIFICATION SPECIFICATION

<b>Class Title:</b>	Mental Health Intake Specialist	<b>Class Number:</b>	1054101
<b>FLSA:</b>	Non - Exempt	<b>Pay Grade:</b>	6
<b>Dept:</b>	Sheriff's Department		

### Classification Function

The purpose of this classification is to identify and refer individuals entering the jail system who have mental health, developmental disabilities, and/or substance abuse/dependency issues to specialized court services.

### Distinguishing Characteristics

This is an entry/journey-level clerical classification with responsibility for serving legal documents for the court system. Employees in this class initially work under direct supervision, progressing to general supervision as the incumbent becomes able to independently perform the full range of duties associated with this level. Employees are expected to use judgment in application of policies and procedures and in determining the needs and indicators of the people being screened.

### Essential Job Functions

The following duties are normal for this classification. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

- 70% +/- 10%
- Reviews daily bookings from the County jail to identify positive indicators to mental health screening questions; coordinate with the Mental Health unit in the Corrections division in scheduling psychiatric appointments to determine diagnosis; collects and faxes reports to Pretrial Services for Mental Health court docket eligibility determination; provides Pretrial Services with initial lists of mental health inmates identified during booking screening or by the Mental Health Board.
- 10% +/- 5%
- Provides reports to judges regarding the status of the mental health defendants on their docket; researches court information and other information.
- 20% +/- 5%
- Communicates with Mental Health liaisons to obtain information on inmates identified as consumers of Mental Health Board services; responds to inquiries from inmates on assigned floors regarding their incarceration, court or personal matters; answers written requests from inmates; attends meetings relevant to procedure development

### Minimum Training and Experience Required to Perform Essential Job Functions

Associate's degree in humanities, social services or a related field and two (2) law enforcement or related work; any combination of education, training, and experience.

### Additional Requirements

None



## Mental Health Intake Specialist

### **Minimum Physical and Mental Abilities Required to Perform Essential Job Functions**

#### **Physical Requirements**

- Ability to operate a variety of automated office machines including computers and peripheral equipment.

#### **Supervisory Responsibilities**

No supervisory requirements.

#### **Mathematical Ability**

- Ability to add, subtract, multiply, and divide.

#### **Language Ability & Interpersonal Communication**

- Requires the ability to perform basic level of data analysis including the ability to review, classify, categorize, prioritize and/or reference data, statutes and/or guidelines and/or group, rank, investigate and problem solve. Requires discretion in determining and referencing such to established standards to recognize interactive effects and relationships.
- Ability to comprehend a variety of informational documents including a daily booking list and psychiatric evaluations.
- Ability to comprehend a variety of reference books and manuals including policies and procedure manuals and Mental Health identified inmates jail list.
- Ability to prepare Word documents, emails and other job related documents using prescribed format and conforming to all rules of punctuation, grammar, diction and style.
- Ability to develop and maintain effective working relationships with a variety of individuals within and outside the Department.
- Ability to use and interpret basic legal and medical/mental health terminology and language.
- Ability to communicate with inmates, mental health liaisons, supervisor, court personnel, and Mental Health unit staff.

#### **Environmental Adaptability**

- Work is typically performed indoors.

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## CUYAHOGA COUNTY CLASSIFICATION SPECIFICATION

<b>Class Title:</b>	Motor Pool Attendant	<b>Class Number:</b>	1025201
<b>FLSA:</b>	Non-Exempt	<b>Pay Grade:</b>	1
<b>Dept:</b>	Sheriff's Office		

### Classification Function

The purpose of this classification is to perform work to ensure that vehicles in the Sheriff's Department motor pool are clean and in good working order.

### Distinguishing Characteristics

This is an entry/journey level class responsible for cleaning, performing minor maintenance and for transporting vehicles for servicing. Employees in this class initially work under direct supervision, progressing to general supervision as the incumbent becomes able to independently perform the full range of duties associated with this level. Assignments are limited in scope, contain fairly routine tasks, and are performed within a framework established by higher level employees. This class is distinguished from the Motor Pool Supervisor class that is responsible for the operations and activities of the unit.

### Essential Job Functions

The following duties are normal for this classification. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

- 40% +/- 10%
- Performs the operations and activities of the Motor Pool division in the Sheriff's department; inspects, performs minor maintenance, and cleans vehicles in the motor pool.
  
- 30% +/- 10%
- Ensures that vehicles are in good working order; tire pressure, tread wear, fuel and fluids are filled appropriately, that electrical systems are in working order, batteries charged, belts, hoses and wipers are in good repair, and that vehicles interiors and exteriors are washed and cleaned; may make minor repairs, such as fuse/bulb replacement, soldering broken equipment or wires; removes or installs van seats.
  
- 20% +/- 5%
- Transports of vehicles to be serviced, garaged, picked-up and delivered, as required; provides roadside assistance; transports people to meetings.
  
- 10% +/- 5%
- Cleans and maintains the work area and the level of the parking garage used by the motor pool.

### Minimum Training and Experience Required to Perform Essential Job Functions

Sufficient reading, writing and understanding of the English language to be able to perform job functions; some experience in vehicle maintenance and repair preferred; or an equivalent combination of education, training, and experience.

### Additional Requirements

None

## **Motor Pool Attendant**

### **Minimum Physical and Mental Abilities Required to Perform Essential Job Functions**

#### **Physical Requirements**

- Ability to operate a variety of tools and equipment used for vehicle cleaning and maintenance, such as hoses, brushes, jack, air compressor, battery charger, fuses, and bulbs.

#### **Supervisory Responsibilities**

No supervisory responsibilities.

#### **Mathematical Ability**

No mathematical requirements.

#### **Language Ability & Interpersonal Communication**

- Requires the ability to perform basic level of data analysis including the ability to review, classify, categorize, prioritize and/or reference data, statutes and/or guidelines and/or group, rank, investigate and diagnose. Requires discretion in determining and referencing such to established standards to recognize interactive effects and relationships.
- Ability to comprehend a variety of informational documents including employee performance evaluations, and timesheets and vacation requests.
- Ability to comprehend a variety of reference books and manuals including vehicle manuals and maps
- Ability to prepare mileage records, fuel receipts, time slips, and other job related documents using prescribed format and conforming to all rules of punctuation, grammar, diction and style.
- Ability to attend to a work assignment, following specific instruction or orders of a supervisor. No immediate response or verbal exchange is required unless clarification of instructions is needed. Only minimal contact is required.
- Ability to develop and maintain effective working relationships with a variety of individuals within and outside the Department.
- Ability to communicate with departmental employees, employees of outside agencies and departments/divisions.

#### **Environmental Adaptability**

- Work is primarily performed in a garage environment subject to noise, fumes and fluids.

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## CUYAHOGA COUNTY CLASSIFICATION SPECIFICATION

<b>Class Title:</b>	Motor Pool Supervisor	<b>Class Number:</b>	1025202
<b>FLSA:</b>	Non-Exempt	<b>Pay Grade:</b>	6
<b>Dept:</b>	Sheriff's Office		

### Classification Function

The purpose of this classification is to supervise and participate in the work performed by Motor Pool Attendants in the Motor Pool Division of the Sheriff's Department.

### Distinguishing Characteristics

This is a first-level supervisor class, responsible for supervision of Motor Pool Attendants. This class works under general supervision and the incumbents perform duties within a framework of policies and procedures. Employees are expected to ensure that assigned activities are completed in a timely and efficient manner. This class is distinguished from the Deputy Sheriff, Captain class in that the latter has responsibility for multiple divisions and units in the Sheriff's Department. It is further distinguished from the Motor Pool Attendant class that is an entry-journey level class and receives supervision from employees in this class.

### Essential Job Functions

The following duties are normal for this classification. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

- Supervises and coordinates the operations and activities of the Motor Pool division in the Sheriff's department. 40% +/- 10%
- Supervises the division's functions; schedules, assigns and reviews work; maintains standards; recommends hiring, promotions, discharges, and disciplinary actions; evaluates performance; establishes and promotes employee morale. 30% +/- 10%
- Participates in and oversees inspection, minor maintenance, and cleaning of vehicles in the motor pool; ensures that vehicles are in good working order; tire pressure, tread wear, fuel and fluids are filled appropriately, that electrical systems are in working order, batteries charged, belts, hoses and wipers are in good repair, and that vehicles are cleaned inside and out; oversees the transport of vehicles to be serviced, garaged, picked-up and delivered, as required; makes minor repairs, such as fuse/bulb replacement, soldering broken equipment or wires. 10% +/- 5%
- Participates in and oversees the cleaning and maintenance of the level of the parking garage used by the motor pool. 20% +/- 5%

### Minimum Training and Experience Required to Perform Essential Job Functions

High School diploma or GED; some experience in vehicle maintenance and repair and in supervision of employees preferred; or an equivalent combination of education, training, and experience.

### Additional Requirements

None

## **Motor Pool Supervisor**

### **Minimum Physical and Mental Abilities Required to Perform Essential Job Functions**

#### **Physical Requirements**

- Ability to operate a variety of tools and equipment used for vehicle maintenance, such as an air compressor, paints, battery charger, fuses, and bulbs.

#### **Supervisory Responsibilities**

- Ability to schedule, assign, review, plan and coordinate the work of other employees and to maintain standards.
- Ability to provide instruction to other employees and to act on employee problems.
- Ability to prepare employee performance evaluations.
- Ability to recommend the discipline or discharge of employees.

#### **Mathematical Ability**

- Ability to add and subtract.

#### **Language Ability & Interpersonal Communication**

- Requires the ability to perform basic level of data analysis including the ability to review, classify, categorize, prioritize and/or reference data, statutes and/or guidelines and/or group, rank, investigate and diagnose. Requires discretion in determining and referencing such to established standards to recognize interactive effects and relationships.
- Ability to comprehend a variety of informational documents including insurance cards, vehicle service intervals, recalls, listings, maintenance schedules, and employee performance evaluations, and vacation requests.
- Ability to comprehend a variety of reference books and manuals including departmental and county policy manual, vehicle manuals, and maps
- Ability to prepare mileage records, fuel receipts, performance appraisals, time slips, and other job related documents using prescribed format and conforming to all rules of punctuation, grammar, diction and style.
- Ability to supervise and counsel employees, convince and influence others, to record and deliver information, to explain procedures, to follow instructions.
- Ability to develop and maintain effective working relationships with a variety of individuals within and outside the Department.
- Ability to use and interpret basic mechanical and electrical terminology and language.
- Ability to communicate with staff, departmental employees, employees of outside agencies and departments/divisions.

## **Motor Pool Supervisor**

### **Environmental Adaptability**

- Work is primarily performed in a garage environment subject to noise, fumes and fluids.

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## CUYAHOGA COUNTY CLASSIFICATION SPECIFICATION

<b>Class Title:</b>	Process Server	<b>Class Number:</b>	1025101
<b>FLSA:</b>	Non - Exempt	<b>Pay Grade:</b>	3
<b>Dept:</b>	Sheriff's Department		

### Classification Function

The purpose of this classification is to deliver legal documents of the Cuyahoga County Common Pleas Court System.

### Distinguishing Characteristics

This is an entry/journey-level clerical classification with responsibility for serving legal documents for the court system. Employees in this class initially work under direct supervision, progressing to general supervision as the incumbent becomes able to independently perform the full range of duties associated with this level. Assignments are limited in scope, contain routine tasks, and are performed within a framework established by higher level employees.

### Essential Job Functions

The following duties are normal for this classification. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

- 70% +/- 10%
- Performs work related to the serving of legal documents from the courts; review daily documents to gain such information as names, addresses, mileage and routes; drives to each address and hand delivers documents to a person of suitable age or posts document at address; documents how papers were served, times, dates, locations, and mileage; returns to the same location the next day, if needed in order to serve the document.
- 10% +/- 5%
- Performs back-up for other Process Servers, when necessary.
- 10% +/- 5%
- Responds to inquiries regarding completed service or status of on-going attempts.
- 10% +/- 5%
- Testifies in court when ordered regarding the results of the service.

### Minimum Training and Experience Required to Perform Essential Job Functions

High school diploma or GED and one (1) year administrative or related experience; or any equivalent combination of education, training, and experience.

### Additional Requirements

Ohio State Drivers license.

### Minimum Physical and Mental Abilities Required to Perform Essential Job Functions

#### Physical Requirements

- Ability to drive a motor vehicle.

Process Server

### **Supervisory Responsibilities**

No supervisory requirements.

### **Mathematical Ability**

- Ability to add, subtract, multiply, and divide.

### **Language Ability & Interpersonal Communication**

- Requires the ability to perform basic level of data analysis including the ability to review, classify, categorize, prioritize and/or reference data, statutes and/or guidelines and/or group, rank, investigate and problem solve. Requires discretion in determining and referencing such to established standards to recognize interactive effects and relationships.
- Ability to comprehend a variety of informational documents including instructions for special service of subpoenas.
- Ability to comprehend a variety of reference books and manuals including policies and procedure manuals.
- Ability to prepare duty sheets, log books, document returns and other job related documents using prescribed format and conforming to all rules of punctuation, grammar, diction and style.
- Ability to develop and maintain effective working relationships with a variety of individuals within and outside the Department.
- Ability to use and interpret basic legal terminology and language.
- Ability to communicate with supervisors, co-workers, clients and subjects being served.

### **Environmental Adaptability**

- Work is typically performed outdoors, subject to heat, cold and traffic.

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## CUYAHOGA COUNTY CLASSIFICATION SPECIFICATION

<b>Class Title:</b>	Psychiatric Services Supervisor	<b>Class Number:</b>	1054115
<b>FLSA:</b>	Exempt	<b>Pay Grade:</b>	13
<b>Dept:</b>	Sheriff's Office		

### Classification Function

The purpose of this classification is to administer, coordinate, supervise, monitor and ensure quality of mental health services for the Cuyahoga County Corrections Center.

### Distinguishing Characteristics

This is a first-line supervisor class responsible for coordinating and supervising the psychiatric services for the Sheriff's department. This class works under direction and the incumbent evaluates and recommends changes to policies and procedures for the assigned functional area within required standards, regulations, and laws. The incumbent exercises discretion in applying policies and procedures to resolve organizational issues and to ensure that assigned activities are completed in a timely and efficient manner. The employee in this class provides supervision to professional and technical-level mental health nurses. This class is distinguished from the Health Care Manager who is responsible for management of physical and mental health programs in the Sheriff's department. It is further distinguished from the mental health Registered Nurses by coordinating and supervising their work.

### Essential Job Functions

The following duties are normal for this classification. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

- 45% +/- 10%
- Administers, coordinates, supervises, and participates in the work of mental health nurses; monitors and ensures that services are delivered in a timely and efficient manner; develops and monitors a mental health screening program for screening, evaluating, and referring inmates for mental health services; develops, assesses, and updates mental health services policies and procedures to ensure compliance with best practices, federal, state, and accrediting agency guidelines.
- 35% +/- 5%
- Supervises staff; schedules, assigns and reviews work; interviews and recommends hiring, promotions, discharges, and disciplinary actions; maintains standards; conducts investigations into employee misconduct; evaluates performance; establishes and promotes employee morale; counsels staff; monitors the need for and trains or arranges for staff training; ensures appropriate staffing levels and the availability of staff at all times.
- 10% +/- 5%
- Coordinates referrals and appointment services with clerical staff; compiles data regarding mental health services provided; updates and completes records; writes reports.
- 10% +/- 5%
- Stays abreast of new trends, requirements, and innovations in the assigned area; provides responsive, high quality service to those contacted in performance of duties; directs mental health team meetings; communicates with healthcare staff, correctional staff, community providers, members of the judicial system and family members as appropriate.

## Psychiatric Services Supervisor

### **Minimum Training and Experience Required to Perform Essential Job Functions**

Bachelor's degree in Nursing and five (5) years of experience as a nurse which must have included a minimum of one year of experience as a mental health nurse and two (2) years supervisory experience.

### **Additional Requirements**

Registered Nursing license.

### **Minimum Physical and Mental Abilities Required to Perform Essential Job Functions**

#### **Physical Requirements**

- Ability to operate a variety of automated office machines including computers and peripheral equipment.
- Ability to use a variety of medical tools, equipment, and supplies.

#### **Supervisory Responsibilities**

- Ability to schedule, assign, review, plan and coordinate the work of other employees and to maintain standards.
- Ability to provide instruction to other employees and to act on employee problems.
- Ability to prepare employee performance evaluations.
- Ability to recommend the discipline or discharge of employees.
- Ability to recommend the transfer, promotion or salary increase of other employees.

#### **Mathematical Ability**

- Ability to add, subtract, multiply, and divide and calculate decimals and percentages.

#### **Language Ability & Interpersonal Communication**

- Requires the ability to perform mid-level data analysis including the ability to audit, deduce, assess, conclude and appraise. Requires discretion in determining and referencing such to established criteria to define consequences and develop alternatives.
- Ability to comprehend a variety of informational documents including charts, court orders regarding medications, inmate grievances, performance evaluations, attendance reports, disciplinary reports, vacation requests, tracking sheets, and incident reports.
- Ability to comprehend a variety of reference books and manuals including departmental and county policy manual, safety manuals, medical books, the DSM, mental health services standards, Physicians' Desk Reference, nursing drug handbook, and the Ohio Revised Code (ORC).

### **Psychiatric Services Supervisor**

- Ability to prepare quality improvement reports, logs, performance appraisals, schedules, assignments, presentations, time slips, and other job related documents using prescribed format and conforming to all rules of punctuation, grammar, diction and style.
- Ability to supervise and counsel employees, convince and influence others, to record and deliver information, to explain procedures, to follow instructions.
- Ability to develop and maintain effective working relationships with a variety of individuals within and outside the Department.
- Ability to use and interpret basic medical, counseling and psychiatric terminology and language.
- Ability to communicate with managers, supervisors, psychiatrists, psychologists, correctional officers, departmental employees and administrators, employees of outside departments and divisions, inmates, and attorneys.

### **Environmental Adaptability**

- Work is primarily performed indoors.

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## CUYAHOGA COUNTY CLASSIFICATION SPECIFICATION

<b>Class Title:</b>	Social Service Specialist	<b>Class Number:</b>	1056251
<b>FLSA:</b>	Non - Exempt	<b>Pay Grade:</b>	6
<b>Dept:</b>	Sheriff's Department		

**Classification Function**

The purpose of this classification is to serve as a liaison between inmates and service providers, provide court case documentation and provide counseling, as needed.

**Distinguishing Characteristics**

This is an entry/journey-level social work classification with responsibility for responding to requests for court information and social social services. Employees in this class initially work under direct supervision, progressing to general supervision as the incumbent becomes able to independently perform the full range of duties associated with this level. Employees are expected to use judgment in application of policies and procedures and in determining the needs and indicators of the people being screened.

**Essential Job Functions**

The following duties are normal for this classification. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

- 50% +/- 10%
- Conducts face-to-face contact visits with inmates; responds to inmates' requests for services which may include researching court information, initiating social service referral or other miscellaneous referrals; reviews all forwarded mental health screening forms and makes necessary referrals; conducts rounds to assigned floors; responds to emergency situations.
- 20% +/- 5%
- Facilitates support and educational groups for inmates which may include anger management and other programs; participates in security hearings.
- 15% +/- 5%
- Functions as a liaison between inmates, their attorneys, caseworkers, probation/parole officers and family members.
- 10% +/- 5%
- Provides intervention and assessments for inmates with cognitive limitations.
- 5% +/- 2%
- Attends staff meetings; documents monthly statistics.

**Minimum Training and Experience Required to Perform Essential Job Functions**

Bachelor's degree in social services, humanities or a related field and one (1) year social work or related work; any combination of education, training, and experience.

**Additional Requirements**

None

**Minimum Physical and Mental Abilities Required to Perform Essential Job Functions**

**Physical Requirements**

- Ability to operate a variety of automated office machines including computers and peripheral equipment.

**Supervisory Responsibilities**

No supervisory requirements.

**Mathematical Ability**

- Ability to add, subtract, multiply, and divide.

**Language Ability & Interpersonal Communication**

- Requires the ability to perform basic level of data analysis including the ability to review, classify, categorize, prioritize and/or reference data, statutes and/or guidelines and/or group, rank, investigate and problem solve. Requires discretion in determining and referencing such to established standards to recognize interactive effects and relationships.
- Ability to comprehend a variety of informational documents including a inmate request forms, mental health referral forms, and departmental documentation.
- Ability to comprehend a variety of reference books and manuals including policies and procedure manuals, psychological manuals and mental health publications.
- Ability to prepare monthly statistical forms, memos, documents, emails and other job related documents using prescribed format and conforming to all rules of punctuation, grammar, diction and style.
- Ability to provide counseling, guidance, assistance, and/or interpretation to others regarding the application of procedures and standards to specific situations.
- Ability to develop and maintain effective working relationships with a variety of individuals within and outside the Department.
- Ability to use and interpret basic legal and medical/mental health terminology and language.
- Ability to communicate with inmates, mental health liaisons, attorneys, caseworkers, families, supervisor, court personnel, and Mental Health unit staff.

**Environmental Adaptability**

- Work is typically performed indoors.
- Work involves responding to emergency situations.

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## CUYAHOGA COUNTY CLASSIFICATION SPECIFICATION

<b>Class Title:</b>	Legal Clerk 3	<b>Class Number:</b>	1013413
<b>FLSA:</b>	Non - Exempt	<b>Pay Grade:</b>	4
<b>Dept:</b>	Clerk of Courts, Sheriff's Office		

### Classification Function

The purpose of this classification is to perform specialized and complex clerical work in support of both criminal and civil courts, including receiving, indexing, and recording court case information and/or legal documents, imaging documents, and providing information and assistance to County Court staff, attorneys, and the public. In the Sheriff's Office, the purpose is to issue Concealed Carry licenses, seal records as deemed by order of the Court and maintain databases.

### Distinguishing Characteristics

This classification is the highest level of Legal Clerks. Employees at this level work under a well-defined framework of policies and procedures. They are expected to be fully aware of operating procedures and policies of the court system and office and be able to perform duties that are more specialized and complex in nature.

### Essential Job Functions

The following duties are normal for this classification. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

30% +/- 10%

Attends court proceedings and performs duties in the courtroom; types, enters, proofreads and processes a variety of court records and legal documents; enters information into department databases; verifies information for accuracy and completeness; assigns case numbers; corrects errors as necessary; updates court records and case information and purges old records and case information as appropriate; logs and certifies work activities; makes certified copies and forwards to appropriate parties.

25% +/- 10%

Processes various court and office records and documents; receives and/or gathers documents; sorts, indexes, and prepares documents; reviews and verifies required information; stamps, records and/or certifies documents; conducts background checks utilizing databases and the Law Enforcement Data System; prepares and sets up files, organizes documents, and files documents in designated order; retrieves/replaces files; shreds/destroys confidential or obsolete documents; conducts records maintenance activities in compliance with guidelines governing record retention.

25% +/- 10%

Processes court records and documents for digital imaging; sorts and prepares documents; validates documents; reviews documents for completeness and accuracy; locates missing documents and corrects any errors; scans documents into digital imaging system.

10% +/- 10%

Assists County Court staff, attorneys, and the public in person or by phone; provides basic information on court policies and procedures; receives and responds to questions and requests for documentation and information; researches inquiries to provide accurate response.

10% +/- 10%

Processes outgoing mail; compiles and prepares documentation for mailing or delivery as needed; sorts, organizes, labels, and addresses outgoing mail; applies postage utilizing mail machine; scans outgoing mail; delivers documents in person or through established mail delivery systems; maintains related documentation.

**Minimum Training and Experience Required to Perform Essential Job Functions**

High school diploma or GED with five years clerical experience, including one year as a Legal Clerk II; or an equivalent combination of education, training, and experience.

**Additional Requirements**

No licenses or corticated required.

**Minimum Physical and Mental Abilities Required to Perform Essential Job Functions**

**Physical Requirements**

- Ability to operate a variety of automated office machines including computers and peripheral equipment.

**Supervisory Responsibilities**

No supervisory requirements.

**Mathematical Ability**

- Ability to perform addition, subtraction, multiplication, and division; ability to calculate decimals and percentages; ability to utilize principles of fractions.

**Language Ability & Interpersonal Communication**

- Ability to review, classify, categorize, prioritize, and/or analyze data. Includes exercising discretion in determining data classification, and in referencing such analysis to established standards for the purpose of recognizing actual or probable interactive effects and relationships.
- Ability to comprehend a variety of legal documents and court documents including rulings, judgments, indictments, plea agreements, sentencing documents, validations, rulings, motions, appeals, subpoenas, expungements, applications for license to carry a concealed handgun, police reports, court dockets, mail, forms, reports, memos and correspondence.
- Ability to comprehend a variety of reference books and manuals including computer software manual, Court manuals, L.E.A.D.S./C.R.I.S. manuals, Ohio Concealed Carry Laws and policies and procedure manuals.
- Ability to prepare legal and court-related documents using prescribed format and conforming to all rules of punctuation, grammar, diction and style.
- Ability to provide guidance, assistance, and/or interpretation to others regarding the application of procedures and standards to specific situations.
- Ability to use and interpret general legal and administrative terminology and language.
- Ability to communicate with co-workers, supervisors, judges, attorneys, police officers, employees and managers of other departments, and the general public.



Legal Clerk 3

**Environmental Adaptability**

- Work is typically performed in an office environment.

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## CUYAHOGA COUNTY CLASSIFICATION SPECIFICATION

<b>Class Title:</b>	Security Lieutenant	<b>Class Number:</b>	1025401
<b>FLSA:</b>	Exempt	<b>Pay Grade:</b>	10
<b>Dept:</b>	Sheriff's Office		

### Classification Function

The purpose of this classification is to supervise security personnel on an assigned shift in the Protective Services division; to perform law enforcement duties.

### Distinguishing Characteristics

This is a second-level supervisor class, responsible for supervision of all security personnel on an assigned shift, directly and through subordinate supervisors. This class works under direction and the incumbents are expected to exercise discretion in applying policies and procedures to emergency situations and in resolving day-to-day issues. Employees are expected to ensure that assigned activities are completed in a timely and efficient manner. This class is distinguished from the Security Manager in that the latter has responsibility for division programs and activities. It is further distinguished from the Security Sergeant that is a first-line supervisor and receives supervision from employees in this class.

### Essential Job Functions

The following duties are normal for this classification. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

- 35% +/- 10%
- Supervises and coordinates the operations and activities of the Protective Services division in the Sheriff's department on an assigned shift; remains on-call during off hours to assist in emergency situations; oversees communication procedures; assesses, recommends and develops policies and procedures.
- 25% +/- 10%
- Supervises the division's functions directly and through subordinate supervisors; schedules, assigns and reviews work; recommends hiring, promotions, discharges, and disciplinary actions; oversees maintenance of payroll and personnel records; assists in conducting investigations into employee misconduct; evaluates performance; establishes and promotes employee morale; takes immediate command of personnel in emergencies and under special conditions, and directs their specific assignments; monitors, arranges for, and conducts training.
- 10% +/- 5%
- Arranges for inspection and maintenance of equipment; confers regularly with the Security Manager on the implementation of policies, programs, and procedures for the division.
- 20% +/- 5%
- Secures buildings against theft and violence; performs law enforcement duties; diffuses volatile situations; interprets and enforces laws, rules and regulations; patrols grounds and buildings; apprehends and detains violators; testifies in court as required; utilizes firearms and handcuffs in the performance of duties.

5% +/- 2%

- Investigates and resolved customer and internal complaints; provides high quality service to County employees, representatives of outside agencies and members of the public; resolves public relations issues assists other departments and personnel with security needs through consultative review and recommendations.

5% +/- 2%

- Stays abreast of new trends, requirements, and innovations in the field; recommends the use of technology to insure effective and efficient use of resources; attends hearings and investigations.

**Minimum Training and Experience Required to Perform Essential Job Functions**

High School diploma or GED supplemented with vocational school in criminal justice/law enforcement and two years of experience at a supervisory level providing facility and personal security; or an equivalent combination of education, training, and experience.

**Additional Requirements**

P.O.S.T Basic Certificate desirable; completion of firearms training required.

**Minimum Physical and Mental Abilities Required to Perform Essential Job Functions**

**Physical Requirements**

- Ability to operate a variety of automated office machines including computers and peripheral equipment and audio visual equipment.
- Ability to use a variety of communications and law enforcement tools and equipment including various restraining devices.

**Supervisory Responsibilities**

- Ability to schedule, assign, review, plan and coordinate the work of other employees and to maintain standards.
- Ability to provide instruction to other employees and to act on employee problems.
- Ability to prepare employee performance evaluations.
- Ability to recommend the discipline or discharge of employees.
- Ability to recommend the transfer, promotion or salary increase of other employees.

**Mathematical Ability**

- Ability to add, subtract, multiply, and divide, and to calculate decimals and percentages.

**Language Ability & Interpersonal Communication**

- Requires the ability to perform mid-level data analysis including the ability to audit, deduce, assess, conclude and appraise. Requires discretion in determining and referencing such to established criteria to define consequences and develop alternatives.
- Ability to comprehend a variety of informational documents including incident reports, payroll and attendance records, vehicle reports, invoices, disciplinary reports, grievances, performance evaluations, and vacation requests.
- Ability to comprehend a variety of reference books and manuals including departmental and county policy manual, department manuals, municipal ordinances, union contracts, and the Ohio Revised Code (ORC).
- Ability to prepare memos, logs, reports, performance appraisals, disciplinary reports, schedules, time slips, orders, audits, investigations, budgets and other job related documents using prescribed format and conforming to all rules of punctuation, grammar, diction and style.
- Ability to supervise and counsel employees, convince and influence others, to record and deliver information, to explain procedures, to follow instructions.
- Ability to develop and maintain effective working relationships with a variety of individuals within and outside the Department.
- Ability to use and interpret basic legal, medical, accounting, mechanical, and human resources terminology and language.
- Ability to communicate with staff, departmental employees and administrators, employees of outside agencies and departments/divisions, and citizens.

**Environmental Adaptability**

- Work is primarily performed indoors.
- Work involves responding to security emergency situations.

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## CUYAHOGA COUNTY CLASSIFICATION SPECIFICATION

<b>Class Title:</b>	Security Manager	<b>Class Number:</b>	1025402
<b>FLSA:</b>	Exempt	<b>Pay Grade:</b>	15
<b>Dept:</b>	Sheriff's Office		

### Classification Function

The purpose of this classification is to manage, coordinate, supervise, assign, control, and review the work of security personnel in the Protective Services division; to assist the Deputy Sheriff, Captain assigned to the Protective Services division in the overall planning and organizing of the unit.

### Distinguishing Characteristics

This management class is responsible for planning, coordination, and supervision of the Protective Services division of the Sheriff's Department directly and through subordinate supervisors. This class works under direction and the incumbents are expected to study, evaluate, and recommend changes to, or to develop of new policies and procedures for the division's operations. The incumbent exercises discretion in applying policies and procedures to resolve organizational issues and to ensure that assigned activities are completed in a timely and efficient manner. This class is distinguished from the Deputy Sheriff, Captain in that the latter has overall responsibility for division programs and activities. It is further distinguished from the Security Lieutenant that supervises and participates in the operations and activities of units over an assigned shift.

### Essential Job Functions

The following duties are normal for this classification. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

- 35% +/- 10%
- Manages, coordinates, supervises, and evaluates the work of subordinate supervisors of the Protective Services division; analyzes, plans and directs a comprehensive security program; develops and updates security policies and procedures; conducts daily security inspections of facilities and grounds; remains on-call for emergencies.
  
- 25% +/- 10%
- Supervises the division's functions through subordinate supervisors; schedules, assigns and reviews work; recommends hiring, promotions, discharges, and disciplinary actions; conducts investigations into employee misconduct; assesses staffing requirements; evaluates performance; establishes and promotes employee morale; takes immediate command of personnel in emergencies and under special conditions, and directs their specific assignments; conducts informal training procedures.
  
- 10% +/- 5%
- Prepares the division budget and coordinates fiscal affairs; arranges for inspection and maintenance of equipment; confers regularly with the Captain on the implementation of policies, programs, and procedures for the division.
  
- 20% +/- 5%
- Performs law enforcement duties; interprets and enforces laws, rules and regulations; patrols grounds and buildings; apprehends and detains violators; testifies in court as required; utilizes firearms and handcuffs in the performance of duties.

## **Security Manager**

### **Language Ability & Interpersonal Communication**

- Requires the ability to perform mid-level data analysis including the ability to audit, deduce, assess, conclude and appraise. Requires discretion in determining and referencing such to established criteria to define consequences and develop alternatives.
- Ability to comprehend a variety of informational documents including incident reports, safety violations, shift reports, invoices, attendance reports, disciplinary reports, grievances, proposals, vacation requests, and video recordings.
- Ability to comprehend a variety of reference books and manuals including departmental and county policy manual, manuals, websites, municipal ordinances, union contracts, and the Ohio Revised Code (ORC).
- Ability to prepare memos, reports, performance appraisals, disciplinary reports, schedules, time slips, orders, audits, investigations, and other job related documents using prescribed format and conforming to all rules of punctuation, grammar, diction and style.
- Ability to manage, supervise and counsel employees, convince and influence others, to record and deliver information, to explain procedures, to follow instructions.
- Ability to develop and maintain effective working relationships with a variety of individuals within and outside the Department.
- Ability to use and interpret basic legal, medical, accounting and human resources terminology and language.
- Ability to communicate with staff, departmental employees and administrators, employees of outside agencies and departments/divisions, and citizens.

### **Environmental Adaptability**

- Work is primarily performed indoors.
- Work involves responding to emergency situations.

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