



AGENDA
CUYAHOGA COUNTY COUNCIL REGULAR MEETING
TUESDAY, DECEMBER 9, 2014
CUYAHOGA COUNTY ADMINISTRATIVE HEADQUARTERS
COUNCIL CHAMBERS – 4TH 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) November 25, 2014 Regular Meeting (See Page 17)
 - b) December 2, 2014 Committee of the Whole Meeting (See Page 34)
- 7. ANNOUNCEMENTS FROM THE COUNCIL PRESIDENT**
- 8. MESSAGES FROM THE COUNTY EXECUTIVE**
- 9. LEGISLATION INTRODUCED BY COUNCIL**
 - a) **CONSIDERATION OF A RESOLUTION OF COUNCIL FOR FIRST READING ADOPTION UNDER SUSPENSION OF RULES**
 - 1) R2014-0290: A Resolution approving the Charter of County of Cuyahoga, Ohio, as amended through 11/4/2014; and

declaring the necessity that this Resolution become immediately effective. (See Page 37)

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

b) COMMITTEE REPORTS AND CONSIDERATION OF RESOLUTIONS OF COUNCIL FOR SECOND READING ADOPTION UNDER SUSPENSION OF RULES

- 1) R2014-0264: A Resolution determining the services and programs that shall be provided and funded from the Veterans Services Fund in 2014; authorizing payments to various providers, in the total amount of \$241,867.20, for said services and programs for the period ending 12/31/2015; authorizing the County Executive to negotiate and execute any necessary agreements, contracts or other documents for same; and declaring the necessity that this Resolution become immediately effective. (See Page 82)

Sponsors: Councilmembers Greenspan, Miller, Simon, Hairston, Germana, Connally and Conwell

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

- 2) R2014-0277: A Resolution supporting an application for funding under the Clean Ohio Fund Green Space Conservation Program available through the Ohio Public Works Commission on behalf of West Creek Conservancy for the conservation of ecologically significant areas along the Baldwin Creek Corridor, and declaring the necessity that this Resolution become immediately effective. (See Page 90)

Sponsors: Councilmembers Connally, Simon and Germana

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

- 3) R2014-0278: A Resolution supporting an application for funding under the Clean Ohio Fund Green Space Conservation Program available through the Ohio Public Works Commission on behalf of West Creek Conservancy for the conservation of ecologically significant areas along the West Creek

Reservation, Phase 4; and declaring the necessity that this Resolution become immediately effective. (See Page 93)

Sponsors: Councilmembers Connally, Simon and Germana

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

- 4) R2014-0279: A Resolution supporting an application for funding under the Clean Ohio Fund Green Space Conservation Program available through the Ohio Public Works Commission on behalf of City of Bedford Heights for the conservation of ecologically significant areas along the Solon Road Preserve, and declaring the necessity that this Resolution become immediately effective. (See Page 96)

Sponsors: Councilmembers Connally, Simon and Germana

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

- 5) R2014-0280: A Resolution supporting an application for funding under the Clean Ohio Fund Green Space Conservation Program available through the Ohio Public Works Commission on behalf of Tinker’s Creek Watershed Partners for the conservation of ecologically significant areas along the Bear Creek, and declaring the necessity that this Resolution become immediately effective. (See Page 99)

Sponsors: Councilmembers Connally, Simon and Germana

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

- 6) R2014-0281: A Resolution supporting an application for funding under the Clean Ohio Fund Green Space Conservation Program available through the Ohio Public Works Commission on behalf of Cuyahoga County Department of Public Works for the preservation and restoration of natural open space within Stage 3 of the Towpath Trail Extension in connection with the Tremont Pointe Preserve and Greenway Project, and declaring the necessity that this Resolution become immediately effective. (See Page 102)

Sponsors: Councilmembers Connally, Simon, Germana and Conwell

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

- 7) R2014-0282: A Resolution supporting an application for funding under the Clean Ohio Fund Green Space Conservation Program available through the Ohio Public Works Commission on behalf of Western Reserve Land Conservancy for the conservation of ecologically significant areas along Lakeshore Boulevard in the Village of Bratenahl, and declaring the necessity that this Resolution become immediately effective. (See Page 105)

Sponsors: Councilmembers Connally, Simon, Germana and Hairston

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

c) COMMITTEE REPORT AND CONSIDERATION OF AN ORDINANCE OF COUNCIL FOR SECOND READING ADOPTION UNDER SUSPENSION OF RULES

- 1) O2014-0035: An Ordinance amending Chapter 303 of the Cuyahoga County Code to update the Civil Service Code of Cuyahoga County, and declaring the necessity that this Ordinance become immediately effective. (See Page 108)

Sponsors: Council President Connally on behalf of Personnel Review Commission

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

d) CONSIDERATION OF AN ORDINANCE OF COUNCIL FOR THIRD READING ADOPTION

- 1) O2014-0033: An Ordinance amending Chapter 701 of the Cuyahoga County Code by adding Sections 701.08 and 701.09 to establish guidelines for financial management of operations and a long-term financial plan for Cuyahoga County. (See Page 123)

Sponsor: Councilmember Miller

10. LEGISLATION INTRODUCED BY EXECUTIVE

a) CONSIDERATION OF RESOLUTIONS FOR FIRST READING ADOPTION UNDER SUSPENSION OF RULES

- 1) R2014-0291: A Resolution amending the 2014/2015 Biennial Operating Budget for 2014 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 127)

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

- 2) R2014-0292: A Resolution rejecting the report containing findings and recommendations of Fact-finder Nels E. Nelson regarding negotiations between Cuyahoga County and Ohio Patrolmen's Benevolent Association for a collective bargaining agreement representing approximately 149 employees in the classification of Deputy Sheriff, and declaring the necessity that this Resolution become immediately effective. (See Page 182)

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

- 3) R2014-0293: A Resolution rejecting the report containing findings and recommendations of Fact-finder Nels E. Nelson regarding negotiations between Cuyahoga County and Ohio Patrolmen's Benevolent Association for a collective bargaining agreement representing approximately 13 employees in the classification of Deputy Sergeant, and declaring the necessity that this Resolution become immediately effective. (See Page 184)

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

- 4) R2014-0294: A Resolution accepting the report containing findings and recommendations of Fact-finder Robert G. Stein regarding negotiations between Cuyahoga County and Ohio Patrolmen's Benevolent Association for a collective bargaining agreement representing approximately 556 employees in the

classification of Correction Officer, and declaring the necessity that this Resolution become immediately effective. (See Page 186)

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

- 5) R2014-0295: A Resolution approving a Collective Bargaining Agreement between Cuyahoga County and International Union, United Automobile, Aerospace and Agricultural Implement Workers of America, UAW Region 2-B, Local 70, representing approximately 35 employees in the classification of Correction Officer Corporal for the period 12/31/2014 - 12/31/2017; directing that funds necessary to implement the Collective Bargaining Agreement be budgeted and appropriated; 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. (See Page 188)

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

- 6) R2014-0296: A Resolution authorizing an amendment to Contract No. CE1200260-01 with MHS, Inc. for transitional housing program services for the period 6/1/2012 - 9/30/2014 to extend the time period to 9/30/2015 and for additional funds in the amount not-to-exceed \$1,213,104.00; 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 191)

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

- 7) R2014-0297: A Resolution authorizing a contract with Emerald Development and Economic Network, Inc. in the amount not-to-exceed \$1,418,232.00 for administration of the FY2013 Shelter Plus Care Sponsor-based Rental Assistance Program in connection with the HEARTH Act Homeless Assistance Grant Program for the period 8/1/2014 - 7/31/2015; 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 198)

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

b) CONSIDERATION OF RESOLUTIONS FOR FIRST READING AND REFERRAL TO COMMITTEE

- 1) R2014-0298: A Resolution making an award on RQ30446 to GB at 1910 Carnegie, LLC in the amount of \$600,000.00 for the sale of County-owned property commonly known as the Whitlatch Building, located at 1910 Carnegie Avenue, Cleveland; authorizing the County Executive to take all necessary actions and to execute all documents necessary to consummate the contemplated transactions; and declaring the necessity that this Resolution become immediately effective. (See Page 205)

Sponsor: County Executive FitzGerald/Department of Public Works

- 2) R2014-0299: A Resolution adopting various changes to the Cuyahoga County Non-Bargaining Classification Plan, and declaring the necessity that this Resolution become immediately effective. (See Page 208)

Sponsor: County Executive FitzGerald/Department of Human Resources on behalf of Personnel Review Commission

- 3) R2014-0300: A Resolution making awards on RQ30873 to various municipalities and providers, in the total amount of \$2,758,136.00, for various services for the Community Social Services Program for the period 1/1/2015 - 12/31/2016; authorizing the County Executive to execute the agreements, contracts and all other documents required in connection with said awards and consistent with this Resolution; and declaring the necessity that this Resolution become immediately effective: (See Page 277)

- i) Catholic Charities Corporation on behalf of St. Martin de Porres Family Center in the amount not-to-exceed \$145,560.00 for Adult Development and Transportation Services;

- ii) Catholic Charities Corporation on behalf of Hispanic Senior Center in the amount not-to-exceed \$19,950.00 for Transportation Services;
- iii) City of Euclid in the amount not-to-exceed \$55,226.00 for Transportation Services;
- iv) City of Lakewood in the amount not-to-exceed \$75,136.00 for Congregate Meals and Transportation Services;
- v) City of Maple Heights in the amount not-to-exceed \$92,436.00 for Congregate Meals and Transportation Services;
- vi) City of Parma Heights in the amount not-to-exceed \$207,866.00 for Congregate Meals and Transportation Services;
- vii) Community Partnership on Aging in the amount not-to-exceed \$46,380.00 for Congregate Meals and Transportation Services;
- viii) The East End Neighborhood House Association in the amount not-to-exceed \$123,932.00 for Adult Development and Transportation Services;
- ix) Eliza Bryant Village in the amount not-to-exceed \$115,784.00 for Adult Day Care and Transportation Services;
- x) Goodrich-Gannett Neighborhood Center in the amount not-to-exceed \$129,534.00 for Adult Development, Congregate Meals and Transportation Services;
- xi) The Harvard Community Services Center in the amount not-to-exceed \$146,510.00 for Adult Development, Congregate Meals and Transportation Services;
- xii) Murtis Taylor Human Services System in the amount not-to-exceed \$122,880.00 for Adult Development, Congregate Meals and Transportation Services;
- xiii) Rose Centers for Aging Well, LLC fka The Golden Age Centers of Greater Cleveland in the amount not-to-exceed \$335,842.00 for Adult Development, Congregate Meals and Transportation Services;
- xiv) Senior Citizen Resources, Inc. in the amount not-to-exceed \$146,540.00 for Adult Development, Congregate Meals and Transportation Services;
- xv) The Mandel Jewish Community Center of Cleveland in the amount not-to-exceed \$213,110.00 for Adult

- Development, Congregate Meals and Transportation Services;
- xvi) The Phillis Wheatley Association of Cleveland, Ohio in the amount not-to-exceed \$40,014.00 for Congregate Meals;
 - xvii) The Salvation Army in the amount not-to-exceed \$137,092.00 for Adult Development, Congregate Meals and Transportation Services;
 - xviii) University Settlement, Incorporated in the amount not-to-exceed \$176,996.00 for Adult Development, Congregate Meals and Transportation Services;
 - xix) West Side Community House in the amount not-to-exceed \$427,348.00 for Adult Development, Congregate Meals and Transportation Services; and

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

- 4) R2014-0301: A Resolution making a Cuyahoga County 9-1-1 Consolidation Shared Services Fund award to City of Strongsville on behalf of Southwest Emergency Dispatch Center in the amount not-to-exceed \$234,099.00 for Public Safety Answering Point consolidation support for the period 12/1/2014 - 12/31/2015; 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. (See Page 429)

Sponsors: County Executive FitzGerald/Department of Public Safety and Justice Services/Office of Emergency Management on behalf of 9-1-1 Consolidation Shared Services Fund Review Committee

c) COMMITTEE REPORT AND CONSIDERATION OF A RESOLUTION FOR SECOND READING

- 1) R2014-0289: A Resolution authorizing amendments to contracts with various providers for Staff Secure Shelter Care Services for the period 3/1/2014 - 2/29/2016 for additional funds; 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 453)

- i) No. CE1400010-01 with Carrington Youth Academy, LLC in the amount not-to-exceed \$1,960,579.55.
- ii) No. CE1400011-01 with The Cleveland Christian Home in the amount not-to-exceed \$543,521.50.

Sponsors: County Executive FitzGerald on behalf of Cuyahoga County Court of Common Pleas/Juvenile Division

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

d) COMMITTEE REPORTS AND CONSIDERATION OF RESOLUTIONS FOR SECOND READING ADOPTION UNDER SUSPENSION OF RULES

- 1) R2014-0247: A Resolution making an award on RQ30402 to Oriana House, Inc. in the amount not-to-exceed \$744,000.00 for the Cognitive Skills Development Program for the period 7/1/2014 - 6/30/2017; 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 456)

Sponsors: County Executive FitzGerald on behalf of Cuyahoga County Court of Common Pleas/Corrections Planning Board

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

- 2) R2014-0267: A Resolution adopting the 2014/2015 Biennial Operating Budget and Capital Improvements Program Annual Update for 2015, and declaring the necessity that this Resolution become immediately effective. (See Page 458)

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

Committee Assignment and Chair: Committee of the Whole – Connally and Miller

- 3) R2014-0273: A Resolution making awards to various municipalities, in the total amount of \$1,469,440.00, for various municipal grant projects for the 2015 Community Development Block Grant Municipal Grant Program for the

period 1/1/2015 - 12/31/2015; authorizing the County Executive to execute the agreements and all other documents consistent with said awards and this Resolution; and declaring the necessity that this Resolution become immediately effective: (See Page 567)

- i) City of Parma Heights in the amount not-to-exceed \$150,000.00 for the Ackley Road Resurfacing Project.
- ii) City of Shaker Heights in the amount not-to-exceed \$150,000.00 for the Lee Road/Lomond Boulevard Reconstruction Project.
- iii) City of Rocky River in the amount not-to-exceed \$150,000.00 for the Senior Center Roof Replacement Project.
- iv) City of Maple Heights in the amount not-to-exceed \$149,440.00 for the Libby Road Accessibility Project.
- v) City of Olmsted Falls in the amount not-to-exceed \$150,000.00 for Senior Center Construction Project.
- vi) City of Middleburg Heights in the amount not-to-exceed \$150,000.00 for the Parklawn Avenue and Barriemore Avenue Resurfacing Project.
- vii) Village of Newburgh Heights in the amount not-to-exceed \$150,000.00 for the Washington Park Boulevard Resurfacing Project.
- viii) City of Seven Hills in the amount not-to-exceed \$150,000.00 for the Chatham Drive and Essex Drive Resurfacing Project.
- ix) City of South Euclid in the amount not-to-exceed \$120,000.00 for the Eastway Road Reconstruction Project.
- x) City of Warrensville Heights in the amount not-to-exceed \$150,000.00 for the Caroline Drive Reconstruction Project.

Sponsor: County Executive FitzGerald/Department of Development

Committee Assignment and Chair: Economic Development & Planning – Schron

- 4) R2014-0285: A Resolution authorizing an amendment to Contract No. CE1100642-01 with HNTB Ohio, Inc. for design

engineering services for reconstruction, with additional turning lanes, of Royalton Road from West 130th Street to York Road in the City of North Royalton to change the scope of services, effective 11/25/2014, and for additional funds in the amount not-to-exceed \$1,486,115.00; 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 571)

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

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

- 5) R2014-0286: A Resolution authorizing an agreement with Mayfield Village for participation in the Cuyahoga County Benefits Regionalization Program for the period 1/1/2015 - 12/31/2017; 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. (See Page 574)

Sponsor: County Executive FitzGerald/Department of Human Resources

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

- 6) R2014-0287: A Resolution authorizing a contract with 3M Cogent, Inc. in the amount not-to-exceed \$1,578,156.22 for hardware and software maintenance and support services for the Automated Fingerprint Identification System for the period 7/1/2014 - 6/30/2019; 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 576)

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

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

- 7) R2014-0288: A Resolution authorizing an agreement with The MetroHealth System in the amount not-to-exceed \$18,845,022.45 for management, healthcare and related services at the Cuyahoga County Corrections Center for the period 1/1/2015 - 12/31/2019; 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. (See Page 578)

Sponsors: County Executive FitzGerald/County Sheriff and Councilmembers Gallagher, Greenspan, Germana, Hairston, Conwell and Miller

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

e) CONSIDERATION OF RESOLUTIONS FOR THIRD READING ADOPTION

- 1) R2014-0248: A Resolution authorizing a contract with Court Community Service in the amount not-to-exceed \$555,000.00 for the Community Works Service Placement and Supervision Program for the period 1/1/2015 - 12/31/2017; 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 581)

Sponsors: County Executive FitzGerald on behalf of Cuyahoga County Court of Common Pleas/Corrections Planning Board

- 2) R2014-0258: A Resolution making an award on RQ30390 to Caremark PCS Health, LLC in the amount not-to-exceed \$40,189,733.00 for group healthcare benefits for County employees and their eligible dependents including pharmacy benefit management services for the period 1/1/2015 - 12/31/2017; 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 583)

Sponsor: County Executive FitzGerald/Department of Human Resources

- 3) R2014-0259: A Resolution making an award on RQ30390 to Medical Mutual of Ohio in the amount not-to-exceed \$116,156,022.00 for group healthcare benefits for County

employees and their eligible dependents including medical and pharmacy benefit management services for the period 1/1/2015 - 12/31/2017; 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 586)

Sponsor: County Executive FitzGerald/Department of Human Resources

- 4) R2014-0260: A Resolution making an award on RQ30390 to United Healthcare Services, Inc. in the amount not-to-exceed \$68,308,890.00 for group healthcare benefits for County employees and their eligible dependents including medical benefit management services for the period 1/1/2015 - 12/31/2017; 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 589)

Sponsor: County Executive FitzGerald/Department of Human Resources

- 5) R2014-0268: A Resolution approving The MetroHealth System Year 2015 Budget, in accordance with Ohio Revised Code Section 339.06(D), with the understanding that the allocation of County funds to the System will be made through adoption of the 2014/2015 Biennial Operating Budget and Capital Improvements Program Annual Update for 2015; and declaring the necessity that this Resolution become immediately effective. (See Page 592)

Sponsors: County Executive FitzGerald/Fiscal Officer/Office of Budget and Management on behalf of The MetroHealth System

- 6) R2014-0269: A Resolution making an award on RQ27440 to Time Warner Cable Enterprises, LLC in the amount not-to-exceed \$258,000.00 for dark fiber maintenance services for the period 10/1/2014 - 9/30/2019; 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 598)

Sponsor: County Executive FitzGerald/Department of Information Technology

- 7) R2014-0274: A Resolution making awards on RQ29884 to various appraisers, in the total amount of \$911,000.00, for real estate appraisal services subject to Sheriff's Sale for the period 8/1/2014 - 7/31/2016; and authorizing the County Executive to execute the contracts and all other documents consistent with said awards and this Resolution; and declaring the necessity that this Resolution become immediately effective: (See Page 601)

- i) John Andrews
- ii) Brent T. Bailey
- iii) Lana Blaze
- iv) Vernon A. Blaze
- v) Mark A. Butler
- vi) Bradford E. Charnas
- vii) Gregory W. Conte
- viii) Thomas P. Costello
- ix) William J. Gaydos
- x) Thomas P. Hogan
- xi) Paul D. Kinzel
- xii) John Koz
- xiii) Ruth Lassister
- xiv) Wayne F. Levering
- xv) Christopher J. Loftus
- xvi) Brian E. Lynch
- xvii) Paul G. McLaughlin
- xviii) Stanley R. Patriski
- xix) Daniel Rocco
- xx) John J. Rusnov
- xxi) Michael D. Wagner
- xxii) Crystal A. Williams

Sponsor: County Executive FitzGerald/County Sheriff

f) CONSIDERATION OF AN ORDINANCE FOR FIRST READING AND REFERRAL TO COMMITTEE

- 1) O2014-0037: An Ordinance amending the County's contracting procedures by replacing Chapter 503 of the County Code to accept and adopt the County 2014 Disparity Study and the Community Benefit and Opportunity Initiative Report and to establish the County's Equal Opportunity

Programs by amending Chapter 501 of the County Code, and declaring the necessity that this Ordinance become immediately effective. (See Page 605)

Sponsors: County Executive FitzGerald and Councilmember Jones

11. MISCELLANEOUS COMMITTEE REPORTS
12. MISCELLANEOUS BUSINESS
13. PUBLIC COMMENT UNRELATED TO AGENDA
14. ADJOURNMENT

NEXT MEETINGS

SPECIAL MEETING – OBM year-end close-out only: THURSDAY, DECEMBER 18, 2014
10:00 AM / COUNCIL CHAMBERS

ORGANIZATIONAL MEETING: FRIDAY, JANUARY 2, 2015
1:00 PM / COUNCIL CHAMBERS

**Complimentary parking for the public is available in the attached garage at 900 Prospect. A skywalk extends from the garage to provide additional entry to the Council Chambers from the 5th floor parking level of the garage. Please see the Clerk to obtain a complimentary parking pass.*



MINUTES

**CUYAHOGA COUNTY COUNCIL REGULAR MEETING
TUESDAY, NOVEMBER 25, 2014
CUYAHOGA COUNTY ADMINISTRATIVE HEADQUARTERS
COUNCIL CHAMBERS – 4TH FLOOR
5:00 PM**

1. CALL TO ORDER

The meeting was called to order by Council President Connally at 5:03 p.m.

2. ROLL CALL

Council President Connally asked Deputy Clerk Carter to call the roll. Councilmembers Schron, Conwell, Jones, Hairston, Simon, Greenspan, Miller, Brady, Gallagher and Connally were in attendance and a quorum was determined. Councilmember Greenspan was absent from the meeting.

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

3. PLEDGE OF ALLEGIANCE

The Pledge of Allegiance was recited.

4. SILENT MEDITATION

Council President Connally requested a moment of silent meditation be dedicated to victims of gun violence in the City of Cleveland, Cuyahoga County and throughout the nation.

5. PUBLIC COMMENT RELATED TO AGENDA

Ms. Janice Ridgeway addressed Council regarding issues of concern to her relating to Resolution No. R2014-0275, a Resolution making an award on RQ31067 to United Way Services of Greater Cleveland in the amount not-to-exceed \$1,095,450.00 for fiscal agent services for emergency food purchases for Cuyahoga County residents.

6. APPROVAL OF MINUTES

- a) November 12, 2014 Committee of the Whole Meeting
- b) November 12, 2014 Regular Meeting
- c) November 17, 2014 Committee of the Whole Meeting

A motion was made by Ms. Conwell, seconded by Mr. Schron and approved by unanimous vote to approve the minutes of the November 12, 2014 Committee of the Whole, November 12, 2014 Regular and November 17, 2014 Committee of the Whole meetings.

7. ANNOUNCEMENTS FROM THE COUNCIL PRESIDENT

Council President Connally wished everyone a happy Thanksgiving and announced that the The MetroHealth System is closing the medical center located at the Asian Plaza. She will introduce legislation, co-sponsored by Councilmembers Brady and Conwell, requiring MetroHealth to notify Council within 90 days of plans to close medical facilities.

8. MESSAGES FROM THE COUNTY EXECUTIVE

County Executive FitzGerald echoed the comments of Council President Connally regarding the closing of the medical facility at the Asian Plaza.

9. LEGISLATION INTRODUCED BY COUNCIL

- a) CONSIDERATION OF A RESOLUTION OF COUNCIL 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. R2014-0276.

- 1) R2014-0276: A Resolution approving the expiration and retention of pending legislation in accordance with County Council Rule 11F, and declaring the necessity that this Resolution become immediately effective.

Sponsor: Council President Connally/Clerk of Council

On a motion by Mr. Miller with a second by Mr. Schron, Resolution No. R2014-0276 was considered and adopted by unanimous vote.

b) **CONSIDERATION OF RESOLUTIONS OF COUNCIL FOR FIRST READING AND REFERRAL TO COMMITTEE**

- 1) R2014-0277: A Resolution supporting an application for funding under the Clean Ohio Fund Green Space Conservation Program available through the Ohio Public Works Commission on behalf of West Creek Conservancy for the conservation of ecologically significant areas along the Baldwin Creek Corridor, and declaring the necessity that this Resolution become immediately effective.

Sponsors: Councilmembers Connally and Simon

Council President Connally referred Resolution No. R2014-0277 to the Education, Environment & Sustainability Committee.

- 2) R2014-0278: A Resolution supporting an application for funding under the Clean Ohio Fund Green Space Conservation Program available through the Ohio Public Works Commission on behalf of West Creek Conservancy for the conservation of ecologically significant areas along the West Creek Reservation, Phase 4; and declaring the necessity that this Resolution become immediately effective.

Sponsors: Councilmembers Connally and Simon

Council President Connally referred Resolution No. R2014-0278 to the Education, Environment & Sustainability Committee.

- 3) R2014-0279: A Resolution supporting an application for funding under the Clean Ohio Fund Green Space Conservation Program available through the Ohio Public Works Commission on behalf of City of Bedford Heights for the conservation of ecologically significant areas along the Solon Road Preserve, and declaring the necessity that this Resolution become immediately effective.

Sponsors: Councilmembers Connally and Simon

Council President Connally referred Resolution No. R2014-0279 to the Education, Environment & Sustainability Committee.

- 4) R2014-0280: A Resolution supporting an application for funding under the Clean Ohio Fund Green Space Conservation Program available through the Ohio Public Works Commission on behalf of Tinker's Creek Watershed Partners for the conservation of ecologically significant areas along the Bear Creek, and declaring the necessity that this Resolution become immediately effective.

Sponsors: Councilmembers Connally and Simon

Council President Connally referred Resolution No. R2014-0280 to the Education, Environment & Sustainability Committee.

- 5) R2014-0281: A Resolution supporting an application for funding under the Clean Ohio Fund Green Space Conservation Program available through the Ohio Public Works Commission on behalf of Cuyahoga County Department of Public Works for the preservation and restoration of natural open space within Stage 3 of the Towpath Trail Extension in connection with the Tremont Pointe Preserve and Greenway Project, and declaring the necessity that this Resolution become immediately effective.

Sponsors: Councilmembers Connally and Simon

Council President Connally referred Resolution No. R2014-0281 to the Education, Environment & Sustainability Committee.

- 6) R2014-0282: A Resolution supporting an application for funding under the Clean Ohio Fund Green Space Conservation Program available through the Ohio Public Works Commission on behalf of Western Reserve Land Conservancy for the conservation of ecologically significant areas along Lakeshore Boulevard in the Village of Bratenahl, and declaring the necessity that this Resolution become immediately effective.

Sponsors: Councilmembers Connally and Simon

Council President Connally referred Resolution No. R2014-0282 to the Education, Environment & Sustainability Committee.

- c) COMMITTEE REPORT AND CONSIDERATION OF A RESOLUTION 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 Resolution No. R2014-0263.

- 1) R2014-0263: A Resolution approving The MetroHealth System's policies and procedures to participate in one or more joint purchasing associations for the purpose of acquiring supplies, equipment and services provided through joint purchasing arrangements in order to achieve beneficial purchasing arrangements for the year 2015, in accordance with Ohio Revised Code Section 339.05; and declaring the necessity that this Resolution become immediately effective.

Sponsor: Council President Connally on behalf of The MetroHealth System

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

On a motion by Mr. Jones with a second by Mr. Germana, Resolution No. R2014-0263 was considered and adopted by unanimous vote.

- d) CONSIDERATION OF AN ORDINANCE OF COUNCIL FOR FIRST READING AND REFERRAL TO COMMITTEE

- 1) O2014-0036: An Ordinance amending Section 804.01 of the Cuyahoga County Code by adding a new Section 804.01(D) to establish a post-secondary, small business internship component to the Educational Assistance Program and renumbering subsequent sections.

Sponsor: Councilmember Miller

Council President Connally referred Ordinance No. O2014-0036 to the Education, Environment & Sustainability Committee.

- e) COMMITTEE REPORT AND CONSIDERATION OF AN ORDINANCE OF COUNCIL FOR SECOND READING

- 1) O2014-0033: An Ordinance amending Chapter 701 of the Cuyahoga County Code by adding Sections 701.08 and 701.09 to establish guidelines for financial management of operations and a long-term financial plan for Cuyahoga County.

Sponsor: Councilmember Miller

Committee Assignment and Chair: Finance & Budgeting –
Miller

Deputy Clerk Carter read Ordinance No. O2014-0033 into the record.

This item will move to the December 9, 2014 Council meeting agenda for consideration for third reading adoption.

10. LEGISLATION INTRODUCED BY EXECUTIVE

- a) 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. R2014-0283.

- 1) R2014-0283: A Resolution amending the 2014/2015 Biennial Operating Budget for 2014 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 Mr. Miller, seconded by Mr. Brady and approved by unanimous vote to amend Resolution No. R2014-0283 by deleting items “K” and “L” in Section 1.

On a motion by Mr. Schron with a second by Mr. Miller, Resolution No. R2014-0283 was considered and adopted by unanimous vote, as amended.

- b) CONSIDERATION OF A RESOLUTION FOR FIRST READING ADOPTION
UNDER SUSPENSION OF RULES/EXECUTIVE SESSION

A motion was made by Mr. Gallagher, seconded by Ms. Conwell and approved by unanimous roll-call vote to move to Executive Session for the purpose of discussing matters concerning collective bargaining and for no other purpose whatsoever. Executive Session was then called to order by Council President Connally at 5:22 p.m. The following Councilmembers were present: Schron, Conwell, Jones, Hairston, Simon,

Miller, Brady, Germana, Gallagher and Connally. The following additional attendees were also present: Deputy Chief Director of Law Nora Hurley; Director of Public Works Bonnie Teeuwen; Special Counsel Michael King; County Executive Ed FitzGerald; Chief of Staff Joseph Nanni; Director of Law Majeed Makhlof and Assistant Law Director Joseph Boatwright. At 5:34 p.m., Executive Session was adjourned, without objection, and Council President Connally then reconvened the meeting.

A motion was made by Mr. Gallagher, seconded by Mr. Schron and approved by unanimous vote to suspend Rules 9D and 12A and to place on final passage Resolution No. R2014-0284.

- 1) R2014-0284: A Resolution approving a Collective Bargaining Agreement between Cuyahoga County and Waste Paper Drivers Union, Local 244, affiliated with the International Brotherhood of Teamsters, representing approximately 10 employees in the classification of Deputy Dog Warden for the period 1/1/2015 – 12/31/2017; directing that funds necessary to implement the Collective Bargaining Agreement be budgeted and appropriated; 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/Departments of Law and Public Works/Division of Animal Shelter

On a motion by Mr. Schron with a second by Mr. Germana, Resolution No. R2014-0284 was considered and adopted by unanimous vote.

- c) CONSIDERATION OF RESOLUTIONS FOR FIRST READING AND REFERRAL TO COMMITTEE

- 1) R2014-0285: A Resolution authorizing an amendment to Contract No. CE1100642-01 with HNTB Ohio, Inc. for design engineering services for reconstruction, with additional turning lanes, of Royalton Road from West 130th Street to York Road in the City of North Royalton to change the scope of services, effective 11/25/2014, and for additional funds in the amount not-to-exceed \$1,486,115.00; 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.

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

Council President Connally referred Resolution No. R2014-0285 to the Public Works, Procurement & Contracting Committee.

- 2) R2014-0286: A Resolution authorizing an agreement with Mayfield Village for participation in the Cuyahoga County Benefits Regionalization Program for the period 1/1/2015 - 12/31/2017; 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 Human Resources

Council President Connally referred Resolution No. R2014-0286 to the Human Resources, Appointments & Equity Committee.

- 3) R2014-0287: A Resolution authorizing a contract with 3M Cogent, Inc. in the amount not-to-exceed \$1,578,156.22 for hardware and software maintenance and support services for the Automated Fingerprint Identification System for the period 7/1/2014 - 6/30/2019; 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.

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

Council President Connally referred Resolution No. R2014-0287 to the Public Safety & Justice Affairs Committee.

- 4) R2014-0288: A Resolution authorizing an agreement with The MetroHealth System in the amount not-to-exceed \$18,845,022.45 for management, healthcare and related services at the Cuyahoga County Corrections Center for the period 1/1/2015 - 12/31/2019; 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/County Sheriff

Council President Connally referred Resolution No. R2014-0288 to the Public Safety & Justice Affairs Committee.

- 5) R2014-0289: A Resolution authorizing amendments to contracts with various providers for Staff Secure Shelter Care Services for the period 3/1/2014 - 2/29/2016 for additional funds; 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:
- i) No. CE1400010-01 with Carrington Youth Academy, LLC in the amount not-to-exceed \$1,960,579.55.
 - ii) No. CE1400011-01 with The Cleveland Christian Home in the amount not-to-exceed \$543,521.50.

Sponsors: County Executive FitzGerald on behalf of Cuyahoga County Court of Common Pleas/Juvenile Division

Council President Connally referred Resolution No. R2014-0289 to the Public Safety & Justice Affairs Committee.

- d) COMMITTEE REPORTS AND CONSIDERATION OF RESOLUTIONS FOR SECOND READING
- 1) R2014-0248: A Resolution authorizing a contract with Court Community Service in the amount not-to-exceed \$555,000.00 for the Community Works Service Placement and Supervision Program for the period 1/1/2015 - 12/31/2017; 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 on behalf of Cuyahoga County Court of Common Pleas/Corrections Planning Board

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

Deputy Clerk Carter read Resolution No. R2014-0248 into the record.

This item will move to the December 9, 2014 meeting agenda for consideration for third reading adoption.

- 2) R2014-0258: A Resolution making an award on RQ30390 to Caremark PCS Health, LLC in the amount not-to-exceed \$40,189,733.00 for group healthcare benefits for County employees and their eligible dependents including pharmacy benefit management services for the period 1/1/2015 - 12/31/2017; 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 Human Resources

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

Deputy Clerk Carter read Resolution No. R2014-0258 into the record.

This item will move to the December 9, 2014 meeting agenda for consideration for third reading adoption.

- 3) R2014-0259: A Resolution making an award on RQ30390 to Medical Mutual of Ohio in the amount not-to-exceed \$116,156,022.00 for group healthcare benefits for County employees and their eligible dependents including medical and pharmacy benefit management services for the period 1/1/2015 - 12/31/2017; 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 Human Resources

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

Deputy Clerk Carter read Resolution No. R2014-0259 into the record.

This item will move to the December 9, 2014 meeting agenda for consideration for third reading adoption.

- 4) R2014-0260: A Resolution making an award on RQ30390 to United Healthcare Services, Inc. in the amount not-to-exceed \$68,308,890.00 for group healthcare benefits for County

employees and their eligible dependents including medical benefit management services for the period 1/1/2015 - 12/31/2017; 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 Human Resources

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

Deputy Clerk Carter read Resolution No. R2014-0260 into the record.

This item will move to the December 9, 2014 meeting agenda for consideration for third reading adoption.

- 5) R2014-0268: A Resolution approving The MetroHealth System Year 2015 Budget, in accordance with Ohio Revised Code Section 339.06(D), with the understanding that the allocation of County funds to the System will be made through adoption of the 2014/2015 Biennial Operating Budget and Capital Improvements Program Annual Update for 2015; and declaring the necessity that this Resolution become immediately effective.

Sponsors: County Executive FitzGerald/Fiscal Officer/Office of Budget and Management on behalf of The MetroHealth System

Committee Assignment and Chair: Committee of the Whole – Miller

Deputy Clerk Carter read Resolution No. R2014-0268 into the record.

This item will move to the December 9, 2014 meeting agenda for consideration for third reading adoption.

- 6) R2014-0269: A Resolution making an award on RQ27440 to Time Warner NY Cable, LLC in the amount not-to-exceed \$258,000.00 for dark fiber maintenance services for the period 10/1/2014 - 9/30/2019; 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 Information Technology

Committee Assignment and Chair: Finance & Budgeting – Miller

Deputy Clerk Carter read Resolution No. R2014-0269 into the record.

A motion was then made by Mr. Miller, seconded by Mr. Schron and approved by unanimous vote to amend Resolution No. R2014-0269 by deleting “*Time Warner NY Cable, LLC*” and inserting “*Time Warner Cable Enterprises LLC*” throughout the Resolution.

This item will move to the December 9, 2014 meeting agenda for consideration for third reading adoption, as amended.

- 7) R2014-0274: A Resolution making awards on RQ29884 to various appraisers, in the total amount of \$911,000.00, for real estate appraisal services subject to Sheriff’s Sale for the period 8/1/2014 - 7/31/2016; and authorizing the County Executive to execute the contracts and all other documents consistent with said awards and this Resolution; and declaring the necessity that this Resolution become immediately effective:

- i) John Andrews
- ii) Brent T. Bailey
- iii) Lana Blaze
- iv) Vernon A. Blaze
- v) Mark A. Butler
- vi) Bradford E. Charnas
- vii) Gregory W. Conte
- viii) Thomas P. Costello
- ix) William J. Gaydos
- x) Thomas P. Hogan
- xi) Paul D. Kinczel
- xii) John Koz
- xiii) Ruth Lassister
- xiv) Wayne F. Levering
- xv) Christopher J. Loftus
- xvi) Brian E. Lynch
- xvii) Paul G. McLaughlin
- xviii) Stanley R. Patriski

- xix) Daniel Rocco
- xx) John J. Rusnov
- xxi) Michael D. Wagner
- xxii) Crystal A. Williams

Sponsor: County Executive FitzGerald/County Sheriff

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

Deputy Clerk Carter read Resolution No. R2014-0274 into the record.

This item will move to the December 9, 2014 meeting agenda for consideration for third reading adoption.

- e) 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. R2014-0254, R2014-0255, R2014-0256, R2014-0257 and R2014-0275.

- 1) R2014-0254: A Resolution authorizing the issuance and sale of sales tax revenue bonds of the County of Cuyahoga, Ohio, in a principal amount not-to-exceed \$39,000,000.00 for the purpose of refunding all or a portion of the County's Sewer District Improvement Bonds, Series 2000, and advance refunding all or a portion of the County's Sewer District Improvement Bonds, Series 2005, and Various Purpose General Obligation (Limited Tax) Bonds, Series 2009A (Tax-Exempt); authorizing the preparation and use of a preliminary official statement; authorizing the preparation, execution and use of an official statement; approving and authorizing the execution of a trust indenture, one or more escrow agreements, and a continuing disclosure agreement; authorizing other actions related to the issuance of the bonds; and declaring the necessity that this Resolution become immediately effective.

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

Bond Counsel: Calfee, Halter & Griswold LLP

Committee Assignment and Chair: Finance & Budgeting –
Miller

A motion was made by Mr. Miller, seconded by Mr. Schron and approved by unanimous vote to amend Resolution No. R2014-0254 by deleting “September 1, 2005” and inserting “September 14, 2005” in the second Whereas clause.

On a motion by Mr. Miller with a second by Ms. Conwell, Resolution No. R2014-0254 was considered and adopted by unanimous vote, as amended.

- 2) R2014-0255: A Resolution authorizing the issuance and sale of Cuyahoga County Sales Tax Revenue Bonds, Series 2014 (County Facilities Improvement), in an aggregate principal amount not-to-exceed \$90,000,000.00 for the purposes of paying or reimbursing the costs of constructing, maintaining, expanding, refurbishing, renovating, upgrading, improving, furnishing, and equipping the Cuyahoga County Administrative Headquarters, the Cuyahoga County Corrections Center, the Justice Center, the Cuyahoga County Juvenile Justice Center, the Medical Examiner’s Office, the Office of Emergency Management, the Jane Edna Hunter Building, and certain other related improvements and facilities operated by the County and for the purpose of paying capitalized interest on the bonds and paying the costs of issuance in connection therewith; authorizing the preparation and use of a preliminary official statement; authorizing the preparation, execution and use of an official statement; approving and authorizing the execution of a trust indenture and a continuing disclosure agreement; authorizing other actions related to the issuance of the bonds; and declaring the necessity that this Resolution become immediately effective.

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

Bond Counsel: Calfee, Halter & Griswold LLP

Committee Assignment and Chair: Finance & Budgeting –
Miller

**Mr. Miller introduced a proposed substitute to Resolution No. R2014-0255.
Discussion ensued.**

A motion was then made by Mr. Miller, seconded by Mr. Brady and approved by unanimous vote to accept the proposed substitute.

On a motion by Mr. Miller with a second by Ms. Conwell, Resolution No. R2014-0255 was considered and adopted by unanimous vote, as substituted.

- 3) R2014-0256: A Resolution authorizing the issuance and sale of County of Cuyahoga, Ohio Tax-Exempt Economic Development Refunding Revenue Bonds, Series 2014C (Medical Mart/Convention Center Project) in an aggregate principal amount not-to-exceed \$21,000,000.00 for the purpose of providing moneys to pay costs of a “Project” within the meaning of Ohio Revised Code Chapter 165; authorizing the preparation and use of a preliminary official statement; authorizing the preparation, execution and use of an official statement; approving and authorizing the execution of a bond purchase agreement, a bond registrar agreement and a continuing disclosure agreement; authorizing other actions related to the issuance of the bonds; and declaring the necessity that this Resolution become immediately effective.

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

Bond Counsel: Calfee, Halter & Griswold LLP

Committee Assignment and Chair: Finance & Budgeting – Miller

On a motion by Mr. Miller with a second by Ms. Conwell, Resolution No. R2014-0256 was considered and adopted by unanimous vote.

- 4) R2014-0257: A Resolution authorizing the issuance and sale of County of Cuyahoga, Ohio Taxable Economic Development Revenue Bonds, Series 2014B (Western Reserve Fund) in an aggregate principal amount not-to-exceed \$24,500,000.00 for the purpose of providing moneys to pay costs of “Projects” within the meaning of Ohio Revised Code Chapter 165; authorizing the preparation and use of a preliminary official statement; authorizing the preparation, execution and use of an official statement; approving and authorizing the execution of a bond purchase agreement, a bond registrar agreement and a continuing disclosure agreement; authorizing other actions related to the issuance of the bonds; and declaring the necessity that this Resolution become immediately effective.

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

Bond Counsel: Calfee, Halter & Griswold LLP

Committee Assignment and Chair: Finance & Budgeting –
Miller

On a motion by Mr. Miller with a second by Ms. Conwell, Resolution No. R2014-0257 was considered and adopted by unanimous vote.

- 5) R2014-0275: A Resolution making an award on RQ31067 to United Way Services of Greater Cleveland in the amount not-to-exceed \$1,095,450.00 for fiscal agent services for emergency food purchases for Cuyahoga County residents for the period 1/1/2015 - 12/31/2015; 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.

Sponsors: County Executive FitzGerald/Department of Health and Human Services/Cuyahoga Job and Family Services **and Councilmember Jones**

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

On a motion by Mr. Brady with a second by Mr. Jones, Resolution No. R2014-0275 was considered and adopted by unanimous vote.

11. MISCELLANEOUS COMMITTEE REPORTS

Mr. Miller reported that the Committee of the Whole will meet on Tuesday, December 9, 2014 at 3:00 p.m.

Mr. Gallagher reported that the Public Safety & Justice Affairs Committee will meet on Tuesday, December 2, 2014 at 1:00 p.m.

Mr. Schron reported that the Economic Development & Planning Committee will meet on Monday, December 1, 2014 at 3:00 p.m.

Ms. Conwell reported that the Human Resources, Appointments & Equity Committee will meet on Tuesday, December 2, 2014 10:00 a.m.

Mr. Jones reported that the Public Works, Procurement & Contracting Committee will meet on Wednesday, December 3, 2014 at 3:00 p.m.

Ms. Simon reported that the Education, Environment & Sustainability Committee will tentatively meet on Wednesday, December 3, 2014 at 1:00 p.m. and that the winner of the Top Dog contest will be announced at on Thursday, December 04, 2014 at 7:00 p.m. at the County Animal Shelter.

12. MISCELLANEOUS BUSINESS

There was no miscellaneous business.

13. PUBLIC COMMENT UNRELATED TO AGENDA

No public comments were given unrelated to the agenda.

14. ADJOURNMENT

With no further business to discuss, Council President Connally adjourned the meeting at 5:59 p.m., without objection.



MINUTES

CUYAHOGA COUNTY COMMITTEE OF THE WHOLE MEETING
TUESDAY, DECEMBER 2, 2014
CUYAHOGA COUNTY ADMINISTRATIVE HEADQUARTERS
COUNCIL CHAMBERS – 4TH FLOOR
3:00 PM

1. CALL TO ORDER

At the request of Council President Connally, Mr. Miller, Chair of the Finance & Budgeting Committee, called the meeting to order at 3:05 p.m.

2. ROLL CALL

Mr. Miller asked Clerk Schmotzer to call the roll. Committee members Conwell, Jones, Hairston, Simon, Greenspan, Miller, Brady, Germana, Gallagher, Schron and Connally were in attendance and a quorum was determined.

3. PUBLIC COMMENT RELATED TO AGENDA

No public comments were given related to the agenda.

4. ITEMS REFERRED TO COMMITTEE

- a) R2014-0267: A Resolution adopting the 2014/2015 Biennial Operating Budget and Capital Improvements Program Annual Update for 2015, and declaring the necessity that this Resolution become immediately effective.

Clerk Schmotzer read Resolution No. R2014-0267 into the record.

Mr. Craig Richmond, Senior Vice President and Chief Financial Officer of The MetroHealth System, addressed the Committee regarding Resolution No. R2014-0267 relating to the budget for The MetroHealth System. Discussion ensued.

Committee members asked questions of Mr. Richmond pertaining to the item, which he answered accordingly.

Mr. Miller then introduced a proposed package of amendments regarding Resolution No. R2014-0267. Discussion ensued.

Ms. Marita Kavalec, Administrator of Juvenile Court; Ms. Karen Lippmann, Deputy Court Administrator; and Mr. Timothy McDevitt, Director of Probation Services, addressed the Committee regarding Resolution No. R2014-0267 relating to the budget and for additional appropriations for overtime, residential placements and the Staff Secure Shelter Pilot Program for Juvenile Court. Discussion ensued.

Committee members asked questions of Ms. Kavalec, Ms. Lippmann and Mr. McDevitt pertaining to the item, which they answered accordingly.

Mr. Christopher Murray, Interim Director of the Office of Budget and Management, addressed the Committee regarding Resolution No. R2014-0267 and provided a summary of recommended technical amendments and corrections. Discussion ensued.

Committee members asked questions of Mr. Murray pertaining to the item, which he answered accordingly.

A motion was then made by Mr. Gallagher, seconded by Mr. Germana and approved by unanimous vote to include the technical amendments and corrections recommended by the Office of Budget and Management in Resolution No. R2014-0267 and also to retain the \$80,000.00 appropriation for the Court of Appeals relating to electronic records.

A motion was made by Mr. Schron, seconded by Mr. Hairston and approved by unanimous vote to amend Resolution No. R2014-0267 by including an appropriation of \$600,000.00 to the Prosecutor's Office for funding for the DNA Rape Kit Task Force.

A motion was then made by Mr. Jones, seconded by Ms. Conwell and approved by majority roll call vote to amend Resolution No. R2014-0267 by including appropriations of the following: \$1,500,000.00 for residential placements for Juvenile Court; \$332,185.00 for new hires, maintenance costs, equipment, materials and software for the Personnel Review Commission; \$150,000.00 for the Countywide Housing Plan for the County Planning Commission; \$50,000.00 for bedbug assistance for the Department of Senior and Adult Services; \$100,000.00 for an internship program for Component Three of the County Educational Assistance Program for the Department of Workforce Development; \$220,000.00 for funding for the Department of Sustainability; and \$330,000.00 for a Grant Coordinating Department for the Fiscal Office, with Mr. Schron casting the only dissenting vote.

A motion was made by Mr. Germana, seconded by Ms. Connally and approved by unanimous vote to amend Resolution No. R2014-0267 by including an appropriation of \$500,000.00 for overtime for Juvenile Court.

A proposed amendment regarding appropriating \$500,000.00 for the Staff Secure Shelter Care Pilot Program was referred to the Public Safety & Justice Affairs Committee.

On a motion by Mr. Miller with a second by Ms. Conwell, Resolution No. R2014-0267 was considered and approved by unanimous roll call vote to be referred to the full Council agenda with a recommendation for passage under second reading suspension of the rules, as amended.

5. MISCELLANEOUS BUSINESS

There was no miscellaneous business.

6. PUBLIC COMMENT UNRELATED TO AGENDA

Rev. Pamela Pinkney Butts addressed the Committee regarding concerns to her relating to violence against women.

7. ADJOURNMENT

With no further business to discuss, and on a motion by Ms. Conwell with a second by Mr. Germana, the meeting was adjourned at 4:48 p.m., without objection.

County Council of Cuyahoga County, Ohio

Resolution No. R2014-0290

Sponsored by: Council President Connally/Clerk of Council and Director of Law	A Resolution approving the Charter of County of Cuyahoga, Ohio, as amended through 11/4/2014; and declaring the necessity that this Resolution become immediately effective.
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WHEREAS, pursuant to Section 12.10 of the Cuyahoga County Charter, proposed Charter amendments were submitted to the electors of the County of Cuyahoga on November 4, 2014; and,

WHEREAS, on November 25, 2014, the Board of Elections of Cuyahoga County issued the official Certificates of Result of Election on Question or Issue, in which the proposed Charter amendments were approved based on the votes of the electors of the County; and,

WHEREAS, pursuant to the County Charter, Section 12.11, "Following any election at which any amendment to this Charter is adopted, the Clerk of Council, with the approval of the Council and the Director of Law, may prior to any reprinting of this Charter, make such changes therein, including the numbers, titles and arrangement of articles and sections hereof, as may be necessary or desirable to maintain or assure the logical and consistent ordering thereof, but no such change shall in any way affect the substance or meaning of this Charter or any part thereof or amendment thereto. The Clerk of Council may, at any time, with the approval of the Council, correct typographical errors appearing in this Charter, but no such change shall in any way affect the substance or meaning of this Charter or any part thereof or amendment thereto;" and,

WHEREAS, the Clerk of Council of the County of Cuyahoga certified the correction of various typographical errors and amendments approved by the electors; and,

WHEREAS, the Director of Law approved the correction of various typographical errors and amendments as incorporated by the Clerk of Council; and,

WHEREAS, Exhibit A constitutes the Cuyahoga County Charter with corrected typographical errors and amendments as approved by the electors; 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 County entities.

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

SECTION 1. That the Cuyahoga County Council approves the attached Exhibit A as the official Cuyahoga County Charter as amended through November 4, 2014.

SECTION 2. That the Clerk of Council be, and she is, hereby instructed to transmit a copy of this Resolution with the attached Exhibit A to the Board of Elections of Cuyahoga County and the Ohio Secretary of State.

SECTION 3. That the Clerk of Council is hereby directed to reprint the herein approved Cuyahoga County Charter as amended through November 4, 2014 and to publish it on the County's website.

SECTION 4. It is necessary that this Resolution become immediately effective in order that critical services provided by Cuyahoga County can continue, and to continue the usual and daily operation of County entities. Provided that this Resolution receives the affirmative vote of eight members of Council, this Resolution shall become immediately effective upon the signature of the County Council President.

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

Clerk of Council

Date

Journal CC016
December 9, 2014



CHARTER OF COUNTY OF CUYAHOGA, OHIO

**APPROVED BY THE ELECTORS
ON NOVEMBER 3, 2009 AND
EFFECTIVE JANUARY 1, 2010**

**AS AMENDED THROUGH
NOVEMBER 4, 2014**

CHARTER OF CUYAHOGA COUNTY

We, the people of Cuyahoga County, Ohio, desire a reformed County Government to significantly improve the County's economic competitiveness. With it, the taxpayers of Cuyahoga County can have: (1) focused, effective and accountable leadership; (2) job creation and economic growth as a fundamental government purpose, thereby helping the County do a better job of creating and retaining jobs and ensuring necessary and essential health and human services; (3) collaborative leadership with Cleveland, suburbs and others within the public and private sectors; (4) an improved focus on equity for all our communities and citizens; (5) long-term regional and global competitiveness; and (6) significant taxpayer savings by streamlining and eliminating unnecessary elected offices.

Desiring to secure for ourselves and for our successors the benefits of self-determination as to local matters that are afforded by the assumption of home rule powers for this County and the establishment of a county government that provides for the separation of administrative and legislative powers and for a more representative and accountable form of governance for this County, We, the people, adopt this Charter of Cuyahoga County.

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ARTICLE I--CORPORATE POWERS, RIGHTS AND PRIVILEGES

SECTION 1.01 NAME, BOUNDARIES AND POWERS.

The County of Cuyahoga, as its limits now are, or hereafter may be, shall be a body politic and corporate by the name of County of Cuyahoga with all the rights granted by this Charter and by general law.

The County is responsible within its boundaries for the exercise of all powers vested in and the performance of all duties imposed upon counties and county officers by law. In addition, the County may exercise all powers specifically conferred by this Charter or incidental to powers specifically conferred by this Charter and all other powers that the Constitution and laws of Ohio now or hereafter grant to counties to exercise or do not prohibit counties from exercising, including the concurrent exercise by the County of all or any powers vested in municipalities by the Ohio Constitution or by general law.

All such powers shall be exercised and enforced in the manner prescribed by this Charter, or, when not prescribed herein, in such manner as may be provided by ordinance or resolution of the Council. When not prescribed by the Charter or amendments hereto or by ordinance or resolution, such powers shall be exercised in the manner prescribed by general law.

[Effective January 1, 2010]

SECTION 1.02 POWERS LIMITED.

This Charter does not empower the County to exercise exclusively any municipal powers nor to provide for the succession by the County to any property or obligation of any municipality or township without the consent of the legislative authority of such municipality or township. In case of conflict between the exercise of powers granted by this Charter and the exercise of powers by municipalities or townships granted by the Constitution or general law, the exercise of powers by the municipality or township shall prevail. The County shall have power to levy only those taxes that counties are by general law authorized to levy.

[Effective January 1, 2010]

SECTION 1.03 CONSTRUCTION.

The powers of the County under this Charter shall be construed liberally in favor of the County, and the specific mention of particular powers in this Charter shall

not be construed as limiting in any way the general powers granted under this Charter. The rules for statutory construction contained in the Ohio Revised Code shall govern the interpretation of the provisions of this Charter.

[Effective January 1, 2010]

ARTICLE II--ELECTED COUNTY EXECUTIVE

SECTION 2.01 COUNTY EXECUTIVE.

The County Executive shall be the chief executive officer of the County. The County Executive shall first be elected at the 2010 general election and shall hold office for a term of four years commencing on the first day of January 2011. Any candidate for election as County Executive shall have been an elector of the County for at least two years immediately prior to filing of the declaration of candidacy, shall be nominated and elected in the manner provided for county officers by general law and this Charter and during the entire term of office shall remain an elector of the County. The County Executive shall not, except as authorized by the Council, hold or accept other employment or public office.

[Effective January 1, 2010; Article II, Section 2.01 amended by the electors on November 4, 2014]

SECTION 2.02 COMPENSATION.

The initial salary of the County Executive shall be one hundred seventy-five thousand dollars per year. The salary may be changed by ordinance at any time before a primary election for the office of County Executive, but no change shall be effective until the commencement of the ensuing term.

[Effective January 1, 2010]

SECTION 2.03 POWERS AND DUTIES.

The County Executive shall have all the powers and duties of an administrative nature under this Charter and such powers and duties of an administrative nature, except as otherwise provided herein, as are vested in or imposed upon boards of county commissioners by general law. Such powers and duties include, but are not limited to, the following:

(1) To appoint, suspend, discipline and remove all County personnel, including those appointive officers provided for in Article V hereof and except those who, as provided by general law, are under the jurisdiction of officers, boards, agencies, commissions and authorities of the County other than the board of county commissioners, and except those who are appointed by the Council pursuant to Section 3.09(1) of this Charter or by the Prosecuting Attorney.

(2) To appoint, subject to the confirmation by the Council, and remove County directors and officers and members of boards, agencies, commissions and authorities as are or may hereafter be created by or pursuant to this Charter, and such officers and members of boards, agencies, commissions and authorities as are provided by general law to be appointed by boards of county commissioners. If the Council shall fail to act on the question of such an appointment by the County Executive within sixty days of the date that the County Executive submits such appointment to the Council for its consideration, that appointment shall be deemed confirmed without further action by the Council. The County Executive and the Council shall use good faith efforts to reflect the diversity of the people of the County in appointing such officers and members.

The County Executive may appoint interim officers to serve as any departmental director, as Inspector General, or in any position outlined in Article V of this Charter without confirmation by the Council for a period not to exceed 120 days. An interim appointment may continue beyond 120 days by extension or reappointment or another person may be successively appointed to the same position on an interim basis only if confirmed by the Council prior to the expiration of the initial interim appointment.

(3) To advocate for the interests of the County with other levels of government and to advocate for and promote cooperation and collaboration with other political subdivisions.

(4) To approve or veto any ordinance or resolution as provided in Section 3.10 of this Charter.

(5) To serve, in person or by his or her delegate, as a member of the County Budget Commission and of the County Board of Revision.

(6) To execute contracts, conveyances and evidences of indebtedness on behalf of the County.

(7) To attend meetings of the Council and take part in the discussion of all matters before the Council.

(8) To introduce ordinances and resolutions for consideration by the Council and otherwise to make recommendations for actions to be taken by the County.

(9) To submit to the Council prior to the beginning of each biennium, a proposed operating budget for the upcoming biennium, which shall contain at least the following:

- (a) A statement of estimated revenues from all sources, including fund balances from the preceding biennium;
- (b) A statement of proposed expenditures, shown by department, office, agency, authority, board and commission, and by activity, character and object;
- (c) A schedule of estimated revenues and proposed expenditures for each County department, office, agency, authority, board and commission, on a monthly basis; and
- (d) A summary of the contents of the proposed operating budget.

(10) To submit to the Council prior to the beginning of each biennium a capital improvements program, which shall contain at least the following:

- (a) The capital improvements scheduled for, or proposed to be undertaken within that biennium, along with the estimated cost of each improvement and the proposed or established method of financing;
- (b) A summary of the detailed contents of the program for the current biennium; and
- (c) The capital improvements projected for the five years next succeeding the current biennium.

(11) To submit a written message to the Council accompanying the proposed operating budget and capital improvements program explaining the budget both in fiscal terms and in terms of work to be done, outlining the proposed financial policies of the County for the current biennium and describing the important features of the budget. The message shall include any proposals for major changes in financial policies and in expenditures, appropriations and revenues as compared

with the preceding biennium and the reasons for such proposals, and an itemization and explanation of each proposed capital improvement.

(12) To conduct collective bargaining with any recognized employee bargaining unit, administer uniform personnel procedures for all County employees, and to provide quarterly reports to the Personnel Review Commission regarding the County's collective bargaining strategies and approved contracts.

(13) To submit to the Council annually a five-year financial forecast for the general operating funds of the County.

(14) To employ and supervise such number of deputies, assistants and employees as shall be reasonably necessary to assist the County Executive in carrying out the duties of the office.

[Effective January 1, 2010; Article II, Sections 2.03(9), (10) and (11) amended by the electors on November 6, 2012; Article II, Sections 2.03(2) and (12) amended by the electors on November 5, 2013]

SECTION 2.04 VACANCY.

In the event the office of the County Executive becomes vacant by reason of death, resignation, removal from office, failure to remain an elector of the County or for any other reason, the President of Council shall succeed to the office of County Executive on an interim basis. If a vacancy occurs in the first or second year of a four-year term, the interim succession shall be for a period until the next countywide general election, at which time the position shall be filled for the remainder of the principal term. If a vacancy occurs in the third or fourth year of a four-year term, the interim succession shall extend until the next countywide general election, at which time the position shall be filled for the next four-year term. The interim succession of the President of Council to the office of County Executive as provided herein shall create a vacancy in the membership of County Council and in the position of President of Council. Upon the occurrence of a vacancy in the position of President of Council, the Vice-President of Council shall assume the position of President, and the Council shall elect a member to serve as Vice-President. The Council seat vacated by the former Council president shall be filled in the manner described herein.

[Effective January 1, 2010]

SECTION 2.05 INVESTIGATIONS BY COUNTY EXECUTIVE.

The County Executive may, at any time and without notice, cause the administrative affairs or the official acts and conduct of any official or employee of any County office, department or agency over which the Executive has authority to be examined. The County Executive, or any person appointed by the Executive to conduct such an examination, shall have the same power to take testimony, administer oaths and compel the attendance of witnesses and the production of papers, books and evidence and refer witnesses to the Prosecuting Attorney to be punished for contempt as is conferred upon Council by this Charter. Subpoenas may not be issued pursuant to this section except by resolution adopted by a two-thirds vote of Council.

[Effective January 1, 2010]

ARTICLE III--THE COUNCIL

SECTION 3.01 ELECTION.

The Council shall be the legislative authority and taxing authority of the County and a co-equal branch of the County government with the executive branch. It shall consist of eleven members, who shall be nominated and elected as provided in this Charter and in the manner provided by general law for county officers. During their terms in office, Council members shall remain electors of the County and shall not hold or accept any other County office or be employed by the County and shall serve in a part-time capacity.

[Effective January 1, 2010]

SECTION 3.02 TERM OF OFFICE.

At the general election in 2010, the members of the Council shall be elected, one member from each of the eleven districts, six of such members for four-year terms and five of such members for two-year terms. Beginning with the 2012 general election, the term for each member of Council shall be four years. The term of office for all Council members shall begin on January 1 next following their election.

[Effective January 1, 2010]

SECTION 3.03 RESIDENCY REQUIREMENT.

A Council candidate shall have been an elector of the County for at least two years immediately prior to filing of a declaration of candidacy or appointment to fill a vacancy and shall also have been a resident of the district he or she wishes to serve for at least thirty days immediately prior to filing of candidacy or appointment to fill a vacancy. Once elected or appointed, Council members shall reside within their respective districts during the tenure of their terms; however, a Council member shall not be disqualified from serving the full term to which the member has been elected due to redistricting.

[Effective January 1, 2010; Article III, Section 3.03 amended by the electors on November 4, 2014]

SECTION 3.04 COUNCIL DISTRICTS.

(1) **Initial Districts.** The eleven districts from which the members of the Council shall be elected at the November 2, 2010 general election are described in detail in Appendix A, which is attached to this Charter and made a part hereof.

(2) **Redistricting.** Immediately following each decennial Federal census commencing with the census of 2010, the Council shall appoint five electors of the County, not more than three of whom shall be members of the same political party and none of whom shall hold public office or be an officer of a political party, who shall constitute a Council Districting Commission. The Commission shall, not later than one hundred twenty days following its appointment, prepare and certify to the Board of Elections of Cuyahoga County a detailed apportionment of the Council districts in accordance with the principles provided for in this section. The County Executive shall provide for the Commission such facilities and assistance as shall be required for the Commission to carry out its duties as provided for herein. That apportionment shall be completed by the same date as the apportionment for the Ohio General Assembly and shall be effective for the first regular County election thereafter.

(3) **Principles for Establishing District Boundaries.** All districts shall be of substantially equal population, compact and composed of contiguous territory and formed by combining existing areas of governmental units, giving preference, in the order named, to townships, municipalities and city wards and precincts. Precincts shall not be divided for the purpose of creating Council districts. To the degree allowable by federal and state law, consideration will be given to district boundaries that broaden the opportunities for historically under-represented and

minority communities to elect representatives to the Council. The Council may establish additional criteria for the Council Districting Commission to use for the purpose of drawing district boundaries, in order to achieve a government that is effective, efficient, and at the same time, accountable, responsive, and fairly representative, as long as such criteria do not conflict with the Constitution of the United States of America, the Constitution of the State of Ohio and applicable federal or state law.

[Effective January 1, 2010]

SECTION 3.05 COUNCIL VACANCIES.

When a vacancy occurs in a Council position, precinct committee members of the same political party and from the same district as the vacating member shall choose a replacement within thirty days of the occurrence of the vacancy. If the precinct committee members fail to make the appointment in the allotted time, the Council shall have thirty days to make the appointment. If the Council fails to make the appointment, the County Executive shall make the appointment.

[Effective January 1, 2010]

SECTION 3.06 COUNCIL VACANCIES; NO PARTY AFFILIATION.

When a vacancy occurs in a Council position and the person vacating the position was not a member of a political party with precinct committee members, the Council shall choose a replacement within thirty days of the occurrence of the vacancy. If Council fails to appoint a replacement within thirty days, the County Executive shall make the appointment.

[Effective January 1, 2010]

SECTION 3.07 VACANCIES; LENGTH OF APPOINTMENT.

If a vacancy occurs in the first or second year of a four-year term, the interim appointment shall be for a period until the next countywide general election, at which time the position shall be filled for the remainder of the unexpired term. If a vacancy occurs in the third or fourth year of a four-year term, the interim appointment shall extend until the next countywide general election, at which time the position shall be filled for the next four-year term.

[Effective January 1, 2010]

SECTION 3.08 COMPENSATION.

The initial salary of each Council member shall be forty-five thousand dollars per year. The initial salary of the President of Council shall be fifty-five thousand dollars per year. Those salaries may be changed by ordinance at any time before a primary election for members of the Council, but no change shall be effective until the commencement of the ensuing term. Council members shall be entitled to reimbursement for reasonable and necessary expenses incurred by them in the exercise of their duties.

No former member of Council shall hold any compensated appointive office or employment with the County until one year after the expiration of the term for which the member was elected.

[Effective January 1, 2010]

SECTION 3.09 POWERS AND DUTIES OF THE COUNCIL.

The legislative power of the County, including the power to introduce, enact and amend ordinances and resolutions relating to all matters within the legislative power of the County, is vested in the Council. All powers of the Council shall be exercised by ordinance or resolution and shall include, but not be limited to, the following:

- (1) To appoint and provide for the compensation and duties of the Clerk of Council and such other assistants for the Council as a whole as the Council determines to be necessary for the efficient performance of its duties.
- (2) 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.
- (3) To establish procedures under which the County Executive may employ experts and consultants in connection with the administration of the affairs of the County.
- (4) To establish procedures governing the making of County contracts and the purchasing of County supplies and equipment pursuant to competitive bidding.

(5) To adopt and amend the County's annual tax budget, biennial operating budget and biennial capital improvements program and to make appropriations for the County. Council shall determine by ordinance the beginning and end dates of the biennium.

(6) To determine which officers and employees shall give bond and to fix the amount and form thereof.

(7) To provide for the acquisition, construction, maintenance, administration, rental, and leasing of property, including buildings and other public improvements.

(8) To cooperate or join by contract with any municipality, county, state or political subdivision or agency thereof, for the planning, development, construction, acquisition or operation of any public improvement or facility, or for providing a common service, and to provide the terms upon which the County shall perform any of the services and functions of any other county or any municipality or other political subdivision. In furtherance of such intergovernmental cooperation, the Council may provide for grants or loans to other political subdivisions and public agencies.

(9) To provide for the procedure for making public improvements and levying assessments for such improvements.

(10) To require, as necessary, the attendance of any County employee or officer at Council meetings to provide information as may be requested. Except for the purpose of inquiry, the Council and its members shall deal with the administrative service solely through the County Executive. Neither the Council, nor any member thereof, shall give orders to any of the subordinates of the County Executive either in public or in private.

(11) 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; for the funding of the program from money determined to be saved by the operation of the County government under this Charter and from other funds of the County, including gifts, grants and donations received for such purpose; and for the conditions for eligibility for participation in the program by individuals and educational institutions.

(12) To establish by ordinance a code of ethics, which shall be in addition to, and not inconsistent with, general law on the subject, which shall guide and inform County officers and employees in the performance of their official duties in a manner that will represent high standards of professionalism and loyalty to the residents of the County and that will avoid conflicts of interest, self-dealing and other violations of the public trust.

No public money of, or under the control of, the County, from whatever source derived, shall be subject to appropriation, application or distribution at the order or direction of any individual member of the Council.

[Effective January 1, 2010; Article III, Section 3.09(5) amended by the electors on November 6, 2012]

SECTION 3.10 ORGANIZATION, RULES AND PROCEDURES.

(1) **Council Officers.** On the first business day of each year following a regular election for members of the Council, the Council shall meet for the purpose of organization and shall elect one of its members as President and one other member as Vice-President each to serve until the election of their successors at the next succeeding organizational meeting. The President shall preside at all meetings of the Council. The Vice President shall preside in case of the absence or disability of the President. The presiding officer shall be entitled to vote on all matters.

(2) **Rules and Records.** The Council shall determine its own rules and order of business. The Clerk of Council shall keep and make available for public inspection at all reasonable times a record of proceedings of the Council in which the vote of each member voting on an ordinance or resolution shall be recorded.

(3) **Written Resolutions and Ordinances.** All legislative action of a general and permanent nature shall be by resolution or ordinance introduced in written or printed form. Each resolution and ordinance shall contain no more than one subject, and that subject shall be clearly expressed in its title.

(4) **Required Readings.** No ordinance or resolution shall be passed or adopted until it has been read, either in full or by title alone, at three different regular Council meetings. The requirement of three readings may be dispensed with by a vote of at least seven members of the Council.

(5) Adoption by Council. No action of the Council shall be valid or binding unless adopted by an affirmative vote of at least a majority of the members of the Council. Each adopted ordinance or resolution shall be signed by the presiding officer and promptly presented by the Clerk of Council to the County Executive for approval or disapproval. Notwithstanding the foregoing, the following actions shall be finally approved or disapproved upon action by Council, without presentation to the County Executive for approval or disapproval:

- (a) Adoption or amendment of the rules and order of business of the Council;
- (b) Adoption of the schedule of Council meetings, creation of committees, and other actions relating to the internal operations of the Council;
- (c) Adopting an organizational structure for the Council office, consistent with the County's operating budget;
- (d) Hiring and setting compensation for employees of the Council office, consistent with the County's operating budget;
- (e) Approval of contracts or amendments to contracts not to exceed \$100,000 for services for the Council office, consistent with the County's operating budget;
- (f) Confirmation of appointments recommended by the County Executive;
- (g) Making of appointments designated in this Charter to be made by Council;
- (h) Adoption of resolutions to require the attendance of any County employee or officer at Council meetings;
- (i) Adoption of resolutions to compel the attendance of witnesses, issue subpoenas, or refer matters to the Prosecuting Attorney in accordance with Article III, Section 3.12; and
- (j) Submission of proposed amendments to this Charter to the electors of Cuyahoga County.

(6) Approval or Disapproval by County Executive. The County Executive may approve or disapprove the whole or any item of an ordinance or resolution appropriating money, but otherwise the approval or disapproval shall be addressed to the entire ordinance or resolution. If the County Executive approves a measure approved by Council and presented to him or her by the Clerk of Council, the resolution or ordinance shall be signed by the County Executive and returned to the Clerk of Council within ten days after its passage or adoption. If the County Executive does not approve a measure so presented, the County Executive shall return the measure to the Council with his or her written objections within said ten days. Such written objections shall be entered in full in the record of proceedings of the Council. If the County Executive does not return a measure

approved by Council and presented to him or her by the Clerk of Council within said ten-day period following its adoption, the measure shall take effect in the same manner as if the County Executive had signed it.

(7) **Reconsideration.** When the County Executive has disapproved an ordinance or resolution, or a part or item thereof, as herein provided, the Council may, not later than its second regular meeting following such disapproval, proceed to reconsider the disapproved measure. If, upon reconsideration, the measure is approved by at least eight members of Council, it shall then take effect as if it had received the approval of the County Executive.

(8) **Effective Dates of Legislation.** Each ordinance or resolution shall take effect in the manner and at the time provided by general law for ordinances or resolutions of cities. Unless a later time is specified therein, each measure designated to become immediately effective shall take effect upon signature by the County Executive, upon the expiration of the time during which it may be disapproved, or upon its passage after disapproval by the County Executive, as the case may be. Each measure designated to become immediately effective shall contain a statement of the necessity for such action and shall require the affirmative vote of at least eight members of the Council for enactment.

(9) **Publication of Ordinances and Resolutions.** Council shall provide by rule for the procedure for giving notice of the adoption by the Council of ordinances and resolutions of a general and permanent nature. Such method or methods for giving notice shall be such as to enable any interested resident of the County to have prompt access to the text of such legislation.

[Effective January 1, 2010; Article III, Section 3.10(5) amended by the electors on November 5, 2013]

SECTION 3.11 INITIATIVE AND REFERENDUM.

The right of initiative and referendum is reserved to the people of the County on all matters that the County may now or hereafter be authorized to control by legislative action, provided that any ordinance or resolution enacted for the following purposes shall not be subject to referendum:

- (a) That appropriates money for any lawful purpose;
- (b) That creates, revises or abolishes departments or provides regulations for their government;

- (c) That authorizes the appointment of employees in any of the departments;
- (d) That authorizes, or that otherwise affects, the issuance of bonds, notes or other debt instruments of the County;
- (e) That authorizes a contract for a public improvement or an expenditure of money which contract is to be made or expenditure is to be made, in whole or in part, from the proceeds of bonds, notes or other debt instruments of the County; and
- (f) That provides for the payment of operating expenses of the County.

The provisions of general law relating to such right applicable to municipalities in effect at the time of the adoption of this Charter shall govern the exercise of such right hereunder, provided that all powers and duties respecting initiative or referendum petitions imposed upon city auditors or village clerks by general law shall be exercised by the Clerk of Council.

[Effective January 1, 2010]

SECTION 3.12 INVESTIGATIONS BY COUNCIL.

The Council or any committee of Council may investigate the financial transactions of any office, department or agency of County government and the official acts and conduct of any County official relating to any matter upon which Council is authorized to act. In conducting such investigations, the Council or any such committee may administer oaths and may, by resolution adopted by vote of at least eight members of Council or of the committee of Council, compel the attendance of witnesses and the production of books, papers and other evidence through the issuance of subpoenas. Subpoenas shall be signed by either the President of Council or the chair of the Council committee seeking a witness's testimony or the production of evidence and shall be served and executed by an officer authorized by law to serve subpoenas and other legal process. In the matter of compelling the attendance of witnesses and the production of evidence, the majority vote of Council, if any, shall take precedence over the vote of a Council committee. If any duly-subpoenaed witness refuses to testify to any facts within the witness's knowledge, or to produce any paper, books, or other evidence in the witness's possession or in the witness's control relating to the matter under inquiry before the Council or any such committee, the Council may refer the matter to the Prosecuting Attorney for the Prosecuting Attorney to cause the witness to be punished as for contempt.

[Effective January 1, 2010]

ARTICLE IV--ELECTED PROSECUTING ATTORNEY

SECTION 4.01 PROSECUTING ATTORNEY: ELECTION, DUTIES AND QUALIFICATIONS.

The Prosecuting Attorney shall be elected, and the duties of that office, and the compensation therefor, including provision for the employment of outside counsel, shall continue to be determined in the manner provided by general law.

[Effective January 1, 2010]

ARTICLE V--APPOINTED OFFICERS

SECTION 5.01 APPOINTMENT; CONFIRMATION BY COUNCIL.

Each of the officers provided for in this Article V shall be appointed by the County Executive, subject to confirmation by Council, and shall serve at the pleasure of the County Executive.

[Effective January 1, 2010]

SECTION 5.02 FISCAL OFFICER: POWERS, DUTIES AND QUALIFICATIONS.

(1) **Powers and Duties.** The Fiscal Officer shall exercise all powers and perform all duties now or hereafter vested in or imposed by general law upon county auditors and county recorders and the powers and duties of clerks of the court of common pleas other than those powers and duties related to serving the operation of the courts, and such other powers and duties not inconsistent therewith as provided herein or by ordinance. The Fiscal Officer shall prepare and maintain the tax maps for the County.

(2) **Boards, Commissions and Committees.** The Fiscal Officer, or his or her designee, shall serve in the place of the county auditor or the county recorder on every board, commission, committee, or any other body upon which a county auditor or county recorder is required or authorized to serve by general law.

(3) **Qualifications.** The Fiscal Officer shall be a certified public accountant and shall have had at least five years' experience in the management of financial matters of political subdivisions.

[Effective January 1, 2010]

SECTION 5.03 MEDICAL EXAMINER: POWERS, DUTIES, AND QUALIFICATIONS.

All powers now or hereafter vested in or imposed upon county coroners by general law shall be exercised by the Medical Examiner. The Medical Examiner shall also have such powers and duties as shall be established by ordinance that are not inconsistent with those provided by general law for county coroners. The Medical Examiner shall be a licensed physician, shall have specialized training in forensic medicine and pathology, and shall have final authority as to determinations concerning medical matters within his or her responsibility. The Medical Examiner may appoint deputies to the Medical Examiner, who shall be designated Deputy Medical Examiners and one of whom may be designated the Chief Deputy Medical Examiner.

[Effective January 1, 2010]

SECTION 5.04 CLERK OF COURTS: POWERS AND DUTIES.

All powers and duties now or hereafter vested in or imposed by general law upon the office of clerk of the court of common pleas relating to serving the operation of the courts shall be exercised and carried out by the appointed Clerk of Courts. The Clerk of Courts shall also have such powers and duties as shall be established by this Charter or by ordinance that are not inconsistent with those provided by general law for the office of clerk of the court of common pleas.

[Effective January 1, 2010]

SECTION 5.05 DIRECTOR OF PUBLIC WORKS: POWERS, DUTIES AND QUALIFICATIONS.

All powers now or hereafter vested in or imposed upon county engineers and county sanitary engineers by general law shall be exercised and carried out by or at the direction of the Director of Public Works. The Director of Public Works shall also have such powers and duties as shall be established by ordinance that are not inconsistent with those provided by general law. In the event that the Director of Public Works is not a professional engineer and a registered surveyor licensed by

the State of Ohio, the Director of Public Works shall employ one or more deputies or assistants who together or separately possess both of those qualifications.

[Effective January 1, 2010]

SECTION 5.06 DIRECTOR OF LAW: POWERS, DUTIES AND QUALIFICATIONS.

The Director of Law shall be the legal advisor to and representative of the County Executive and County Council. The Director of Law shall be an attorney at law in good standing in the State of Ohio and shall have had at least five years' experience in advising or representing political subdivisions in Ohio.

[Effective January 1, 2010]

SECTION 5.07 COUNTY TREASURER: POWERS, DUTIES AND QUALIFICATIONS.

All powers and duties now or hereafter vested in or imposed upon county treasurers by general law shall be carried out by the appointed County Treasurer. The County Treasurer shall also have such powers and duties as shall be established by ordinance that are not inconsistent with those provided by general law. The County Treasurer shall have had at least five years' experience in the management of financial matters for political subdivisions.

[Effective January 1, 2010]

SECTION 5.08 SHERIFF: POWERS, DUTIES AND QUALIFICATIONS.

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. The Sheriff shall possess and continue to maintain the qualifications provided by general law for the office of county sheriff and in addition shall have had at least five years' experience in law enforcement or in correctional facilities management.

[Effective January 1, 2010]

ARTICLE VI--BOARDS AND COMMISSIONS

SECTION 6.01 BUDGET COMMISSION.

The Budget Commission shall consist of the County Executive, the Fiscal Officer and the Prosecuting Attorney. Members of the Budget Commission may appoint deputies to serve on their behalf. The Budget Commission shall exercise all powers and perform all duties of a county budget commission as prescribed by general law.

[Effective January 1, 2010]

SECTION 6.02 BOARD OF REVISION.

(1) The County shall have a single Board of Revision, consisting of three members, which shall perform all powers and duties of county boards of revision under general law and such other powers and duties not inconsistent therewith as provided herein or by ordinance. As of the effective date of this provision, the Board shall consist of the County Executive, one appointee of the Council President, and, at the choice of the County Executive, either the Fiscal Officer or Treasurer.

- (a) At the choice of the Council President, the Council President's appointee may either be a member of Council or any other elector of the County. The term of the Council President's first appointee shall be from the effective date of this provision until January 4, 2016. The term of subsequent appointees shall be for a period of two years commencing on the fifth day of January and every two years thereafter.
- (b) If a vacancy occurs in the Council President's appointee position, the Council President shall appoint a new member to complete the unexpired term.
- (c) The Council President's appointee shall not belong to the same political party as the County Executive at the time of the appointment.

(2) The Board shall elect a chairperson, a secretary, and other officers as it deems appropriate at its organizational meetings.

(3) The Board shall have the power to set the hearing schedule for matters before it, and to make and amend its own internal operating rules, procedures, and regulations.

(4) The Board may employ administrative staff, including an administrator, as it deems necessary, to assist it in the performance of its powers and duties. All employees of the Board shall be unclassified employees.

(5) The Board shall employ or otherwise engage individuals to serve on one or more three-member hearing panels to hear complaints as to the value of real property and to perform other duties assigned to them by the Board. The individuals serving on hearing panels shall be electors of the County; shall serve at the pleasure of the Board; and shall abide by the Board's hearing schedule, rules, procedures, and regulations in performing their duties.

(6) The Board shall establish merit qualifications for the individuals serving on hearing panels as it deems necessary for them to perform their duties. In establishing the merit qualifications, the Board shall strive to employ or otherwise engage highly qualified individuals to elevate the citizens' trust in the system.

(7) The Board may not itself hear complaints related to the valuation of real property, and no member of the Board may serve on any of the hearing panels. The decisions of the hearing panels relating to real property valuation complaints shall constitute the final decisions of the Board and shall not be subject to further review by the Board itself.

(8) No member of the Board or any of the hearing panels may have any ex parte communications with any party, elected officials, county employees, or any other person regarding the merits of a pending matter before the panel. The Board shall enact and publish additional rules, procedures, or regulations to ensure that the system is administered fairly, including rules, procedures, or regulations governing conflicts of interest.

(9) The Board may utilize any boards of revision or hearing panels in existence as of the effective date of this provision as hearing panels to avoid any interruption of services.

[Effective January 1, 2010; Article VI, Section 6.02 amended by the electors on November 5, 2013]

SECTION 6.03 OTHER BOARDS AND COMMISSIONS.

Any board or commission of the County and any joint board or commission in which the County is a participant that is in existence when this Charter becomes effective, but not provided for in this Charter, shall continue to exist until reorganized or discontinued by action of Council, unless its continuance is required by general law.

[Effective January 1, 2010]

SECTION 6.04 SPECIAL BOARDS AND COMMISSIONS.

When general law or any agreement with another public agency or court order provides for appointment of members of a special board or commission or other agency by the board of county commissioners, such appointment shall be made by the County Executive, subject to confirmation by the Council.

[Effective January 1, 2010]

ARTICLE VII--ECONOMIC DEVELOPMENT

SECTION 7.01 COUNTY ECONOMIC DEVELOPMENT.

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. In furtherance of that purpose, the County shall, as authorized by the Constitution of Ohio, general law, and this Charter and enactments pursuant thereto, develop and implement policies, programs and activities for the expansion and enhancement of economic activity in the County so as to create and preserve jobs and employment opportunities for and available to residents of the County. In furtherance of this purpose, the County shall appropriate money and enter into agreements and otherwise cooperate with officers, agencies, and instrumentalities of the United States of America, the State of Ohio, with other political subdivisions, and with public and private persons, firms and corporations, foundations, and individuals and institutions, and may accept and make gifts, grants, and loans and other economic incentives.

[Effective January 1, 2010]

SECTION 7.02 DEPARTMENT OF DEVELOPMENT.

There shall be a Department of Development, under the direction of the Director of Development, which shall develop, direct and implement programs and activities for carrying out the purposes of this Article VII.

The Department of Development shall coordinate the programs and activities of the officers, departments, agencies, boards and commissions of the County that relate to economic development, including identification of the causes of unemployment and economic underdevelopment among segments of the population and within communities in the County and the development of programs and activities to remedy such conditions.

[Effective January 1, 2010]

SECTION 7.03 DIRECTOR OF DEVELOPMENT: APPOINTMENT AND QUALIFICATIONS.

The Director of Development shall be appointed by the County Executive, subject to confirmation by the Council, and shall report to and serve at the pleasure of, the County Executive. The Director of Development shall have had a demonstrated record of experience and accomplishment, in the public or private sector, or both, in economic development matters.

[Effective January 1, 2010]

SECTION 7.04 ECONOMIC DEVELOPMENT COMMISSION.

There shall be an Economic Development Commission the members of which shall be selected and qualified as follows: One member shall be selected by each of the following: the County Executive; the Council; the mayor of the city of Cleveland; the Cleveland-Cuyahoga Port Authority; the Cuyahoga County Mayors and Managers Association, the Greater Cleveland Partnership, or their respective successors; the Executive Secretary of the North Shore Federation of Labor, or similar officer of a successor organization. One member shall be selected collectively by the nonprofit and educational organizations that are engaged in the promotion of economic development of the County, as shall be designated by the Council. Those members shall select one additional member.

Membership on the Economic Development Commission shall not constitute the holding of office or employment with the County. The members shall serve without compensation, but may be reimbursed for reasonable and necessary expenses

incurred in the performance of their duties. Any vacancy in the membership of the Economic Development Commission shall be filled in the same manner as that of the person whose position has been vacated.

The Economic Development Commission shall adopt its own rules and bylaws for its organization and procedures. It shall meet at least quarterly and shall be provided with such facilities and staff assistance as shall be necessary for the Economic Development Commission to carry out its duties. The County Executive and the Director of Development shall keep the Economic Development Commission informed of current and anticipated economic development activities and opportunities, except as necessary to preserve confidentiality of such matters as business plans and trade secrets of private parties.

[Effective January 1, 2010]

SECTION 7.05 ECONOMIC DEVELOPMENT PLAN.

The Director of Development, in conjunction with the County Executive and in consultation with the Economic Development Commission, shall 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. If the Council shall fail to adopt the proposed plan, with such changes as the Council shall deem advisable, within sixty days of its presentation to the Council, the plan shall be deemed to be adopted. The economic development plan shall be reviewed and revised annually in accordance with the foregoing procedures.

[Effective January 1, 2010]

ARTICLE VIII--HEALTH AND HUMAN SERVICES

SECTION 8.01 DEPARTMENT OF HEALTH AND HUMAN SERVICES.

There shall be a Department of Health and Human Services, which shall administer all programs and activities for which the County has or has assumed responsibility for the protection and enhancement of the health, education and well-being of County residents and that are not assigned by general law to other boards, agencies or officials, and shall coordinate its activities and cooperate with

such other boards, agencies and officers in order to avoid duplication of services and activities. The Council shall provide by ordinance for such deputies and assistants to the Director of Health and Human Services as shall be conducive to the efficient performance of the duties of the Department of Health and Human Services.

[Effective January 1, 2010]

**SECTION 8.02 DIRECTOR OF HEALTH AND HUMAN SERVICES:
APPOINTMENT, DUTIES AND QUALIFICATIONS.**

The Director of Health and Human Services shall be appointed by the County Executive, subject to confirmation by the Council, and shall be the head of the Department of Health and Human Services. The person so appointed shall have had at least five years' experience in an upper-level managerial position, in either the public or the private sector, with responsibility for the provision of human services of the kind provided for in this Article VIII.

[Effective January 1, 2010]

ARTICLE IX--COUNTY EMPLOYMENT PRACTICES

SECTION 9.01 PERSONNEL REVIEW COMMISSION.

There shall be a Personnel Review Commission. The Council shall appoint the members of the Personnel Review Commission, consisting of three electors of the County having experience in personnel matters or personnel administration and who are supportive of equal opportunity considerations. No more than two of the three members of the Personnel Review Commission shall be members of the same political party. The Personnel Review Commission is authorized to employ persons in the service of the County. The Personnel Review Commission shall be responsible for administering, for and in cooperation with the officers, agencies, boards and commissions of the County, an efficient and economical system for the employment of persons in the public service of the County according to merit and fitness. The County's human resources policies and systems, including ethics policies for County employees, shall be established by ordinance and shall be administered in such 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. The Personnel Review

Commission shall submit a recommendation regarding any ordinance concerning County personnel policies prior to passage by County Council. In the event the Personnel Review Commission does not endorse an ordinance, the Personnel Review Commission may provide a Statement of Non-Endorsement to the County Council.

The term of office of each member of the Personnel Review Commission shall be six years. The terms shall be staggered so that no term expires within less than two years of the expiration of any other term. The Council shall fill a vacancy occurring for an unexpired term in the same manner as a regular appointment.

Of the terms of office for the initial appointees, one shall be appointed for a term of six years, one shall be appointed for a term of four years and one shall be appointed for a term of two years. The County Executive shall nominate the initial appointees to the Personnel Review Commission not later than March 1, 2011 and thereafter within thirty days after the occurrence of a vacancy. The members of the Personnel Review Commission serving as of the effective date of this provision may serve until their existing term expires and may be subject to reappointment by Council.

No member of the Personnel Review Commission shall hold any other public office or public employment with the County. The Council shall establish a per diem compensation for the members of the Personnel Review Commission.

The Council may remove any member of the Personnel Review Commission for inefficiency, neglect of duty or malfeasance in office after notice and public hearing before the Council, provided that two-thirds of the members of the Council concur.

[Effective January 1, 2010; Article IX, Section 9.01 amended by the electors on November 5, 2013]

SECTION 9.02 AUTHORITY OF PERSONNEL REVIEW COMMISSION.

The Personnel Review Commission shall have:

(1) Responsibility for the resolution or disposition of all personnel matters, with authority to appoint hearing officers to hear all employee appeals previously under the jurisdiction of the State Personnel Board of Review, including those of classified employees who work for the County Executive, Prosecuting Attorney, County Planning Commission, and the County Public Defender;

(2) Responsibility for administration of compliance with federal and state laws regarding personnel matters within the County Executive's organization and departments;

(3) For the County Executive's organization and departments, authority to ensure:

- Pay equity for like positions;
- Standardization of benefits;
- Approval of qualifications;
- Consistent discipline;
- Training of management in personnel practices;
- Training of employees in job functions;
- Training for total quality management;
- Consistent administration of performance management system;
- Coordination of recruitment; and
- Compliance with ethics resolutions or ordinances as passed by the Council; and

(4) Responsibility for creation of rules and policies related to the Personnel Review Commission's authority set forth in this Charter in accordance with the human resources policies established by ordinance; and

(5) Such other functions as may be deemed necessary by the Council for the Personnel Review Commission to carry out its mission and purpose.

[Effective January 1, 2010; Article IX, Section 9.02 amended by the electors on November 5, 2013]

SECTION 9.03 CLASSIFICATION.

The Personnel Review 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. The classification system shall include the employees of the offices listed in Article V of this Charter, as well as those of the County Executive and County Council except those employees in positions designated as unclassified by general law. The classification system shall, to the extent permitted by the Ohio Constitution, include the employees of all offices, officers, agencies, departments, boards, commissions or other public bodies, other than

separate political subdivisions, that are supported in whole or in part from taxes levied, or other financial assistance provided, by the County.

[Effective January 1, 2010; Article IX, Section 9.03 amended by the electors on November 5, 2013]

SECTION 9.04 APPOINTING AUTHORITIES.

The County Executive and the officers, offices, agencies, departments, boards and commissions and other public bodies, who under this Charter or under general law are authorized to employ persons in the service of the County, shall be appointing authorities. Persons interested in employment with the County shall make application to the Department of Human Resources. No appointing authority shall appoint a person to fill a vacancy in the classified service who does not meet the qualifications for that position approved by the Personnel Review Commission. All Appointing Authorities shall strive in making appointments in both the classified and the unclassified service to ensure that the diversity of the population of the County is reflected in the persons who are employed by the County.

[Effective January 1, 2010; Article IX, Section 9.04 amended by the electors on November 5, 2013]

SECTION 9.05 DEPARTMENT OF HUMAN RESOURCES.

There shall be a Department of Human Resources, which shall, as part of its duties, perform such functions on behalf of the Personnel Review Commission as the Commission shall delegate. The Department of Human Resources shall provide regular reports to the Personnel Review Commission regarding the Department's performance of such delegated functions in accordance with timeframes established by the Personnel Review Commission.

[Effective January 1, 2010; Article IX, Section 9.05 amended by the electors on November 5, 2013]

SECTION 9.06 DIRECTOR OF HUMAN RESOURCES: POWERS, DUTIES AND QUALIFICATIONS.

The Director of Human Resources shall be appointed by the Executive, subject to confirmation by Council, and shall serve at the pleasure of the County Executive. The Director of Human Resources shall manage County employment matters including hiring, firing, discipline, layoffs, training, benefits, time and attendance, HR compliance, and drafting policies and procedures. The Director shall be

responsible for offering support to the Law Department on all labor and employment matters. The Director of Human Resources shall have a minimum of five years of experience advising or working in the public sector, experience in employment related matters, management experience or related relevant experience.

[Effective January 1, 2010; Article IX, Section 9.06 amended by the electors on November 5, 2013]

ARTICLE X--PURCHASING

SECTION 10.01 DEPARTMENT OF PURCHASING.

There shall be a Department of Purchasing under the direction of the County Executive, which shall be responsible, except as otherwise provided by this Charter or by ordinance, and to the extent permitted by the Ohio Constitution, for the purchase of goods and services required by all offices, officers, agencies, departments, boards, commissions or other public bodies, other than separate political subdivisions, that are supported in whole or in part from taxes levied, or other financial assistance provided by the County.

[Effective January 1, 2010]

ARTICLE XI--INTERNAL AUDITING

SECTION 11.01 COUNTY AUDIT COMMITTEE.

The County Audit Committee shall provide internal auditing to assist the County Executive, Fiscal Officer, the Council, and other county officers and departments, institutions, boards, commissions, authorities, organizations, and agencies of the County government funded in whole or in part by County funds in providing taxpayers of the County with efficient and effective services. The County Audit Committee shall consist of the Fiscal Officer, who shall serve as chair of the committee, the County Executive, the President of Council and two residents of the County appointed by the County Executive and confirmed by Council for terms ending one year and two years, respectively, following the end of the term of the office of the then County Executive. Upon a vacancy of an appointed position on the County Audit Committee, the County Executive shall appoint a replacement to fill the incomplete term, subject to confirmation by Council. An appointed member

of the County Audit Committee may be removed by a vote of a majority of the County Audit Committee, subject to the approval of County Council. The County Audit Committee shall meet at least quarterly and shall oversee internal and external audits.

[Effective January 1, 2010; Article XI, Section 11.01 amended by the electors on November 6, 2012]

SECTION 11.02 DEPARTMENT OF INTERNAL AUDITING.

There shall be a Department of Internal Auditing, which shall serve under the direction of, and perform such functions on behalf of, the County Audit Committee as the Committee shall prescribe.

[Effective January 1, 2010]

SECTION 11.03 DIRECTOR OF INTERNAL AUDITING: APPOINTMENT, DUTIES AND QUALIFICATIONS.

The Director of Internal Auditing shall be the head of the Department of Internal Auditing. The Director of Internal Auditing shall be a Certified Internal Auditor or member of the Institute of Internal Auditors or a similar successor organization and shall be subject to, and follow at all times, the Code of Ethics for Certified Internal Auditors or a similarly recognized code of ethics established by the Institute of Internal Auditors or a similar successor organization. The County Audit Committee shall recommend to the Council one or more candidates for appointment as the Director of Internal Auditing. The Council shall make the appointment, which shall be for a term that expires on June 30, 2016. Thereafter, the term of the Director of Internal Auditing shall be for four years commencing on July 1, 2016, with subsequent terms commencing every four years on the first day of July. In the case of a vacancy prior to the end of the appointed term of the Director of Internal Auditing, the County Audit Committee shall recommend to the Council one or more candidates for appointment as Director of Internal Auditing to fill the incomplete terms. The Director of Internal Auditing may be dismissed by the Council for cause, following a hearing at which the Director of Internal Auditing shall have had the opportunity to be represented by counsel and to present his or her case for retention in office. The Director of Internal Auditing shall interview and make recommendations for the hiring of staff for the Department of Internal Auditing to the County Audit Committee, which shall approve or reject such recommendations.

[Effective January 1, 2010; Article XI, Section 11.03 amended by the electors on November 6, 2012]

SECTION 11.04 AUTHORITY OF DEPARTMENT OF INTERNAL AUDITING.

The Department of Internal Auditing shall:

- (1) Prepare its annual budget and the work program for the Department of Internal Auditing;
- (2) Develop a schedule of department audit fees, which shall be billed to each department as it is audited;
- (3) Guide the internal audit process through employment of:
 - (a) Government Auditing Standards, United States General Accounting Office developed by the Comptroller General of the United States; and
 - (b) Professional Standards of the Institute of Internal Auditors, American Institute of Certified Public Accountants, generally accepted auditing standards or generally accepted successor to such standards;
- (4) Prepare a preliminary financial and performance auditing report for the department being audited; and
- (5) Perform any other duties or responsibilities prescribed by the County Audit Committee.

[Effective January 1, 2010]

ARTICLE XII--GENERAL PROVISIONS

SECTION 12.01 EFFECTIVE DATE OF CHARTER.

The effective date of this Charter shall be January 1, 2010 except as otherwise provided herein with respect to particular officers, offices or functions.

[Effective January 1, 2010]

SECTION 12.02 REMOVAL OF ELECTED OFFICIALS BY RECALL.

The County Executive, a member of the Council, and any other elected County officer may be removed from office by recall. The procedure to effect such removal shall be as follows:

(1) A petition signed by qualified electors demanding the election of a successor to the person sought to be removed shall contain a general statement, in not more than two hundred words, of the grounds upon which removal is sought. In seeking removal of the County Executive, the Prosecuting Attorney, or a member of Council, such petition must be signed by qualified electors of the County equal in number to at least ten percent of the number of votes cast for the office of County Executive at the next preceding County election. In seeking removal of a member of Council, such petition must be signed by qualified electors of that member's district equal in number to at least twenty percent of the number of votes cast in that district for the office of County Executive at the next preceding County election for that office.

(2) Petition papers shall be procured only from the Clerk of Council, who shall keep a sufficient number on file for the use as provided by this section. Prior to the issuance of such petition papers, an affidavit shall be made by one or more qualified electors of the County and filed with the Clerk of Council, stating the name and office of the official sought to be removed. The Clerk of Council, upon issuing any such petition paper, shall enter in a record to be kept in his or her office the name of the elector to whom the petition paper was issued, the date of such issuance and the number of papers issued. The Clerk of Council shall certify upon each petition paper the name of the elector to whom it was issued and the date of issuance. No petition paper so issued shall be accepted as part of a petition unless it bears the certificate of the Clerk of Council and unless it is filed as provided in this section.

(3) The petition shall be addressed to the Council. With each signature shall be stated the place of residence of the signer, giving the street and number and ward and precinct. The signatures need not all be on one paper. One of the circulators of every such paper shall sign an affidavit stating that each signature on the paper is the genuine signature of the person whose name it purports to be. All such papers for the removal of any one official shall be fastened together and be filed as one instrument within thirty days after the filing with the Clerk of Council of the affidavit stating the name and office of the official sought to be removed. The Clerk of Council, within ten days after the filing of such petitions, shall determine

the sufficiency of such petition and attach a certificate showing the result of his or her examination. The petition shall contain the name of a person designated to receive the petition in the case it is returned by the Clerk of Council for insufficiency. If the Clerk of Council shall certify that the petition is insufficient, he or she shall set forth in the certificate the particulars in which the petition is defective, and shall return a copy of the certificate to the person designated in such petition to receive it.

(4) A recall petition so returned may be amended at any time within twenty days after the certification of insufficiency by the Clerk of Council, by filing a supplementary petition upon additional petition papers, issued, signed and filed as provided in this section for the original petition. The Clerk of Council shall, within ten days after such amended petition is filed, make an examination of the amended petition and if his or her certificate shall show the same to be still insufficient, he or she shall return it to the person designated in such petition to receive it, without prejudice, however, to the filing of a new petition.

(5) If the Clerk of Council shall determine that the petition or amended petition is sufficient, he or she shall at once submit the petition with his or her certificate to the Council and forthwith notify the official sought to be recalled of such action. If the official whose removal is sought shall not resign within five days after such notice, the Council shall thereupon by order fix a day for holding a recall election. Such election shall be held not less than forty nor more than sixty days after the petition has been submitted to the Council by the Clerk of Council. If possible, the recall election shall take place at the time of any county general, primary or special election that is to be held within such period.

(6) The Clerk of Council shall transmit a duly certified copy of such order to the Cuyahoga County Board of Elections or to any successor officer or agency having responsibility for the conduct of elections in the County. The election authorities shall publish notice and make all arrangements necessary for holding an election. The election shall be conducted and the result returned and declared in all respects, as are the results of County general elections.

(7) Each ballot at such election shall have printed upon it the following question: "Shall (name of person) be removed from the office of (name of office) by recall?" Immediately beside said propositions shall be a space where electors may vote for or against such proposition.

(8) If a majority of the votes cast on the question of recalling an elected official shall be against the recall, the elected official shall continue in office for the remainder of his or her unexpired term but subject to recall as before. If a majority of such votes were for the recall, the elected official shall be deemed removed from office upon the announcement of the official result of the election.

(9) When a person is removed from office by recall, the vacancy will be filled in accordance with the provisions of this Charter and general law.

[Effective January 1, 2010]

SECTION 12.03 FORFEITURE OF OFFICE.

A County elected official shall forfeit that office if the officer

(1) Lacks at any time during the term of office any qualification for the office prescribed by this Charter or by general law to the extent applicable under this Charter;

(2) Knowingly violates any express prohibition of this Charter, including Section 12.04 hereof;

(3) Is convicted of any felony or of any crime involving moral turpitude; or

(4) In the case of a member of Council, fails to attend three consecutive regular meetings of the Council without being excused by the Council.

[Effective January 1, 2010]

SECTION 12.04 REPORTING OF OFFERS TO INFLUENCE OFFICIAL ACTION.

Any elected or appointed County officer who receives or who has specific and personal knowledge of any offer by any person of anything of value to be given to a County officer or employee for the purpose of influencing such officer or employee in the performance of such officer's or employee's official duties shall promptly report the matter to a law enforcement officer or agency believed by the reporting officer or employee to have jurisdiction or responsibility concerning the matter. Such officer or employee shall fully cooperate in any investigation of and any resulting prosecution or action relating to the matter.

[Effective January 1, 2010]

SECTION 12.05 MEETINGS OF GOVERNMENTAL BODIES TO BE PUBLIC.

All meetings of the Council and any committee, board, commission, agency or authority of the County, as well as any similar body created by this Charter or by the Council, shall be open to the public as provided by general law.

[Effective January 1, 2010]

SECTION 12.06 RECORDS OF GOVERNMENTAL BODIES TO BE PUBLIC.

Records of the County shall be open to the public as provided by general law.

[Effective January 1, 2010]

SECTION 12.07 EQUAL OPPORTUNITY.

It shall be the policy of the County that

- (1) All officers and members of boards, agencies, commissions and authorities appointed by the County Executive, the Council or other County elected officials;
- (2) All members of each Charter Review Commission; and
- (3) All County employees shall be appointed, employed, promoted, and compensated without regard to their race, color, religion, sex, national origin, sexual orientation, disability, age, or ancestry.

[Effective January 1, 2010]

SECTION 12.08 EMPLOYEE RIGHTS.

Employees of the County and its offices, agencies and departments shall have the right to organize and to engage in collective bargaining as provided by general law. Wages paid under construction contracts entered into by the County and its offices, agencies and departments shall be paid in accordance with general laws pertaining to payment of prevailing wages.

[Effective January 1, 2010]

SECTION 12.09 CHARTER REVIEW COMMISSION.

Following the appointment of the initial Charter Review Commission in 2012, commencing in 2017, and at intervals of ten years thereafter, the County Executive

shall before the first day of June appoint a Charter Review Commission. Charter Review Commission appointments shall be subject to Council confirmation. The Charter Review Commission shall consist of nine electors of the County, no more than five of whom may be of the same political party, and no more than two of whom may be an officer or employee of the County. Appointment to the Charter Review Commission shall be for a term of one year commencing on the first day of September in the year in which the appointment is made. Members of the Charter Review Commission shall serve without pay and shall serve on no more than three consecutive Charter Review Commissions, unless such service is within a ten-year period. The Council shall establish rules and procedures for the operation of the Charter Review Commission and the County Executive shall provide the Commission necessary staff services.

The initial Charter Review Commission shall include in its deliberations consideration of changes in this Charter for the purpose of providing more effective representation of indigent defendants, for adequate funding and support for the operation of the office of the County public defender, and for the appropriate method for selection of the County public defender.

The Charter Review Commission may propose to the Council such amendments to this Charter as it shall deem appropriate. The final report of each Charter Review Commission, which shall include all proposed charter amendments and a summary of the Commission's activities, shall be transmitted to the Council for consideration by the first day of July following the formation of the Charter Review Commission. The Council shall vote within sixty days after the proposals are received on whether or not to submit the proposals to the electors at the next general election held more than sixty days after its vote on the proposed amendments.

[Effective January 1, 2010; Article XII, Section 12.09 amended by the electors on November 4, 2014]

SECTION 12.10 CHARTER AMENDMENTS.

Proposed amendments to this Charter shall be submitted to the electors of the County in the manner provided for by the Ohio Constitution.

[Effective January 1, 2010]

SECTION 12.11 REARRANGEMENT, REPRINTING OF, AND CORRECTION OF TYPOGRAPHICAL ERRORS IN THE CHARTER.

Following any election at which any amendment to this Charter is adopted, the Clerk of Council, with the approval of the Council and the Director of Law, may prior to any reprinting of this Charter, make such changes therein, including the numbers, titles and arrangement of articles and sections hereof, as may be necessary or desirable to maintain or assure the logical and consistent ordering thereof, but no such change shall in any way affect the substance or meaning of this Charter or any part thereof or amendment thereto. The Clerk of Council may, at any time, with the approval of the Council, correct typographical errors appearing in this Charter, but no such change shall in any way affect the substance or meaning of this Charter or any part thereof or amendment thereto.

[Effective January 1, 2010]

SECTION 12.12 SEVERABILITY.

The various provisions of this Charter are intended to be severable, and the invalidity of one or more of such provisions shall not affect the validity of the remaining provisions.

[Effective January 1, 2010]

ARTICLE XIII--TRANSITION TO CHARTER GOVERNMENT

SECTION 13.01 OFFICES ABOLISHED.

As of the date when any officer elected or appointed pursuant to this Charter assumes an office that succeeds to the powers and duties of a predecessor office, the corresponding predecessor office is abolished, and the duties of those officers shall be assumed by the respective officers as provided herein.

[Effective January 1, 2010]

SECTION 13.02 INITIAL ELECTION OF COUNTY OFFICERS.

No primary election shall be held in 2010 for any elected office that is abolished pursuant to this Charter. The primary election for the nomination of County officials to be elected at the November 2010 general election shall be held on the first Tuesday after the first Monday in September 2010. That primary election shall be conducted in the manner provided by general law for primary elections for

the nomination of county elected officials, provided that filing deadlines and other matters of time relating to a primary election, including those relating to declarations of candidacy for nonpartisan candidates, shall be adjusted as necessary relative to the primary date provided for in this section. The initial terms of the six members elected from Council Districts 1, 3, 5, 7, 9, and 11 shall be for four years, and the initial terms for the members elected from Districts 2, 4, 6, 8, and 10 shall be for two years.

[Effective January 1, 2010]

SECTION 13.03 OFFICERS AND EMPLOYEES.

(1) **Rights and Privileges Preserved.** Nothing in this Charter except as otherwise specifically provided shall affect or impair the rights or privileges of persons who are County officers or employees at the time of its adoption.

(2) **Continuance of Office or Employment.** Except as specifically provided by this Charter, if at the time this Charter takes effect a County administrative officer or employee holds any office or position that is or can be abolished by or under this Charter, he or she shall continue in such position until the taking effect of some specific provision under this Charter directing that he or she vacate the office or position.

(3) **Human Resource System.** An employee holding a County position at the time this Charter takes full effect who was serving in that same or a comparable position at the time of its adoption shall not be subject to competitive examination as a condition of continuing in the same position, but in all other respects shall be subject to the provision of this Charter and ordinances and regulations enacted pursuant to this Charter relating to the human resource system.

[Effective January 1, 2010]

SECTION 13.04 DEPARTMENTS, OFFICES AND AGENCIES.

(1) **Transfer of Powers.** If a County department, office or agency is abolished by this Charter, or if a portion of the powers and duties of a department, office or agency is transferred hereby to another department, office or agency, such powers and duties shall be transferred to the County department, office or agency designated in this Charter, or, if this Charter makes no provision therefor, as designated by ordinance.

(2) Property and Records. All property, records and equipment of any department, office or agency in existence when this Charter becomes effective shall be transferred to any department, office or agency that assumes its powers and duties as provided herein, but, in the event that the powers or duties are to be discontinued or divided between such entities or in the event that any conflict arises regarding any such transfer, such property, records or equipment shall be transferred to the department, office or agency designated by the Council in accordance with this Charter.

[Effective January 1, 2010]

SECTION 13.05 PENDING MATTERS.

All rights, claims, orders, contracts and legal administrative proceedings shall continue except as modified pursuant to this Charter, and in each case shall be maintained, carried out or dealt with by the County department, office or agency as shall be appropriate under this Charter.

[Effective January 1, 2010]

SECTION 13.06 LAWS IN FORCE.

All County resolutions, orders and regulations that are in force when this Charter becomes fully effective are repealed to the extent that they are inconsistent or interfere with the effective operation of this Charter or of ordinances or resolutions enacted pursuant hereto. To the extent that general law permits, all laws relating to or affecting the County or its officers, agencies, departments or employees that are in force when this Charter becomes fully effective are superseded to the extent that they are inconsistent or interfere with the effective operation of this Charter or of ordinances or resolutions enacted pursuant hereto.

[Effective January 1, 2010]

SECTION 13.07 TRANSITION ADVISORY GROUP.

The Board of County Commissioners, not later than March 2010, shall designate three senior administrative officials of the County to act as a Transition Advisory Group, which shall develop recommendations for the orderly and efficient transition to the operation of the County government under the provisions of this Charter and shall work with the newly elected County officials. The Board of County Commissioners shall provide necessary facilities and support for the Transition Advisory Group and shall make provision in the budget of the County

for the salaries of the elected officers who are to take office in January 2011 and for such other matters as shall be necessary and practicable to provide for the transition. All County officials and employees shall cooperate with the Transition Advisory Group by providing such information and documents as the Transition Advisory Group shall request in connection with the performance of its duties under this section and shall use their best efforts to assist the newly elected County officials and their designees and representatives in implementing the transition.

[Effective January 1, 2010]

ARTICLE XIV--CITIZENS' VOTING RIGHTS

SECTION 14.01 FUNDAMENTAL RIGHT.

The right to vote shall be a fundamental right in Cuyahoga County, and elections in the County shall be free and open.

[Effective December 24, 2014; Article XIV, Section 14.01 added by the electors on November 4, 2014]

SECTION 14.02 VOTING PROTECTION AND PROMOTION.

The County shall have the right to enforce the provisions of this Article, including, but not limited to, the institution of legal action through the Law Department to protect the right to vote and access to the ballot and to undertake measures to promote voter registration and participation, including, but not limited to, promotion of early voting by the County's citizens.

[Effective December 24, 2014; Article XIV, Section 14.02 added by the electors on November 4, 2014]

APPENDIX A INITIAL COUNCIL DISTRICTS

District 1: The cities of Bay Village, Fairview Park, North Olmsted, Rocky River, and Westlake, and Olmsted Township, all except Precinct D

District 2: The cities of Brook Park, Lakewood, and city of Cleveland Wards 18 and 19

District 3: The city of Cleveland, Wards 13, 14, 15, 16, and 17

District 4: The cities of Brooklyn, Parma, Parma Heights, Seven Hills, and the village of Linndale

District 5: The cities of Berea, Middleburg Heights, North Royalton, Olmsted Falls, and Strongsville, and Olmsted Township Precinct D

District 6: The cities of Brecksville, Broadview Heights, Highland Heights, Independence, Mayfield Heights, Pepper Pike, and Solon, and villages of Bentleyville, Brooklyn Heights, Chagrin Falls, Cuyahoga Heights, Gates Mills, Glenwillow, Hunting Valley, Mayfield, Moreland Hills, Newburgh Heights, Oakwood, Valley View, and Walton Hills, and Chagrin Falls Township.

District 7: The city of Cleveland Wards 3, 7, 8, 9, and 12.

District 8: The city of Cleveland Wards 2, 5, and 6, and the cities of Garfield Heights and Maple Heights

District 9: The cities of Bedford, Bedford Heights, Cleveland Wards 1 and 4, Shaker Heights, and Warrensville Heights, and the villages of Highland Hills, North Randall, Orange, and Woodmere

District 10: The cities of Cleveland Wards 10 and 11, East Cleveland and Cleveland Heights, and the village of Bratenahl

District 11: The cities of Beachwood, Euclid, Lyndhurst, Richmond Heights, South Euclid, and University Heights

All Cleveland wards are as established by Ordinance No. 370-09 and Ordinance No. 417-09 enacted by the Cleveland City Council on March 23, 2009, and March 30, 2009, respectively.

[Effective January 1, 2010]

CERTIFICATION OF NOVEMBER 4, 2014 CHARTER AMENDMENTS

I, Jeanne M. Schmotzer, Clerk of Council of the County of Cuyahoga, Ohio, do hereby certify that, pursuant to Section 12.11 of the Charter, I have corrected various typographical errors and incorporated amendments approved by the electors on November 4, 2014.

/s/ Jeanne M. Schmotzer
Jeanne M. Schmotzer, Clerk of
Council

12/5/2014
Date

I, Majeed G. Makhlof, Director of Law of the County of Cuyahoga, Ohio, do hereby approve the correction of various typographical errors and amendments as incorporated by the Clerk of Council, pursuant to Section 12.11 of the Charter.

/s/ Majeed G. Makhlof
Majeed G. Makhlof, Director of Law

12/5/2014
Date

County Council of Cuyahoga County, Ohio

Resolution No. R2014-0264

<p>Sponsored by: Councilmember Greenspan</p> <p>Co-sponsored by: Councilmembers Miller, Simon, Hairston, Germana, Connally and Conwell</p>	<p>A Resolution determining the services and programs that shall be provided and funded from the Veterans Services Fund in 2014; authorizing payments to various providers, in the total amount of \$241,867.20, for said services and programs for the period ending 12/31/2015; authorizing the County Executive to negotiate and execute any necessary agreements, contracts or other documents for same; 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, \$282,334.00 has been deposited in the Veterans Services Fund from the 2013 appropriation for the Veterans Services Commission and \$20,000.00 remains unspent from the previous appropriation deposited in the Veterans Services Fund; and

WHEREAS, pursuant to Chapter 711 of the Cuyahoga County Code, 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, pursuant to Chapter 711 of the Cuyahoga County Code, 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, under Resolution No. R2014-0204, Council authorized payments of \$30,233.40 each to Cuyahoga Community College and Cleveland State University to fulfill the requirement for workforce development programs 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 2013 funds, and the amounts to be designated for the services and programs; 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 2013 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 contracts with the County or other governmental agencies 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 hereby authorizes the Fiscal Officer to make one-time expenditures of available 2014 Veterans Services Funds, in the total amount of \$241,867.20, for the following services and programs in the 2015 calendar year:

- 1) Joseph's Home for wraparound services and transition to permanent housing for medically fragile, homeless veterans in Cuyahoga County in the amount of **\$16,867.20.**
- 2) Greater Cleveland Fisher House for the creation of a facility to provide free lodging for families of veterans hospitalized and being treated at the Louis B. Stokes Cleveland VA Medical Center, Cleveland Clinic, University Hospitals, MetroHealth System, and other area hospitals in the amount of **\$20,000.00.**
- 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 **\$70,000.00.**

- b. move-in kits required for veterans entering permanent supportive housing in Cuyahoga County, supplied and administered by EDEN, Inc., in the amount of **\$30,000.00**.
- 4) The Legal Aid Society of Cleveland for its Legal Services for U.S. Veterans program in the amount of **\$40,000.00**.
- 5) Cuyahoga County Department of Workforce Development for operational support of the CO-VETT United Way Help2Veterans 2-1-1 program in the amount of **\$55,000.00**.
- 6) Towards Employment for career pathway services for low-income veterans in Cuyahoga County with significant barriers to employment in the amount of **\$10,000.00**.

SECTION 2. The Cleveland Municipal Court, Veterans Treatment Docket is hereby authorized to expend those funds previously awarded for operational support pursuant to County Council Resolution No. R2013-0086 for the period ending December 31, 2015.

SECTION 3. Each of the offices, agencies, departments, or other bodies, granted pursuant to this resolution shall provide written reports to Council by June 30, 2015 and November 30, 2015, summarizing the uses, amounts, and impacts of the distributed funds. Council may request additional information, in the form of oral or written reports.

SECTION 4. The County Executive is hereby authorized to negotiate and execute any necessary agreements or contracts in connection with the authorized expenditures and all other documents consistent with this Resolution. To the extent that any exemptions are necessary under the County Code and contracting procedures, they shall be deemed approved by the adoption of this Resolution.

SECTION 5. 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 6. 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.

[PROPOSED SUBSTITUTE]

County Council of Cuyahoga County, Ohio

Resolution No. R2014-0264

<p>Sponsored by: Councilmember Greenspan</p> <p>Co-sponsored by: Councilmembers Miller, Simon, Hairston, Germana, Connally and Conwell</p>	<p>A Resolution determining the services and programs that shall be provided and funded from the Veterans Services Fund in 2014; authorizing payments to various providers, in the total amount of \$241,867.20, for said services and programs for the period ending 12/31/2015; authorizing the County Executive to negotiate and execute any necessary agreements, contracts or other documents for same; 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, \$282,334.00 has been deposited in the Veterans Services Fund from the 2013 appropriation for the Veterans Services Commission and \$20,000.00 remains unspent from the previous appropriation deposited in the Veterans Services Fund; and

WHEREAS, pursuant to Chapter 711 of the Cuyahoga County Code, 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, pursuant to Chapter 711 of the Cuyahoga County Code, 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, under Resolution No. R2014-0204, Council authorized payments of \$30,233.40 each to Cuyahoga Community College and Cleveland State University to fulfill the requirement for workforce development programs 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 2013 funds, and the amounts to be designated for the services and programs; 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 2013 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 contracts with the County or other governmental agencies 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 hereby authorizes the Fiscal Officer to make one-time expenditures of available 2014 Veterans Services Funds, in the total amount of \$221,876.20, for the following services and programs in the 2015 calendar year:

1) Joseph's Home for wraparound services and transition to permanent housing for medically fragile, homeless veterans in Cuyahoga County in the amount of **\$16,867.20.**

~~2) Greater Cleveland Fisher House for the creation of a facility to provide free lodging for families of veterans hospitalized and being treated at the Louis B. Stokes Cleveland VA Medical Center, Cleveland Clinic, University Hospitals, MetroHealth System, and other area hospitals in the amount of \$20,000.00.~~

~~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 **\$70,000.00**.
- b. move-in kits required for veterans entering permanent supportive housing in Cuyahoga County, supplied and administered by EDEN, Inc., in the amount of **\$30,000.00**.

4)3) The Legal Aid Society of Cleveland for its Legal Services for U.S. Veterans program in the amount of **\$40,000.00**.

5)4) Cuyahoga County Department of Workforce Development for operational support of the CO-VETT United Way Help2Veterans 2-1-1 program in the amount of **\$55,000.00**.

6)5) Towards Employment for career pathway services for low-income veterans in Cuyahoga County with significant barriers to employment in the amount of **\$10,000.00**.

SECTION 2. The Council hereby pledges a one-time contribution to the Greater Cleveland Fisher House for the creation of a facility to provide free lodging for families of veterans hospitalized and being treated at the Louis B. Stokes Cleveland VA Medical Center, Cleveland Clinic, University Hospitals, MetroHealth System, and other area hospitals in the amount of \$20,000.00, provided however that the Greater Cleveland Fisher House must have met its community fundraising goal of \$3,500,000.00 on or before December 31, 2017. The Fiscal Officer shall reserve \$20,000.00 in the Veteran Service Fund until presented with sufficient evidence, in his or her reasonable determination, that the Greater Cleveland Fisher House has met its community fundraising goal, or until January 1, 2018, whichever occurs earlier. Upon the timely presentation of such evidence, the Fiscal Officer shall make the one-time expenditure of funds in the amount of \$20,000.00 to the Greater Cleveland Fisher House for the purposes stated herein.

SECTION 23. The Cleveland Municipal Court, Veterans Treatment Docket is hereby authorized to expend those funds previously awarded for operational support pursuant to County Council Resolution No. R2013-0086 for the period ending December 31, 2015.

SECTION 34. Each of the offices, agencies, departments, or other bodies, granted pursuant to this resolution shall provide written reports to Council by June 30, 2015 and November 30, 2015, summarizing the uses, amounts, and impacts of the distributed funds. Council may request additional information, in the form of oral or written reports.

SECTION 45. The County Executive is hereby authorized to negotiate and execute any necessary agreements or contracts in connection with the authorized expenditures and all other documents consistent with this Resolution. To the extent that any exemptions are necessary under the County Code and contracting procedures, they shall be deemed approved by the adoption of this Resolution.

County Council of Cuyahoga County, Ohio

Resolution No. R2014-0277

<p>Sponsored by: Councilmembers Connally and Simon</p> <p>Co-sponsored by: Councilmember Germana</p>	<p>A Resolution supporting an application for funding under the Clean Ohio Fund Green Space Conservation Program available through the Ohio Public Works Commission on behalf of West Creek Conservancy for the conservation of ecologically significant areas along the Baldwin Creek Corridor, and declaring the necessity that this Resolution become immediately effective.</p>
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WHEREAS, Cuyahoga County has received a request from West Creek Conservancy for a Resolution of support of an application for ninth-round funding under the Clean Ohio Fund Green Space Conservation Program available through the Ohio Public Works Commission for the conservation of ecologically significant areas for protection along the Baldwin Creek Corridor, pursuant to Ohio Revised Code Section 164.23; and,

WHEREAS, West Creek Reservation, Phase 4, is located solely within the City of Parma between Sprague and York Roads along Baldwin Creek, which is a critical tributary of the Rocky River. The project consists of the fee simple acquisition of approximately 21 acres and 2,000 linear feet of stream, active/accessible floodplain and riparian area, one of the largest undeveloped reaches of Baldwin Creek; and,

WHEREAS, the project is known as “Baldwin Creek Corridor Conservation” and is located in County Council District No. 4; and,

WHEREAS, the total estimated project cost is \$125,000.00; and,

WHEREAS, Ohio Revised Code Section 164.23 provides that “an entity seeking a grant for a project that is eligible for funding shall submit an application to the natural resources assistance council with geographical jurisdiction over the proposed project area;” and, Ohio Revised Code Section 164.23(B) further provides that “in addition to the application, an applicant for a grant for a project shall include a copy of a resolution supporting the project from each county in which the proposed project is to be conducted;” and,

WHEREAS, the Ohio Public Works Commission provides financial assistance to Natural Resource Assistance Councils for the purpose of preserving open spaces, sensitive ecological areas, and stream corridors; and,

WHEREAS, the applications for the ninth-round funding under the Clean Ohio Fund Green Space Conservation Program are due on January 9, 2015 to the Cuyahoga County Natural Resource Assistance Council; and,

WHEREAS, it is necessary that this Resolution become immediately effective in order to meet the application deadline required by the Cuyahoga County Natural Resources Assistance Council.

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

SECTION 1. That the Cuyahoga County Council hereby supports the submission of an application on behalf of West Creek Conservancy for ninth-round funding under the Clean Ohio Fund Green Space Conservation Program available through the Ohio Public Works Commission to protect the ecologically significant areas along the Baldwin Creek Corridor.

SECTION 2. It is necessary that this Resolution become immediately effective for the usual daily operation of the County; the preservation of public peace, health, or safety in the County; and any additional 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: November 25, 2014

Committee(s) Assigned: Education, Environment & Sustainability

Additional Sponsorship Requested: December 3, 2014

Journal CC016

December 9, 2014

County Council of Cuyahoga County, Ohio

Resolution No. R2014-0278

<p>Sponsored by: Councilmembers Connally and Simon</p> <p>Co-sponsored by: Councilmember Germana</p>	<p>A Resolution supporting an application for funding under the Clean Ohio Fund Green Space Conservation Program available through the Ohio Public Works Commission on behalf of West Creek Conservancy for the conservation of ecologically significant areas along the West Creek Reservation, Phase 4; and declaring the necessity that this Resolution become immediately effective.</p>
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WHEREAS, Cuyahoga County has received a request from West Creek Conservancy for a Resolution of support of an application for ninth-round funding under the Clean Ohio Fund Green Space Conservation Program available through the Ohio Public Works Commission for the conservation of ecologically significant areas for protection along the West Creek Reservation, Phase 4, pursuant to Ohio Revised Code Section 164.23; and,

WHEREAS, West Creek Reservation, Phase 4, is located solely within the City of Parma between Broadview Road, State Road and Pleasant Valley Road. The project consists of multiple parcels that will expand the West Creek Reservation and essentially finalize the southern leg of the park, trail and greenway system. The project consists of approximately 17 acres and just about a ½ mile of stream and acquiring property (residential) that resides within the flood zone and over-top a failing culverted stream. Aside from protecting approximately 17 acres, ½ mile of stream, and extending the parkway, the acquisition also removes structures from atop a failing culverted stream and will additionally allow for more cost effective trail implementation and future stream restoration/daylighting; and,

WHEREAS, the project is known as “West Creek Reservation, Phase 4” and is located in County Council District No. 4; and,

WHEREAS, the total estimated project cost is \$450,000.00; and

WHEREAS, Ohio Revised Code Section 164.23 provides that “an entity seeking a grant for a project that is eligible for funding shall submit an application to the natural resources assistance council with geographical jurisdiction over the proposed project area;” and, Ohio Revised Code Section 164.23(B) further provides that “in addition to the application, an applicant for a grant for a project shall include a copy

of a resolution supporting the project from each county in which the proposed project is to be conducted;” and,

WHEREAS, the Ohio Public Works Commission provides financial assistance to Natural Resource Assistance Councils for the purpose of preserving open spaces, sensitive ecological areas, and stream corridors; and,

WHEREAS, the applications for the ninth-round funding under the Clean Ohio Fund Green Space Conservation Program are due on January 9, 2015 to the Cuyahoga County Natural Resource Assistance Council; and,

WHEREAS, it is necessary that this Resolution become immediately effective in order to meet the application deadline required by the Cuyahoga County Natural Resources Assistance Council.

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

SECTION 1. That the Cuyahoga County Council hereby supports the submission of an application on behalf of West Creek Conservancy for ninth-round funding under the Clean Ohio Fund Green Space Conservation Program available through the Ohio Public Works Commission to protect the ecologically significant areas along the West Creek Reservation, Phase 4.

SECTION 2. It is necessary that this Resolution become immediately effective for the usual daily operation of the County; the preservation of public peace, health, or safety in the County; and any additional 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: November 25, 2014

Committee(s) Assigned: Education, Environment & Sustainability

Additional Sponsorship Requested: December 3, 2014

Journal CC016

December 9, 2014

County Council of Cuyahoga County, Ohio

Resolution No. R2014-0279

<p>Sponsored by: Councilmembers Connally and Simon</p> <p>Co-sponsored by: Councilmember Germana</p>	<p>A Resolution supporting an application for funding under the Clean Ohio Fund Green Space Conservation Program available through the Ohio Public Works Commission on behalf of City of Bedford Heights for the conservation of ecologically significant areas along the Solon Road Preserve, and declaring the necessity that this Resolution become immediately effective.</p>
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WHEREAS, Cuyahoga County has received a request from City of Bedford Heights for a Resolution of support of an application for ninth-round funding under the Clean Ohio Fund Green Space Conservation Program available through the Ohio Public Works Commission for the conservation of ecologically significant areas for protection along the Solon Road Preserve, pursuant to Ohio Revised Code Section 164.23; and,

WHEREAS, the City of Bedford Heights is seeking financial assistance for the purchase and protection of an approximately 20-acre property of ecological, historical, and cultural significance. Located on the north side of Solon Road between I-271 and Richmond Road in Bedford Heights, the property is immediately adjacent to an existing city park and in close proximity to Cleveland Metroparks' Bedford Reservation. With trees in various states of succession and a wooded ravine that is a direct tributary to Tinker's Creek, this once partially-developed property is now vacant land. Its acquisition by the City of Bedford Heights will protect the property's natural resources, including diverse plant and animal species, and safeguard ground water supplies and water quality within the Cuyahoga River watershed. Moreover, it will preserve this space for the passive recreational enjoyment of residents of Cuyahoga County and beyond for generations to come; and,

WHEREAS, the project is known as "Solon Road Preserve" and is located in County Council District No. 9; and,

WHEREAS, the total estimated project cost is \$350,000.00; and,

WHEREAS, Ohio Revised Code Section 164.23 provides that "an entity seeking a grant for a project that is eligible for funding shall submit an application to the natural resources assistance council with geographical jurisdiction over the proposed

project area;” and, Ohio Revised Code Section 164.23(B) further provides that “in addition to the application, an applicant for a grant for a project shall include a copy of a resolution supporting the project from each county in which the proposed project is to be conducted;” and,

WHEREAS, the Ohio Public Works Commission provides financial assistance to Natural Resource Assistance Councils for the purpose of preserving open spaces, sensitive ecological areas, and stream corridors; and,

WHEREAS, the applications for the ninth-round funding under the Clean Ohio Fund Green Space Conservation Program are due on January 9, 2015 to the Cuyahoga County Natural Resource Assistance Council; and,

WHEREAS, it is necessary that this Resolution become immediately effective in order to meet the application deadline required by the Cuyahoga County Natural Resources Assistance Council.

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

SECTION 1. That the Cuyahoga County Council hereby supports the submission of an application on behalf of City of Bedford Heights for ninth-round funding under the Clean Ohio Fund Green Space Conservation Program available through the Ohio Public Works Commission to protect the ecologically significant areas along the Solon Road Preserve.

SECTION 2. It is necessary that this Resolution become immediately effective for the usual daily operation of the County; the preservation of public peace, health, or safety in the County; and any additional 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: November 25, 2014

Committee(s) Assigned: Education, Environment & Sustainability

Additional Sponsorship Requested: December 3, 2014

Journal CC016

December 9, 2014

County Council of Cuyahoga County, Ohio

Resolution No. R2014-0280

<p>Sponsored by: Councilmembers Connally and Simon</p> <p>Co-sponsored by: Councilmember Germana</p>	<p>A Resolution supporting an application for funding under the Clean Ohio Fund Green Space Conservation Program available through the Ohio Public Works Commission on behalf of Tinker’s Creek Watershed Partners for the conservation of ecologically significant areas along the Bear Creek, and declaring the necessity that this Resolution become immediately effective.</p>
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WHEREAS, Cuyahoga County has received a request from Tinker’s Creek Watershed Partners for a Resolution of support of an application for ninth-round funding under the Clean Ohio Fund Green Space Conservation Program available through the Ohio Public Works Commission for the conservation of ecologically significant areas for protection along the Bear Creek, pursuant to Ohio Revised Code Section 164.23; and,

WHEREAS, the City of Warrensville Heights in Cuyahoga County is a highly developed, urban community with very few opportunities for residents to enjoy greenspace with only 10.8 acres of public parks (0.004% of land area). Also the city has very few daylighted streams and those that are, are channelized and do not support quality habitat.

WHEREAS, the proposed project would provide riparian protection to 515 linear feet of Bear Creek and protect 4.5 acres of green space for an underserved community and would support the goals of the State endorsed Tinker’s Creek Watershed Action Plan. The project would piece together five parcels with a single owner located along Emery Rd. The land is currently under threat from developers and needs quick action to be preserved. There are currently no structures on site and is only sparsely forested.

WHEREAS, the proposed project complements a previous project that was finished in 2012 in the upstream reaches and provides an opportunity for trail connectivity. The original goal of the project of 2012 was to restore and protect the section of Bear Creek of this proposed project area, but lack of funding did not allow this to happen. Finalizing the protection of this stretch will enhance the efforts of reducing sedimentation and improved habitat already completed in the upstream area. There are very few areas of protected stream corridor in Warrensville Heights, providing protection and restoration of what little remains is vital to help to improve overall function of the watershed; and,

WHEREAS, the project is known as “Bear Creek Land Acquisition” and is located in County Council District No. 9; and,

WHEREAS, the total estimated project cost is \$250,000.00; and

WHEREAS, Ohio Revised Code Section 164.23 provides that “an entity seeking a grant for a project that is eligible for funding shall submit an application to the natural resources assistance council with geographical jurisdiction over the proposed project area;” and, Ohio Revised Code Section 164.23(B) further provides that “in addition to the application, an applicant for a grant for a project shall include a copy of a resolution supporting the project from each county in which the proposed project is to be conducted;” and,

WHEREAS, the Ohio Public Works Commission provides financial assistance to Natural Resource Assistance Councils for the purpose of preserving open spaces, sensitive ecological areas, and stream corridors; and,

WHEREAS, the applications for the ninth-round funding under the Clean Ohio Fund Green Space Conservation Program are due on January 9, 2015 to the Cuyahoga County Natural Resource Assistance Council; and,

WHEREAS, it is necessary that this Resolution become immediately effective in order to meet the application deadline required by the Cuyahoga County Natural Resources Assistance Council.

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

SECTION 1. That the Cuyahoga County Council hereby supports the submission of an application on behalf of Tinker’s Creek Watershed Partners for ninth-round funding under the Clean Ohio Fund Green Space Conservation Program available through the Ohio Public Works Commission to protect the ecologically significant areas along the Bear Creek.

SECTION 2. It is necessary that this Resolution become immediately effective for the usual daily operation of the County; the preservation of public peace, health, or safety in the County; and any additional 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.

County Council of Cuyahoga County, Ohio

Resolution No. R2014-0281

<p>Sponsored by: Councilmembers Connally and Simon</p> <p>Co-sponsored by: Councilmembers Germana and Conwell</p>	<p>A Resolution supporting an application for funding under the Clean Ohio Fund Green Space Conservation Program available through the Ohio Public Works Commission on behalf of Cuyahoga County Department of Public Works for the preservation and restoration of natural open space within Stage 3 of the Towpath Trail Extension in connection with the Tremont Pointe Preserve and Greenway Project, and declaring the necessity that this Resolution become immediately effective.</p>
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WHEREAS, Cuyahoga County has received a request from the Cuyahoga County Department of Public Works for a Resolution of support of an application for ninth-round funding under the Clean Ohio Fund Green Space Conservation Program available through the Ohio Public Works Commission for the preservation and restoration of natural open space within Stage 3 of the Towpath Trail Extension in connection with the Tremont Pointe Preserve and Greenway Project, pursuant to Ohio Revised Code Section 164.23; and,

WHEREAS, the Towpath Trail: Tremont Pointe Preserve and Greenway Project encompasses two properties. The 11.25 acre property, owned by the Cuyahoga Metropolitan Housing Authority, is located along W. 3rd Street, between W. 7th Street and Mary Avenue. The 10.1 acre CSX surplus property is located between W. 3rd Street and W. 5th Street from Mary Avenue to Literary Road. These properties are within the larger Stage 3 of the Towpath Trail Extension Project, which is identified in the SAFTEA-LU Transportation Bill as a Cuyahoga County Engineer's Office High Priority Project and is a critical connection within the Cuyahoga County Greenspace Plan. The project will preserve a natural habitat for native plant and animal species, provide opportunities for passive outdoor recreation to the public and protect natural open space for future generations. Through the Towpath Trail, the properties will connect to other natural areas and neighborhoods throughout northeast Ohio, providing the public with safe, free access to greenspace.

WHEREAS, Cuyahoga County, the Towpath Trail Extension Project manager, is joined together in a project development agreement with the City of Cleveland, Cleveland Metroparks and Canalway Partners. The properties will be acquired in the

City of Cleveland's name and encumbered with a conservation easement, protecting the open space and natural habitat; and,

WHEREAS, the project is known as "Towpath Trail: Tremont Pointe Preserve and Greenway" and is located in County Council District No. 7; and,

WHEREAS, the total estimated project cost is \$2,700,000.00; and

WHEREAS, Ohio Revised Code Section 164.23 provides that "an entity seeking a grant for a project that is eligible for funding shall submit an application to the natural resources assistance council with geographical jurisdiction over the proposed project area;" and, Ohio Revised Code Section 164.23(B) further provides that "in addition to the application, an applicant for a grant for a project shall include a copy of a resolution supporting the project from each county in which the proposed project is to be conducted;" and,

WHEREAS, the Ohio Public Works Commission provides financial assistance to Natural Resource Assistance Councils for the purpose of preserving open spaces, sensitive ecological areas, and stream corridors; and,

WHEREAS, the applications for the ninth-round funding under the Clean Ohio Fund Green Space Conservation Program are due on January 9, 2015 to the Cuyahoga County Natural Resource Assistance Council; and,

WHEREAS, it is necessary that this Resolution become immediately effective in order to meet the application deadline required by the Cuyahoga County Natural Resources Assistance Council.

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

SECTION 1. That the Cuyahoga County Council hereby supports the submission of an application on behalf of Cuyahoga County Department of Public Works for ninth-round funding under the Clean Ohio Fund Green Space Conservation Program available through the Ohio Public Works Commission for the preservation and restoration of natural open space within Stage 3 of the Towpath Trail Extension in connection with the Tremont Pointe Preserve and Greenway Project.

SECTION 2. It is necessary that this Resolution become immediately effective for the usual daily operation of the County; the preservation of public peace, health, or safety in the County; and any additional 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

County Council of Cuyahoga County, Ohio

Resolution No. R2014-0282

<p>Sponsored by: Councilmembers Connally and Simon</p> <p>Co-sponsored by: Councilmembers Germana and Hairston</p>	<p>A Resolution supporting an application for funding under the Clean Ohio Fund Green Space Conservation Program available through the Ohio Public Works Commission on behalf of Western Reserve Land Conservancy for the conservation of ecologically significant areas along Lakeshore Boulevard in the Village of Bratenahl, and declaring the necessity that this Resolution become immediately effective.</p>
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WHEREAS, Cuyahoga County has received a request from Western Reserve Land Conservancy for a Resolution of support of an application for ninth-round funding under the Clean Ohio Fund Green Space Conservation Program available through the Ohio Public Works Commission for the conservation of ecologically significant areas for protection along Lakeshore Boulevard in the Village of Bratenahl, pursuant to Ohio Revised Code Section 164.23; and

WHEREAS, Western Reserve Land Conservatory project is located on the south side of Lakeshore Boulevard and north of I-90 in the Village of Bratenahl. The property is immediately adjacent to an existing Village park and across the street from a nature preserve. The project consists of the fee simple acquisition of approximately 5-acres of ecological, historical and cultural significance; and

WHEREAS, the project is known as “Lakeshore Preserve” and is located in County Council District No. 8; and

WHEREAS, the total estimated project cost is \$325,000.00; and,

WHEREAS, Ohio Revised Code Section 164.23 provides that “an entity seeking a grant for a project that is eligible for funding shall submit an application to the natural resources assistance council with geographical jurisdiction over the proposed project area;” and, Ohio Revised Code Section 164.23(B) further provides that “in addition to the application, an applicant for a grant for a project shall include a copy of a resolution supporting the project from each county in which the proposed project is to be conducted;” and,

WHEREAS, the Ohio Public Works Commission provides financial assistance to Natural Resource Assistance Councils for the purpose of preserving open spaces, sensitive ecological areas, and stream corridors; and,

WHEREAS, the applications for the ninth-round funding under the Clean Ohio Fund Green Space Conservation Program are due on January 9, 2015 to the Cuyahoga County Natural Resource Assistance Council; and,

WHEREAS, it is necessary that this Resolution become immediately effective in order to meet the application deadline required by the Cuyahoga County Natural Resources Assistance Council.

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

SECTION 1. That the Cuyahoga County Council hereby supports the submission of an application on behalf of Western Reserve Land Conservancy for ninth-round funding under the Clean Ohio Fund Green Space Conservation Program available through the Ohio Public Works Commission to protect the ecologically significant areas along Lakeshore Boulevard in the Village of Bratenahl known as “Lakeshore Preserve”.

SECTION 2. It is necessary that this Resolution become immediately effective for the usual daily operation of the County; the preservation of public peace, health, or safety in the County; and any additional 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: November 25, 2014

Committee(s) Assigned: Education, Environment & Sustainability

Additional Sponsorship Requested: December 3, 2014

Journal CC016

December 9, 2014

County Council of Cuyahoga County, Ohio

Ordinance No. O2014-0035

Sponsored by: Council President Connally on behalf of Personnel Review Commission	An Ordinance amending Chapter 303 of the Cuyahoga County Code to update the Civil Service Code of Cuyahoga County, and declaring the necessity that this Ordinance become immediately effective.
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WHEREAS, Article IX of the Charter of Cuyahoga County creates a Personnel Review Commission that shall be responsible for administering, for and in cooperation with the officers, agencies, boards and commissions of the County, an efficient and economical system for the employment of persons in the public service of the County according to merit and fitness; and,

WHEREAS, the Personnel Review Commission considered this matter and has undertaken significant review, evaluation and modification of such submitted changes to the Cuyahoga County Civil Service code; and,

WHEREAS, on August 6, 2014, the Personnel Review Commission recommended the proposed modifications to the County's Civil Service Code, and recommended to County Council the formal adoption and implementation of the same; and,

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, 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 departments.

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

SECTION 1. The Personnel Review Commission and the Human Resources Department shall cooperate in the transition of the duties as provided herein.

SECTION 2. Paragraph (A) of Section 303.01 of the Cuyahoga County Code is hereby amended as follows:

Section 303.01 Pay Equity

- A. The following Sections of Chapter 124 of the Ohio Revised Code are hereby amended as they apply to County employees. All sections of Chapter 124 that are not specifically amended or superseded by this Chapter 303 remain in full effect in their entirety. In the event a conflict exists between this Code and the Cuyahoga County Human Resources Personnel Policies and Procedures Manual, the provisions of this Code shall govern.

124.14 - Job Classification - Pay Ranges.

(A)(1) The ~~Director of Human Resources~~ **Personnel Review Commission** shall establish, and may modify or rescind, subject to approval by ~~the Human Resource Commission, the County Executive, and~~ County Council, a job classification plan in accordance with the requirements of Section 9.04 of the Cuyahoga County Charter. The ~~Director~~ **Commission** shall group jobs within a classification so that the positions are similar enough in duties and responsibilities to be described by the same title, to have the same pay assigned with equity, and to have the same qualifications for selection applied. The ~~Director~~ **Commission** shall assign a classification title to each classification within the classification plan. However, the ~~Director~~ **Commission** shall consider in establishing classifications, including classifications with parenthetical titles, and assigning pay ranges such factors as duties performed only on one shift, special skills in short supply in the labor market, recruitment problems, separation rates, comparative salary rates, the amount of training required, and other conditions affecting employment. The ~~Director~~ **Commission** shall describe the duties and responsibilities of the class, and establish the qualifications for being employed in each position in the class.

The ~~Director~~ **Commission** shall assign each classification to an equitable pay range.

(2) *(Retained in its entirety)*

(3) *(Deleted in its entirety)*

(4) The ~~Director~~ **Commission** shall, subject to approval by ~~the Human Resource Commission, the County Executive, and~~ County Council, assign related classifications, which form a career progression, to a classification series. The ~~Director~~ **Commission** shall, subject to approval by ~~the Human Resource Commission, the County Executive and~~ County Council, assign each classification in the classification plan a five-digit number, the first

four digits of which shall denote the classification series to which the classification is assigned. When a career progression encompasses more than ten classifications, the ~~Director~~ **Commission** shall, subject to approval by ~~the Human Resource Commission, the County Executive and County Council~~, identify the additional classifications belonging to a classification series. The additional classifications shall be part of the classification series, notwithstanding the fact that the first four digits of the number assigned to the additional classifications do not correspond to the first four digits of the numbers assigned to other classifications in the classification series.

(5) *(Deleted in its entirety)*

(B) Division (A) of this section only applies to those positions identified in Section 9.03 of the Charter.

(1) *(Deleted in its entirety)*

(2) *(Deleted in its entirety)*

(3) *(Deleted in its entirety)*

(4) *(Deleted in its entirety)*

(5) *(Deleted in its entirety)*

(C) *(Retained in its entirety)*

(D)(1) When the ~~Director~~ **Commission** ~~proposes to modify~~ **modifies** a classification or the assignment of classes to appropriate pay ranges, the ~~Director~~ **Commission** shall ~~send written notice of the proposed rule to the Human Resource Commission. The Human Resource Commission shall review the proposed action in an open meeting. If the Human Resource Commission approves of the proposed action, it shall submit the proposed action to County Council.~~

(2) When the Director proposes to reassign any employee or reclassify any position, **as long as the reclassification does not result in a modification of the County's Class Plan,** ~~so that an~~ **and** an employee is adversely affected, the Director shall give to the employee affected and to the employee's appointing authority a written notice setting forth the proposed new classification, pay range and step, and salary. **Employees shall be given advance notice of reassignment or reclassification in the manner prescribed by the Personnel Review Commission's administrative rules adopted pursuant to section 301.02 of the code.** If the **reassignment or** reclassification results in a reduction in salary, the employee shall be offered an opportunity to meet with the Director or designee to dispute the proposed

change. Subsequent to this meeting, or the employee's waiver of this meeting, the Director shall provide the employee written notice of the final decision regarding the proposed reduction. The employee may then file an appeal of the Director's final decision to the Personnel Review Commission in accordance with the process described below.

Upon the request of any classified employee who is not serving in a probationary period, the Director shall perform a job audit to review the classification of the employee's position to determine whether the position is properly classified. The Director shall give to the employee affected and to the employee's appointing authority a written notice of the Director's determination whether or not to reclassify the position or to reassign the employee to another classification. An employee desiring a hearing shall file a written request for the hearing with the Personnel Review Commission within the timeframe as set forth in the Personnel Review Commission's Rules. The Commission shall set the matter for a hearing and notify the employee and appointing authority of the time and place of the hearing. The employee, the appointing authority, or any authorized representative of the employee who wishes to submit facts for the consideration of the board shall be afforded reasonable opportunity to do so. After the hearing, the Commission shall consider anew the reclassification and may order the reclassification of the employee and require the Director to assign the employee to such appropriate classification as the facts and evidence warrant. As provided in division (A)(1) of section 124.03 of the Revised Code, the Commission may determine the most appropriate classification for the position of any employee coming before the board, with or without a job audit. The Commission shall disallow any reclassification or reassignment classification of any employee when it finds that changes have been made in the duties and responsibilities of any particular employee for political, religious, or other unjust reasons.

(E) *(Deleted in its entirety)*

(F) *(Deleted in its entirety)*

(G) *(Retained in its entirety)*

(H) *(Deleted in its entirety)*

(I) *(Retained in its entirety)*

SECTION 3. Sections 303.02 to 303.06 of the Cuyahoga County Code are hereby enacted as follows:

Section 303.02 Definitions

As used in Chapter 303 of the Cuyahoga County Code and the Personnel Review Commission's Rules:

- A. Abolishment – Means one of the following:
 - a. Abolishment of Classification – The permanent deletion of a classification from the organization due to lack of continued need for the classification, due to reorganization for efficient operation, economy or lack of work, or other lawful purpose; or
 - b. Abolishment of Position – The permanent deletion of a position from the structure of an Appointing Authority due to lack of continued need for the position, due to reorganization for efficient operation, economy or lack of work, or other lawful purpose.
- B. Appeal—An action by which an affected party challenges the decision or determination of an Appointing Authority, the Director, and/or the Commission.
- C. Appointment – Placement of an employee in a position.
- D. Appointing Authority – Means the same as defined in Section 9.04 of the Cuyahoga County Charter.
- E. Classification – Means one of the following:
 - a. A group of positions of sufficiently similar duties that the same title and specification may be assigned to each; or
 - b. The act of assigning a classification title to a position(s) based upon the duties performed.
- F. Commission – The Cuyahoga County Personnel Review Commission.
- G. Competitive Examination— Method used by the Commission to assess the relative capability of qualified applicants to perform the duties and responsibilities of the classification.
- H. County – As defined in the Charter.
- I. Demotion – The act of placing an individual in a position, at the request of an Appointing Authority or the employee, the classification for which carries a lower salary range than that of the classification the employee currently holds.

- J. Director – The Director of the Cuyahoga County Human Resources Department as appointed by the County Executive.
- K. Eligibility List – A list of names established by the Commission for the purpose of filling vacancies in the classified service.
- L. Ethics Code – Title IV of the Cuyahoga County Code and any revisions thereto.
- M. Human Resources Department – The Cuyahoga County Department of Human Resources.
- N. Layoff – A suspension of employment due to either a lack of work or a lack of funds, or other lawful purpose.
- O. Meeting – Any prearranged discussion of the public business of the PRC by a majority of its members.
- P. Noncompetitive Examination – An examination that evaluates individual candidates based upon established criteria to determine which applicants are qualified to fill appointments to positions requiring exceptional qualifications of a scientific, professional, educational, or managerial character or positions where it is impractical to develop and administer competitive examinations.
- Q. Pay – The annual, non-overtime compensation due an employee.
- R. Pay Equity Ordinance – Chapter 303 of the Cuyahoga County Code and any revisions thereto.
- S. Pay Range – The pay grade assigned to a position or classification.
- T. Position – The name that applies to a group of duties intended to be performed by an employee.
- U. Promotion – The appointment of an employee to a different position assigned a higher pay range than the employee’s previous position.
- V. Reassignment – The assignment of an employee to a different classification.
- W. Reclassification – The assignment of a position to a different classification.

- X. Reduction in Pay – An action that diminishes an employee’s pay. When the conditions of entitling an employee to supplemental pay end, the ending of supplemental pay shall not be considered a reduction, nor shall a change in the cost of an appointing authority’s insurance or other contributions be considered a reduction.
- Y. Reduction in Position – An action that diminishes an employee’s duties or responsibilities to the extent an audit of the employee’s position would result in a reclassification to a classification assigned a lower pay range.
- Z. Removal – Termination of an employee’s employment.
- AA. Request for Reconsideration - A request made by an affected party seeking the Commission’s reconsideration of certain pre-employment determinations made by the Commission.
- BB. Suspension – The interruption of an employee’s employment and compensation for a fixed period of time.

Section 303.03 Examinations

A. General Provisions

The Cuyahoga County Personnel Review Commission shall provide for the:

1. Administration, preparation, conducting, grading, and validation of all competitive examinations for positions in the County’s classified service;
2. Evaluation of qualifications for all noncompetitive positions in the County’s classified service; and
3. Preparation and maintenance of eligible lists containing the names, scores, and rankings of persons qualified for appointment to positions in the classified service.

B. Announcements & Applications

The Cuyahoga County Personnel Review Commission shall give reasonable notice of the time, place, and general scope of competitive examinations for positions in the County’s classified civil service. Examination announcements shall be posted electronically on both the Personnel Review Commission’s and Cuyahoga County’s website.

Applicants for classified civil service positions shall file one application that will serve as both the request to take the examination and as the application for employment with the County.

C. Rejection of Applicants

All applications shall be reviewed by the Cuyahoga County Personnel Review Commission. Applications may be rejected for any of the following reasons:

1. It was not filed within the prescribed time period.
2. That the applicant has not met one or more of the minimum qualifications of the position.
3. That the applicant has made a false statement on the application.
4. Any other just or reasonable cause that is job-related and non-discriminatory.

Upon rejecting any application, the Personnel Review Commission shall promptly notify the applicant of the reason for the rejection at the electronic mail address provided on the application. The applicant may, within five (5) calendar days after the date of the notice, file a written request for reconsideration of such rejection that shall set forth why the rejection was in error and providing evidence of the same. The Personnel Review Commission will not consider requests that contest the qualifications established for the position. If a request for reconsideration from a rejection is pending at the time an examination is scheduled to be held, the applicant shall be allowed to take the examination pending the resolution of the request. If the Personnel Review Commission, within its sole discretion, finds the rejection justified, the applicant's examination shall not be graded. Consideration of an applicant's request for reconsideration shall not be quasi-judicial and shall not result in a final order that entitles the applicant to an administrative appeal to the Personnel Review Commission.

D. Fraud

Fraud in examinations is prohibited and shall result in automatic disqualification. No person shall:

1. Falsely mark, grade, estimate or report upon the examination or proper standing of any person examined, registered or certified pursuant to the provisions of the civil service law, or aid in so doing;
2. Make any false representations concerning the results of such examination or concerning any person examined;

3. Furnish to another person special or secret information for the purpose of either improving or injuring the prospects or chances of another person so examined, registered or certified, or to be appointed, employed or promoted;
4. Impersonate another person, or permit or aid in any manner another person to impersonate an applicant, in connection with any examination, registration or appointment or application or request to be examined, registered or appointed;
5. Furnish false information about himself/herself, or other person, in connection with any examination, registration, or appointment or application or request to be examined, registered or appointed;
6. Make known or assist in making known to any applicant for examination any question to be asked on such examination;
7. Acquire, through fraudulent means, any exam content or question(s) to be asked on the examination prior to the examination; or
8. Personally solicit a favor from any appointing officer, or have any person on his/her behalf solicit a favor pertaining to the testing procedures of the Personnel Review Commission.

Any person or persons attempting to deceive any of the examiners in any manner whatsoever by impersonation or by assisting or receiving assistance as described above, shall be prohibited from taking any examination for employment with Cuyahoga County for a period of two (2) years. If the person is already employed by the County, such conduct shall be grounds for disciplinary action.

E. Method of Grading

The method of grading, including the setting of minimum passing scores, weighting of multiple test components, rank ordering, banding, protests, or any other consideration in determining an applicant's score on an employment test, shall be determined by the Personnel Review Commission on a test-by-test basis.

F. Military Service Credit

Any person who has completed service in the uniformed services and who has been honorably discharged from the uniformed services or transferred to the reserve with evidence of satisfactory service may file with the Commission a DD-214, and, upon this filing, the person shall receive an additional credit of

five (5) numerical points or 5% of his or her score, whichever is greater, provided the applicant has received a passing grade in all phases of the examination before addition of the military service credit. Credit for uniformed service will not be given if the request for such credit is received by the Commission after the closing date for applications. As used in this Section, "service in the uniformed services" and "uniformed services" have the same meaning as the "Uniformed Services Employment and Reemployment Rights Act of 1994,..." 38 U.S.C.A. 4303" which meaning shall be: The Armed Forces, the Army National Guard and the Air National Guard when engaged in active duty for training, inactive duty training, or a full-time National Guard duty, the commissioned corps of the Public Health Service, and any other category of persons designated by the President in the time of war or national emergency.

G. Noncompetitive Examinations

For positions designated as noncompetitive, the Personnel Review Commission may suspend competition. Applicants for noncompetitive positions shall file an application, together with such proof of education, training, experience, ability and character, as shall be set forth in the examination announcement. The Personnel Review Commission shall evaluate the applications to determine if the applicants meet the minimum requirements of the class specifications for the class being examined. Following this review, an eligibility list shall be prepared including the names of all applicants who met the minimum requirements. Applicants will appear in alphabetical order.

H. Eligibility Lists

Eligibility lists shall remain in force not longer than one (1) year; however, the Personnel Review Commission may, at its discretion, extend the duration of an eligibility list.

I. Breaking Tie Grades

In the event two (2) or more applicants receive the same grade on an open competitive examination in which rank ordering is used in establishing the eligibility list, priority in the time of filing the application shall determine the order in which their names shall be placed on the eligible list; applicants eligible for Military Service Credit shall receive priority in rank on the eligible list over non-veterans on the list with a rating equal to that of the veteran. Ties among applicants receiving Military Service Credit shall be decided by which application was filed earlier.

J. Removal from List

Names may be removed from an eligibility list by action of the Personnel Review Commission for the following reasons:

1. At the request of the eligible candidate.
2. After three certifications or considerations without receiving an appointment.
3. Failure to pass a pre-employment background check and/or drug or alcohol screen.
4. Failure to appear for an interview.
5. Inability to locate the eligible at his or her last known address.
6. Practice or attempt to practice any deception in his or her application or in securing eligibility or appointment.
7. Any other just or reasonable cause that is job-related and non-discriminatory.

If a candidate requests removal, and the request is based on illness, military service, or conflict with schooling, that candidate may be restored to the eligibility list when that candidate indicates renewed availability for consideration if the eligibility list is still in effect as provided in Section 303.03(H). If a candidate's name is removed for any of the other reasons set forth in this Section, the candidate may make a written request for reconsideration to the Personnel Review Commission for the restoration of his or her name to the eligibility list. Such request shall be made within five (5) calendar days of date the notification of removal from the list was electronically mailed and shall set forth why the removal was in error, stating the reasons that would justify restoration to the list, and providing evidence of the same. Restoration to the eligibility list is within the sole discretion of the Personnel Review Commission. However, consideration of a candidate's request for reconsideration shall not be quasi-judicial and shall not result in a final order that entitles the candidate to an administrative appeal to the Personnel Review Commission.

K. Certification

1. Certification Request

When an Appointing Authority desires to fill a vacancy in any position in the classified service (excluding promotions), the Appointing Authority shall submit a request to the Personnel Review Commission specifying the department, title of the position, grade,

whether the service is temporary or permanent, and the anticipated date of the vacancy.

2. Number of Names to be Certified

Following a certification request from an Appointing Authority, the Personnel Review Commission, through its staff, shall certify the names, addresses, and rank of the top twenty-five percent (25%) or a minimum of ten (10) names of the applicants on the eligibility list for the class or grade to which the position is classified. When less than 10 names appear on an eligibility list, the Personnel Commission may certify less than ten (10) names and a new examination may be scheduled.

3. Certification Not More Than Three Times

A person certified from the same eligibility list three (3) times to the same Appointing Authority may be omitted from future certifications. A person is “certified,” for purposes of this section, each time an appointment is made from a certified eligibility list containing that person’s name.

Section 303.04 Classification and Compensation Plans

A. Classification Plan

The Personnel Review Commission shall administer a countywide classification plan. The classification plan shall be established and adopted by the Personnel Review Commission subject to approval by Cuyahoga County Council. The plan shall provide for the classification and standardization of all positions in the County’s classified service. The classification system will serve to organize the work performed by the County’s classified employees, and will organize positions into classifications on the basis of duties and responsibilities. All positions in the service of Cuyahoga County, except those specifically designated as unclassified, shall be in the classified service. The unclassified service shall consist of the positions specifically exempted from the classified service by general law, the Charter, Ordinance or the Personnel Review Commission. Persons employed in a position in the unclassified service serve at the pleasure of the appointing authority and may be removed from their unclassified position at any time for any lawful reason. All appointing authorities shall provide reports detailing the appointment of employees to the unclassified service to the Personnel Review Commission in accordance with the procedures contained in the Personnel Review Commission’s Rules.

B. Compensation Plan

The Personnel Review Commission shall administer a compensation plan for the County's non-bargaining unit, classified employees, and shall recommend to County Council such modifications as needed to ensure the system provides for compensation based on merit and fitness and to ensure pay equity in like classifications.

Section 303.05 Appointments

A. Original Appointments

A person who has been selected by an Appointing Authority from an eligibility list that is established by the Personnel Review Commission to fill a vacancy in the classified service is said to have received an original appointment. Those persons receiving original appointments do not become permanent employees until they have satisfied the applicable probationary period.

B. Temporary Appointments

Temporary appointments shall not exceed one hundred eighty (180) days in duration and shall be filled in the following manner:

1. Eligibility List

If an applicable eligibility list is available, the temporary appointment shall be offered to the candidates on the eligibility list, provided that the acceptance or declination of appointment to such position shall not affect the right of an eligible person to certification for appointment to a permanent position. At the expiration of the temporary appointment, which in no case shall exceed one hundred eighty (180) days, the services of the temporary employee shall be terminated and the candidate shall be restored to the eligibility list in rank order.

2. No Applicable Eligibility List

In the absence of an applicable eligibility list, the Appointing Authority may appoint a qualified person for a temporary period of service, not to exceed one hundred eighty (180) days in duration, when the need of service is urgent and necessary to prevent the loss of public property, serious inconvenience to the public, or damaging delay to the public service. In the event of a subsequent appointment to a permanent position, the temporary appointment shall not be counted as part of a probationary period. Successive temporary appointments to the same position are prohibited. Temporary appointments made necessary by reason of sickness, disability, or

other approved leave of absence shall not continue beyond such period of sickness, disability, or other absence.

Section 303.06 Inquiries

In furtherance of the Commission’s Charter mandated duty to ensure compliance with federal, state and local employment laws, the Commission may conduct an inquiry when, upon written complaint or on its own motion, it has reason to believe that an individual is abusing the power of appointment, layoff, removal, reduction, suspension, or otherwise violating laws, rules or ordinances that the Personnel Review Commission is charged with enforcing. The Commission shall determine the procedures for conducting such inquiries and adopt such procedures in its Administrative Rules. The inquiries shall not be quasi-judicial and shall not result in a final order that entitles the applicant to an administrative appeal to the Personnel Review Commission. The Personnel Review Commission shall make a report of its findings to the County Council.

SECTION 4. 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 5. 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 Executive

Date

Clerk of Council

Date

First Reading/Referred to Committee: October 28, 2014
Committee(s) Assigned: Human Resources, Appointments & Equity

Journal CC016
December 9, 2014

County Council of Cuyahoga County, Ohio

Ordinance No. O2014-0033

Sponsored by: Councilmember Miller	An Ordinance amending Chapter 701 of the Cuyahoga County Code by adding Sections 701.08 and 701.09 to establish guidelines for financial management of operations and a long-term financial plan for Cuyahoga County.
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WHEREAS, Sections 2.03(9) and 2.03(10) of the Cuyahoga County Charter require the County Executive to submit to Council on a biennial basis a proposed operating budget, capital improvements plan, and detailed supporting financial information on revenues and expenditures; and,

WHEREAS, Section 3.09(5) of the Cuyahoga County Charter gives Council the power to adopt and amend the County's biennial operating budget and capital improvements program and to make appropriations for the County; and,

WHEREAS, the County Office of Budget and Management (OBM) within the Fiscal Office manages the County's budgeting process on behalf of the County Executive; and,

WHEREAS, Cuyahoga County adopted a biennial budget process through Ordinance No. O2011-0036 on 9/13/2011 and the power for a biennial operating budget was incorporated into the County Charter by the voters on November 6, 2012; and,

WHEREAS, the Council desires to address a number of the State of Ohio Auditor's findings in their 2013 Annual Audit of Cuyahoga County; and,

WHEREAS, the Council adopted Ordinance No. O2014-0021 on 10/14/2014 establishing guidelines for the County's investment policy and financial reporting requirements for Cuyahoga County; and,

WHEREAS, Executive and Council collaboration on the budget process would be facilitated by a regular pattern of financial management of operations and long term planning.

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

SECTION 1. The Cuyahoga County Council hereby amends Chapter 701 of the Cuyahoga County Code by adding Sections 701.08 and 701.09 to Chapter 701 to

establish guidelines for financial management of operations and a long-term financial plan for Cuyahoga County and shall read as follows:

Chapter 701

Section 701.08: Financial Management Operations

- (A) The General Operating Fund may be used for any County funded activity, including health and human services.
- (B) In order to assist County departments and agencies to make effective resource allocation decisions, the Office of Budget and Management shall make recommendations regarding expenditure options. In making such recommendations, OBM shall consider but not be limited to options that meet one or more of the following priority objectives:
 - (1) Provides services required by law, administrative regulation, court order, or current contractual agreement;
 - (2) Provides services required to ensure public safety and welfare;
 - (3) Supports efficient delivery of essential public services at current or expanded levels;
 - (4) Promotes effective management control of resources;
 - (5) Required to preserve a facility or protect a county asset;
 - (6) Results in cost reductions in the current and/or future years or reduces the need for other costly County services; and
 - (7) Leverages significant funding from sources other than local County funds.
- (C) Departments and agencies are expected to submit requests for additional personnel as part of the biennial budget process or the budget review prior to the second year of the biennium, in order not to create obligations prior to budget review. Personnel levels authorized in the budget for departments and agencies with more than fifty (50) full-time equivalent staff shall be considered an average for the year, provided that the staffing level is not managed so as to carry staffing above the authorized level into a subsequent year.
- (D) OBM shall monitor the County budget on an ongoing basis and submit legislation to Council to authorize any increases or decreases in appropriations, transfers between budget accounts, and cash transfers, except that OBM may, without legislation, make budget transfers that are within both the same index code and object code. OBM shall submit to Council any budget adjustments needed to ensure that all County funds meet requirements set forth in general law regarding positive fund balances, sufficiency of resources, and appropriation authority for expenditures.
- (E) OBM may decertify funds remaining in any encumbrance that has been inactive for over one year and is more than one year past the expiration of any contract

related to that encumbrance, and OBM may submit budget amendments to Council to reduce appropriations by the amounts decertified.

- (F) Any increase or decrease in appropriation, transfer between budget accounts, and/or cash transfer initiated by Council outside of the biennial budget or second year budget update process shall be submitted to OBM by the Clerk of Council prior to introduction.
- (G) The Fiscal Officer shall certify that sufficient funds are available for all expenditures as provided in general law. Such certification shall be made prior to expenditure of funds, except that in exceptional circumstances, certification may be made through the “then and now” process authorized in general law.

Section 701.09: Long-Term Planning and Stabilization

- (A) OBM shall proactively monitor projected revenues and expenses, using a forecasting horizon of five (5) years or longer, and shall promptly report to the County Executive and Council any conditions or trends that threaten the County’s ability to maintain General Fund and Health and Human Services Levy Fund reserves at or above the thresholds provided in Chapters 706 and 707. Except during a sudden financial emergency, such reports may be made as part of the regular financial reporting provided for in Section 701.07.
- (B) The County Executive and Council shall conduct a Reserve Stabilization Planning Process whenever any of the following occur:
 - (1) The reserve percentage reaches twenty-six percent (26%) or less in the General Fund or eleven (11%) or less in the Health and Human Services Levy Fund; or
 - (2) The Executive, OBM, or Council identifies trends reasonably expected to bring the General Fund and/or the Health and Human Services Levy Fund reserves below its reserve threshold with one year; or
 - (3) There is an excess of operating expenses over revenues, net of one-time expenditures, in the General Fund or the Health and Human Services Levy fund of more than three percent (3%) in any fiscal year; or
 - (4) The Executive and Council for any other reason agree to do so.
- (C) When conducting a Reserve Stabilization Planning Process, the County Executive and Council shall, within four (4) months after Subsection (B) of this section is triggered:
 - (1) Prepare a plan for the affected fund(s) to ensure long term structural balance and maintain or restore the reserve percentage at or above its reserve threshold; and
 - (2) Include in the plan a process for ongoing monitoring and revision of the plan, as needed.

County Council of Cuyahoga County, Ohio

Resolution No. R2014-0291

Sponsored by: County Executive FitzGerald/Fiscal Officer/Office of Budget & Management	A Resolution amending the 2014/2015 Biennial Operating Budget for 2014 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 10, 2013, the Cuyahoga County Council adopted the Biennial Operating Budget and Capital Improvements Program for 2014/2015 (Resolution No. R2013-0229) establishing the 2014/2015 biennial budget for all County departments, offices and agencies; and

WHEREAS, it is necessary to adjust the Biennial Operating Budget for 2014 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 2014/2015 Biennial Operating Budget for 2014 be amended to provide for the following additional appropriation increases and decreases:

H1.	40A524 – Ohio Dept. of Public Works Integrating Committee CE785311 – Columbus Road Bridge 109	BA1400794
	Capital Outlays	\$ 1,062,600.00
H2.	40A524 – Ohio Dept. of Public Works Integrating Committee CE785303 – W. 130 th St. Resurfacing – Brookpark to Lorain	
	Capital Outlays	\$ 6,490,000.00

Funding Source: The Columbus Road Bridge project receives 50% of funding from the Ohio Public Works Commission Integrating Committee (Issue I) and 50% of funding from the \$7.50 Road and Bridge Registration Fund. The W. 130th Street Resurfacing project receives funding from State Issue I dollars (58%), County \$7.50 Road and Bridge Registration Fund (34%), and the City of Cleveland (8%).

I.	40A526 – Ohio Dept. of Transportation – Local Projects Admin. CE785006 – ODOT - LPA	BA1400795
	Capital Outlays	\$ 23,360,830.00

Funding Source:

Emery Road Resurfacing – 80% Federal Highway Administration (FHA) funds passed through ODOT and 20% County \$5.00 Road Capital Improvements Fund;

Stearns Road Grade Separation – 75% FHA funds passed through ODOT, 20% County \$5.00 fund, and 5% Olmsted Township;

Lakeshore Bridge No. 188 – 80% FHA passed through ODOT and 20% County \$5.00 fund; and

Opportunity Corridor – 75% FHA passed through ODOT, 14% County \$5.00 fund, and 11% Ohio Public Works Commission Integrating Committee (Issue I).

J1.	01A001 – General Fund AE210005 – Soldiers’ and Sailors’ Monument	BA1400798
	Other Expenses	\$ 20,000.00
J2.	01A001 – General Fund CN017004 – County Council	BA1400799
	Other Expenses	\$ 47,000.00
J3.	01A001 – General Fund CT577601 – County Archives	BA1400800
	Other Expenses	\$ 140,000.00
J4.	51A404 – County Parking Garage CT571125 – Huntington Park Garage	
	Other Expenses	\$ 300,000.00

J5.	61A607 – Centralized Custodial Services CT571000 – Buildings and Grounds - Administration Other Expenses	\$	385,000.00	
J6.	68A100 – Hospitalization Self-Insurance CC499202 - Benefits Other Expenses	\$	675,000.00	BA1400834

Funding Source: Funding for the County Parking Garage fund is from parking fees. Revenues for the Centralized Custodial Services fund are from charges to user agencies for space maintained. Hospitalization Self-Insurance funding comes from employer and employee contributions for health insurance.

K1.	54A500 – Sewer District #1 DV540104 – Sewer District #1 Other Expenses	\$	1,549,036.00	BA1400802
K2.	54A512 – City of Parma, District 1A ST500561 - City of Parma, District 1A Other Expenses	\$	6,346,095.00	
K3.	54A501 – Sewer District #2 DV540203 - Sewer District #2 Other Expenses	\$	290,714.00	
K4.	54A502 – Sewer District #3 DV540302 – Sewer District #3 Other Expenses	\$	3,562,663.00	
K5.	54A503 – Sewer District #5 DV540401 – Sewer District #5 Other Expenses	\$	761,291.00	
K6.	54A504 – Sewer District #8 DV540500 – Sewer District #8 Other Expenses	\$	750,821.00	
K7.	54A505 – Sewer District #9 DV540609 – Sewer District #9 Other Expenses	\$	2,808,881.00	
K8.	54A506 – Sewer District #13 DV540708 – Sewer District #13 Other Expenses	\$	2,181,134.00	
K9.	54A507 – Sewer District #14 DV540807 – Sewer District #14 Other Expenses	\$	899,711.00	

K10.	54A508 – Sewer District #20 DV540906 – Sewer District #20 Other Expenses	\$	39,268.00
K11.	54A517 – Woodmere Sewer District DV541409 – Woodmere Sewer District Other Expenses	\$	17,520.00
K12.	54A523 – Sewer District #22 - Newburgh Heights DV541201 – Sewer District #22 - Newburgh Heights Other Expenses	\$	422,560.00
K13.	54A518 – Sewer District #24 - East Cleveland ST540427 – Sewer District #24 - East Cleveland Other Expenses	\$	583,501.00
K14.	54A515 – Sanitary Engineer Miscellaneous Revenue DV541300 – Sanitary Engineer Miscellaneous Revenue Other Expenses	\$	75,377.00
K15.	54A519 – Sewer District 3A Shaker Heights ST540674 – Sewer District 3A Shaker Heights Other Expenses	\$	513,448.00
K16.	54P550 – Olmsted Township Connection Fees ST540633 – Olmsted Township Connection Fees Other Expenses	\$	24,798.00
K17.	54P545 – Lyndhurst Parallel Sewer DV755744 – Lyndhurst Parallel Sewer Other Expenses	\$	169,660.00

Funding Source: The source of funding is sewer district fees.

L1.	29A391 – Health and Human Services Levy 4.8 SU514315 – Children’s Services Fund Subsidy Other Expenses	\$	(2,200,000.00)	BA1400606
L2.	29A391– 4.8 Mill Levy SU514422 – Executive Office of HHS Subsidy Other Expenses	\$	1,300,000.00	BA1400607
L3.	29A391 – 4.8 Mill Levy SU514281 – Office of Homeless Services Subsidy Other Expenses	\$	\$ 500,000.00	
L4.	29A391 – 4.8 Mill Levy SU514398 – Invest In Children Subsidy Other Expenses	\$	300,000.00	

L5. 29A391 – 4.8 Mill Levy
 SU515999– Fatherhood Initiative Subsidy
 Other Expenses \$ 100,000.00

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

M. 22A105 – HUD Section 108 **BA1400782**
 DV711606-HUD Section 108
 Other Expenses \$ 6,679.15

Funding Source: Funding is from the United States Department of Housing and Urban Development covering the period January 1, 2014 through December 31, 2014.

N. 01A001 – General Fund **BA1400784**
 SU513754-CRIS Subsidy
 Other Expenses \$ 223,819.00

Funding Source: Funding is from the General Fund covering the period January 1, 2014 through December 31, 2014.

O. 29A391 - Health & Human Services Levy 4.8 **BA1401075**
 SU514224 - JC Placement & Trmt HHS Subsidy
 Other Expenses \$ 2,163,562.00

Funding Source: Funding comes from the Health and Human Services Levy Fund.

P. 21A875 – CCMHB – Behavioral Mental Health/Juv. Justice **BA1400844**
 JC754788 – 2014/2015 Behavioral Mental Health/Juv. Just.
 Personal Services \$ 455,567.00

Funding Source: Funding originates from the Ohio Department of Mental Health & Addiction Services and the Ohio Department of Youth Services passed through the Cuyahoga County Alcohol, Drug Addiction and Mental Health Services Board for the period of July 1, 2014 through June 30, 2015. No cash match is required.

Q. 21A056 – DOJ County Drug Ct Expansion FY14-17 **BA1400792**
 CO754754 - DOJ Drug Ct Expansion
 Personal Services \$ 293,400.00
 Other Expenses \$ 6,600.00

Funding Source: U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Assistance. No cash match is required. Funding is for the period of 10/1/2014 through 9/30/2017.

R. 21A061 – DOJ/BJA Adult Drug Crt Expansion 14-16 **BA1400793**
 CO754762 - SAMHSA/BJA Cnty Drug Crt Expansion
 Personal Services \$ 57,134.00
 Other Expenses \$ 267,866.00

Funding Source: U.S. Department of Health and Human Services, Substance Abuse and Mental Health Services Administration Center for Substance Abuse Treatment. The funding period is 9/30/2014 through 9/29/2017. No cash match is required.

S.	21A854 – DNA Backlog Reduction Program		BA1400848
	CR754796 – 14/16 DNA Backlog Reduction Program		
	Other Expenses	\$ 254,009.00	
	Capital Outlay	\$ 56,000.00	

Funding Source: U.S. Department of Justice, Office of Justice Programs, National Institute of Justice for DNA capacity enhancement and backlog reduction. The grant does not require a cash match. Funding covers the period of 10/1/2014 through 9/30/2016.

T.	54P549 – Sanitary – Miscellaneous Obligations		BA1400830
	ST540591 – Sanitary – Miscellaneous Obligations		
	Capital Outlays	\$ 500,000.00	

Funding Source: The source of funding is sewer district fees.

U1.	40A526 – Ohio Dept. of Transportation – Local Projects Admin.		BA1400805
	CE785006 – ODOT – LPA		BA1400806
	Personal Services	\$ 137,928.40	BA1400807
	Other Expenses	\$ 45,976.14	BA1400808

U2.	40A526 – Ohio Dept. of Transportation – Local Projects Admin.		BA1400810
	CE785006 – ODOT – LPA		BA1400811
	Personal Services	\$ 110,897.09	BA1400812
			BA1400813
			BA1400814

U3.	40A526 – Ohio Dept. of Transportation – Local Projects Admin.		BA1400815
	CE785006 – ODOT – LPA		BA1400816
	Personal Services	\$ 514,147.05	BA1400817
			BA1400818
			BA1400819

U4.	40A526 – Ohio Dept. of Transportation – Local Projects Admin.		BA1400820
	CE785006 – ODOT – LPA		BA1400821
	Personal Services	\$ 125,398.90	BA1400822
	Other Expenses	\$ 10,816.62	BA1400823
			BA1400824

U5.	40A526 – Ohio Dept. of Transportation – Local Projects Admin.		BA1400825
	CE785006 – ODOT – LPA		BA1400826
	Personal Services	\$ 649,175.77	BA1400827
	Other Expenses	\$ 3,629.24	BA1400828
	Capital Outlays	\$ 155,977.56	BA1400829

Funding Source: Funding is provided from Federal Highway Administration funds passed through the Ohio Department of Transportation with local matches by the County Road and Bridge Fund and sometimes the municipalities.

V. 40A524 – Ohio Dept. of Public Works Integrating Committee **BA1400831**
 CE785261 – Taylor Road
 Personal Services \$ 4,465.00

Funding Source: Funding is provided from the Ohio Public Works Commission Integrating Committee, District One with a local match from the County Road and Bridge Fund.

W. 21A020 - TB Control Program – Metro Health **BA1400604**
 HS157313- TB Control Program – Metro Health
 Other Expenses \$ 95,780.38

Funding Source: Ohio Department of Health, received as a pass thru by Cuyahoga County for use by Metro Health Hospital for tuberculosis treatment. The total 2014 award amount is \$149,940. There is no cash match requirement for this funding.

X. 22A754- Shelter + Care **BA1400608**
 HS754820 – Shelter + Care Samaritan Project
 Other Expenses \$ 313,248.00

Funding Source: HUD Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act grant in support of the Samaritan Project. The grant period is from December 01, 2014 through November 30, 2015.

Y. 22A063- SHP – SA PASS Transitional **BA1400609**
 HS754812 – SHP '13 SA PASS Transitional
 Other Expenses \$ 537,741.00

Funding Source: HUD for the Continuum of Care Grant renewal. The funds are used to Transitional Housing for single men in the PASS Transitional Housing Program. The grant period is from October 01, 2014 through September 30, 2015.

SECTION 2. That the 2014/2015 Biennial Operating Budget for 2014 be amended to provide for the following appropriation transfers:

<u>Fund Nos./Budget Accounts</u>		<u>Journal Nos.</u>
A. FROM:	01A001 – Internal Audit Department	BA1401082
	IA018002 – Internal Audit Department	
	Personal Services \$ 2,700.00	
TO:	01A001 – Internal Audit Department	
	IA018002 – Internal Audit Department	
	Capital Outlays \$ 2,700.00	

Funding Source: The source of funding is General Fund.

B. FROM: 01A001 – Web & Multimedia Development **BA1401083**
 IT601047 – Web & Multimedia Development
 Other Expenses \$ 45,000.00

TO: 01A001 – Engineering Services
 IT601096 – Engineering Services
 Capital Outlays \$ 45,000.00

Funding Source: The source of funding is General Fund.

C. FROM: 01A001 – General Fund **BA1400801**
 CT577106 – Risk and Property Management
 Other Expenses \$ 42,519.00

TO: 01A001 – General Fund
 CT577601 – County Archives
 Other Expenses \$ 42,519.00

Funding Source: The source of funding is General Fund.

D. FROM: 54A100 – Sanitary Engineer **BA1400832**
 ST540252 – Sanitary Engineer Operations
 Personal Services \$ 600,000.00

TO: 54A100 – Sanitary Engineer
 ST540252 – Sanitary Engineer Operations
 Other Expenses \$ 600,000.00

Funding Source: Revenues are generated from sewer district fees.

E. FROM: 20N306 – Soil and Water Conservation District **BA1400803**
 SW500058 – Soil and Water Conservation District
 Personal Services \$ 32,000.00

TO: 20N306 – Soil and Water Conservation District
 SW500058 – Soil and Water Conservation District
 Other Expenses \$ 30,000.00
 Capital Outlays \$ 2,000.00

Funding Source: The District funding is from local communities, the Ohio Department of Natural Resources, and a \$75,000 General Fund subsidy for administrative expenses.

F. FROM: 21A036- Family Justice Center Project 09/2011 **BA1400781**
 JA753079 –Family Justice Center Project 09/2011
 Personal Services \$ 130,847.45

TO: 21A036- Family Justice Center Project 09/2011
 JA753079 –Family Justice Center Project 09/2011
 Other Expenses \$ 130,847.45

Funding Source: Funding is from the United States Department of Justice covering the period October 1, 2009 through December 31, 2015.

G. FROM: 50A410- Cuyahoga Regional Information System **BA1400783**
JA090068 –J.A. Cuyahoga Regional Information System
Personal Services \$ 420,000.00

TO: 50A410- Cuyahoga Regional Information System
JA090068 –J.A. Cuyahoga Regional Information System
Other Expenses \$ 420,000.00

Funding Source: Funding is from user fees and \$5 fine on all moving violations with in the County. Funding covers the period January 1, 2014 through December 31, 2014.

H. FROM: 01A001- General Fund **BA1400836**
JA050088 –Justice Services Administration
Other Expenses \$ 20,443.14

TO: 01A001- General Fund
JA100354 –Justice Affairs-CECOMS
Other Expenses \$ 20,443.14

Funding Source: Funding is from the General Fund covering the period January 1, 2014 through December 31, 2014.

I. FROM: 01A001- General Fund **BA1400838**
LA000794 –County Law Department
Other Expenses \$ 20,000.00

TO: 01A001- General Fund
LA000794 –County Law Department
Personal Services \$ 20,000.00

Funding Source: Funding is from the General Fund covering the period January 1, 2014 through December 31, 2014.

J. FROM: 20A822- Custody Mediation **BA1400840**
JA108118 –Custody Mediation
Personal Services \$ 70,782.92

TO: 20A822- Custody Mediation
JA108118 –Custody Mediation
Other Expenses \$ 70,782.92

Funding Source: Funding for Custody Mediation is from revenues received from contracts with Juvenile Court and Domestic Relations Court along with a General Fund subsidy covering the period January 1, 2014 through December 31, 2014

K. FROM: 01A001- General Fund **BA1400841**
SH350272 –Law Enforcement-Sheriff
Personal Services \$ 1,120,000.00

01A001- General Fund
SH351080 –Impact Unit/Community Policing
Personal Services \$ 32,000.00

01A001- General Fund
SH350579 –Sheriff Operations
Personal Services \$ 150,000.00

TO: 01A001- General Fund
SH350470 –Jail Operations-Sheriff
Personal Services \$ 1,302,000.00

Funding Source: Funding is from the General Fund covering the period January 1, 2014 through December 31, 2014

L. FROM: 21A837- State Homeland Security (SHSG) **BA1401034**
JA763532 –SHSP 13-Sustainment Team & Regional Capability 13/15
Capital Outlays \$ 221,077.00

TO: 21A837- State Homeland Security (SHSG)
JA763532 –SHSP 13-Sustainment Team & Regional Capability 13/15
Other Expenses \$ 221,077.00

Funding Source: Funding is from the United States Department of Homeland Security covering the period September 1, 2013 through May 30, 2015.

M. FROM: 01A001 – General Fund **BA1400846**
DR391052 – Domestic Relations
Other Expenses \$ 50,000.00

TO: 01A001 – General Fund
DR495515 – Domestic Relation Child Support
Other Expenses \$ 50,000.00

Funding Source: Funding comes from the General Fund.

N. FROM: 01A001 – General Fund **BA1400849**
PR200071 – Prosecutor – Child Support
Capital Outlay \$ 1,000.00

TO: 01A001 – General Fund
PR200071 – Prosecutor – Child Support
Other Expenses \$ 1,000.00

Funding Source: Funding comes from the General Fund.

O. FROM: 01A001 – General Fund **BA1400851**
DR495515 – Domestic Relation Child Support
Other Expenses \$ 26,000.00

01A001 – General Fund
 DR391052 – Domestic Relations
 Other Expenses \$ 20,000.00

TO: 01A001 – General Fund
 DR495515 – Domestic Relation Child Support
 Capital Outlay \$ 23,000.00

01A001 – General Fund
 DR391052 – Domestic Relations
 Capital Outlay \$ 23,000.00

Funding Source: Funding comes from the General Fund.

SECTION 3. That the 2014/2015 Biennial Operating Budget for 2014 be amended to provide for the following cash transfers between County funds:

Fund Nos. /Budget Accounts **Journal Nos.**

A. FROM: 01A001 – General Fund **JT1400093**
 SU514711 – Gateway Arena Debt Service Subsidy
 Transfer Out \$ 5,518,838.93

TO: 30A905 – Debt Service - Gateway Arena
 DS100370 – Debt Service-Gateway Arena
 Revenue Transfer \$ 5,518,838.93

Funding Source: The source of funding is General Fund.

B. FROM: 01A001 – General Fund **JT1400099**
 SU511535 – Medical Mart Series 2010 DS Pledge
 Transfer Out \$ 32,148,784.26

TO: 30A915 – DS – Medical Mart Series 2010
 DS039115 – DS – Medical Mart Series 2010
 Revenue Transfer \$ 32,148,784.26

Funding Source: The source of funding is General Fund.

C. FROM: 01A001 – General Fund **JT1400097**
 SU513762 – Brownfield Redevelopment Pledge
 Transfer Out \$ 1,228,194.34

TO: 30A910 – Brownfield Debt Service
 DS039966 – Brownfield Debt Service
 Revenue Transfer \$ 1,228,194.34

Funding Source: The source of funding is General Fund.

D. FROM: 01A001 – General Fund **JT1400096**
SU514125 – Community Redevelopment Fund Subsidy
Transfer Out \$ 820,028.84

TO: 30A913 – Community Redevelopment Debt Service
DS040121 – Community Redevelopment Debt Service
Revenue Transfer \$ 820,028.84

Funding Source: The source of funding is General Fund.

E. FROM: 01A001 – General Fund **JT1400094**
SU515676 – Shaker Square 2000A GF Pledge
Transfer Out \$ 126,917.89

TO: 30A912 – Shaker Square 2000A Debt Service
DS039974 – Shaker Square 2000A Debt Service
Revenue Transfer \$ 126,917.89

Funding Source: The source of funding is General Fund.

F. FROM: 51A404 – County Parking Garage **JT1400095**
CT571125 – Huntington Park Garage
Transfer Out \$ 187,615.47

TO: 30A900 – Bond Retirement General Obligation
DS039990 – Debt Service Bond Retirement General Obligation
Revenue Transfer \$ 187,615.47

Funding Source: Revenues for the parking garage fund are generated from parking fees.

G. FROM: 01A001 – General Fund **JT1400074**
SU514141 – Capital Improvements – General Fund Subsidy
Transfer Out \$ 6,701,409.65

TO: 40A069 – Future Debt Issuance
CC767970 – Prosecutor’s 9th Floor ADA Restroom
Revenue Transfer \$ 90,950.06

40A069 – Future Debt Issuance
CC767962 – Med Examiner Regional Crime Lab Bld-Out
Revenue Transfer \$ 2,626,912.92

40A069 – Future Debt Issuance
CC768168 – Justice Center P-1 Pre-Booking
Revenue Transfer \$ 45,239.16

40A099 – Maintenance Projects
CC768101 – Countywide Painting
Revenue Transfer \$ 454,502.25

40A099 – Maintenance Projects		
CC768119 – Countywide Carpeting		
Revenue Transfer	\$	241,582.68
40A099 – Maintenance Projects		
CC768291 – Cleveland Muni Court 3A Expansion		
Revenue Transfer	\$	138,691.59
40A099 – Maintenance Projects		
CC768283 – Reconfiguration of Court of Appeals		
Revenue Transfer	\$	44,352.85
40A069 – Future Debt Issuance		
CC768127 – 2012 Emergency Response Initiative		
Revenue Transfer	\$	395,784.75
40A099 – Maintenance Projects		
CC768457 – Prosecutor’s 9 th Fl Conference Room		
Revenue Transfer	\$	31,363.46
40A099 – Maintenance Projects		
CC768218 – Building Improvements		
Revenue Transfer	\$	156,033.30
40A069 – Future Debt Issuance		
CC768234 – Interim Headquarters		
Revenue Transfer	\$	1,065,539.53
40A099 – Maintenance Projects		
CC768325 – Fire Damper Inspection Project		
Revenue Transfer	\$	393,195.31
40A069 – Future Debt Issuance		
CC768499 – MetroHealth Inmate Supp Svcs & Rad Rm		
Revenue Transfer	\$	104,740.85
40A069 – Future Debt Issuance		
CC768465 – Euclid Jail Renovation		
Revenue Transfer	\$	284,151.52
40A069 – Future Debt Issuance		
IT768341 – Sun Replacement		
Revenue Transfer	\$	88,102.00
40A069 – Future Debt Issuance		
IT768416 – Security Cameras		
Revenue Transfer	\$	13,165.42
40A069 – Future Debt Issuance		
IT768432 – Courtroom Recording Expansion		
Revenue Transfer	\$	50,346.00

40A069 – Future Debt Issuance
IT768424 – Symantec Backup Appliance
Revenue Transfer \$ 69,000.00

40A069 – Future Debt Issuance
IT768440 – New Desktops/Laptops/Tablets
Revenue Transfer \$ 407,756.00

Funding Source: Funding for all of the projects is from the General Fund.

H. FROM: 01A001 – General Fund **JT1400069**
SU514760 – County Security Services Subsidy
Transfer Out \$ 2,000,000.00

TO: 61A608 – County Sheriff Security
SH352005 – Building Security Services - Officers
Revenue Transfer \$ 2,000,000.00

The funding source is the General Fund.

I. FROM: 51A404 – County Parking Garage **JT1400070**
CT571125 – Huntington Park Garage
Transfer Out \$ 459,107.64

TO: 40A069 – Capital Project Future Debt Issue
CC767244 – Replace Light Fixtures and Pipes – Huntington Park Garage
Revenue Transfer \$ 1,750.00

40A068 – Capital Project Future Debt Issue
CC762468 – Huntington Park Garage Renovation – Phase III
Revenue Transfer \$ 113,920.99

40A069 – Capital Project Future Debt Issue
CC767186 – Health and Structural Repairs - Huntington Park Garage
Revenue Transfer \$ 93,436.65

40A069 – Capital Project Future Debt Issue
CC767848 – Huntington Park Garage Miscellaneous Repairs
Revenue Transfer \$ 250,000.00

Funding Source: Revenues for the parking garage fund are generated from parking fees.

J. FROM: 54A500 – Sewer District #1 Garage **JT1400071**
DV540104 – Sewer District #1
Other Expenses \$ 1,549,036.00

54A512 – City of Parma, District 1A
ST500561 - City of Parma, District 1A
Other Expenses \$ 6,346,095.00

54A501 – Sewer District #2
DV540203 - Sewer District #2
Other Expenses \$ 290,714.00

54A502 – Sewer District #3
DV540302 – Sewer District #3
Other Expenses \$ 3,562,663.00

54A503 – Sewer District #5
DV540401 – Sewer District #5
Other Expenses \$ 761,291.00

54A504 – Sewer District #8
DV540500 – Sewer District #8
Other Expenses \$ 750,821.00

54A505 – Sewer District #9
DV540609 – Sewer District #9
Other Expenses \$ 2,808,881.00

54A506 – Sewer District #13
DV540708 – Sewer District #13
Other Expenses \$ 2,181,134.00

54A507 – Sewer District #14
DV540807 – Sewer District #14
Other Expenses \$ 899,711.00

54A508 – Sewer District #20
DV540906 – Sewer District #20
Other Expenses \$ 39,268.00

54A517 – Woodmere Sewer District
DV541409 – Woodmere Sewer District
Other Expenses \$ 17,520.00

54A523 – Sewer District #22 Newburgh Heights
DV541201 – Sewer District #22 Newburgh Heights
Other Expenses \$ 422,560.00

54A518 – Sewer District #24 East Cleveland
ST540427 – Sewer District #24 East Cleveland
Other Expenses \$ 583,501.00

54A515 – Sanitary Engineer Miscellaneous Revenue
DV541300 – Sanitary Engineer Miscellaneous Revenue
Other Expenses \$ 75,377.00

54A519 – Sewer District 3A Shaker Heights
ST540674 – Sewer District 3A Shaker Heights
Other Expenses \$ 513,448.00

54P550 – Olmsted Township Connection Fees
 ST540633 – Olmsted Township Connection Fees
 Other Expenses \$ 24,798.00

54P545 – Lyndhurst Parallel Sewer
 DV755744 – Lyndhurst Parallel Sewer
 Other Expenses \$ 169,660.00

TO: 54A100 – Sanitary Engineer
 ST540252 – Sanitary Engineer Administration
 Other Expenses \$ 14,417,796.00

54A100 – Sanitary Engineer
 ST540583 – Sanitary Engineer Debt Services
 Other Expenses \$ 1,380,638.00

54P513 – Emergency Repair Fund
 DV755645 – Emergency Repair Fund
 Other Expenses \$ 3,905,014.00

54P564 – Sanitary Sewer Repair
 ST541011 – Sanitary Sewer Repair
 Other Expenses \$ 216,604.00

54P555 – E. 38th Storm Sewer and Overflow Project
 ST540815 – E. 38th Storm Sewer and Overflow Project
 Other Expenses \$ 61,504.00

54P611 – Sewer Lining 2011 Various Communities
 ST540088 - Sewer Lining 2011 Various Communities
 Other Expenses \$ 1,014,922.00

Funding Source: The source of funding is sewer district fees.

K. FROM: 67A004 – Workers’ Compensation Retrospective 2004 **JR1400002**
 CC498816 – Workers’ Compensation Retrospective 2004
 Transfer Out \$ 3,739,458.34

TO: 67A014 – Workers’ Compensation Retrospective 2014
 HR498923 – Workers’ Compensation Retrospective 2014
 Revenue Transfer \$ 3,524,458.34

67A100 – Workers’ Compensation Administration
 HR498006 – Workers’ Compensation Administration
 Revenue Transfer \$ 215,000.00

Funding Source: Funding comes from charges to user agencies for claims and policy costs based on agency claims experience.

L. FROM: 29A391 – Health and Human Services Levy 4.8 **JT1400057**
SU514596 - Alcohol Drug Addiction Mental Health 4.8
Transfer Out \$ 4,920,457.00

29A392 – Health and Human Services Levy 3.9
SU514729– Alcohol Drug Addiction Mental Health 3.9
Transfer Out \$ 4,920,457.00

TO: 20A317 – ADAMHSBCC
MH431056 – BH - Administrative Oper Budget
Revenue Transfer \$ 9,840,914.00

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

M1.FROM: 29A392 – Health and Human Services Levy 3.9 **JT1400058**
SU514737 – Employment and Family Subsidy 3.9
Transfer Out \$ 1,031,825.76

TO: 24A510 – Work and Training Admin.
WT137109 – Administrative Services
Revenue Transfer \$ 1,031,825.76

M2.FROM: 29A392 – Health and Human Services Levy 3.9
SU514737 – Employment and Family Subsidy 3.9
Transfer Out \$ 255,054.66

TO: 24A510 – Work and Training Admin.
WT137109 – Administrative Services
Revenue Transfer \$ 255,054.66

M3.FROM: 29A391 – Health and Human Services Levy 4.8
SU514430 – Employment and Family Subsidy 4.8
Transfer Out \$ 1,683,505.26

TO: 24A510 – Work and Training Admin.
WT137109 – Administrative Services
Revenue Transfer \$ 1,683,505.26

M4.FROM: 29A391 – Health and Human Services Levy 4.8
SU514430 – Employment and Family Subsidy 4.8
Transfer Out \$ 416,141.82

TO: 24A510 – Work and Training Admin.
WT137109 – Administrative Services
Revenue Transfer \$ 416,141.82

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

N1. FROM: 29A391 – Health and Human Services Levy 4.8 **JT1400059**
SU514414 – Senior and Adult Services Subsidy
Transfer Out \$ 4,020,188.50

29A392 – Health and Human Services Levy 3.9
SU514638 – Senior and Adult Subsidy 3.9
Transfer Out \$ 2,637,489.50

TO: 24A601 – Public Assistance - Senior and Adult Services
SA138321 – Administrative Services - SAS
Revenue Transfer \$ 6,657,678.00

N2. FROM: 29A391 – Health and Human Services Levy 4.8 **JT1400060**
SU514299 – Children & Family Services Subsidy
Transfer Out \$ 5,708,903.00

FROM: 29A392 – Health and Human Services Levy 3.9
SU515098 – Children & Family Services Subsidy
Transfer Out \$ 11,896,390.00

TO: 24A301 – Public Assistance Children and Family Services
CF135467 – Administrative Services - CFS
Revenue Transfer \$ 17,605,293.00

N3. FROM: 29A391 – Health and Human Services Levy 4.8
SU514315 – Children’s Services Fund Subsidy
Transfer Out \$ 10,878,606.50

29A392 – Health and Human Services Levy 3.9
SU514620 – Children’s Services Fund Subsidy
Transfer Out \$ 4,836,563.00

TO: 20A303 – Children’s Services Fund
CF134049 – Children’s Services Fund
Revenue Transfer \$ 15,715,169.50

N4. FROM: 29A391– 4.8 Mill Levy **JT1400085**
SU514422 – Executive Office of HHS Subsidy
Transfer Out \$ 4,361,253.00

TO: 24A430 – Executive Office of HHS
HS157289 – Executive Office of HHS
Revenue Transfer \$ 4,361,253.00

N5. FROM: 29A391– 4.8 Mill Levy
SU514372 – System of Care Subsidy
Transfer Out \$ 4,155,302.00

TO: 24A435 – Cuyahoga Tapestry System of Care (CTSOC)
CF135004 – DCFS- Cuy Tapestry System of Care
Revenue Transfer \$ 4,155,302.00

N6. FROM:	29A391 – 4.8 Mill Levy SU514349 – Family and Children First Subsidy Transfer Out	\$ 2,705,926.00
TO:	24A640 – Family and Children First PA FC451492 – Family and Children First PA Revenue Transfer	\$ 2,705,926.00
N7. FROM:	29A391 – 4.8 Mill Levy SU514281 – Office of Homeless Services Subsidy Transfer Out	\$ 5,708,207.00
TO:	24A641 – Office of Homeless Services HS158097 – Office of Homeless Services Revenue Transfer	\$ 5,708,207.00
N8. FROM:	29A391 – 4.8 Mill Levy SU514323 – Children w/Medical Handicap Subsidy Transfer Out	\$ 1,405,732.00
TO:	24A530 – Children w/Medical Handicap WT137935 – Children w/Medical Handicap Revenue Transfer	\$ 1,405,732.00
N9. FROM:	29A391 – 4.8 Mill Levy SU514398 – Invest In Children Subsidy Transfer Out	\$ 13,078,170.00
TO:	20A807 – EC-Invest In Children EC451385 – Administrative Services Revenue Transfer	\$ 919,552.00
	24A635 – Early Childhood IIC Public Assistance EC451435 – Early Start Revenue Transfer	\$ 12,158,618.00
N10. FROM:	29A391 – 4.8 Mill Levy SU514273 – Cuyahoga Support Enforcement Subsidy Transfer Out	\$ 1,485,575.00
TO:	20A600 – Cuyahoga Support Enforcement Agency SE496000 – Cuyahoga Support Enforcement Agency Revenue Transfer	\$ 1,485,575.00
N11. FROM:	29A391 – 4.8 Mill Levy SU515999– Fatherhood Initiative Subsidy Transfer Out	\$ 1,047,060.00
TO:	20A606 – Fatherhood Initiative SE507152 – Fatherhood Initiative Revenue Transfer	\$ 1,047,060.00

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

O. FROM:	01A001–General Fund	JT1400062
	SU513754– CRIS Subsidy	
	Transfer Out	\$ 314,523.00
TO:	50A410 –Cuyahoga County Information System	
	JA090068 – J. A. Cuyahoga Regional Information System	
	Revenue Transfer	\$ 314,523.00

Funding Source: Funding is from the General Fund covering the period January 1, 2014 through December 31, 2014.

P. FROM:	29A391–Health & Human Services Levy 4.8	JT1400063
	SU514331– Children Witness Violence Subsidy	
	Transfer Out	\$ 156,217.00
TO:	20A824 –Family Justice Center	
	JA107441 – Family Justice Center	
	Revenue Transfer	\$ 156,217.00

Funding Source: Funding is from the Health and Human Services Levy 4.8 covering the period January 1, 2014 through December 31, 2014.

Q. FROM:	01A001–General Fund	JT1400064
	SU514661– Witness Victim Subsidy	
	Transfer Out	\$ 1,621,812.00
TO:	20A809 –Witness Victim	
	JA107425 – Witness Victim	
	Revenue Transfer	\$ 1,621,812.00

Funding Source: Funding is from the General Fund covering the period January 1, 2014 through December 31, 2014.

R. FROM:	29A391–Health & Human Services Levy 4.8	JT1400065
	SU519000– Criminal Justice Intervention HHS	
	Transfer Out	\$ 250,000.00
TO:	20A810 –Criminal Justice Intervention HHS	
	JA107433 – Criminal Justice Intervention HHS	
	Revenue Transfer	\$ 250,000.00

Funding Source: Funding is from the Health and Human Services Levy 4.8 covering the period January 1, 2014 through December 31, 2014.

S. FROM:	01A001–General Fund	JT1400066
	SU513101– Civil Defense	
	Transfer Out	\$ 773,404.00

TO: 20A390 –Emergency Management
JA100123 – Justice Affairs-Emergency Management
Revenue Transfer \$ 773,404.00

Funding Source: Funding is from the General Fund covering the period January 1, 2014 through December 31, 2014.

T. FROM: 29A391–Health & Human Services Levy 4.8 **JT1400067**
SU514547– Office of Re-Entry Subsidy
Transfer Out \$ 1,966,864.00

TO: 24A878 –HHS-Office of ReEntry
HS749069 – HHS-Office of ReEntry
Revenue Transfer \$ 1,966,864.00

Funding Source: Funding is from the Health and Human Services Levy 4.8 covering the period January 1, 2014 through December 31, 2014.

U. FROM: 01A001–General Fund **JT1400068**
SU513457– County Planning Commission
Transfer Out \$ 1,058,683.00

TO: 20A307 –County Planning Commission
CP522110 – CPC-Administration
Revenue Transfer \$ 1,058,683.00

Funding Source: Funding is from the General Fund covering the period January 1, 2014 through December 31, 2014.

V1. FROM: 29A391 – Health & Human Services Levy 4.8 **JT1400092**
SU514224 – JC Placement & Trmt HHS Subsidy
Transfer Out \$ 16,813,354.00

TO: 20A811 – JC Detention & Probation Services
JC107524 – JC Detention Services
Revenue Transfer \$ 16,813,354.00

V2. FROM: 29A391 – Health & Human Services Levy 4.8
SU514521 – HHS Subsidy Youth/Family Comm Partnership
Transfer Out \$ 2,736,199.00

TO: 20A823 – JC – HHS – Youth & Family Comm Partnership
JC108092 – Youth & Family Comm Partnership (RPL)
Revenue Transfer \$ 2,736,199.00

Funding Source: The Health and Human Services Levy Fund.

W. FROM: 01A001 – General Fund **JT1400073**
SU514679 - TASC-CO Subsidy
Other Expenses \$ 30,792.00

20A192 – TASC HHS
 CO456533 – TASC HHS
 Revenue Transfer \$ 30,792.00

Funding Source: The Health and Human Services Levy Fund.

X. FROM: 26A601 – General Gas and License Fees **JT1400034, JT1400035**
 CE412056 – Construction Engineering **JT1400036**
 Transfer Out \$ 48,651.79 **JT1400037**
JT1400038

TO: 40A526 – ODOT – Local Proj Adm. **JT1400078**
 CE785006 – ODOT – LPA **JT1400079**
 Revenue Transfer \$ 48,651.79 **JT1400080**
JT1400081
JT1400082

Funding Source: Funding is provided from Federal Highway Administration funds passed through the Ohio Department of Transportation with local matches by the County Road and Bridge Fund and sometimes the municipalities (see related additional appropriation item).

Y. FROM: 26A651 – \$7.50 Road and Bridge Registration Tax **JT1400083**
 CE417477 - \$7.50 License Tax Fund Capital Improvements
 Transfer Out \$ 421,699.21

TO: 40A526 – Ohio Dept. of Transportation – Local Proj Adm.
 CE785006 – ODOT – LPA
 Revenue Transfer \$ 421,699.21

Funding Source: Funding for the \$7.50 Fund comes primarily from license taxes and motor vehicle fuel taxes.

Z. FROM: 01A001 – General Fund **JT1400086**
 SU514885 – Regional Crime Lab GF Subsidy
 Other Expenses \$ 2,887,739.00

20A076 – Cuyahoga County Regional Forensic Science Lab
 CR180265 – Cuyahoga County Regional Forensic Science Lab
 Revenue Transfer \$ 2,887,739.00

Funding Source: The funding source is the General Fund.

AA.FROM: 01A001 – General Fund **JT1400087**
 SU514174 – Educational Asst Fund Subsidy
 Transfer Out \$ 1,000,000.00

TO: 20A064 – Cuy Co Educational Asst (CEAP)
 WI141622 – Cuy Co Educational Asst Prog (CEAP)
 Revenue Transfer \$ 1,000,000.00



EDWARD FITZGERALD
Cuyahoga County Executive

December 2, 2014

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 December 09, 2014, 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
Shaker Square 2000A GF Pledge – Additional appropriation for the General Fund Subsidy to cover a cash transfer for the debt service requirement. Funding is from the General Fund. (Item A.)	\$3,592.89
Debt Service – Additional appropriation to cover the debt service requirement in the second half of 2014 for Shaker Square 2000A (\$3952.89); Brownfield Redevelopment GF Pledge Subsidy (\$104,339.34); and Medical Mart Series 2010 DS Pledge (\$48,546.26). Pledge amounts are higher than budgeted. Funding is from a General Fund Subsidy. (Items B, C, and D.)	\$156,478.49
Capital Improvements/General Fund Subsidy – Additional appropriation to cover a cash transfer from the General Fund to capital projects. (Item E.)	\$6,451,409.65
Soldiers’ and Sailors’ Monument – Additional appropriation to cover personal services through year-end. Funding is from the General Fund. (Item F1.)	\$11,000.00
County Security Services Subsidy – Additional appropriation to cover a cash transfer of the General Fund subsidy for non-recoverable services. Funding is from the General Fund. (Item G.)	\$2,000,000.00
Soldiers’ and Sailors’ Monument/County Council/County Archives – Additional appropriation to cover data processing, and space maintenance charges. Funding is from the General Fund. (Items J1, J2, and J3.)	\$207,000.00
Health and Human Services Levy – A decrease of appropriation in the Children’s Services Fund Subsidy (-\$2,200,000) with corresponding increases to the Office of Health and Human Services (\$1,300,000), Office of Homeless Services (\$500,000), Invest in Children (\$300,000) , and Fatherhood Initiative (\$100,000) subsidies. Funding is from the Health and Human Services Levy Fund. (Items L1 through L5.)	\$0.00

Cuyahoga Regional Information System Subsidy – Additional appropriation to cover a cash transfer from the subsidy account to the Regional Enterprise Data Sharing System account. (Item N.)	\$223,819.00
Juvenile Court/Placement and Treatment HHS Subsidy – Additional appropriation to cover a cash transfer from the subsidy account to Detention Services. Funding is from the Health and Human Services Levy Fund. (Item O.)	\$2,163,562.00
TOTAL	\$11,216,862.03

Other Operating Funds	Amount
Public Works/Fast Copy – Additional appropriation to cover personal services through year-end. Funding is from charges to user agencies for cost per copy machine use and print shop services. (Item F2.)	\$67,000.00
County Parking Garage/Centralized Custodial/Hospitalization Self-Insurance – Additional appropriation to cover data processing, space maintenance, and indirect cost charges. Funding is from parking fees, charges to user agencies, and employer and employee contributions. (Items J4, J5, and J6.)	\$1,360,000.00
TOTAL	\$1,427,000.00

Grants/Projects	Amount
Public Works/Road and Bridge - Additional appropriation to establish the Columbus Road Bridge #109 (\$1,062,600) and the W. 130 th St. Resurfacing (\$6,490,000) Issue I road projects. Funding is 50% from the Ohio Public Works Commission Integrating Committee, and 50% from the \$7.50 Road and Bridge Registration Fund. (Items H1 and H2.)	\$7,552,600.00
Public Works/Road and Bridge – To establish the 2015 Ohio Department of Transportation Local Projects Administration projects. Funding is Federal Highway Administration dollars, \$5.00 County Road Capital Improvement Fund, Ohio Public Works Commission Integrating Committee (Issue I) and from Olmsted Township for the various projects. (Item I.)	\$23,360,830.00
Public Works/Sewer Maintenance – Additional appropriation to cover cash transfer from the sewer district accounts to cover expenses associated with administration, debt services, and emergency repair. Funding is from sewer district fees. (Items K1 through K17.)	\$20,996,478.00
Development – To appropriate revenues received from loan recipients in the Housing and Urban Development 108 account to cover the payment of fees, interest, and principle per guidelines. (Item M.)	\$6,679.15
Juvenile Court – To establish appropriation from an agreement with Cuyahoga County Alcohol, Drug Addiction and Mental Health Services Board for Behavioral Health and Juvenile Justice Project. Funding is from the Ohio Department of Mental Health and Addiction Services. (Item P.)	\$455,567.00
Court of Common Pleas – To appropriate an award from the U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Assistance for Drug Court expansion. (Item Q.)	\$300,000.00
Court of Common Pleas – To appropriate an award from the U.S. Department of Health and Human Services, Substance Abuse and Mental Health Services Administration Center for Substance Abuse Treatment for Drug Court expansion. (Item R.)	\$325,000.00
Medical Examiner – To appropriate an award from the U.S. Department of Justice, Office of Justice Programs, National Institute of Justice for the DNA capacity enhancement and backlog reduction. (Item S.)	\$310,009.00
Public Works/Sewer Maintenance – Additional appropriation to cover the purchase of equipment. Funding is from sewer district fees. (Item T.)	\$500,000.00

Public Works/Road and Bridge – Additional appropriation to cover project labor, administrative expenses, and capital adjustments for various road projects. Funding is from Federal Highway Administration funds, County Road and Bridge fund, and municipalities. (Item U1 through U5.)	\$1,753,945.77
Public Works/Road and Bridge – Additional appropriation to cover labor adjustments for the Taylor Road Issue I project. Funding is from the Ohio Public Works Commission Integrating Committee. (Item V.)	\$4,465.00
MetroHealth/TB Control Program – To appropriate an additional award from the Ohio Department of Health for the TB Control Program. (Item W.)	\$95,780.38
Office of Homeless Services – To appropriate a recent award from Housing and Urban Development for the Homeless Emergency Assistance and Rapid Transition Housing (HEARTH) program. (Item X.)	\$313,248.00
Office of Homeless Services – To appropriate a recent award from Housing and Urban Development for the Continuum of Care Grant renewal. (Item Y.)	\$537,741.00
TOTAL	\$56,512,343.30

Total Additional Appropriations - All Funds	\$69,156,205.33
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The following represents the overall changes made to the Annual Appropriation Measure for 2014 since its adoption on December 10, 2013 Resolution R2013-0229. The changes reflect the Additional Appropriations, Appropriation Transfers and Cash Transfers to the original adopted appropriation resolution.

APPROPRIATION STATUS SUMMARY:

	<u>12/09/14 Agenda</u>	<u>R2013-0229*</u>	<u>Adjusted Annual Appropriation</u>
General Fund Impact	\$ 9,053,300.03	\$ 377,204,012.00	\$ 405,851,597.06
HHS Levy Impact	\$ 2,163,562.00	\$ 235,311,170.00	\$ 241,797,087.32
Other Fund Impact	\$ <u>57,939,343.30</u>	\$ <u>693,095,162.00</u>	\$ <u>1,044,543,660.17</u>
Total Impact	\$ 69,156,205.33	\$1,305,610,344.00	\$ 1,692,192,344.55

* 2014-2015 appropriation levels adopted by resolution R2013-0229 on December 10, 2014.

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

General Fund/Health & Human Services	Amount
Internal Audit – Realigning appropriation to cover the purchase of laptops and docking stations. Funding is from the General Fund. (Item A.)	\$2,700.00
Information Technology – Realigning appropriation to cover the purchase of hardware for network security. Funding is from the General Fund. (Item B.)	\$45,000.00
Risk and Property Management/Archives – Realigning appropriation from Risk and Property Management to the Archives to cover data processing charges. Funding is from the General Fund. (Item C.)	\$42,519.00
Public Safety and Justice Services/CECOMS – Realigning appropriation within the Department of Public Safety and Justice Services to cover space maintenance charges. Funding is from the General Fund. (Item H.)	\$20,443.14
Law Department – Realigning appropriation to cover personal services through year-end. Funding is from the General Fund. (Item I.)	\$20,000.00

Sheriff – Realigning appropriation to cover personal services and properly fund Jail Operations. Funding is from the General Fund. (Item K.)	\$1,302,000.00
Domestic Relations Court – Realigning appropriation to cover space maintenance charges. Funding is from the General Fund. (Item M.)	\$50,000.00
Prosecutor – Realigning appropriation to cover year-end expenses. Funding is from the General Fund. (Item N.)	\$1,000.00
Domestic Relations Court – Realigning appropriation to cover the replacement of computer equipment. Funding is from the General Fund. (Item O.)	\$46,000.00
TOTAL	\$1,529,662.14

Other Operating Funds	Amount
Soil and Water Conservation District – Realigning appropriation to cover remaining year contracts, equipment, and miscellaneous expenses. Funding is from local communities, the Ohio Department of Natural Resources, and a General Fund Subsidy. (Item E.)	\$32,000.00
Justice Services/Cuyahoga Regional Information System – Realigning appropriation to cover a cash transfer for an agreement between Public Safety and Information Technology. Funding is from user fees and a \$5.00 fine on all moving violations within the County. (Item G.)	\$420,000.00
Public Safety and Justice Services/Custody Mediation – Realigning appropriation to cover space maintenance charges. Funding is from contracts with Juvenile Court and Domestic Relations Court and a General Fund Subsidy. (Item J.)	\$70,782.92
TOTAL	\$522,782.92

Grants/Projects	Amount
Public Works/Sewer Maintenance – Realigning appropriation to cover space maintenance and data processing charges for the Sanitary Engineer division. Funding is from sewer district fees. (Item D.)	\$600,000.00
Public Safety and Justice Services/Family Justice Center Project – Realigning appropriation to cover a pending contract amendment with the Domestic Violence and Child Advocacy Center. Funding is from the U.S. Department of Justice. (Item F.)	\$130,847.45
Public Safety and Justice Services/State Homeland Security (SHSG) – Realigning appropriation to cover an agreement with the City of Cleveland. Funding is from the U.S. Department of Homeland Security. (Item L.)	\$221,077.00
TOTAL	\$951,924.45

Total Appropriation Transfers - All Funds	\$3,004,369.51
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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.

General Fund/Health & Human Services	Amount
General Fund/Gateway Arena Debt Service Subsidy – A cash transfer to cover the County’s portion of the 2014 interest and principal payment. Funding is from the General Fund. (Item A.)	\$5,518,838.93

General Fund/Medical Mart Series 2010 DS Pledge – A cash transfer to cover the County’s portion of the 2014 principal and interest payment. Funding is from the General Fund. (Item B.)	\$32,148,784.26
General Fund/Brownfield Redevelopment Pledge – A cash transfer to cover the County’s portion of the 2014 principal and interest payment. Funding is from the General Fund. (Item C.)	\$1,228,194.34
General Fund/Community Redevelopment Fund – A cash transfer to cover the County’s portion of the 2014 principal and interest. Funding is from the General Fund. (Item D.)	\$820,028.84
General Fund/Shaker Square 2000A - A cash transfer to cover the County’s portion of the 2014 principal and interest. Funding is from the General Fund. (Item E.)	\$126,917.89
General Fund/Capital Improvement – A cash transfer from the General Fund Subsidy account to cover various capital projects. Funding is from the General Fund. (Item G.)	\$6,701,409.65
Sheriff – A cash transfer from the County Security Services Subsidy to the Building Security Services account to cover non-recoverable expenses (charges that cannot be charged to agency’s due to statutory reasons). Funding is from the General Fund. (Item H.)	\$2,000,000.00
Health and Human Services Levy Fund – A cash transfer to disburse the fourth quarter subsidy payment to the Alcohol, Drug Addiction and Mental Health Services Board. Funding is from the Health and Human Services Levy Fund. (Item L.)	\$9,840,914.00
Health and Human Services Levy Fund - A cash transfer for the fourth quarter transfer of the County’s mandated share of Temporary Assistance for Needy Families (TANF) and Non TANF related administration for Medicaid, and food related expenditures. Funding is from the Health and Human Services Levy Fund. (Item M1 through M4.)	\$3,386,527.50
Health and Human Services Levy Fund – Cash transfers of the second half subsidy requirements for the HHS agencies within the public assistance funds. Funding is from the Health and Human Services Levy Fund. (Items N1 through N11.)	\$73,925,365.50
Cuyahoga Regional Information System Subsidy – A cash transfer to provide the annual subsidy to the fund. Funding is from the General Fund. (Item O.)	\$314,523.00
Children Who Witness Violence Subsidy – A cash transfer to provide the annual subsidy to the Family Justice Center. Funding is from the Health and Human Services Levy Fund. (Item P.)	\$156,217.0
Witness Victim Subsidy – A cash transfer to provide the annual General Fund Subsidy to Witness Victim. (Item Q.)	\$1,621,812.00
Criminal Justice Intervention HHS Subsidy – A cash transfer to provide a subsidy to the Juvenile Safe Surrender Program. Funding is from the Health and Human Services Levy Fund. (Item R.)	\$250,000.00
Public Safety and Justice Services/Emergency Management – A cash transfer to provide the annual General Fund subsidy. (Item S.)	\$773,404.00
Office of ReEntry Subsidy – A cash transfer to provide the annual Health and Human Services Levy Fund subsidy. (Item T.)	\$1,966,864.00
County Planning Commission Subsidy – A cash transfer to provide the annual General Fund Subsidy. (Item U.)	\$1,058,683.00
Juvenile Court Subsidy – A cash transfer to provide the annual Health and Human Services Levy Fund Subsidy to Detention Services (\$16,813,354) and Youth and Family Community Partnership (\$2,736,199). (Item V1 and V2.)	\$19,549,553.00
Treatment Alternatives to Street Crimes Subsidy – A cash transfer to provide the annual General Fund Subsidy to the fund. (Item W.)	\$30,792.00
Medical Examiner/Regional Forensic Science Lab – A cash transfer of the General Fund Subsidy for the Regional Forensic Science Lab. (Item Z.)	\$2,887,739.00
Cuyahoga County Educational Assistance Program (CEAP) – A cash transfer of the General Fund Subsidy for the CEAP. (Item AA.)	\$1,000,000.00
TOTAL	\$159,787,728.98

Other Operating Funds	Amount
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Public Works/County Parking Garage – A cash transfer from the Huntington Park Garage to the Debt Retirement Fund to cover the County’s portion of the 2004 General Obligation and the 2005 General Obligation Refunding bond debt service. Funding is revenues generated from parking fees. (Item F.)	\$187,615.47
County Parking Garage/Capital Improvement – A cash transfer from the Huntington Park Garage to close-out various capital projects. Funding is from revenues generated from parking fees. (Item I.)	\$459,107.64
Workers’ Compensation – A cash transfer from the 2004 Workers’ Compensation Retrospective account to Workers’ Compensation Retrospective 2014 and Administration. Funding is from charges to user agencies for claim and policy costs. (Item K.)	\$3,739,458.34
TOTAL	\$4,386,181.45

Grants/Projects	Amount
Public Works/Sewer Maintenance – A cash transfer from various sewer projects to cover administration, debt service, and emergency repairs. Funding is from sewer district fees. (Item J.)	\$20,996,478.00
Public Works/Road and Bridge – A cash transfer to cover the local cash match on various road capital projects. Funding is from Federal Highway Administration with local matches by the County Road and Bridge Fund and where applicable the municipalities. (Item X.)	\$48,793.88
Public Works/Road and Bridge – A cash transfer to cover the County’s portion of the Bagley/Pleasant Valley Right of Way Road project. Funding is from the \$7.50 Fund comes primarily from license taxes, and motor vehicle fuel taxes. (Item Y.)	\$421,699.21
TOTAL	\$21,466,971.09

Total Cash Transfers - All Funds	\$191,159,720.45
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Thank you for your consideration regarding this matter.

Sincerely,



W. Christopher Murray, II
Interim Director, Office of Budget & Management
cmurray@cuyahogacounty.us
(216) 443-7175
Fax: (216) 443-8193



EDWARD FITZGERALD
Cuyahoga County Executive

MEMORANDUM

TO: Jeanne Schmotzer, Clerk of Council

FROM: W. Christopher Murray, II, Interim Director, Office of Budget & Management

DATE: December 2, 2014

RE: Fiscal Resolution 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 December 9, 2014. The requested fiscal items including additional appropriations, appropriation transfers, and cash transfers meet agency budgetary needs.

Resolution: Additional Appropriations

A.	01A001 – General Fund		BA1400958
	SU515676 – Shaker Square 2000A GF Pledge		
	Other Expenses	\$	3,592.89

Additional appropriation is requested in the Shaker Square 2000A GF Pledge Subsidy account to cover the debt service requirement for 2014. The County's actual pledge amount was higher than budget, so additional appropriation is requested. Funding is from the General Fund.

B.	30A912 – Shaker Square 2000A Debt Service		BA1400958
	DS039974 – Shaker Square 2000A Debt Service		
	Other Expenses	\$	3,592.89

Additional appropriation is requested in the Shaker Square Debt Service account to cover the debt service requirement in the second half of 2014. Funding for the Shaker Square Debt Service comes from a subsidy from the General Fund.

C.	01A001 – General Fund		BA1400966
	SU513762 – Brownfield Redevelopment Pledge		
	Other Expenses	\$	104,339.34

Additional appropriation is requested in the Brownfield Redevelopment GF Pledge Subsidy account to cover the debt service requirement for 2014. The County's actual pledge amount was higher than budget, so additional appropriation is requested. Funding is from the General Fund.

Fiscal Office
Office of Budget & Management
2079 E. 9th Street, Cleveland, OH 44115, (216) 443-7220, FAX (216) 443-8193
Ohio Relay Service (TTY) 711

D.	01A001 – General Fund SU511535 – Medical Mart Series 2010 DS Pledge Other Expenses	\$ 48,546.26	BA1400967
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Additional appropriation is requested in the Medical Mart GF Pledge Subsidy account to cover the debt service requirement for 2014. The County’s actual pledge amount was higher than budget, so additional appropriation is requested. Funding is from the General Fund.

E.	01A001 – General Fund SU514141 – Capital Improvements – General Fund Subsidy Other Expenses	\$ 6,451,409.65	BA1400970
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Additional Appropriation is requested in the General Fund Subsidy account to cover the cash transfer from the General Fund to capital projects. The capital projects which will utilize this subsidy are the Prosecutor’s ADA Bathroom, Medical Examiner’s Regional Crime Lab, Justice Center P-1 Pre-Booking, Countywide Painting and Carpeting, Cleveland Muni Court 3A Expansion, Reconfigure Court of Appeals, 2012 Emergency Response Initiative, Prosecutor’s 9th Floor Conference Room, Building Improvements Multi-Agency, Interim Headquarters, Fire Damper Inspection Project, Euclid Jail Renovation, Sun Replacement, Security Cameras, Courtroom Recording Expansion, Symantec Backup Appliance and New Desktops/Laptops/Tablets. Funding for this subsidy account comes from the General Fund.

F1.	01A001 – General Fund AE210005 – Soldiers’ and Sailors’ Monument Personal Services	\$ 11,000.00	BA1400833
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F2.	64A606 – Fast Copier CT577551 – Fast Copy Personal Services	\$ 67,000.00	BA1400998
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Appropriation is requested to cover remaining year payroll expenses for the Soldiers’ and Sailors’ Monument staff and for the Print Shop staff. Funding for the Print Services fund is generated from charges to user agencies for cost-per-copy machine use and print shop services.

G.	01A001 – General Fund SU514760 – County Security Services Subsidy Other Expenses	\$ 2,000,000.00	BA1400796
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Appropriation is requested to provide for a cash transfer to subsidize the Security Services Fund. The Sheriff provides security services for space used by County agencies and charges user agencies for their portion of the officers’ payroll and other related expenses. The subsidy will pay for non-recoverable expenses, e.g., those that are not charged to agencies for statutory reasons. The amount requested represents the difference between the revenues from charges for services and the actual costs for providing these services. (See related cash transfer item H, on page 16.)

H1.	40A524 – Ohio Dept. of Public Works Integrating Committee CE785311 – Columbus Road Bridge 109 Capital Outlays	\$ 1,062,600.00	BA1400794
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H2.	40A524 – Ohio Dept. of Public Works Integrating Committee CE785303 – W. 130 th St. Resurfacing – Brookpark to Lorain Capital Outlays	\$ 6,490,000.00	
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Appropriation is requested to establish the Columbus Road Bridge #109 and the West 130th Street Resurfacing Issue I road projects. The Columbus Road Bridge project receives 50% of funding from the Ohio Public Works Commission Integrating Committee (Issue I) and 50% of funding from the \$7.50 Road and Bridge Registration Fund. The W. 130th Street Resurfacing project receives funding from State Issue I dollars (58%), County \$7.50 Road and Bridge Registration Fund (34%), and the City of Cleveland (8%).

I.	40A526 – Ohio Dept. of Transportation – Local Projects Admin. CE785006 – ODOT - LPA Capital Outlays	\$ 23,360,830.00	BA1400795
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Appropriation is requested to establish the 2015 ODOT Local Projects Administration projects, as follows:

Emery Road Resurfacing – 80% Federal Highway Administration (FHA) funds passed through ODOT and 20% County \$5.00 Road Capital Improvements Fund;

Stearns Road Grade Separation – 75% FHA funds passed through ODOT, 20% County \$5.00 fund, and 5% Olmsted Township;

Lakeshore Bridge No. 188 – 80% FHA passed through ODOT and 20% County \$5.00 fund; and

Opportunity Corridor – 75% FHA passed through ODOT, 14% County \$5.00 fund, and 11% Ohio Public Works Commission Integrating Committee (Issue I).

J1.	01A001 – General Fund AE210005 – Soldiers’ and Sailors’ Monument Other Expenses	\$ 20,000.00	BA1400798
J2.	01A001 – General Fund CN017004 – County Council Other Expenses	\$ 47,000.00	BA1400799
J3.	01A001 – General Fund CT577601 – County Archives Other Expenses	\$ 140,000.00	BA1400800
J4.	51A404 – County Parking Garage CT571125 – Huntington Park Garage Other Expenses	\$ 300,000.00	
J5.	61A607 – Centralized Custodial Services CT571000 – Buildings and Grounds - Administration Other Expenses	\$ 385,000.00	
J6.	68A100 – Hospitalization Self-Insurance CC499202 - Benefits Other Expenses	\$ 675,000.00	BA1400834

Appropriation is requested to provide for data processing, space maintenance, and indirect costs for various departments. Funding for the County Parking Garage fund is from parking fees. Revenues for

the Centralized Custodial Services fund are from charges to user agencies for space maintained. Hospitalization Self-Insurance funding comes from employer and employee contributions for health insurance.

K1.	54A500 – Sewer District #1 DV540104 – Sewer District #1 Other Expenses	\$	1,549,036.00	BA1400802
K2.	54A512 – City of Parma, District 1A ST500561 - City of Parma, District 1A Other Expenses	\$	6,346,095.00	
K3.	54A501 – Sewer District #2 DV540203 - Sewer District #2 Other Expenses	\$	290,714.00	
K4.	54A502 – Sewer District #3 DV540302 – Sewer District #3 Other Expenses	\$	3,562,663.00	
K5.	54A503 – Sewer District #5 DV540401 – Sewer District #5 Other Expenses	\$	761,291.00	
K6.	54A504 – Sewer District #8 DV540500 – Sewer District #8 Other Expenses	\$	750,821.00	
K7.	54A505 – Sewer District #9 DV540609 – Sewer District #9 Other Expenses	\$	2,808,881.00	
K8.	54A506 – Sewer District #13 DV540708 – Sewer District #13 Other Expenses	\$	2,181,134.00	
K9.	54A507 – Sewer District #14 DV540807 – Sewer District #14 Other Expenses	\$	899,711.00	
K10.	54A508 – Sewer District #20 DV540906 – Sewer District #20 Other Expenses	\$	39,268.00	
K11.	54A517 – Woodmere Sewer District DV541409 – Woodmere Sewer District Other Expenses	\$	17,520.00	
K12.	54A523 – Sewer District #22 - Newburgh Heights DV541201 – Sewer District #22 - Newburgh Heights Other Expenses	\$	422,560.00	

K13.	54A518 – Sewer District #24 - East Cleveland ST540427 – Sewer District #24 - East Cleveland Other Expenses	\$	583,501.00
K14.	54A515 – Sanitary Engineer Miscellaneous Revenue DV541300 – Sanitary Engineer Miscellaneous Revenue Other Expenses	\$	75,377.00
K15.	54A519 – Sewer District 3A Shaker Heights ST540674 – Sewer District 3A Shaker Heights Other Expenses	\$	513,448.00
K16.	54P550 – Olmsted Township Connection Fees ST540633 – Olmsted Township Connection Fees Other Expenses	\$	24,798.00
K17.	54P545 – Lyndhurst Parallel Sewer DV755744 – Lyndhurst Parallel Sewer Other Expenses	\$	169,660.00

Appropriation is requested to provide for cash transfers from the sewer district accounts to pay for operations expenses, such as administration, debt services, and emergency repair. The source of funding is sewer district fees. (See related cash transfer item J on page 17.)

L1.	29A391 – Health and Human Services Levy 4.8 SU514315 – Children’s Services Fund Subsidy Other Expenses	\$	(2,200,000.00)	BA1400606
L2.	29A391– 4.8 Mill Levy SU514422 – Executive Office of HHS Subsidy Other Expenses	\$	1,300,000.00	BA1400607
L3.	29A391 – 4.8 Mill Levy SU514281 – Office of Homeless Services Subsidy Other Expenses	\$	\$ 500,000.00	
L4.	29A391 – 4.8 Mill Levy SU514398 – Invest In Children Subsidy Other Expenses	\$	300,000.00	
L5.	29A391 – 4.8 Mill Levy SU515999– Fatherhood Initiative Subsidy Other Expenses	\$	100,000.00	

Realignment of Health and Human Services levies in order to transfer operating funds to the Public Assistance Funds. The Health and Human Services Levy Fund is supported by property taxes.

M.	22A105 – HUD Section 108 DV711606-HUD Section 108 Other Expenses	\$	6,679.15	BA1400782
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Provide additional appropriations in the Department of Development Housing and Urban Development (HUD) 108 account for revenues received from loan recipients to be programmed for the payment of fees, interest and principle per guidelines of the program where all revenues are to be available for programming. Funding is from the United States Department of Housing and Urban Development covering the period January 1, 2014 through December 31, 2014.

N.	01A001 – General Fund SU513754-CRIS Subsidy Other Expenses	\$ 223,819.00	BA1400784
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Provide additional appropriations in the General Fund subsidy for Cuyahoga Regional Information System (CRIS) now known as Regional Enterprise Data Sharing System (REDSS) in the Department of Public Safety and Justice Services. Funding is from the General Fund covering the period January 1, 2014 through December 31, 2014.

O.	29A391 - Health & Human Services Levy 4.8 SU514224 - JC Placement & Trmt HHS Subsidy Other Expenses	\$ 2,163,562.00	BA1401075
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The Juvenile Court expenses are projected to increase \$3,843,827 over 2013 expenses. The subsidy account for the Juvenile Court HHS levies does not have enough appropriation for this increase. A separate request (BA1401074) would transfer \$1,070,000 from an HHS subsidy account that has a surplus because of decreased expenses in Juvenile Court’s Youth & Family Community Partnership Program. This request would cover the remainder of the shortfall. Funding comes from the Health and Human Services levy.

P.	21A875 – CCMHB – Behavioral Mental Health/Juv. Justice JC754788 – 2014/2015 Behavioral Mental Health/Juv. Just. Personal Services	\$ 455,567.00	BA1400844
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To establish appropriation resulting from an agreement between Juvenile Court and the Cuyahoga County Alcohol, Drug Addiction and Mental Health Services Board for the Behavioral Health and Juvenile Justice Project for the period of July 1, 2014 through June 30, 2015. Funding originates from the Ohio Department of Mental Health & Addiction Services and the Ohio Department of Youth Services passed through the Cuyahoga County Alcohol, Drug Addiction and Mental Health Services Board for the period of July 1, 2014 through June 30, 2015. No cash match is required.

Q.	21A056 – DOJ County Drug Ct Expansion FY14-17 CO754754 - DOJ Drug Ct Expansion Personal Services Other Expenses	\$ 293,400.00 \$ 6,600.00	BA1400792
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The Court of Common Pleas received an award for Drug Court expansion from the U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Assistance. No cash match is required. Funding is for the period of 10/1/2014 through 9/30/2017.

R.	21A061 – DOJ/BJA Adult Drug Crt Expansion 14-16 CO754762 - SAMHSA/BJA Cnty Drug Crt Expansion Personal Services Other Expenses	\$ 57,134.00 \$ 267,866.00	BA1400793
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The Court of Common Pleas received a grant award for Drug Court expansion from the U.S. Department of Health and Human Services, Substance Abuse and Mental Health Services Administration Center for Substance Abuse Treatment. The funding period is 9/30/2014 through 9/29/2017. No cash match is required.

S.	21A854 – DNA Backlog Reduction Program		BA1400848
	CR754796 – 14/16 DNA Backlog Reduction Program		
	Other Expenses	\$ 254,009.00	
	Capital Outlay	\$ 56,000.00	

The Medical Examiner’s Office has been awarded a grant from the U.S. Department of Justice, Office of Justice Programs, National Institute of Justice for DNA capacity enhancement and backlog reduction. The grant does not require a cash match. Funding covers the period of 10/1/2014 through 9/30/2016.

T.	54P549 – Sanitary – Miscellaneous Obligations		BA1400830
	ST540591 – Sanitary – Miscellaneous Obligations		
	Capital Outlays	\$ 500,000.00	

Appropriation is requested to purchase sanitary engineer equipment. The source of funding is sewer district fees.

U1.	40A526 – Ohio Dept. of Transportation – Local Projects Admin.		BA1400805
	CE785006 – ODOT – LPA		BA1400806
	Personal Services	\$ 137,928.40	BA1400807
	Other Expenses	\$ 45,976.14	BA1400808

U2.	40A526 – Ohio Dept. of Transportation – Local Projects Admin.		BA1400810
	CE785006 – ODOT – LPA		BA1400811
	Personal Services	\$ 110,897.09	BA1400812
			BA1400813
			BA1400814

U3.	40A526 – Ohio Dept. of Transportation – Local Projects Admin.		BA1400815
	CE785006 – ODOT – LPA		BA1400816
	Personal Services	\$ 514,147.05	BA1400817
			BA1400818
			BA1400819

U4.	40A526 – Ohio Dept. of Transportation – Local Projects Admin.		BA1400820
	CE785006 – ODOT – LPA		BA1400821
	Personal Services	\$ 125,398.90	BA1400822
	Other Expenses	\$ 10,816.62	BA1400823
			BA1400824

U5.	40A526 – Ohio Dept. of Transportation – Local Projects Admin.		BA1400825
	CE785006 – ODOT – LPA		BA1400826
	Personal Services	\$ 649,175.77	BA1400827
	Other Expenses	\$ 3,629.24	BA1400828
	Capital Outlays	\$ 155,977.56	BA1400829

Appropriation is requested to provide for road project labor, administrative expenses, and some capital adjustments for various road projects. Funding is provided from Federal Highway Administration funds passed through the Ohio Department of Transportation with local matches by the County Road and Bridge Fund and sometimes the municipalities. (See related cash transfer item X, on page24.)

V.	40A524 – Ohio Dept. of Public Works Integrating Committee CE785261 – Taylor Road Personal Services	\$ 4,465.00	BA1400831
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Appropriation is requested to provide for road project labor adjustments for the Taylor Road Issue I project. Funding is provided from the Ohio Public Works Commission Integrating Committee, District One with a local match from the County Road and Bridge Fund.

W.	21A020 - TB Control Program – Metro Health HS157313- TB Control Program – Metro Health Other Expenses	\$ 95,780.38	BA1400604
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To increase appropriation to cover an additional award from the Ohio Department of Health, received as a pass thru by Cuyahoga County for use by Metro Health Hospital for tuberculosis treatment. The total 2014 award amount is \$149,940. There is no cash match requirement for this funding.

X.	22A754 - Shelter + Care HS754820 – Shelter + Care Samaritan Project Other Expenses	\$ 313,248.00	BA1400608
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The Office of Homeless Services request additional appropriations in order to provide appropriations for recent award from HUD Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act grant in support of the Samaritan Project. The funds are used to maintain rental assistance to over 35 housing units targeted to homeless individuals and families with disabilities. The grant period is from December 01, 2014 through November 30, 2015.

Y.	22A063 - SHP – SA PASS Transitional HS754812 – SHP '13 SA PASS Transitional Other Expenses	\$ 537,741.00	BA1400609
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The Office of Homeless Services request additional appropriations in order to provide appropriations for the recent award from HUD for the Continuum of Care Grant renewal. The funds are used to Transitional Housing for single men in the PASS Transitional Housing Program. The PASS Program is operated by the Salvation Army and will provide transitional housing to over 150 men during a 12 month period. The grant period is from October 01, 2014 through September 30, 2015.

Resolution: Appropriation Transfers:

A.	FROM:	01A001 – Internal Audit Department IA018002 – Internal Audit Department Personal Services	\$	2,700.00	BA1401082
	TO:	01A001 – Internal Audit Department IA018002 – Internal Audit Department Capital Outlays	\$	2,700.00	

The Department of Internal Audit is requesting an appropriation for the purchase of laptops and docking stations for new employees. The source of funding is General Fund.

B.	FROM:	01A001 – Web & Multimedia Development IT601047 – Web & Multimedia Development Other Expenses	\$	45,000.00	BA1401083
	TO:	01A001 – Engineering Services IT601096 – Engineering Services Capital Outlays	\$	45,000.00	

The Department of Information Technology is requesting an appropriation transfer for the purchase of hardware necessary for network security. The source of funding is General Fund.

C.	FROM:	01A001 – General Fund CT577106 – Risk and Property Management Other Expenses	\$	42,519.00	BA1400801
	TO:	01A001 – General Fund CT577601 – County Archives Other Expenses	\$	42,519.00	

A transfer is requested to cover the space maintenance costs for the County Archives.

D.	FROM:	54A100 – Sanitary Engineer ST540252 – Sanitary Engineer Operations Personal Services	\$	600,000.00	BA1400832
	TO:	54A100 – Sanitary Engineer ST540252 – Sanitary Engineer Operations Other Expenses	\$	600,000.00	

A transfer is requested to cover space maintenance and data processing services for the Sanitary Engineer Division. Revenues are generated from sewer district fees.

E.	FROM:	20N306 – Soil and Water Conservation District SW500058 – Soil and Water Conservation District Personal Services	\$	32,000.00	BA1400803
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TO:	20N306 – Soil and Water Conservation District		
	SW500058 – Soil and Water Conservation District		
	Other Expenses	\$	30,000.00
	Capital Outlays	\$	2,000.00

A transfer is requested to cover remaining year contracts, equipment, and miscellaneous expenses. The District receives funding from local communities for pollution prevention technical services and watershed planning, the Ohio Department of Natural Resources, and a \$75,000 General Fund subsidy for administrative expenses.

F.	FROM:	21A036- Family Justice Center Project 09/2011	BA1400781
		JA753079 –Family Justice Center Project 09/2011	
		Personal Services	\$ 130,847.45

TO:	21A036- Family Justice Center Project 09/2011		
	JA753079 –Family Justice Center Project 09/2011		
	Other Expenses	\$	130,847.45

Transfer appropriations within the Family Justice Center Project 2009/2011 for a pending contract (CE1200593-01) amendment with the Domestic Violence and Child Advocacy Center in compliance with the grant extension. Funding is from the United States Department of Justice covering the period October 1, 2009 through December 31, 2015.

G.	FROM:	50A410- Cuyahoga Regional Information System	BA1400783
		JA090068 –J.A. Cuyahoga Regional Information System	
		Personal Services	\$ 420,000.00

TO:	50A410- Cuyahoga Regional Information System		
	JA090068 –J.A. Cuyahoga Regional Information System		
	Other Expenses	\$	420,000.00

Transfer appropriations within the Cuyahoga Regional Information System (CRIS) now known as Regional Enterprise Data Sharing System (REDSS) for operating transfer for Service Level Agreement between the Departments of Public Safety/Justice Services and Information Technology. Funding is from user fees and \$5 fine on all moving violations with in the County. Funding covers the period January 1, 2014 through December 31, 2014.

H.	FROM:	01A001- General Fund	BA1400836
		JA050088 –Justice Services Administration	
		Other Expenses	\$ 20,443.14

TO:	01A001- General Fund		
	JA100354 –Justice Affairs-CECOMS		
	Other Expenses	\$	20,443.14

Transfer appropriations within the Department of Public Safety and Justice Services for space maintenance charges in the proper accounts. Funding is from the General Fund covering the period January 1, 2014 through December 31, 2014.

I.	FROM:	01A001- General Fund	BA1400838
		LA000794 –County Law Department	
		Other Expenses	\$ 20,000.00

TO: 01A001- General Fund
 LA000794 –County Law Department
 Personal Services \$ 20,000.00

Transfer appropriations within the County Law Department for year-end payroll expenses. Funding is from the General Fund covering the period January 1, 2014 through December 31, 2014.

J. FROM: 20A822- Custody Mediation **BA1400840**
 JA108118 –Custody Mediation
 Personal Services \$ 70,782.92

TO: 20A822- Custody Mediation
 JA108118 –Custody Mediation
 Other Expenses \$ 70,782.92

Transfer appropriations within the Department of Public Safety and Justice Services Custody Mediation for space maintenance charges from wages and fringes surplus due to vacancies. Funding for Custody Mediation is from revenues received from contracts with Juvenile Court and Domestic Relations Court along with a General Fund subsidy covering the period January 1, 2014 through December 31, 2014

K. FROM: 01A001- General Fund **BA1400841**
 SH350272 –Law Enforcement-Sheriff
 Personal Services \$ 1,120,000.00

01A001- General Fund
 SH351080 –Impact Unit/Community Policing
 Personal Services \$ 32,000.00

01A001- General Fund
 SH350579 –Sheriff Operations
 Personal Services \$ 150,000.00

TO: 01A001- General Fund
 SH350470 –Jail Operations-Sheriff
 Personal Services \$ 1,302,000.00

Transfer appropriations within the Sheriff’s Department to properly fund Jail Operations payroll and fringes from surplus in other divisions due to vacancies. Funding is from the General Fund covering the period January 1, 2014 through December 31, 2014

L. FROM: 21A837- State Homeland Security (SHSG) **BA1401034**
 JA763532 –SHSP 13-Sustainment Team & Regional Capability 13/15
 Capital Outlays \$ 221,077.00

TO: 21A837- State Homeland Security (SHSG)
 JA763532 –SHSP 13-Sustainment Team & Regional Capability 13/15
 Other Expenses \$ 221,077.00

Transfer appropriations within the State Homeland Security 13 Sustainment Team and Regional Capability 13/15 grant for an agreement with the City of Cleveland. Funding is from the United States Department of Homeland Security covering the period September 1, 2013 through May 30, 2015.

M.	FROM:	01A001 – General Fund	BA1400846
		DR391052 – Domestic Relations	
		Other Expenses	\$ 50,000.00
	TO:	01A001 – General Fund	
		DR495515 – Domestic Relation Child Support	
		Other Expenses	\$ 50,000.00

A transfer of appropriation between the Domestic Relations budgets would align appropriations with the space maintenance expenses for 2014. Funding comes from the General Fund.

N.	FROM:	01A001 – General Fund	BA1400849
		PR200071 – Prosecutor – Child Support	
		Capital Outlay	\$ 1,000.00
	TO:	01A001 – General Fund	
		PR200071 – Prosecutor – Child Support	
		Other Expenses	\$ 1,000.00

The appropriation transfer would cover year end expenses. Funding comes from the General Fund.

O.	FROM:	01A001 – General Fund	BA1400851
		DR495515 – Domestic Relation Child Support	
		Other Expenses	\$ 26,000.00
		01A001 – General Fund	
		DR391052 – Domestic Relations	
		Other Expenses	\$ 20,000.00
	TO:	01A001 – General Fund	
		DR495515 – Domestic Relation Child Support	
		Capital Outlay	\$ 23,000.00
		01A001 – General Fund	
		DR391052 – Domestic Relations	
		Capital Outlay	\$ 23,000.00

The requested transfers would provide appropriation for the replacement of computer equipment. Funding comes from the General Fund.

Resolution: Cash Transfers:

A.	FROM:	01A001 – General Fund		JT1400093
		SU514711 – Gateway Arena Debt Service Subsidy		
		Transfer Out	\$ 5,518,838.93	
	TO:	30A905 – Debt Service - Gateway Arena		
		DS100370 – Debt Service-Gateway Arena		
		Revenue Transfer	\$ 5,518,838.93	

A cash transfer from the General Fund is necessary to cover the County's portion of the 2014 principal and interest payment that was made during the first quarter of 2014 for the Gateway Arena Bonds debt service. A transfer to the pledge account was made on January 15, 2014.

B.	FROM:	01A001 – General Fund		JT1400099
		SU511535 – Medical Mart Series 2010 DS Pledge		
		Transfer Out	\$ 32,148,784.26	
	TO:	30A915 – DS – Medical Mart Series 2010		
		DS039115 – DS – Medical Mart Series 2010		
		Revenue Transfer	\$ 32,148,784.26	

A cash transfer from the General Fund is necessary to cover the County's portion of the 2014 principal and interest payment that was made on January 15, 2014 for the Medical Mart 2010 Bonds debt service pursuant to the trust indenture.

C.	FROM:	01A001 – General Fund		JT1400097
		SU513762 – Brownfield Redevelopment Pledge		
		Transfer Out	\$ 1,228,194.34	
	TO:	30A910 – Brownfield Debt Service		
		DS039966 – Brownfield Debt Service		
		Revenue Transfer	\$ 1,228,194.34	

A cash transfer from the General Fund is necessary to cover the County's portion of the 2014 principal and interest payment that was made on January 15, 2014 for the Brownfield debt service pursuant to the trust indenture.

D.	FROM:	01A001 – General Fund		JT1400096
		SU514125 – Community Redevelopment Fund Subsidy		
		Transfer Out	\$ 820,028.84	
	TO:	30A913 – Community Redevelopment Debt Service		
		DS040121 – Community Redevelopment Debt Service		
		Revenue Transfer	\$ 820,028.84	

A cash transfer from the General Fund is necessary to cover the County's portion of the 2014 principal and interest payment that was made on January 15, 2014 for the Community Redevelopment debt service pursuant to the trust indenture.

E.	FROM:	01A001 – General Fund	JT1400094
		SU515676 – Shaker Square 2000A GF Pledge	
		Transfer Out	\$ 126,917.89
	TO:	30A912 – Shaker Square 2000A Debt Service	
		DS039974 – Shaker Square 2000A Debt Service	
		Revenue Transfer	\$ 126,917.89

A cash transfer from the General Fund is necessary to cover the County's portion of the 2014 principal and interest payment that was made in the second and fourth quarters of 2014 for the Shaker Square bonds. The County appropriates a guaranty for the annual debt service of the County issued bonds (\$171,100 in 2014). The reduction in property values at Shaker Square has decreased the amount of revenue available to pay the annual debt service. The County is required to cover the deficiency for the semi-annual debt payments with General Fund dollars. The amount paid in the first half of 2014 was \$61,246.16 and the second half payment due on December 1st from the County will be \$65,671.73.

F.	FROM:	51A404 – County Parking Garage	JT1400095
		CT571125 – Huntington Park Garage	
		Transfer Out	\$ 187,615.47
	TO:	30A900 – Bond Retirement General Obligation	
		DS039990 – Debt Service Bond Retirement General Obligation	
		Revenue Transfer	\$ 187,615.47

A cash transfer to the Debt Retirement Fund from the Huntington Park Garage is requested. This transfer is made to reimburse the Debt Retirement Fund for the Garage Fund's portion of the 2004 General Obligation Bond and the 2005 General Obligation Refunding Bond debt service payment. The transfer covers the related principal and interest payment for 2014.

G.	FROM:	01A001 – General Fund	JT1400074
		SU514141 – Capital Improvements – General Fund Subsidy	
		Transfer Out	\$ 6,701,409.65
	TO:	40A069 – Future Debt Issuance	
		CC767970 – Prosecutor's 9 th Floor ADA Restroom	
		Revenue Transfer	\$ 90,950.06
		40A069 – Future Debt Issuance	
		CC767962 – Med Examiner Regional Crime Lab Bld-Out	
		Revenue Transfer	\$ 2,626,912.92
		40A069 – Future Debt Issuance	
		CC768168 – Justice Center P-1 Pre-Booking	
		Revenue Transfer	\$ 45,239.16
		40A099 – Maintenance Projects	
		CC768101 – Countywide Painting	
		Revenue Transfer	\$ 454,502.25

40A099 – Maintenance Projects
CC768119 – Countywide Carpeting
Revenue Transfer \$ 241,582.68

40A099 – Maintenance Projects
CC768291 – Cleveland Muni Court 3A Expansion
Revenue Transfer \$ 138,691.59

40A099 – Maintenance Projects
CC768283 – Reconfiguration of Court of Appeals
Revenue Transfer \$ 44,352.85

40A069 – Future Debt Issuance
CC768127 – 2012 Emergency Response Initiative
Revenue Transfer \$ 395,784.75

40A099 – Maintenance Projects
CC768457 – Prosecutor’s 9th Fl Conference Room
Revenue Transfer \$ 31,363.46

40A099 – Maintenance Projects
CC768218 – Building Improvements
Revenue Transfer \$ 156,033.30

40A069 – Future Debt Issuance
CC768234 – Interim Headquarters
Revenue Transfer \$ 1,065,539.53

40A099 – Maintenance Projects
CC768325 – Fire Damper Inspection Project
Revenue Transfer \$ 393,195.31

40A069 – Future Debt Issuance
CC768499 – MetroHealth Inmate Supp Svcs & Rad Rm
Revenue Transfer \$ 104,740.85

40A069 – Future Debt Issuance
CC768465 – Euclid Jail Renovation
Revenue Transfer \$ 284,151.52

40A069 – Future Debt Issuance
IT768341 – Sun Replacement
Revenue Transfer \$ 88,102.00

40A069 – Future Debt Issuance
IT768416 – Security Cameras
Revenue Transfer \$ 13,165.42

40A069 – Future Debt Issuance
IT768432 – Courtroom Recording Expansion
Revenue Transfer \$ 50,346.00

40A069 – Future Debt Issuance
 IT768424 – Symantec Backup Appliance
 Revenue Transfer \$ 69,000.00

40A069 – Future Debt Issuance
 IT768440– New Desktops/Laptops/Tablets
 Revenue Transfer \$ 407,756.00

A cash transfer is requested from the General Fund Subsidy account to cover various capital projects that have recently been completed or are under way. The capital projects which will utilize this subsidy are the Prosecutor’s ADA Bathroom, Medical Examiner’s Regional Crime Lab, Justice Center P-1 Pre-Booking, Countywide Painting and Carpeting, Cleveland Muni Court 3A Expansion, Reconfigure Court of Appeals, 2012 Emergency Response Initiative, Prosecutor’s 9th Floor Conference Room, Building Improvements Multi-Agency, Interim Headquarters, Fire Damper Inspection Project, Euclid Jail Renovation, Sun Replacement, Security Cameras, Courtroom Recording Expansion, Symantec Backup Appliance and New Desktops/Laptops/Tablets. Funding for all of the projects is from the General Fund.

H. FROM: 01A001 – General Fund **JT1400069**
 SU514760 – County Security Services Subsidy
 Transfer Out \$ 2,000,000.00

TO: 61A608 – County Sheriff Security
 SH352005 – Building Security Services - Officers
 Revenue Transfer \$ 2,000,000.00

A cash transfer is requested to subsidize the Security Services Fund. The Sheriff provides security services for space used by County agencies and charges user agencies for their portion of the officers’ payroll and other related expenses. The subsidy will pay for non-recoverable expenses, e.g., those that are not charged to agencies for statutory reasons. The amount requested represents the difference between the revenues from charges for services and the actual costs for providing these services. (See related additional appropriation item G, on page 2.)

I. FROM: 51A404 – County Parking Garage **JT1400070**
 CT571125 – Huntington Park Garage
 Transfer Out \$ 459,107.64

TO: 40A069 – Capital Project Future Debt Issue
 CC767244 – Replace Light Fixtures and Pipes – Huntington Park Garage
 Revenue Transfer \$ 1,750.00

40A068 – Capital Project Future Debt Issue
 CC762468 – Huntington Park Garage Renovation – Phase III
 Revenue Transfer \$ 113,920.99

40A069 – Capital Project Future Debt Issue
 CC767186 – Health and Structural Repairs - Huntington Park Garage
 Revenue Transfer \$ 93,436.65

40A069 – Capital Project Future Debt Issue
 CC767848 – Huntington Park Garage Miscellaneous Repairs
 Revenue Transfer \$ 250,000.00

Cash transfers are requested to close various capital projects related to the parking garage fund. Revenues for the parking garage fund are generated from parking fees.

J.	FROM:	54A500 – Sewer District #1 Garage DV540104 – Sewer District #1 Other Expenses	\$ 1,549,036.00	JT1400071
		54A512 – City of Parma, District 1A ST500561 - City of Parma, District 1A Other Expenses	\$ 6,346,095.00	
		54A501 – Sewer District #2 DV540203 - Sewer District #2 Other Expenses	\$ 290,714.00	
		54A502 – Sewer District #3 DV540302 – Sewer District #3 Other Expenses	\$ 3,562,663.00	
		54A503 – Sewer District #5 DV540401 – Sewer District #5 Other Expenses	\$ 761,291.00	
		54A504 – Sewer District #8 DV540500 – Sewer District #8 Other Expenses	\$ 750,821.00	
		54A505 – Sewer District #9 DV540609 – Sewer District #9 Other Expenses	\$ 2,808,881.00	
		54A506 – Sewer District #13 DV540708 – Sewer District #13 Other Expenses	\$ 2,181,134.00	
		54A507 – Sewer District #14 DV540807 – Sewer District #14 Other Expenses	\$ 899,711.00	
		54A508 – Sewer District #20 DV540906 – Sewer District #20 Other Expenses	\$ 39,268.00	
		54A517 – Woodmere Sewer District DV541409 – Woodmere Sewer District Other Expenses	\$ 17,520.00	

54A523 – Sewer District #22 Newburgh Heights
 DV541201 – Sewer District #22 Newburgh Heights
 Other Expenses \$ 422,560.00

54A518 – Sewer District #24 East Cleveland
 ST540427 – Sewer District #24 East Cleveland
 Other Expenses \$ 583,501.00

54A515 – Sanitary Engineer Miscellaneous Revenue
 DV541300 – Sanitary Engineer Miscellaneous Revenue
 Other Expenses \$ 75,377.00

54A519 – Sewer District 3A Shaker Heights
 ST540674 – Sewer District 3A Shaker Heights
 Other Expenses \$ 513,448.00

54P550 – Olmsted Township Connection Fees
 ST540633 – Olmsted Township Connection Fees
 Other Expenses \$ 24,798.00

54P545 – Lyndhurst Parallel Sewer
 DV755744 – Lyndhurst Parallel Sewer
 Other Expenses \$ 169,660.00

TO: 54A100 – Sanitary Engineer
 ST540252 – Sanitary Engineer Administration
 Other Expenses \$ 14,417,796.00

54A100 – Sanitary Engineer
 ST540583 – Sanitary Engineer Debt Services
 Other Expenses \$ 1,380,638.00

54P513 – Emergency Repair Fund
 DV755645 – Emergency Repair Fund
 Other Expenses \$ 3,905,014.00

54P564 – Sanitary Sewer Repair
 ST541011 – Sanitary Sewer Repair
 Other Expenses \$ 216,604.00

54P555 – E. 38th Storm Sewer and Overflow Project
 ST540815 – E. 38th Storm Sewer and Overflow Project
 Other Expenses \$ 61,504.00

54P611 – Sewer Lining 2011 Various Communities
 ST540088 – Sewer Lining 2011 Various Communities
 Other Expenses \$ 1,014,922.00

Transfers from the sewer district accounts are requested to pay for operations expenses, such as administration, debt services, and emergency repair. The source of funding is sewer district fees. (See related additional appropriation items K1 through K17, on pages 4 and 5.)

K.	FROM:	67A004 – Workers’ Compensation Retrospective 2004 CC498816 – Workers’ Compensation Retrospective 2004 Transfer Out	\$ 3,739,458.34	JR1400002
	TO:	67A014 – Workers’ Compensation Retrospective 2014 HR498923 – Workers’ Compensation Retrospective 2014 Revenue Transfer	\$ 3,524,458.34	
		67A100 – Workers’ Compensation Administration HR498006 – Workers’ Compensation Administration Revenue Transfer	\$ 215,000.00	

A cash transfer is requested to close the 2004 Workers’ Compensation Retrospective account and move funds to the 2014 account and to cover administrative expenses. Funding comes from charges to user agencies for claims and policy costs based on agency claims experience.

L.	FROM:	29A391 – Health and Human Services Levy 4.8 SU514596 - Alcohol Drug Addiction Mental Health 4.8 Transfer Out	\$ 4,920,457.00	JT1400057
		29A392 – Health and Human Services Levy 3.9 SU514729– Alcohol Drug Addiction Mental Health 3.9 Transfer Out	\$ 4,920,457.00	
	TO:	20A317 – ADAMHSBCC MH431056 – BH - Administrative Oper Budget Revenue Transfer	\$ 9,840,914.00	

This operating transfer is necessary to disburse the 2014 fourth quarter subsidy payment to the ADAMHS Board. The source of funding is the Health and Human Services Levy Fund.

M1.	FROM:	29A392 – Health and Human Services Levy 3.9 SU514737 – Employment and Family Subsidy 3.9 Transfer Out	\$ 1,031,825.76	JT1400058
	TO:	24A510 – Work and Training Admin. WT137109 – Administrative Services Revenue Transfer	\$ 1,031,825.76	
M2.	FROM:	29A392 – Health and Human Services Levy 3.9 SU514737 – Employment and Family Subsidy 3.9 Transfer Out	\$ 255,054.66	
	TO:	24A510 – Work and Training Admin. WT137109 – Administrative Services Revenue Transfer	\$ 255,054.66	

M3. FROM: 29A391 – Health and Human Services Levy 4.8
SU514430 – Employment and Family Subsidy 4.8
Transfer Out \$ 1,683,505.26

TO: 24A510 – Work and Training Admin.
WT137109 – Administrative Services
Revenue Transfer \$ 1,683,505.26

M4. FROM: 29A391 – Health and Human Services Levy 4.8
SU514430 – Employment and Family Subsidy 4.8
Transfer Out \$ 416,141.82

TO: 24A510 – Work and Training Admin.
WT137109 – Administrative Services
Revenue Transfer \$ 416,141.82

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 (\$1,412,106) 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 July – December 2014. The amount is based on the current State Fiscal Year’s requirement. The funding source is the Health and Human Services Levy.

N1. FROM: 29A391 – Health and Human Services Levy 4.8 **JT1400059**
SU514414 – Senior and Adult Services Subsidy
Transfer Out \$ 4,020,188.50

29A392 – Health and Human Services Levy 3.9
SU514638 – Senior and Adult Subsidy 3.9
Transfer Out \$ 2,637,489.50

TO: 24A601 – Public Assistance - Senior and Adult Services
SA138321 – Administrative Services - SAS
Revenue Transfer \$ 6,657,678.00

N2. FROM: 29A391 – Health and Human Services Levy 4.8 **JT1400060**
SU514299 – Children & Family Services Subsidy
Transfer Out \$ 5,708,903.00

FROM: 29A392 – Health and Human Services Levy 3.9
SU515098 – Children & Family Services Subsidy
Transfer Out \$ 11,896,390.00

TO: 24A301 – Public Assistance Children and Family Services
CF135467 – Administrative Services - CFS
Revenue Transfer \$ 17,605,293.00

N3. FROM: 29A391 – Health and Human Services Levy 4.8
SU514315 – Children’s Services Fund Subsidy
Transfer Out \$ 10,878,606.50

		29A392 – Health and Human Services Levy 3.9	
		SU514620 – Children’s Services Fund Subsidy	
		Transfer Out	\$ 4,836,563.00
	TO:	20A303 – Children’s Services Fund	
		CF134049 – Children’s Services Fund	
		Revenue Transfer	\$ 15,715,169.50
N4.	FROM:	29A391– 4.8 Mill Levy	JT1400085
		SU514422 – Executive Office of HHS Subsidy	
		Transfer Out	\$ 4,361,253.00
	TO:	24A430 – Executive Office of HHS	
		HS157289 – Executive Office of HHS	
		Revenue Transfer	\$ 4,361,253.00
N5.	FROM:	29A391– 4.8 Mill Levy	
		SU514372 – System of Care Subsidy	
		Transfer Out	\$ 4,155,302.00
	TO:	24A435 – Cuyahoga Tapestry System of Care (CTSOC)	
		CF135004 – DCFS- Cuy Tapestry System of Care	
		Revenue Transfer	\$ 4,155,302.00
N6.	FROM:	29A391 – 4.8 Mill Levy	
		SU514349 – Family and Children First Subsidy	
		Transfer Out	\$ 2,705,926.00
	TO:	24A640 – Family and Children First PA	
		FC451492 – Family and Children First PA	
		Revenue Transfer	\$ 2,705,926.00
N7.	FROM:	29A391 – 4.8 Mill Levy	
		SU514281 – Office of Homeless Services Subsidy	
		Transfer Out	\$ 5,708,207.00
	TO:	24A641 – Office of Homeless Services	
		HS158097 – Office of Homeless Services	
		Revenue Transfer	\$ 5,708,207.00
N8.	FROM:	29A391 – 4.8 Mill Levy	
		SU514323 – Children w/Medical Handicap Subsidy	
		Transfer Out	\$ 1,405,732.00
	TO:	24A530 – Children w/Medical Handicap	
		WT137935 – Children w/Medical Handicap	
		Revenue Transfer	\$ 1,405,732.00
N9.	FROM:	29A391 – 4.8 Mill Levy	
		SU514398 – Invest In Children Subsidy	
		Transfer Out	\$ 13,078,170.00

	TO:	20A807 – EC-Invest In Children EC451385 – Administrative Services Revenue Transfer	\$	919,552.00
		24A635 – Early Childhood IIC Public Assistance EC451435 – Early Start Revenue Transfer	\$	12,158,618.00
N10.	FROM:	29A391 – 4.8 Mill Levy SU514273 – Cuyahoga Support Enforcement Subsidy Transfer Out	\$	1,485,575.00
	TO:	20A600 – Cuyahoga Support Enforcement Agency SE496000 – Cuyahoga Support Enforcement Agency Revenue Transfer	\$	1,485,575.00
N11.	FROM:	29A391 – 4.8 Mill Levy SU515999– Fatherhood Initiative Subsidy Transfer Out	\$	1,047,060.00
	TO:	20A606 – Fatherhood Initiative SE507152 – Fatherhood Initiative Revenue Transfer	\$	1,047,060.00

These transfers from the Health and Human Services levies represent the second half of 2014 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.

O.	FROM:	01A001–General Fund SU513754– CRIS Subsidy Transfer Out		JT1400062 \$ 314,523.00
	TO:	50A410 –Cuyahoga County Information System JA090068 – J. A. Cuyahoga Regional Information System Revenue Transfer	\$	314,523.00

To provide the General Fund subsidy to the Cuyahoga County Information System (CRIS) now known as the Regional Enterprise Data Sharing System (REDSS). Funding is from the General Fund covering the period January 1, 2014 through December 31, 2014.

P.	FROM:	29A391–Health & Human Services Levy 4.8 SU514331– Children Witness Violence Subsidy Transfer Out	\$	JT1400063 156,217.00
	TO:	20A824 –Family Justice Center JA107441 – Family Justice Center Revenue Transfer	\$	156,217.00

To provide a Health and Human Services subsidy to the Family Justice Center account for 2014. Funding is from the Health and Human Services Levy 4.8 covering the period January 1, 2014 through December 31, 2014.

Q.	FROM:	01A001–General Fund SU514661– Witness Victim Subsidy Transfer Out	\$ 1,621,812.00	JT1400064
	TO:	20A809 –Witness Victim JA107425 – Witness Victim Revenue Transfer	\$ 1,621,812.00	

To provide the General Fund subsidy to the Witness Victim account. Funding is from the General Fund covering the period January 1, 2014 through December 31, 2014.

R.	FROM:	29A391–Health & Human Services Levy 4.8 SU519000– Criminal Justice Intervention HHS Transfer Out	\$ 250,000.00	JT1400065
	TO:	20A810 –Criminal Justice Intervention HHS JA107433 – Criminal Justice Intervention HHS Revenue Transfer	\$ 250,000.00	

To provide a Health and Human Services subsidy to the Criminal Justice Intervention HHS account for the Juvenile Safe Surrender Program. Funding is from the Health and Human Services Levy 4.8 covering the period January 1, 2014 through December 31, 2014.

S.	FROM:	01A001–General Fund SU513101– Civil Defense Transfer Out	\$ 773,404.00	JT1400066
	TO:	20A390 –Emergency Management JA100123 – Justice Affairs-Emergency Management Revenue Transfer	\$ 773,404.00	

To provide the General Fund subsidy to the Emergency Management account. Funding is from the General Fund covering the period January 1, 2014 through December 31, 2014.

T.	FROM:	29A391–Health & Human Services Levy 4.8 SU514547– Office of Re-Entry Subsidy Transfer Out	\$ 1,966,864.00	JT1400067
	TO:	24A878 –HHS-Office of ReEntry HS749069 – HHS-Office of ReEntry Revenue Transfer	\$ 1,966,864.00	

To provide a Health and Humans Services subsidy to the Office of ReEntry account. Funding is from the Health and Human Services Levy 4.8 covering the period January 1, 2014 through December 31, 2014.

U.	FROM:	01A001–General Fund		JT1400068
		SU513457– County Planning Commission		
		Transfer Out	\$	1,058,683.00
	TO:	20A307 –County Planning Commission		
		CP522110 – CPC-Administration		
		Revenue Transfer	\$	1,058,683.00

To provide the General Fund subsidy to the Planning Commission account. Funding is from the General Fund covering the period January 1, 2014 through December 31, 2014.

V1.	FROM:	29A391 – Health & Human Services Levy 4.8		JT1400092
		SU514224 – JC Placement & Trmt HHS Subsidy		
		Transfer Out	\$	16,813,354.00
	TO:	20A811 – JC Detention & Probation Services		
		JC107524 – JC Detention Services		
		Revenue Transfer	\$	16,813,354.00

V2.	FROM:	29A391 – Health & Human Services Levy 4.8		
		SU514521 – HHS Subsidy Youth/Family Comm Partnership		
		Transfer Out	\$	2,736,199.00
	TO:	20A823 – JC – HHS – Youth & Family Comm Partnership		
		JC108092 – Youth & Family Comm Partnership (RPL)		
		Revenue Transfer	\$	2,736,199.00

The Health and Human Services levy fund subsidizes Juvenile Court Detention Services and the Youth and Community Partnership program. This cash transfer request would provide the subsidy for 2014 expenses.

W.	FROM:	01A001 – General Fund		JT1400073
		SU514679 - TASC-CO Subsidy		
		Other Expenses	\$	30,792.00
		20A192 – TASC HHS		
		CO456533 – TASC HHS		
		Revenue Transfer	\$	30,792.00

The General Fund subsidizes Treatment Alternatives to Street Crime (TASC) at the Common Pleas Court. This transfer request represents the subsidy for 2014 expenses in excess of other revenues.

X.	FROM:	26A601 – General Gas and License Fees		JT1400034, JT1400035
		CE412056 – Construction Engineering		JT1400036
		Transfer Out	\$	48,651.79
				JT1400037
				JT1400038
	TO:	40A526 – Ohio Dept. of Transportation – Local Proj Adm.		JT1400078
		CE785006 – ODOT – LPA		JT1400079
		Revenue Transfer	\$	48,651.79
				JT1400080
				JT1400081
				JT1400082

Cash transfers are requested to pay the local match on various road capital projects. Funding is provided from Federal Highway Administration funds passed through the Ohio Department of Transportation with local matches by the County Road and Bridge Fund and sometimes the municipalities. (See related additional appropriation items U1 through U5, on page 7.)

Y.	FROM:	26A651 – \$7.50 Road and Bridge Registration Tax	JT1400083
		CE417477 - \$7.50 License Tax Fund Capital Improvements	
		Transfer Out	\$ 421,699.21
	TO:	40A526 – Ohio Dept. of Transportation – Local Proj Adm.	
		CE785006 – ODOT – LPA	
		Revenue Transfer	\$ 421,699.21

A cash transfer is requested to pay the County’s portion of the Bagley/Pleasant Valley Right of Way Road project. Funding for the \$7.50 Fund comes primarily from license taxes and motor vehicle fuel taxes.

Z.	FROM:	01A001 – General Fund	JT1400086
		SU514885 – Regional Crime Lab GF Subsidy	
		Other Expenses	\$ 2,887,739.00
		20A076 – Cuyahoga County Regional Forensic Science Lab	
		CR180265 – Cuyahoga County Regional Forensic Science Lab	
		Revenue Transfer	\$ 2,887,739.00

The General Fund subsidizes the Medical Examiners Regional Forensic Science Lab. The transfer request represents the subsidy for expenses in excess of other revenues from the General Fund covering the period January 1, 2014 through December 31, 2014.

AA.	FROM:	01A001 – General Fund	JT1400087
		SU514174 – Educational Asst Fund Subsidy	
		Transfer Out	\$ 1,000,000.00
	TO:	20A064 – Cuy Co Educational Asst (CEAP)	
		WI141622 – Cuy Co Educational Asst Prog (CEAP)	
		Revenue Transfer	\$ 1,000,000.00

This subsidy is requested for the Department of Workforce Development in support of the Cuyahoga County Educational Assistance 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. This subsidy was approved for Workforce Development by County Council on Resolution R2013-0229. The funding source is the General Fund.

County Council of Cuyahoga County, Ohio

Resolution No. R2014-0292

Sponsored by: County Executive FitzGerald/Department of Law and County Sheriff	A Resolution rejecting the report containing findings and recommendations of Fact-finder Nels E. Nelson regarding negotiations between Cuyahoga County and Ohio Patrolmen’s Benevolent Association for a collective bargaining agreement representing approximately 149 employees in the classification of Deputy Sheriff, and declaring the necessity that this Resolution become immediately effective.
---	--

WHEREAS, the County has been engaged in negotiations with the Ohio Patrolmen’s Benevolent Association for a collective bargaining agreement that would cover approximately 149 employees in the Deputy Sheriff classification; and

WHEREAS, O.R.C. 4117.14(C)(3) of the Public Employees Collective Bargaining Act (“CBA”) expressly authorizes parties who are engaged in collective bargaining negotiations to request fact-finding, an impasse resolution procedure, and the appointment of a fact-finding panel to assist the parties to resolve an impasse in contract negotiations; and

WHEREAS, the parties reached impasse in contract negotiations and submitted their unresolved issues to fact-finding pursuant to the CBA and O.R.C. 4117.14 (C), and a fact-finding hearing was conducted before Nels E. Nelson; and

WHEREAS, O.R.C. 4117.14(C)(6)(a) requires that not later than seven days after the findings and recommendations are sent, the legislative body, by a three-fifths vote of its membership, may reject the recommendations, and if the recommendations are not rejected, the recommendations shall be deemed agreed upon as the final resolution of the issues submitted and a collective bargaining agreement shall be executed between the parties, including the fact-finding panel’s recommendations, except as otherwise modified by the parties by mutual 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 continue the usual and daily operation of the County.

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

SECTION 1. The findings and recommendations of Fact-finder Nels E. Nelson regarding open issues in the collective bargaining negotiations between Cuyahoga

County Council of Cuyahoga County, Ohio

Resolution No. R2014-0293

Sponsored by: County Executive FitzGerald/Department of Law and County Sheriff	A Resolution rejecting the report containing findings and recommendations of Fact-finder Nels E. Nelson regarding negotiations between Cuyahoga County and Ohio Patrolmen’s Benevolent Association for a collective bargaining agreement representing approximately 13 employees in the classification of Deputy Sergeant, and declaring the necessity that this Resolution become immediately effective.
---	--

WHEREAS, the County has been engaged in negotiations with the Ohio Patrolmen’s Benevolent Association for a collective bargaining agreement that would cover approximately 13 employees in the Deputy Sergeant classification; and

WHEREAS, O.R.C. 4117.14(C)(3) of the Public Employees Collective Bargaining Act (“CBA”) expressly authorizes parties who are engaged in collective bargaining negotiations to request fact-finding, an impasse resolution procedure, and the appointment of a fact-finding panel to assist the parties to resolve an impasse in contract negotiations; and

WHEREAS, the parties reached impasse in contract negotiations and submitted their unresolved issues to fact-finding pursuant to the CBA and O.R.C. 4117.14 (C), and a fact-finding hearing was conducted before Nels E. Nelson; and

WHEREAS, O.R.C. 4117.14(C)(6)(a) requires that not later than seven days after the findings and recommendations are sent, the legislative body, by a three-fifths vote of its membership, may reject the recommendations, and if the recommendations are not rejected, the recommendations shall be deemed agreed upon as the final resolution of the issues submitted and a collective bargaining agreement shall be executed between the parties, including the fact-finding panel’s recommendations, except as otherwise modified by the parties by mutual 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 continue the usual and daily operation of the County.

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

SECTION 1. The findings and recommendations of Fact-finder Nels E. Nelson regarding open issues in the collective bargaining negotiations between Cuyahoga

County Council of Cuyahoga County, Ohio

Resolution No. R2014-0294

<p>Sponsored by: County Executive FitzGerald/Department of Law and County Sheriff</p>	<p>A Resolution accepting the report containing findings and recommendations of Fact-finder Robert G. Stein regarding negotiations between Cuyahoga County and Ohio Patrolmen's Benevolent Association for a collective bargaining agreement representing approximately 556 employees in the classification of Correction Officer, and declaring the necessity that this Resolution become immediately effective.</p>
--	--

WHEREAS, the Sheriff's Department has been engaged in negotiations with Ohio Patrolmen's Benevolent Association for a collective bargaining agreement that would cover approximately 556 employees in Correction Officer classifications; and

WHEREAS, O.R.C. 4117.14(C)(3) of the Public Employees Collective Bargaining Act ("CBA") expressly authorizes parties who are engaged in collective bargaining negotiations to request fact-finding, an impasse resolution procedure, and the appointment of a fact-finding panel to assist the parties to resolve an impasse in contract negotiations; and

WHEREAS, the parties reached impasse in contract negotiations and submitted their unresolved issues to fact-finding pursuant to the CBA and O.R.C. 4117.14 (C), and a fact-finding hearing was conducted before Robert G. Stein; and

WHEREAS, O.R.C. 4117.14(C)(6)(a) requires that not later than seven days after the findings and recommendations are sent, the legislative body, by a three-fifths vote of its membership, may reject the recommendations, and if the recommendations are not rejected, the recommendations shall be deemed agreed upon as the final resolution of the issues submitted and a collective bargaining agreement shall be executed between the parties, including the fact-finding panel's recommendations, except as otherwise modified by the parties by mutual 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 continue the usual and daily operation of the County.

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

County Council of Cuyahoga County, Ohio

Resolution No. R2014-0295

Sponsored by: County Executive FitzGerald/Department of Law and County Sheriff	A Resolution approving a Collective Bargaining Agreement between Cuyahoga County and International Union, United Automobile, Aerospace and Agricultural Implement Workers of America, UAW Region 2-B, Local 70, representing approximately 35 employees in the classification of Correction Officer Corporal for the period 12/31/2014 - 12/31/2017; directing that funds necessary to implement the Collective Bargaining Agreement be budgeted and appropriated; 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.
---	---

WHEREAS, the Cuyahoga County Department of Law, on behalf of the Cuyahoga County Sheriff's Department has been engaged in collective bargaining negotiations with the International Union, United Automobile, Aerospace and Agricultural Implement Workers of America, UAW Region 2-B, Local 70, (hereinafter collectively referred to as ("UAW Region 2-B")), in an effort to negotiate a successor collective bargaining agreement ("CBA") covering approximately 35 employees in the classification of Correction Officer Corporal for the period 12/31/2014 – 12/31/2017; and

WHEREAS, pursuant to these negotiations, the parties have reached a Tentative Agreement setting forth a single successor collective bargaining agreement; and

WHEREAS, O.R.C. 4117.10 (B) requires that a public employer submit a request for funds necessary to implement an agreement, and for approval of any other matter requiring the approval of the appropriate legislative body to the legislative body within thirty days of the date on which the parties finalize the agreement, unless otherwise specified or if the legislative body is not in session at the time, then within fourteen days after it convenes; and

WHEREAS, O.R.C. 4117.10(B) further states that the legislative body must approve or reject the submission as a whole, and the submission is deemed approved if the legislative body fails to act within thirty days after the public employer submits the agreement; and

WHEREAS, the Department of Law, the County Executive and the Cuyahoga County Sheriff's Department are recommending that Council approve the proposed CBA for the period 12/31/2014 - 12/31/2017; and

WHEREAS, it is necessary that this Resolution become immediately effective to ensure the efficient operation of the Sheriff's Department.

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

SECTION 1. The Cuyahoga County Council hereby approves the Collective Bargaining Agreement between Cuyahoga County and the International Union, United Automobile, Aerospace and Agricultural Implement Workers of America, UAW Region 2-B, Local 70, representing approximately 35 employees in the classification of Correction Officer Corporal for the period 12/31/2014 - 12/31/2017, and authorizes the County Executive to execute all documents consistent with this Resolution.

SECTION 2. Funds necessary to implement the CBA between the Cuyahoga County Sheriff's Department and the International Union, United Automobile, Aerospace and Agricultural Implement Workers of America, UAW Region 2-B, Local 70 shall be budgeted and appropriated.

SECTION 3. It is necessary that this Resolution become immediately effective in order that critical services provided by the Cuyahoga County Sheriff's Department can continue without interruption, and to provide for the usual, daily operation of the County. Provided that this Resolution receives the affirmative vote of at least eight members of County Council, this Resolution 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 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 CC016
December 9, 2014

County Council of Cuyahoga County, Ohio

Resolution No. R2014-0296

Sponsored by: County Executive FitzGerald/Department of Health and Human Services/Division of Community Initiatives/Office of Homeless Services	A Resolution authorizing an amendment to Contract No. CE1200260-01 with MHS, Inc. for transitional housing program services for the period 6/1/2012 - 9/30/2014 to extend the time period to 9/30/2015 and for additional funds in the amount not-to-exceed \$1,213,104.00; 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.
--	--

WHEREAS, the County Executive FitzGerald/Department of Health and Human Services/Division of Community Initiatives/Office of Homeless Services has authorized an amendment to Contract No. CE1200260-01 with MHS, Inc. for transitional housing program services for the period 6/2/2012 – 9/30/2014 to extend the time period to 9/30/2015 and for additional funds in the amount of \$1,213,104.00; and

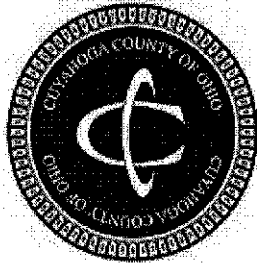
WHEREAS, the primary objectives of this project are to: (a) safely shelter homeless women and families; (b) reduce the shelter length of stay; and (c) assist clients to access permanent housing; and

WHEREAS, this contract is funded 100% 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 hereby authorizes an amendment to Contract No. CE1200260-01 with MHS, Inc. for transitional housing program services for the period 6/1/2012 - 9/30/2014 to extend the time period to 9/30/2015 and for additional funds in the amount not-to-exceed \$1,213,104.00.



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Item Details:

Agency/Dept. Name: Administrator's Office/Office of Homeless Services
Agency/Dept. Head Name: Ruth Gillett

Type of Request: Contract/Amendment

Request Prepared by: Ruth Gillett
Telephone No.: 420-6844

SUMMARY OF REQUESTED ACTION:

Office of Homeless Services, submitting an amendment to Contract No. CE1200260-01 with Mental Health Services, Inc. for operating North Point, the Transitional Housing Program for single men, for the period 4/01/13 - 9/30/14 to extend the time period to 9/30/15; and for additional funds in the amount of \$1,213,104.00.

A. Scope of Work Summary

1. OHS requesting approval of a Contract Amendment to CE120026-01 with Mental Health Services, Inc.; extending the term of the contract through 9/30/15 and adding additional funds in the amount of \$1,213,104.00.
2. The primary goals of the project are to a) provide basic shelter and food to 160 men per night; b) assist clients to attain permanent employment, and c) move to permanent housing as quickly as possible.
3. N/A

B. Procurement

1. The procurement method was RFP 22685; the award was made in 2012 with the option to extend the contract for up to a 36 month period and increase the award contingent upon budget authority. Approval to Amend the existing Contract was submitted for the December 8, 2014 CPB meeting.
2. N/A
3. N/A

C. Contractor and Project Information

- 1. MHS, Inc
1744 Payne Avenue
Cleveland, OH 44114
Council District #7
- 2. Susan Neth is the Executive Director of this non-profit organization.
- 3. a) The address of the project is:
1550 Superior Avenue
Cleveland, OH 44114
- 3. b) Council District #7

D. Project Status and Planning

- 1. NorthPoint is an ongoing program that is linked with meeting the demands for shelter for single men staying at 2100 Lakeside Ave.
- 2.N/A
- 3. This contract amendment is on a critical path. The renewal term started on 10/01/14 so the provider has been operating without a contract. 160 men are provided food, shelter , and case management services on a daily basis.
- 4. The contract is latebeing submitted because the U.S. department of Housing & Urban Development HUD, issued the annual Notice of Fund Availability in mid September. OHS staff should have begun the amendment exemption/contract submission process prior to the end of September but were not able to focus on the contracts process because of other critical Continuum of Care issues.
- 5. N/A

E. Funding

- 1. The contract is funded 100% from the Health & Human Services Levy.
- 2. The agency is reimbursed on a monthly basis
- 3. The Contract is an amendment to CE1200260-01. The Amendment :
 - a) provides additional funds in the amount of \$1,213,104.00 and
 - b) extends the original contract term through to September 30, 2015.

PURPOSE/OUTCOMES - PRINCIPAL OWNER(S):

See Work Summary

Explanation for late submittal:

See D #3 and #4

Contract/Agreement Information:

Procurement Method:
RFP (Request for Proposal)

Explanation for Increase/Decrease in \$ Amount for current request:

Financial Information:

Funding source: Explanation:

General Fund	Health & Human Services Levy
Total Amount Requested:	
\$1,2013,104.00	

ATTACHMENTS:

Click to download

- [Blueback](#)
- [Evaluation](#)
- [Previous contract](#)
- [previous contract](#)
- [Current Amendment](#)
- [W-9](#)
- [Auditor's Findings](#)
- [Principal Owner Form](#)
- [Signature Authority](#)
- [Insurance certificate](#)
- [Business Filing](#)
- [BWC](#)
- [Department Acknowledgement](#)

History

Time

Who

Office of Procurement &
Diversity

Approval



CONTRACT/AGREEMENT EVALUATION FORM
(To be completed in its entirety by user department for
all contract/agreement renewals or amendments.)

Contractor: MHS, Inc.

Contract/Agreement No.: CE 1200260-01 **Time Period:** 4/01/2013– 9/30/2014

Service Description: MHS, Inc. provides services and facility management for North Point Transitional Housing for men. The building accommodates 160 men, all of whom come directly from 2100 Lakeside Ave.

Original Contract/Agreement Amount: \$1,034,798.00

Amendment(s) Amount(s):

Performance Indicators: Number of persons served; Increase in number with employment; Increase in earnings of those with employment; number who move to permanent housing.

Actual performance versus performance indicators (include statistics):
Number of persons served
Goal: 320 men will be provided short term housing. **Outcome:** 380 men were provided TH over a 10 month period.

Employment:
Goal: 50% of clients will obtain full time employment. **Outcomes:** 45% increased their income; 50% who entered without any income, developed income; on average, income increased by \$298/month; 70% of those leaving the program with income, attributed the source to employment.

Permanent Housing
Goal: 70% of clients will achieve stable housing. **Outcome:** 60% of those leaving the program to a known destination were moving to permanent housing.

Rating of Overall Performance of Contractor (Check One):

- Superior
- Above Average
- Average
- Below Average
- Poor

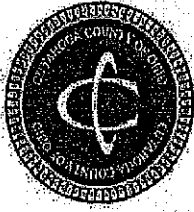
Justification of Rating: MHS, Inc.'s outcomes demonstrate the effectiveness of their work and their success in meeting performance indicators.

Office of Homeless Services

11/26/14

User Department

Date



Principal Owner Form

(Required Document for Award Recommendations/Purchases)

VENDOR: Please complete the following information and return it to the Cuyahoga County "Requestor"

Company Name (Legal name of the business):	Mental Health Services for Homeless Persons, Inc. DBA FrontLine Service
Principal Owner's Name (The legal name of the owner/s of the business):	SUSAN NETH
Owner/Officer's Title:	Chief Executive Officer
Business Address:	1744 Payne Ave Cleveland, OH 44114
Phone Number:	216.623.4555
Name of Person Completing Form:	Susan Neth
Signature:	<i>Susan Neth</i>
Title:	Chief Executive Officer

If there is more than one (1) principal owner, please complete information for that / those person(s) as well. If a corporation, please identify the CEO, President or other officers of the Corporation representing shareholders.

CUYAHOGA COUNTY STAFF:

I certify that I have checked the Debarment/Suspension lists on the Cuyahoga County Inspector General's website and the Debarment/Suspension lists did not contain the above detailed vendor and/or principal owner.

Signature: *Ruth Gillett* Date: 11/24/14

Printed Name: Ruth Gillett

Inspector General "Registered Contractor" Number: 12-1897

Cuyahoga County
(Principal Owner Form, 02-05-14)

County Council of Cuyahoga County, Ohio

Resolution No. R2014-0297

<p>Sponsored by: County Executive FitzGerald/Department of Health and Human Services/Division of Community Initiatives/Office of Homeless Services</p>	<p>A Resolution authorizing a contract with Emerald Development and Economic Network, Inc. in the amount not-to-exceed \$1,418,232.00 for administration of the FY2013 Shelter Plus Care Sponsor-based Rental Assistance Program in connection with the HEARTH Act Homeless Assistance Grant Program for the period 8/1/2014 - 7/31/2015; 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>
---	---

WHEREAS, the County Executive/Department of Health and Human Services/Division of Community Initiatives/Office of Homeless Services has recommended a contract with Emerald Development and Economic Network, Inc. in the amount not-to-exceed \$1,418,232.00 for administration of the FY2013 Shelter Plus Care Sponsor-based Rental Assistance Program in connection with the HEARTH Act Homeless Assistance Grant Cuyahoga County Continuum of Care Program for the period 8/1/2014 - 7/31/2015; 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; and

WHEREAS, the primary goals of the program are to: (a) reduce the number of families and individuals entering the shelter system; (b) assist households to leave the shelter more quickly; and (c) assure that persons do not return to homelessness; and

WHEREAS, this project is funded 100% by a grant award from the U.S. Department of Housing and Urban Development; 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 Emerald Development and Economic Network, Inc. in the amount not-to-exceed

\$1,418,232.00 for administration of the FY2013 Shelter Plus Care Sponsor-based Rental Assistance Program in connection with the HEARTH Act Homeless Assistance Grant Cuyahoga County Continuum of Care Program for the period 8/1/2014 - 7/31/2015.

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

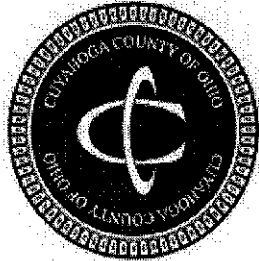
County Executive

Date

Clerk of Council

Date

Journal CC016
December 9, 2014



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Item Details:

Agency/Dept. Name:	Administrator's Office/Office of Homeless Services	Agency/Dept. Head Name:	Ruth Gillett
Type of Request:	Contract/Amendment		
Request Prepared by:	Ruth Gillett	Telephone No.	420-6844
SUMMARY OF REQUESTED ACTION:			
Submitting a contract with Emerald Development & Economic Network, Inc. in the amount of \$1,418,232.00 for Shelter Plus Care Sponsor Based Rental Assistance program for 195 units, for the period August 1, 2014 - July 31, 2015.			
A. Scope of Work Summary			
1. The Office of Homeless Services is requesting approval of a contract with Emerald Development & Economic Network, Inc. (EDEN) in the amount of \$1,418,232.00 for the term of 8/01/2014 through 7/31/2015.			
2. The provider will a) administer the S+C SRA grant which provides rent subsidies on over 195 rental units per month; b) verify client eligibility; c) perform Housing Quality Standards inspections on every property initially and then annually at the time of recertification; d) pay landlords on a monthly basis; e) and respond to landlord, neighbor, and jurisdictional concerns related to client stability.			
3. N/A			
B. Procurement			
1. N/A			
2. N/A			
3. (3) A Request for RFP Exemption was submitted for the 12/08/14 CPB meeting, and approved by OPD to move forward to that Agenda.			
C. Contractor and Project Information			
1. Emerald Development & Economic Network, Inc. 7812 Madison Ave.			

Cleveland, OH 44102

County Council District #4

2. The Executive Director is Irene Collins. (216) 961-9690.

3. The rent subsidies are targeted to chronically homeless individuals residing in Housing First Initiative, permanent supportive housing projects.

D. Project Status and Planning

1. The services provided through this contract are funded by an annual grant from the U.S. Department of Housing & Urban Development.

2. N/A

3. The Contract is on a critical path due to delays related to the HUD Grant Award process. The contract start date was 8/01/14 however, the County did not receive the Grant Agreement until early September.

4. The appropriation request, RFP exemption request and contract have been submitted as quickly as possible to minimize reimbursement issues for the provider.

5. N/A

E. Funding

1. The Contract is funded 100% by the U.S. Department of Housing & Urban Development, McKinney-Vento Homeless Assistance Grant.

2. The provider is reimbursed for rent assistance for clients on a monthly basis.

3. N/A

PURPOSE/OUTCOMES - PRINCIPAL OWNER(S):

See Work Summary

Explanation for late submittal:

See D. #3 and #4 for explanation

Contract/Agreement Information:

Procurement Method:

Exempt from Competitive Bid Requirements

Explanation for Increase/Decrease in \$ Amount for current request:

N/A

Financial Information:

Funding source:

Federal

Explanation:

U.S. Department of Housing & Urban Development grant award project # OH00278L5E021305

Total Amount Requested:

\$1,418,232.00

ATTACHMENTS:

Click to download

[Blueback](#)

[Evaluation](#)

CONTRACT/AGREEMENT EVALUATION FORM
(To be completed in its entirety by user department for
all contract/agreement renewals or amendments.)

Contractor: Emerald Development & Economic Network, Inc.

Contract/Agreement No.: CE1300426-01 Time Period: 8/01/13 – 7/31/14

Service Description: Administering the Shelter Plus Care rent subsidy program.

Original Contract/Agreement Amount: \$ 1,383,696.00

Prior Amendment(s) Amount(s): N/A

Performance Indicators: Rent payments paid on time; housing inspections conducted in a timely manner; compliance with HUD regulations for managing grant funds, data, and documenting match requirements.

Actual performance versus performance indicators (include statistics): EDEN has met all the performance indicators for managing the S+C grant program. EDEN has passed both a HUD monitoring review and the State Audit review.

Rating of Overall Performance of Contractor (Check One):

- Superior
- Above Average
- Average
- Below Average
- Poor

Justification of Rating: EDEN has continued to manage this challenging program for over 18 years. The agency is client focused and has increased its technical capacity to manage the program efficiently.

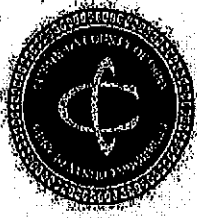
Office of Homeless Services, Ruth Gillett

11/24/14

User Department

Date

s: evaluation



Principal Owner Form

(Required Document for Award Recommendations/Purchases)

VENDOR: Please complete the following information and return it to the Cuyahoga County "Requestor"

Company Name (Legal name of the business):	EMERMO Development & Economic Network, Inc.
Principal Owner's Name (The legal name of the owner/s of the business):	IRENE COLLINS
Owner/Officer's Title:	EXECUTIVE DIRECTOR
Business Address:	7812 MADISON AVE. CLEVELAND OH 44102
Phone Number:	(216) 961-9690
Name of Person Completing Form:	IRENE COLLINS
Signature:	<i>Irene Collins</i>
Title:	EXECUTIVE DIRECTOR

If there is more than one (1) principal owner, please complete information for that / those person(s) as well. If a corporation, please identify the CEO, President or other officers of the Corporation representing shareholders.

CUYAHOGA COUNTY STAFF:

I certify that I have checked the debarment list on the Cuyahoga County Inspector General's website and the debarment list did not contain the above detailed vendor and/or principal owner.

Signature: Ruth Gillett

Date: 11/24/14

Printed Name: Ruth Gillett

Inspector General Vendor ID#: 12-1209

Cuyahoga County
(Principal Owner Form, 1-30-14)

County Council of Cuyahoga County, Ohio

Resolution No. R2014-0298

Sponsored by: County Executive FitzGerald/Department of Public Works	A Resolution making an award on RQ30446 to GB at 1910 Carnegie, LLC in the amount of \$600,000.00 for the sale of County-owned property commonly known as the Whitlatch Building, located at 1910 Carnegie Avenue, Cleveland; authorizing the County Executive to take all necessary actions and to execute all documents necessary to consummate the contemplated transactions; and declaring the necessity that this Resolution become immediately effective.
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WHEREAS, the County engaged the services of CBRE, Inc. (“CBRE”), a commercial real estate services firm, to serve as the real estate portfolio program manager, provide brokerage services, and represent the County in connection with the real estate portfolio program; and,

WHEREAS, CBRE worked with the County to prepare and issue a request for proposal, RFP # 30446 (the “RFP”), for the real property consolidation project in accordance with the County’s Contracting and Purchasing Procedures Ordinance; and,

WHEREAS, the County received a proposal from GB at 1910 Carnegie, LLC (“Geis”) to purchase the land and all buildings and improvements commonly known as the Whitlatch Building (collectively “Property”) located at 1910 Carnegie Avenue, Cleveland, Ohio; and,

WHEREAS, the proposal is to sell the Property for \$600,000; 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 RQ30446 to GB at 1910 Carnegie, LLC in the amount of \$600,000.00 for the sale of

County-owned property commonly known as the Whitlatch Building, located at 1910 Carnegie Avenue, Cleveland.

SECTION 2. That the County Executive or his authorized designee is authorized to (a) take all actions, and to execute, acknowledge, deliver and/or file for record (as and where appropriate) (i) all documents and instruments necessary or desirable to facilitate and/or consummate the transactions contemplated hereby, including, but not limited to, a Purchase and Sale Agreement, and all documents to be executed by the County thereunder, and all financing-related documents (including but not limited to subordination, non-disturbance and attornment agreements, pledges, and security agreements), (ii) all other and further documents, instruments, certificates, agreements, amendments, assignments, subleases, consents, affidavits, certifications, disbursement authorizations, settlement statements, closing statements, proration statements, escrow agreements, escrow instructions, and notices, and (iii) amendments, modifications and supplements to any of the foregoing, that the County Executive may deem necessary or advisable in connection with the consummation of the transactions contemplated hereby, in all cases containing such terms and conditions as may be approved by the County's Director of Law, (b) agree to such payments, prorations, credits, deposits, holdbacks, escrows and other arrangements as may be necessary or advisable in connection therewith to facilitate and/or consummate such transactions, and (c) prosecute and/or defend any actions or proceedings that may be necessary or advisable relative to any of the foregoing matters.

SECTION 3. That all documents to be executed in connection with the transactions contemplated herein be subject to the Law Director or his designee's approval as to legal form and correctness.

SECTION 4. It is necessary that this Resolution become immediately effective for the usual daily operation of the County, the preservation of public peace, health, or safety in the County, and any additional 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 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:
Committee(s) Assigned:

Journal _____
_____, 20__

County Council of Cuyahoga County, Ohio

Resolution No. R2014-0299

Sponsored by: County Executive FitzGerald/Department of Human Resources on behalf of Personnel Review Commission	A Resolution adopting various changes to the Cuyahoga County Non-Bargaining Classification Plan, and declaring the necessity that this Resolution become immediately effective.
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WHEREAS, Section 9.03 of the Charter of Cuyahoga County states that the Cuyahoga County Personnel Review 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 Personnel Review 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 November 5, 2014, the Personnel Review Commission met and recommended the classification changes (attached hereto as Exhibits A through S), and recommends to County Council the formal adoption and implementation of the attached changes; 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 adopts the following changes to the Cuyahoga County Non-Bargaining Classification Plan:

Modification of the following Classifications: (See Attached Classification Specifications)

Proposed Revised Classifications:

- Exhibit A: Class Title: *Building Rehabilitation Specialist Supervisor*
Number: 1020313
Pay Grade: 10
*Classification number changed from 1021312 to 1020313 necessitated by the creation of a new classification: (Sr. Building Rehabilitation Specialist) within the series.
- Exhibit B: Class Title: *Construction Supervisor*
Number: 1045113
Pay Grade: 8
*Revise to *Project Inspection Supervisor* per recommendation of PRC Hearing Officer and settlement discussion with appellants.
- Exhibit C: Class Title: *Data Security Specialist*
Number: 1053141
Pay Grade: 7
*Revise and change to Security Systems Compliance Coordinator. Pay grade changed from 7 to 8. Updated spec. to new format to include percentages of time spent on essential functions.
- Exhibit D: Class Title: *Employee Benefits Manager*
Number: 1053663
Pay Grade: 15
*Change in classification number from 1053662 to 1053663 necessitated by creation of new classification (Sr. Employee Benefits Coordinator) in the series.
- Exhibit E: Class Title: *Employee Relations Specialist 1*
Number: 10533651
Pay Grade: 13
*Revised spec. to new format to include percentages of time spent on essential functions and revised essential functions.
- Exhibit F: Class Title: *Employee Relations Specialist 2*
Number: 1053652
Pay Grade: 14
*Revised spec. to new format to include percentages of time spent on essential functions and revised essential functions.
- Exhibit G: Class Title: *HRIS Systems Administrator*
Number: 1053625
Pay Grade: 14B

*Updated spec. to new format to include percentages of time spent on essential functions and revised essential functions; pay grade change from 13 to 14B.

Exhibit H: Class Title: *Housing Manager*
Number: 1021315
Pay Grade: 15
*Changed classification number from 1021313 to 1021315 necessitated by creation of new classification (Community Development Officer) within the series.

Exhibit I: Class Title: *Sewer Maintenance Superintendent*
Number: 1043123
Pay Grade: 15
*Change classification number from 1042514 to 1043123 necessitated by the deletion of Sewer Maintenance Manager.

Exhibit J: Class Title: *Senior Nurse Supervisor*
Number: 1054114
Pay Grade: 12
*Changed department to include Sheriff's Department. Updated spec. to new format to include percentages of time spent on essential functions and revised essential functions.

Proposed Deleted Classifications:

Exhibit K: Class Title: *Sewer Maintenance Manager*
Number: 1043123
Pay Grade: 13

Exhibit L: Class Title: *MST Therapist*
Number: 1056271
Pay Grade: 9

Exhibit M: Class Title: *Project Inspector Supervisor*
Number: 1062211
Pay Grade: 10

Addition of the following Classifications: (See Attached Classification Specifications)

Exhibit N: Class Title: *Animal Adoptions Coordinator*
Number: 1022401
Pay Grade: 4

- Exhibit O: Class Title: *Business Infrastructure Analyst*
Number: 1053201
Pay Grade: 13B
- Exhibit P: Class Title: *Community Development Officer*
Number: 1055241
Pay Grade: 14
- Exhibit Q: Class Title: *Dockworker*
Number: 1012121
Pay Grade: 2
- Exhibit R: Class Title: *Senior Building Rehabilitation Specialist*
Number: 1021312
Pay Grade: 7
- Exhibit S: Class Title: *Senior Employee Benefits Coordinator*
Number: 1053662
Pay Grade: 9

SECTION 2. It is necessary that this Resolution become immediately effective for the usual daily operation of the County; the preservation of public peace, health, or safety in the County; and any additional 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 _____
_____, 20__

CUYAHOGA COUNTY CLASSIFICATION SPECIFICATION

Class Title:	Building Rehabilitation Specialist Supervisor	Class Number:	1021312
		Pay Grade:	10

Departments:	Development, only
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Classification Function

The purpose of this classification is to supervise lower level building rehabilitation specialists.

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 building rehabilitation specialists performing initial inspections, energy efficiency inspections and estimates on rehabilitation projects (e.g. - assigns and reviews work; provides job training and instruction; conduct performance evaluations; coordinates between inspectors and borrowers when a conflict arises; conducts meetings; travels to inspection sites to observe work).
- Prepares and maintains various construction inspection reports and records (e.g.- prepares and submits time and cost estimates; writes specifications for special projects; prepares and reviews contracts and vouchers; maintains computerized specification writing system; develops, designs and maintains data bases for managerial and financial reporting).
- Performs and prepares other programmatic duties (e.g.- maintains all required state and federal licensing with regards to the execution of lead programs; interprets federal, state and local laws concerning lead; coordinates proposals, contracts and agreements; administers rules and regulations; reviews and recommends loans for approval; answers questions and negotiates disagreements with homeowners).
- Functions as liaison to local building departments of participating communities.
- Interprets legal requirements and recommends compliance procedures to contractors, trades workers, and owners; obtains evidence and prepares reports concerning violations which have not been corrected.

Minimum Training and Experience Required to Perform Essential Job Functions

Technical training in construction management and five years of building inspection experience; or any equivalent combination of training and experience.

Additional Requirements

No additional license or certification required.

Minimum Physical and Mental Abilities Required to Perform Essential Job Functions

Physical Requirements

- Ability to operate a variety of inspection tools including inspection mirror, draft gauge, AC amp meter, blower door, analyzer, combustible gas detector, bore sighter, and thermal imaging gun.
- Ability to operate a variety of office machines and equipment including personal computer, printer, adding machine and telephone.

- Ability to operate a motor vehicle.

Mathematical Ability

- Ability to add, subtract, multiply, divide, calculate decimals and percentages and make use of the principles of basic high school algebra.

Supervisory Responsibilities

- Ability to 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 recommend the discipline or discharge of employees.
- Ability to recommend the transfer, promotion, or salary increase of other employees.

Language Ability & Interpersonal Communication

- Ability to comprehend a variety of informational documents including client files, work specifications, bid proposals, contract qualifications, contracts, inspection documents, production reports, building plans, flow charts, HUD report forms, correspondence, industry newsletters and other reports and records.
- Ability to comprehend a variety of reference books and manuals including CABO and BOCA code books, Hometech, HUD Grantee, EPA Guidelines for Lead-Based Paint Hazards, mold and moisture manual, and personnel policy manuals.
- Ability to prepare Rehabilitation Progress Report, Building Weatherization Report, automated specifications, inspection reports, employee performance evaluations 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 use and interpret energy conservation terminology, housing rehabilitation and building construction terminology and language.
- Ability to communicate with supervisors, inspectors, contractors, clients, City grantees, other building departments, other County employees, and government agency representatives.

Environmental Adaptability

- Work is typically performed outdoors in varying weather conditions.

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

Class Title:	Construction Supervisor	Class Number:	1045113
FLSA:	Non - Exempt	Pay Grade:	8
Dept:	Public Works		

Classification Function

The purpose of this classification is to supervise the engineering details of a construction project and to take responsibility for the administration and satisfactory completion of the project.

Distinguishing Characteristics

This is a first-line supervisor classification with responsibility for overseeing projects under a framework of defined policies, procedures, regulations and guidelines. The incumbents exercise discretion in applying procedures and regulations to resolve project issues. The employees in this classification assist in ensuring that projects are completed on time, on budget and with adherence to contract requirements. The employees in this class work under direction from a Chief Division Engineer. This class supervises clerical and technical level classifications.

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.

- 20% +/- 10%
- Supervises the work of clerical and technical staff and students; provides instruction and training; plans, coordinates, assigns and reviews work; reviews and approves timesheets; allocates personnel; maintains standards; acts on problems and concerns; evaluates performance and recommends transfers/promotions, discipline and salary increases.

- 10% +/- 10%
- Writes daily diaries to list any pay items not reported staff and to record all pertinent information about daily progress on project; reviews staff reports to verify accuracy.

- 20% +/- 10%
- Oversees construction project logistics; inspects material delivered to project and verifies approved supplier; prepares materials to document quantity of materials delivered to project site; writes or sketches any changes that have been made to project plans; writes estimates as contractor successfully completes bid items; writes change orders or subsidiary agreements when there are increases or decreases in plan bid items; reviews cost analysis or extra work change orders submitted by contractors for payment; observes all maintenance of traffic devices to verify that they are placed correctly and visible to the public; meets with various utilities regarding conflicts with overhead or underground lines; coordinates solutions to complete project.

- 15% +/- 10%
- Tracks schedules and task completions on projects; coordinates contractor daily and weekly work schedule to ensure testing and sampling are preformed at time of operations; enters contractor's progress schedule for each category of work including roadway, waterworks, drainage, and pavement, into computer for projects administered by ODOT; makes drawings and calculations for bid items for final pay quantities.

- 15% +/- 10%
- Schedules progress meetings to inform local agencies and administering organizations of progress and discuss problems; informs schools, police, fire, transportation, sewer, and water of problems and of opening and closing dates or roadways; meets with homeowners and businesses to discuss concerns prior to and during projects.

20% +/- 10%

- Evaluates quality and accuracy of project plans upon completion of construction project; evaluate the general contractor and any sub-contractors on various phases of construction upon completion; videotapes construction site with commentary prior to and after construction for use in potential claims; maintains force account records (manpower, equipment, materials, etc.) of work performed that was in conflict with plans or bid items.

Minimum Training and Experience Required to Perform Essential Job Functions

Associate's degree in engineering technology with three years of related experience; or any combination of education and experience that provides equivalent knowledge, skills and abilities.

Additional Requirements

No licensing requirements

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 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 understand and perform addition, subtraction, multiplication and division.

Language Ability & Interpersonal Communication

- 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 invoices, data, calculations, drawings, forms, plans, maps, legal descriptions, certifications, and reports.
- Ability to comprehend a variety of reference books and manuals including reference manuals, drawings, catalogs, specifications, standards, guidelines, and codes.

- Ability to prepare board actions, contract modifications, certifications, memos, correspondence, agreements, reports, calculations, plans, estimates, and other job related documents using prescribed format and conforming to all rules of punctuation, grammar, diction and style.
- Ability to 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 legal, engineering, land use or other terminology and language related to assignment.
- Ability to communicate with staff, attorneys, engineers, other agencies, consultants, departmental employees, and the general public.

Environmental Adaptability

- Work is typically performed in an office environment and in the field.

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

Class Title:	Project Inspection Supervisor	Class Number:	1045113
FLSA:	Non - Exempt	Pay Grade:	10
Dept:	Public Works		

Classification Function

The purpose of this classification is to supervise the engineering details of a construction project and to take responsibility for the administration and satisfactory completion of the project.

Distinguishing Characteristics

This is a first-line supervisor classification with responsibility for overseeing projects under a framework of defined policies, procedures, regulations and guidelines. The incumbents exercise discretion in applying procedures and regulations to resolve project issues. The employees in this classification assist in ensuring that projects are completed on time, on budget and with adherence to contract requirements. The employees in this class work under direction from a Chief Division Engineer. This class supervises technical and clerical level classifications.

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.

- 20% +/- 10%
- Supervises the work of technical and clerical staff and students; provides instruction and training; plans, coordinates, assigns and reviews work; reviews and approves timesheets; allocates personnel; maintains standards; acts on problems and concerns; evaluates performance and recommends transfers/promotions, discipline and salary increases.
- 30% +/- 10%
- Oversees construction project logistics; reviews contractor's project schedule; inspects material delivered to project and verifies approved supplier; prepares materials to document quantity of materials delivered to project site; writes or sketches any changes that have been made to project plans; writes estimates as contractor successfully completes bid items; writes change orders or subsidiary agreements when there are increases or decreases in plan bid items; reviews cost analysis or extra work change orders submitted by contractors for payment; observes all maintenance of traffic devices to verify that they are placed correctly and visible to the public; meets with various utilities regarding conflicts with overhead or underground lines; coordinates solutions to complete project; Writes daily diaries to list any pay items not reported staff and to record all pertinent information about daily progress on project; reviews staff reports to verify accuracy.
- 15% +/- 10%
- Tracks schedules and task completions on projects; coordinates contractor daily and weekly work schedule to ensure testing and sampling are preformed at time of operations; enters contractor's progress schedule for each category of work including roadway, waterworks, drainage, and pavement, into computer for projects administered by ODOT; makes drawings and calculations for bid items for final pay quantities.
- 15% +/- 10%
- Schedules progress meetings to inform local agencies and administering organizations of progress and discuss problems; informs schools, police, fire, transportation, sewer, and water of problems and of opening and closing dates or roadways; meets with homeowners and businesses to discuss concerns prior to and during projects.

Project Inspection Supervisor

20% +/- 10%

- Evaluates quality and accuracy of project plans upon completion of construction project; evaluate the general contractor and any sub-contractors on various phases of construction upon completion; videotapes construction site with commentary prior to and after construction for use in potential claims; maintains force account records (manpower, equipment, materials, etc.) of work performed that was in conflict with plans or bid items.

Minimum Training and Experience Required to Perform Essential Job Functions

Associate's degree in engineering technology with three (3) years of related experience; or any combination of education and experience that provides equivalent knowledge, skills and abilities.

Additional Requirements

Requires a driver's license in the State of Ohio.

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 operate a camera, video camera, measuring wheel, site level, and various measuring and project analyzing tools.
- Must have physical ability to perform essential functions.

Supervisory Responsibilities

- Ability to 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.

Mathematical Ability

- Ability to understand and perform addition, subtraction, multiplication, division, calculation of decimals and percentages, make use of the principles of algebra, geometry, trigonometry and descriptive statistics.

Language Ability & Interpersonal Communication

- 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.

Project Inspection Supervisor

- Ability to comprehend a variety of informational documents including invoices, data, calculations, drawings, forms, plans, maps, legal descriptions, certifications, and reports.
- Ability to comprehend a variety of reference books and manuals including reference manuals, drawings, catalogs, specifications, standards, guidelines, and codes.
- Ability to prepare memos, correspondence, reports, calculations, plans, estimates, and other job related documents using prescribed format and conforming to all rules of punctuation, grammar, diction and style.
- Ability to serve in a supervisory capacity, 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 legal, engineering, land use or other terminology and language related to assignment.
- Ability to communicate with staff, attorneys, engineers, other agencies, consultants, departmental employees, and the general public.

Environmental Adaptability

- Work is typically performed outdoors in varying weather conditions and may risk exposure to toxic/poisonous agents or traffic hazards
- Work is typically performed in an office environment and in the field.

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

Class Title:	Data Security Specialist	Class Number:	1053141
		Pay Grade:	7

Departments:	Public Safety & Justice Services, only
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Classification Function

The purpose of this classification is to provide security for the physical and data systems and components for the Cuyahoga Regional Information System (CRIS) division.

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.

- Provides security for the physical and data systems and components for the CRIS division (e.g. – ensures the administration of the secure dial-up system; assists in maintaining network topology documentation; supports security-related configuration management; provides guidance in implementing security measures at the local level; controls access to CRIS network; analyzes overall system operations to determine security needs).
- Audits law enforcement agencies to ensure accuracy and integrity of system information (e.g. - conducts audits of data accuracy, quality control and proper information disposition; conducts breach of security investigations; inspects user sites for security of their connectivity to the CRIS/LEADS/NCIC systems; inspects agency locations).
- Performs administrative duties (e.g. – serves as security point-of-contact with the Ohio Law Enforcement Automated Data System (LEADS); disseminates security-related training materials to local agencies; assists in training of users; represents CRIS at meetings and to other criminal justice agencies; serves as back-up to computer operation staff).

Minimum Training and Experience Required to Perform Essential Job Functions

Associate's degree in computer science or related field with one year of computer systems experience; or any equivalent combination of training and experience.

Additional Requirements

No special license or certification is required.

Minimum Physical and Mental Abilities Required to Perform Essential Job Functions

Physical Requirements

- Ability to operate a variety of automated office machines including personal computer, computer terminal, visual communication equipment, printers, copiers, etc.
- Ability to lift, carry and move machinery, user paper and other supplies.

Supervisory Responsibilities

- Ability to review the work of other employees.
- Ability to provide training and instruction.

Mathematical Ability

- Ability to add, subtract, multiply, divide, calculate decimals and percentages.

Language Ability & Interpersonal Communication

- Ability to comprehend a variety of informational documents including computer system transaction reports, validation reports, bulletins, product information, complaint correspondence, and other reports and records.
- Ability to comprehend a variety of reference books and manuals including Ohio Revised Code, computer operation manuals, bulletins, etc.
- Ability to prepare training aids, charts, administrative reports, memos, correspondence, and other job related documents using prescribed format and conforming to all rules of punctuation, grammar, diction and style.
- Ability to record and deliver information, to explain procedures, maintain confidentiality of restricted information, and to follow instructions.
- Ability to use and interpret computer systems terminology and language.
- Ability to communicate effectively with Director, managers, supervisors, other County employees, and vendors.

Environmental Adaptability

- Work is typically performed 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

Class Title:	Security Systems Compliance Coordinator	Class Number:	1053141
FLSA:	Non-Exempt	Pay Grade:	8
Departments:	Public Safety & Justice Services, only		

Classification Function

The purpose of this classification is to the position's purpose is to ensure departmental compliance with the Law Enforcement Automatic Data System (LEADS), the National Crime Information Center (NCIC) and the National Law Enforcement Telecommunications System (NLETS) policies and that all persons who operate REDSS terminals are certified in accordance with LEADS policies.

Distinguishing Characteristics

This is a journey level classification requiring an understanding of and ability to enforce compliance with crime information systems. This classification works under a framework of regulations, policies and procedures. The incumbent exercises discretion in monitoring construction projects and applying regulations to relevant projects.

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% +/- 15%
- Serves as point-of-contact at the regional level for matters relating to LEADS information access; oversees the administration of the LEADS/CJIS system programs within the local agency; oversees the agency's compliance with LEADS/CJIS systems policies
- Audits law enforcement agencies to ensure accuracy and integrity of system information (e.g. - conducts audits of data accuracy, quality control and proper information disposition; conducts breach of security investigations; inspects user sites for security of their connectivity to the CRIS/LEADS/NCIC systems; inspects agency locations).
- Performs administrative duties (e.g. - serves as security point-of-contact with the Ohio Law Enforcement Automated Data System (LEADS); disseminates security-related training materials to local agencies; assists in training of users; represents CRIS at meetings and to other criminal justice agencies; serves as back-up to computer operation staff).

Minimum Training and Experience Required to Perform Essential Job Functions

Associate's degree in computer science or related field with one year of computer systems experience; or any equivalent combination of training and experience.

Additional Requirements

No special license or certification is required.

Minimum Physical and Mental Abilities Required to Perform Essential Job Functions

Physical Requirements

- Ability to operate a variety of automated office machines including personal computer, computer terminal, visual communication equipment, printers, copiers, etc.
- Ability to lift, carry and move machinery, user paper and other supplies.

Supervisory Responsibilities

- Ability to review the work of other employees.
- Ability to provide training and instruction.

Mathematical Ability

- Ability to add, subtract, multiply, divide, calculate decimals and percentages.

Language Ability & Interpersonal Communication

- Ability to comprehend a variety of informational documents including computer system transaction reports, validation reports, bulletins, product information, complaint correspondence, and other reports and records.
- Ability to comprehend a variety of reference books and manuals including Ohio Revised Code, computer operation manuals, bulletins, etc.
- Ability to prepare training aids, charts, administrative reports, memos, correspondence, and other job related documents using prescribed format and conforming to all rules of punctuation, grammar, diction and style.
- Ability to record and deliver information, to explain procedures, maintain confidentiality of restricted information, and to follow instructions.
- Ability to use and interpret computer systems terminology and language.
- Ability to communicate effectively with Director, managers, supervisors, other County employees, and vendors.

Environmental Adaptability

- Work is typically performed 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

Class Title:	Employee Benefits Manager	Class Number:	1053662
FLSA:	Exempt	Pay Grade:	15
Departments:	Office of Human Resources (OHR), only		

Classification Function

The purpose of this classification is to manage the administration of health and welfare benefits for County employees and their dependents in accordance with governmental laws and regulations. This classification is responsible for timely and nondiscriminatory resolution of employee issues and concerns relating to benefits.

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.

- Manages the administration of health and welfare benefits for County employees and their eligible dependents in accordance with governmental laws and regulations (e.g.- manages the open enrollment process for County employees; edits script, portal and confirmation testing; prepares open enrollment materials; answers benefits appeals; prepares Requests for Proposal and Requests for Qualifications for various benefit programs; assists negotiating and preparing contracts; implements new benefits programs; develops policies and procedures related to benefits programs; edits the Benefits Procedures Manual; develops employee communications and blast e-mails; recommends changes to benefit plans and plan designs; researches and resolves payment and eligibility issues; coordinates issues with integrating benefits programs and the human resources information system; coordinates and tests updates to the human resources information system).
- Supervises lower level benefits employees (e.g.- plans, coordinates, assigns and reviews work; evaluates performance; responds to employee problems; maintains work standards; provides instruction and training; recommends selection, transfer, promotion, or discipline of employees; evaluates performance; reviews and approves requests for leave).
- Manages various benefits special projects (e.g.- manages wellness initiatives; manages eligibility verification of dependents; manages Medicare DataMatch and reporting; manages Deferred Compensation administration for FNA plan; manages voluntary benefits administration, troubleshooting and quarterly open enrollment; researches and coordinates benefits plan regionalization opportunities, researches and coordinates changes resulting from Health Care Reform and other legislative changes).
- Performs administrative functions (e.g.- answers phone calls; responds to emails; responds to subpoenas and healthcare questionnaires; reviews letters from employees, doctors and lawyers; attends meetings).

Minimum Training and Experience Required to Perform Essential Job Functions

Bachelor's degree in personnel administration, human resources or related field with ten years of personnel experience including three years in a supervisory capacity; or any equivalent combination of training and experience.

Additional Requirements

No special license or certification is required.

Minimum Physical and Mental Abilities Required to Perform Essential Job Functions**Physical Requirements**

- Ability to operate a variety of automated office machines including personal computer, printer, copier and fax machine.

Supervisory Responsibilities

- Ability to assign, review, plan and coordinate the work of other employees.
- Ability to provide instruction to other employees.
- Ability to recommend the discipline or discharge of other employees.
- Ability to recommend the transfer, promotion or salary increase of other employees.

Mathematical Ability

- Ability to add, subtract, multiply, divide, calculate decimals and percentages and apply the principles of descriptive statistics.

Language Ability & Interpersonal Communication

- Ability to comprehend a variety of informational documents including FNA forms, Medicare DataMatch reports, carrier reports, Life insurance documents, support orders, medical support orders, healthcare contracts and amendments, I.R.S., D.O.L. and HIPA regulations, FSA reports and other reports and records.
- Ability to comprehend a variety of reference books and manuals including the Benefits Manual, COBRA/ERISA documentation, Summary Plan Description, human resource policy manuals and Ohio Revised Code.
- Ability to prepare performance evaluations, budget projections, open enrollment communications, eligibility verification letters, benefits appeals 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, to convince and influence others, to record and deliver information, to explain procedures, to follow instructions.
- Ability to use and interpret medical, legal, accounting and personnel terminology and language.
- Ability to communicate with the County Board of Commissioners, County Administrator, County Human Resources Director, directors, managers, supervisors, consultants, benefits providers, governmental agencies, doctors, hospitals, other County employees, other elected officials and the general public.

Environmental Adaptability

- Work is typically performed 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

Class Title:	Employee Relations Specialist 1	Class Number:	1053651
		Pay Grade:	13

Departments:	County Human Resource Department, only
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Classification Function

The purpose of this classification is to assist with the employee grievance procedure and to represent the County in matters pertaining to employment.

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.

- Participates in employee discipline process (e.g. - presides as hearing officer in pre-disciplinary conferences for employees alleged to have violated work rules or other County policies; conducts pre-disciplinary conference by presenting a comprehensive series of questions to accused employee; interviews witnesses; reviews written documentation and personnel files; evaluates evidence and prepares a written recommendation concerning the appropriate level of discipline; suggests improvements in operations as warranted).
- Represents County in other matters pertaining to labor and employment (e.g. - appears for the County and advocates on its behalf at the Ohio Bureau of Employment Services in the matter of appeals from decisions regarding unemployment compensation claims, and at arbitration of employment disputes pursuant to collective bargaining agreements and at State Employee Relations Board; serves as lead negotiator of the management team in the negotiation of collective bargaining successor agreements; attends meetings with union and management representatives; hears grievance at the pre-arbitration step; assists the County prosecutor in the preparation of defense of employment cases; may serve as the Board's designee at the State Personnel Board of Review in the matter of appeals by non-bargaining unit employees from orders of removal and suspension).
- Performs special investigations (e.g. - investigates relationship existing between employer and employee regarding unsafe or unfair working conditions, AIDS in the workplace, hiring of ex-felons, falsification of county records, abuse of authority, etc.; conducts investigations in response to complaints filed by employees; issues written findings of investigations).
- Performs administrative duties (e.g. - serves as liaison between the Human Resource Department and the County Prosecutor's Office).

Minimum Training and Experience Required to Perform Essential Job Functions

Bachelor's degree in human resources, labor relations or related field with two years of labor relations, personnel experience; or any equivalent combination of training and experience.

Additional Requirements

No special license or certification is required.

Minimum Physical and Mental Abilities Required to Perform Essential Job Functions**Physical Requirements**

- Ability to operate a variety of automated office machines including personal computer utilizing departmental software, fax machine.

Mathematical Ability

- Ability to add, subtract, multiply, divide and calculate decimals and percentages.

Language Ability & Interpersonal Communication

- Ability to comprehend a variety of informational documents including labor relations forms, absent without leave summaries, grievances, transcripts of depositions, union contracts, budgets, witness statements, incident reports, log books, time sheets and other reports and records.
- Ability to comprehend a variety of reference books and manuals including personnel policy manuals, and the Ohio Revised Code.
- Ability to prepare correspondence, memos, reports, and other job related documents using prescribed format and conforming to all rules of punctuation, grammar, diction and style.
- Ability to engage in formal bargaining process, to convince and influence others, to record and deliver information, to explain procedures, to follow instructions.
- Ability to use and interpret labor law terminology and language.
- Ability to communicate effectively with personnel officers, personnel administrators, supervisors, directors, attorneys, County Prosecutor, judges, union representatives, managers, other County employees, and the general public.

Environmental Adaptability

- Work is typically performed 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

Class Title:	Employee Relations Specialist 1	Class Number:	1053651
FLSA:	Exempt	Pay Grade:	13
Department:	Human Resources, only		

Classification Function

The purpose of this classification is to assist with the employee grievance procedure and to train, investigate and represent the County in matters pertaining to employment.

Distinguishing Characteristics

This is a journey level classification with responsibility for administering employment relations programs under a framework of well-defined policies, procedures, regulations and guidelines. The incumbents exercise discretion in applying procedures to resolve issues. The employees in this class work under general supervision, progressing to more independence as experience is acquired. This class is distinguished from the advance-journey level classification in that the later has more extensive experience, manages more complex projects, and performs work with more independence.

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%
- Participates in the employee discipline process; presides as hearing officer in pre-disciplinary conferences for employees alleged to have violated work rules or other County policies; conducts pre-disciplinary conference by presenting a comprehensive series of questions to accused employee; interviews witnesses; reviews written documentation and personnel files; evaluates evidence and prepares a written recommendation concerning the appropriate level of discipline; suggests improvements in operations as warranted.
- 35% +/- 10%
- Represents the County in other matters pertaining to labor and employment; serves as Human Resources support of the management team in the negotiation of collective bargaining successor agreements; attends meetings with union and management representatives; hears grievance at the pre-arbitration step; assists the County attorneys in the preparation of defense of employment cases; may serve as the Human Resources representative at the Personnel Review Committee in the matter of appeals by non-bargaining unit employees from orders of removal and suspension.
- 10% +/- 5%
- Performs special investigations; investigates relationship existing between employer and employee regarding unsafe or unfair working conditions; conducts investigations in response to complaints filed by employees; issues written findings of investigations.
- 5% +/- 25%
- Performs administrative duties; serves as liaison between the Human Resource Department and the County Prosecutor's Office; processes personnel actions; prepares personnel requisitions.

Minimum Training and Experience Required to Perform Essential Job Functions

Bachelor's degree in human resources, labor relations or related field with five (5) years of labor relations, human resources experience; or any equivalent combination of training and experience.

Additional Requirements

No special license or certification is required.

Minimum Physical and Mental Abilities Required to Perform Essential Job Functions

Data Utilization

- Requires the ability to perform mid to upper-level data analysis including the ability to coordinate, strategize, systemize and correlate, using discretion in determining time, place and/or sequence of operations within an organizational framework. Requires the ability to implement decisions based on such data, and overseeing the execution of these decisions.

Physical Requirements

- Ability to operate a variety of automated office machines including computers and peripheral equipment.

Mathematical Ability

- Ability to add, subtract, multiply, divide and calculate decimals and percentages.

Language Ability & Interpersonal Communication

- Ability to comprehend a variety of informational documents including labor relations forms, absent without leave summaries, grievances, transcripts of depositions, union contracts, budgets, witness statements, incident reports, time sheets and other reports and records.
- Ability to comprehend a variety of reference books and manuals including personnel policy manuals, Fair Labor Standards Act and the Ohio Revised Code.
- Ability to prepare correspondence, memos, grievance responses, edited collective bargaining agreements, reports, and other job related documents using prescribed format and conforming to all rules of punctuation, grammar, diction and style.
- Ability to engage in formal bargaining process, to convince and influence others, to record and deliver information, to explain procedures, to follow instructions.
- Ability to use and interpret labor law terminology and human resources language.
- Ability to communicate effectively with other human resource staff, supervisors, directors, attorneys, County Prosecutor, judges, union representatives, managers, other County employees, and the general public.

Environmental Adaptability

- Work is typically performed in an office environment.

Employee Relations Specialist 1

1053651

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

Class Title:	Employee Relations Specialist 2	Class Number:	1053652
		Pay Grade:	14

Departments:	County Human Resource Department, only
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Classification Function

The purpose of this classification is to assist representing the County in the administration of employment relations program (i.e. Unemployment Compensation) and participate in employee grievance procedure.

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.

- Assists representing the County in the administration of employment relations program (e.g. - establishes program goals for unemployment compensation cost containment, coordinates review of request for information separation; coordinates charge back reports; coordinates preparation of quarterly reports; coordinates processing of interdepartmental charges; coordinates interaction with Ohio Bureau of Employment Services (OBES).
- Participates in employee discipline process (e.g. - presides as hearing officer in pre-disciplinary conferences for employees alleged to have violated work rules or other County policies; conducts pre-disciplinary conference by presenting a comprehensive series of questions to accused employee; interviews witnesses; reviews written documentation and personnel files; evaluates evidence and prepares a written recommendation concerning the appropriate level of discipline; suggests improvements in operations as warranted).
- Represents County in other matters pertaining to labor and employment (e.g. - appears for the County and advocates on its behalf at the OBES in the matter of appeals from decisions regarding unemployment compensation claims, and at arbitration of employment disputes pursuant to collective bargaining agreements particularly those involving removal or complex issues and at State Employee Relations Board; serves as lead negotiator of the management team in the negotiation of collective bargaining agreements particularly for those affecting larger bargaining units and for initial labor agreements; attends meetings with union and management representatives; assists the County prosecutor in the preparation of defense of employment cases; may serve as the Board's designee at the State Personnel Board of Review in the matter of appeals by non-bargaining unit employees from orders of removal and suspension).
- Performs special investigations (e.g. - investigates relationship existing between employer and employee regarding unsafe or unfair working conditions, AIDS in the workplace, hiring of ex-felons, falsification of county records, abuse of authority, etc.; conducts investigations in response to complaints filed by employees; issues written findings of investigations).
- Performs administrative duties (e.g. - serves as liaison between the Human Resource Department and the County Prosecutor's Office; coordinates training).

Minimum Training and Experience Required to Perform Essential Job Functions

Bachelor's degree in human resources, labor relations or related field with five years of labor relations, personnel experience; or any equivalent combination of training and experience.

Additional Requirements

No special license or certification is required.

Minimum Physical and Mental Abilities Required to Perform Essential Job Functions**Physical Requirements**

- Ability to operate a variety of automated office machines including personal computer utilizing departmental software, fax machine, calculator, etc.

Mathematical Ability

- Ability to add, subtract, multiply, divide and calculate decimals and percentages.

Language Ability & Interpersonal Communication

- Ability to comprehend a variety of informational documents including labor relations forms, absent without leave summaries, grievances, transcripts of depositions, union contracts, budgets, witness statements, incident reports, log books, time sheets and other reports and records.
- Ability to comprehend a variety of reference books and manuals including personnel policy manuals, and the Ohio Revised Code.
- Ability to prepare correspondence, memos, reports, and other job related documents using prescribed format and conforming to all rules of punctuation, grammar, diction and style.
- Ability to engage in formal bargaining process, to convince and influence others, to record and deliver information, to explain procedures, to follow instructions.
- Ability to use and interpret labor law terminology and language.
- Ability to communicate effectively with personnel officers, personnel administrators, supervisors, directors, attorneys, County Prosecutor, judges, union representatives, managers, other County employees, and the general public.

Environmental Adaptability

- Work is typically performed in an office environment.

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CUYAHOGA COUNTY CLASSIFICATION SPECIFICATION

Class Title:	Employee Relations Specialist 2	Class Number:	1053652
FLSA:	Exempt	Pay Grade:	14
Department:	Human Resources, only		

Classification Function

The purpose of this classification is to assist in coordinating and representing the County in the administration of employment relations programs, participate in employee grievance procedure and manage staff.

Distinguishing Characteristics

This is an advanced-journey level classification with responsibility for administering employment relations programs under a framework of policies, procedures, regulations and guidelines. The incumbents exercise discretion in applying procedures to resolve issues. The employees in this classification may report to the Department Director or Deputy Director. This class is distinguished from the journey level classification in that the later is not expected to have the level of experience and works under general supervision, progressing to more independence as experience is acquired.

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%
- Assists in the centralization and creation of employment relations programs; establishes program goals for unemployment compensation cost containment, coordinates review of family medical leave act; coordinates various departmental activity, status and compliance reports; coordinates processing of interdepartmental charges; coordinates interaction with Ohio Bureau of Employment Services (OBES) and Ohio Workers Compensation Commission.
- 25% +/- 10%
- Participates in the employee discipline process; presides as hearing officer in pre-disciplinary conferences for employees alleged to have violated work rules or other County policies; conducts pre-disciplinary conference by presenting a comprehensive series of questions to accused employee; interviews witnesses; reviews written documentation and personnel files; evaluates evidence and prepares a written recommendation concerning the appropriate level of discipline; suggests improvements in operations as warranted.
- 20% +/- 10%
- Represents the County in other matters pertaining to labor and employment; appears for the County and advocates on its behalf at the OBES in the matter of appeals from decisions regarding unemployment compensation claims, and at arbitration of employment disputes pursuant to collective bargaining agreements particularly those involving removal or complex issues and at State Employee Relations Board; may serve as lead Human Resources support of the management team in the negotiation of collective bargaining agreements particularly for those affecting larger bargaining units and for initial labor agreements; attends meetings with union and management representatives; assists the County attorneys in the preparation of defense of employment cases; may serve as the Human Resources representative at the Personnel Review Committee in the matter of appeals by non-bargaining unit employees from orders of removal and suspension; provides analysis, advice and counsel regarding other work issues, development plans and human resources policies and procedures.

10% +/- 5%

- May perform special investigations; investigates relationship existing between employer and employee regarding unsafe or unfair working conditions, falsification of County records, abuse of authority, etc.; conducts investigations in response to complaints filed by employees; issues written findings of investigations; may conduct employment –related training on various issues (i.e. OSHA)).

10% +/- 5%

- May provides supervision of assigned staff; prioritizes, assigns, reviews, and coordinates work; consults with staff to review work requirements, status, and problems; assists staff with complex or problem situations; conducts staff meetings; promotes teamwork; prepares employee performance evaluations as scheduled or required; interviews and recommends new hires; manages the development team by ensuring that project tasks are in line with each employee's skill level; identifies opportunities for improvement and makes constructive suggestions,

5% +/-25%

- Performs administrative duties; serves as liaison between the Human Resource Department and the County Prosecutor's Office; processes personnel actions; prepares personnel requisitions; coordinates training).

Minimum Training and Experience Required to Perform Essential Job Functions

Bachelor's degree in human resources, labor relations or related field with six (6) years of labor relations, human resources experience; or any equivalent combination of training and experience.

Additional Requirements

No special license or certification is required.

Minimum Physical and Mental Abilities Required to Perform Essential Job Functions

Data Utilization

- Requires the ability to perform mid to upper-level data analysis including the ability to coordinate, strategize, systemize and correlate, using discretion in determining time, place and/or sequence of operations within an organizational framework. Requires the ability to implement decisions based on such data, and overseeing the execution of these decisions.

Physical Requirements

- Ability to operate a variety of automated office machines including computers and peripheral equipment.

Mathematical Ability

- Ability to add, subtract, multiply, divide and calculate decimals and percentages.

Language Ability & Interpersonal Communication

- Ability to comprehend a variety of informational documents including labor relations forms, absent without leave summaries, grievances, transcripts of depositions, union contracts, budgets, witness statements, incident reports, log books, time sheets and other reports and records.

- Ability to comprehend a variety of reference books and manuals including personnel policy manuals, Family Medical Leave Act, Fair Labor Standards Act, American with Disabilities Act and the Ohio Revised Code.
- Ability to prepare correspondence, memos, grievance responses, edited collective bargaining agreements, reports, and other job related documents using prescribed format and conforming to all rules of punctuation, grammar, diction and style.
- Ability to engage in formal bargaining process, to convince and influence others, to record and deliver information, to explain procedures, to follow instructions.
- Ability to use and interpret labor law terminology and human resources language.
- Ability to communicate effectively with other human resource staff, supervisors, directors, attorneys, County Prosecutor, judges, union representatives, managers, other County employees, and the general public.

Environmental Adaptability

- Work is typically performed in an office environment.

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CUYAHOGA COUNTY CLASSIFICATION SPECIFICATION

Class Title:	HRIS Administrator	Class Number:	1053625
FLSA:	Exempt	Pay Grade:	13
Department:	Office of Human Resources, only		

Classification Function

The purpose of this classification is to manage the County's payroll function using the countywide human resources information system (HRIS) and to supervise payroll administrators, payroll officers, personnel technicians and other support staff. The classification also provides ongoing technical support, training, development, configuration, testing, and analysis of business needs for the HRIS Division for payroll, migrations of agencies onto the HRIS including benefits and other areas.

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.

- Manages the County's payroll function using the countywide human resources information system (HRIS) (e.g.- manages bi-weekly payroll administration for County employees; oversees the maintenance of time administration of the HRIS including salary schedules for all union and non-bargaining employees; coordinates and executes bi-weekly payroll file to the County Auditor for all Board of County Commissioners (BOCC) and HRIS pay warrant generation; coordinates pay increase notification letters; coordinates professional pay increase notifications; works with supervisor to coordinate and test HRIS updates; assesses and communicates HRIS performance; ensures accuracy of master payroll files for HRIS; ensures accuracy of payroll information including name and address changes, deductions and withholdings; validates payroll register and coordinates any revisions to the County Auditor's Office; advises staff on actions needed to produce desired changes; ensures accuracy of employees' accumulated leave balances such as sick leave and vacation leave and generates report of leave balances; coordinates distribution of pay warrants to; serves as liaison for Payroll and HRIS to other elected officials, governmental agencies and County departments; on call status for urgency of issue resolution).
- Supervises payroll administrators, payroll officers, personnel technicians and other support staff (e.g.- assigns and plans work; reviews work to ensure standards are met; responds to employee problems; monitor staff productively; prepares employee performance evaluations, as scheduled or required; recommends and administers disciplinary procedures; conducts staff meetings).
- Provides various HRIS support services (e.g.- troubleshoots system and payroll issues; provides maintenance and configuration changes, as needed; tests interfaces to County Auditor's payroll; develops and maintains system configuration, such as maintaining wage tables; serves in lead role in further development of HRIS and new applications; tests changes to system; creates and maintains procedural manuals, reports, graphs, charts to present programming, functionality and other information; develops and delivers end user training programs).
- Administers Timelink Time Clock System (e.g.- coordinates Timelink configuration; maintains work schedules; develops, maintains and changes system schema coding; administers and maintains for current and new end-users the Timelink Time Clock System; serves as liaison to Timelink Corporation; provides in-house maintenance user training).
- Serves in a lead role in migration of new end users onto the HRIS. Provides training and end user support. Analyzes business needs for possible configuration changes.
- Serves as functional lead on Employee Self Service project including paperless time sheets, paperless payroll, move from week in blind and analysis of all changes.

- Serves as functional lead on special projects including upgrade of system and applications. Maintains functional expertise and liaisons with programmers to ensure information system coding is conducive with functional needs.
- Serves as back-up to payroll staff and Systems Manager.

Minimum Training and Experience Required to Perform Essential Job Functions

Bachelor's degree in business administration or human resources with five years of human resources experience; or any equivalent combination of training and experience.

Additional Requirements

No special license or certification is required.

Minimum Physical and Mental Abilities Required to Perform Essential Job Functions**Physical Requirements**

- Ability to operate a variety of automated office machines including computer, printer, typewriter, fax machine, and calculator.

Supervisory Responsibilities

- Ability to 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.

Language Ability & Interpersonal Communication

- Ability to perform upper-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 personnel records, withholding forms, Public Employees Retirement System (PERS) forms, benefits forms, personnel action forms, payroll records, master time sheets, time sheets, employee leave forms, overtime forms, administrative leave forms and other reports and records.
- Ability to comprehend a variety of reference books and manuals including SAP Manuals, Benefits Manual, collective bargaining agreements, and personnel policy manuals.
- Ability to prepare time reports, transaction forms, deductions and other earnings forms, master payroll records, mainframe maintenance files, staff audits, functional specifications, scripts, special projects reports, transport forms, 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 use and interpret human resources and HRIS terminology and language.
- Ability to communicate with County Human Resource Director, department directors, personnel managers, supervisors, County Auditor's office, other County elected officials, other County employees, consultants, union leadership, bank associates, and insurance carriers.

Environmental Adaptability

- Work is typically performed 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

Class Title:	HRIS Administrator	Class Number:	1053625
FLSA:	Exempt	Pay Grade:	14B
Dept:	Human Resources, only		

Classification Function

The purpose of this classification is to manage the County's payroll function using the countywide human resources information system (HRIS) and the employee self service intranet interactive portal to the HRIS. This classification supervises payroll administrators, payroll officers, personnel technicians and other support staff. The classification also provides ongoing technical support, training, development, configuration, testing, and analysis of business needs for the HRIS Division for payroll and migrations of agencies onto the HRIS including benefits and other areas.

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% +/- 15%

• Manages the County's payroll function using the countywide human resources information system (HRIS); manages bi-weekly payroll administration for County employees; oversees the maintenance of time administration of the HRIS including salary schedules for all union and non-bargaining employees; coordinates and executes bi-weekly payroll file to the Fiscal Office for all County Council Departments and HRIS pay warrant generation; coordinates pay increase notification letters; coordinates progression pay increase notifications; coordinates and tests HRIS updates; assesses and communicates HRIS performance; ensures accuracy of master payroll files for HRIS; ensures accuracy of payroll information including name and address changes, deductions and withholdings; validates payroll register and coordinates any revisions to the Fiscal Office; advises staff on actions needed to produce desired changes; ensures accuracy of employees' accumulated leave balances such as sick leave and vacation leave and generates report of leave balances; coordinates distribution of pay warrants; serves as liaison to the Fiscal Office; creates various reports; on call status for urgency of issue resolution.
- 25% +/- 15%

• Creates validation rules for employee self service intranet interactive portal to the HRIS; creates schedules, holidays and calendars to allow employees time sheet submittals; monitors accuracy of time sheet submissions; serves as functional lead on issues.
- 10% +/- 5%

• Supervises payroll administrators, payroll officers, personnel technicians and other support staff; assigns and plans work; reviews work to ensure standards are met; responds to employee problems; monitor staff productively; prepares employee performance evaluations, as scheduled or required; recommends and administers disciplinary procedures; conducts staff meetings.
- 10% +/- 5%

• Provides various HRIS support services; troubleshoots system and payroll issues; provides maintenance and as needed configuration changes and testing to interfaces to Fiscal Office's payroll; develops and maintains system configuration, such as maintaining wage tables; serves in lead role in further development of HRIS and new applications; develops and delivers end user training programs.
- 10% +/- 5%

• Administers timekeeping system; coordinates timekeeping system maintains work schedules; develops, maintains and changes system schema coding; administers and maintains for current

HRIS System Administrator

1053625

and new end-users the timekeeping system; serves as liaison to the timekeeping system vendor; provides in-house maintenance user training.

- Serves in a lead role in migration of new end users onto the HRIS. Provides training and end user support; analyzes business needs for possible configuration changes. 10% +/- 5%
- Serves as functional lead on special projects including upgrade of system and applications. 3% +/- 5%
- Serves as back-up to payroll staff and Systems Manager. 2% +/- 5%

Minimum Training and Experience Required to Perform Essential Job Functions

Bachelor's degree in business administration or human resources with six (6) years of human resources experience; or any equivalent combination of training and experience.

Additional Requirements

No special license or certification is required.

Minimum Physical and Mental Abilities Required to Perform Essential Job Functions

Physical Requirements

- Ability to operate a variety of automated office machines including computer, printer, typewriter, fax machine, and calculator.

Supervisory Responsibilities

- Ability to 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.

Language Ability & Interpersonal Communication

- Ability to perform upper-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 personnel records, withholding forms, Public Employees Retirement System (PERS) forms, bargaining unit contracts, benefits forms, personnel action forms, payroll records, master time sheets, time sheets, employee leave forms, overtime forms, administrative leave forms and other reports and records.
- Ability to comprehend a variety of reference books and manuals including HRIS Manuals, Benefits Manual, collective bargaining agreements, Fiscal Office rules and regulations and personnel policy manuals.
- Ability to prepare time reports, transaction forms, deductions and other earnings forms, master payroll records, mainframe maintenance files, staff audits, functional specifications, scripts, special projects reports, validation rules, transport forms, 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 use and interpret human resources and HRIS terminology and language.
- Ability to communicate with County Human Resources Director, department directors, personnel managers, supervisors, Fiscal Office staff, other County elected officials, other County employees, consultants, union representatives, bank associates, and insurance carriers.

Environmental Adaptability

- Work is typically performed 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

Class Title:	Housing Manager	Class Number:	1021313
		Pay Grade:	15

Departments:	Development only
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Classification Function

The purpose of this classification is to manage the daily activities of County's Housing Program and supervise building rehabilitation and development staff.

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.

- Manages the daily activities of the County's Housing Program (e.g.- meets with director to coordinate and develop policies; develops housing programs which expand home-ownership opportunities, housing rehabilitation loans, weatherization program and other housing related initiatives).
- Supervises building rehabilitation and development staff (e.g.- assigns work and reviews completed work; provides job training and instruction; prepares employee performance evaluations, as scheduled or required; recommends and administers disciplinary procedures; recommends promotion; approves employee leave requests).
- Represents County at various meetings and conferences (e.g.- provides technical assistance and support to boards and commissions regarding housing issues; addresses audiences on fair housing issues; moderates discussions pertaining to fair housing; serves as panelist to discuss fair housing issues, represents fair housing and related interests at meetings).
- Performs administrative duties (e.g.- maintains records of various housing activities; prepares correspondence to communities, housing groups and other organizations; prepares and/or provides input on various reports).

Minimum Training and Experience Required to Perform Essential Job Functions

Master's degree in business or public administration with three years of urban development/housing experience; or any equivalent combination of training and experience.

Additional Requirements

No special license or certification is required.

Minimum Physical and Mental Abilities Required to Perform Essential Job Functions

Physical Requirements

- Ability to operate a variety of automated office machines including typewriter, adding machine, calculator and copier.

Exhibit H

Supervisory Responsibilities

- Ability to 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, calculate decimals and percentages and make use of the principles of descriptive statistics.

Language Ability & Interpersonal Communication

- Ability to comprehend a variety of informational documents including requests for reimbursement, requests for proposal (RFP), correspondence and other reports and records.
- Ability to comprehend a variety of reference books and manuals including housing program policy manuals, newspapers, law books, the Ohio Revised Code and Federal Register.
- Ability to prepare correspondence, RFP's, requests for grant applications, newspaper copies 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, to convince and influence others, to record and deliver information, to explain procedures, to follow instructions.
- Ability to use and interpret housing and legal terminology and language.
- Ability to communicate with director, supervisors, employees, source persons, clients, HUD personnel, Ohio Civil Rights Commission personnel, housing groups, landlords, tenants, municipalities elected, public officials, and the general public.

Environmental Adaptability

- Work is typically performed 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

Class Title:	Sewer Maintenance Superintendent	Class Number:	1042514
FLSA:	Exempt	Pay Grade:	15
Dept:	Department of Public Works		

Classification Function

The purpose of this classification is to manage and supervise the operations and personnel of the Sewer Maintenance Division of the Public Works Office; may provide administrative support to the Maintenance Administrator.

Distinguishing Characteristics

This is a management classification with responsibility for planning, directing and controlling the Sewer Maintenance section of the Public Works Office under general direction. This class requires the solution of operational, technical, administrative and management problems related to maintenance. The employee is expected meet, consult and collaborate with the Maintenance Administrator to discuss plans, projects, and objectives, and to present solutions to identified concerns. 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.

- 30% +/- 10%

• Manages the operations of the Sewer Maintenance division; establishes goals for production and project completion; oversees the maintenance of the County's sewer systems, plans and directs daily operations through subordinate supervisors; delegates authority for projects; coordinates work operations with administration, other departments, contractors and the public; governs labor costs and overtime hours for cost effectiveness; participates in matters of safety and security.
- 30% +/- 10%

• Supervises the assigned division; assigns and reviews work; recommends hiring, promotions, discharges, and disciplinary actions; documents misconduct; assesses staffing requirements; implements and encourages cross training and staff development; evaluates training needs and provides instruction; evaluates performance; establishes and promotes employee morale; participates on discipline committee; participates in resolving grievances; investigates all grievances within the department; confers with labor attorney on labor/trade, union issues; answers staff questions and provides information and conflict resolution as appropriate.
- 30% +/- 5%

• Develops and oversees procedures and practices; researches equipment and technology improvements and secures as available; evaluates, reviews and recommends budget disbursements for materials, parts, supplies, equipment and tools; reviews daily work distribution, reports, labor and materials costs and work done; approves payroll and all departmental purchases and establishes costs of work needed.

10% +/- 5%

- Reviews and responds to citizen requests and complaints; plans, coordinates and attends meetings with public officials, contractors, vendors, staff, department heads, and unions.

Minimum Training and Experience Required to Perform Essential Job Functions

Bachelor's degree in Civil Engineering or a related field with six (6) years of related experience including three (3) years of supervisory experience; or any combination of education and experience that provides equivalent knowledge, skills and abilities.

Additional Requirements

Ohio Class II Wastewater Collections License and CPR may be 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 a two way radio.

Supervisory Responsibilities

- Ability to 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 understand and apply high school algebra, geometry, calculus and 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 overtime reports, labor reports, time sheets, activity sheets, fuel reports, dispatch call logs, work orders, employee grievances, job descriptions, quotes from contractors plans, maps, certifications, and reports.

Sewer Maintenance Superintendent

- Ability to comprehend a variety of reference books and manuals including departmental and County personnel policy manual, Ohio Revised Code, reference manuals, union contracts, specifications, standards, guidelines, and codes.
- Ability to prepare timesheets, billable hours reports, performance appraisals, correspondence, agreements, contracts, work order sheets, schedules, budgets, grievance response, injury accident reports, memos 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 maintenance, legal, human resource terminology and language.
- Ability to communicate with staff, directors of other sections, homeowners, contractors, vendors, public officials, consultants, departmental employees, and administrators.

Environmental Adaptability

- Work is typically performed in an office environment and in the field.

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

Class Title:	Senior Nurse Supervisor	Class Number:	1054114
		Pay Grade:	12

Departments:	Human Services
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Classification Function

The purpose of this classification is to assist the Nursing Director supervise Nursing Supervisors and coordinate the PASSPORT and home care skilled services programs.

Essential Duties and Responsibilities

The following duties are normal for this position. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

- Assists Nursing Director supervise Nursing Supervisors (e.g.- assists establishing work assignments and schedules; interviews and recommends candidates for employment; delegates certain responsibilities to staff members and ensures that they are completed; recommends disciplinary action, when necessary).
- Coordinates nursing activity within the PASSPORT and home care skilled services programs (e.g. - assesses, designs, implements and evaluates new PASSPORT referral care plans; monitors direct patient care and health status; monitors in-home clinical assessments; identifies appropriate level of care following directions in the clients plan of care; ensures the appropriate documentation of information in all medical, client, and supervisory records; monitors and evaluates performance of Home Health Aides).
- Develops and coordinates in-service training programs and independent study topics (e.g.- develops course curriculum; evaluates and modifies curriculum; supervises nurse trainers; ensures training compliance with all regulatory requirements; conducts training programs; assists orienting new employees; maintains training records; develops and responds to Requests for Proposals and funding grants).
- Oversee special assignments as assigned by Nursing Director.
- Assists with developing and monitoring quality assurance programs and compliance with program specifications.
- Performs administrative duties (e.g.- monitors compliance and maintenance of records and forms in a timely manner; attends interagency and community meetings).

Minimum Training and Experience Required to Perform Essential Job Functions

Must be licensed as a registered nurse by the Ohio Board of Nursing. Five years of nursing experience including two years in a supervisory capacity.

Additional Requirements

Biennial renewal of license required.

Exhibit J

Minimum Physical and Mental Abilities Required to Perform Essential Job Functions**Physical Requirements**

- Ability to operate a variety of automated office machines including computer, fax, copier, typewriter, etc.
- Ability to use and operate a variety of nursing and medical equipment and tools including stethoscope, intravenous pumps, sphygmomanometer, etc.

Supervisory Responsibilities

- Ability to assign, review, plan and coordinate the work of other employees.
- Ability to provide instruction to other employees.
- Ability to recommend the discipline or discharge of other employees.
- Ability to recommend the selection, transfer, or promotion of other employees.

Mathematical Ability

- Ability to add, subtract, multiply, divide and calculate decimals and percentages.

Language Ability & Interpersonal Communication

- Ability to comprehend a variety of informational documents including drug orders, laboratory reports, client records, and other reports and records.
- Ability to comprehend a variety of reference books and manuals including medical books and desk references, lab referral reference and policies and procedures manuals.
- Ability to prepare training programs, quality assurance reports; nursing program reports, employee's investigative reports, evaluations, schedules, and other job related documents using prescribed format and conforming to all rules of punctuation, grammar, diction and style.
- Ability to convince and influence others, to record and deliver information, to explain procedures, maintain confidentiality of restricted information, and to follow instructions.
- Ability to use and interpret medical and counseling terminology and language.
- Ability to communicate effectively with physicians, clients, families, community groups, staff, other County employees and the general public.

Environmental Adaptability

- Work is typically performed in a health care facility.

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

Class Title:	Senior Nurse Supervisor	Class Number:	1054114
FLSA:	Exempt	Pay Grade:	12
Dept:	Human Services & Sheriff's Department		

Classification Function

The purpose of this classification is to assist the Nursing Director supervise Nursing Supervisors and coordinate the PASSPORT and home care skilled services programs.

Or

To assist the Nursing Director at the Corrections Facility supervise medical staff on the evening shift and assist coordinate training programs and special assignments.

Distinguishing Characteristics

This is a supervisory class responsible for coordinating and supervising care giving or delivery of medical services. The class works under direction and the incumbents are expected to exercise discretion in applying policies and procedures to situations and in resolving day-to-day issues. Employees are expected 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.

- 45% +/- 10%
- Assists Nursing Director supervise Nursing Supervisors; assists establishing work assignments and schedules; interviews and recommends candidates for employment; delegates certain responsibilities to staff members and ensures that they are completed; recommends disciplinary action, when necessary.

- 25% +/- 10%
- Coordinates nursing activity within the PASSPORT and home care skilled services programs; assesses, designs, implements and evaluates new PASSPORT referral care plans; monitors direct patient care and health status; monitors in-home clinical assessments; identifies appropriate level of care following directions in the clients plan of care; ensures the appropriate documentation of information in all medical, client, and supervisory records; monitors and evaluates performance of Home Health Aides.

- Or

- 45% +/- 10%
- Assists Nursing Director supervise medical staff on the evening shift; establishes work assignments and schedules; interviews and recommends candidates for employment; delegates certain responsibilities to staff members and ensures that they are completed; recommends disciplinary action, when necessary; monitors and evaluates employee performance.

- 25% +/- 5%
- Coordinates medical activity within the Inmate Services unit on the evening shift; monitors direct patient care; delegates certain responsibilities to staff members and ensures that activities are completed; assists in meeting the National Commission on Correctional Health Care standards for quality care.

15% +/- 5%

- Develops and coordinates in-service training programs and independent study topics; develops course curriculum; evaluates and modifies curriculum; supervises nurse trainers; ensures training compliance with all regulatory requirements; conducts training programs; assists orienting new employees; maintains training records; develops and responds to Requests for Proposals and funding grants.

15% +/- 5%

- Assists with developing and monitoring quality assurance programs and compliance with program specifications; performs administrative duties; monitors compliance and maintenance of records and forms in a timely manner; attends interagency and community meetings.

Minimum Training and Experience Required to Perform Essential Job Functions

Must be licensed as a registered nurse by the Ohio Board of Nursing. Five years of nursing experience including two years in a supervisory capacity.

Additional Requirements

Biennial renewal of license required.

Minimum Physical and Mental Abilities Required to Perform Essential Job Functions

Physical Requirements

- Ability to operate a variety of automated office machines including computer, fax, copier, typewriter, etc.
- Ability to use and operate a variety of nursing and medical equipment and tools including stethoscope, intravenous pumps, sphygmomanometer, etc.

Supervisory Responsibilities

- Ability to assign, review, plan and coordinate the work of other employees.
- Ability to provide instruction to other employees.
- Ability to recommend the discipline or discharge of other employees.
- Ability to recommend the selection, transfer, or promotion of other employees.

Mathematical Ability

- Ability to add, subtract, multiply, divide and calculate decimals and percentages.

Language Ability & Interpersonal Communication

- Requires the ability to perform mid-level data analysis including the ability to evaluate, coordinate, strategize, systemize and correlate, using discretion in determining time, place and/or sequence of operations within an organizational framework. Requires the ability to implement decisions based on such data, and overseeing the execution of these decisions.

Senior Nurse Supervisor

- Ability to comprehend a variety of informational documents including drug orders, laboratory reports, client records, medical charts, nursing assignments, and other reports and records.
- Ability to comprehend a variety of reference books and manuals including medical books and desk references, lab referral reference and policies and procedures manuals.
- Ability to prepare training programs, quality assurance reports; nursing program reports, employee's investigative reports, evaluations, schedules, and other job related documents using prescribed format and conforming to all rules of punctuation, grammar, diction and style.
- Ability to supervise, convince and influence others, to record and deliver information, to explain procedures, maintain confidentiality of restricted information, and to follow instructions.
- Ability to use and interpret medical and counseling terminology and language.
- Ability to communicate effectively with physicians, clients, families, community groups, inmates, medical staff, law enforcement staff, staff, other County employees and the general public.

Environmental Adaptability

- Work is typically performed in a health care facility or a corrections facility.

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

Class Title:	Sewer Maintenance Manager	Class Number:	1043123
		Pay Grade:	13

Departments:	Sanitary Engineer, only
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Classification Function

The purpose of this classification is to manage sewer maintenance schedules, budgets and programs and to supervise sewer maintenance supervisors.

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.

- Manages sewer maintenance schedules, budgets and programs (e.g. - develops and modifies programs, policies and procedures; administers and monitors the division's budget; approves equipment and supply expenditures; establishes production goals; maintains inventory control system; maintains contact with public officials, service directors and other agencies; completes required reports).
- Supervises sewer maintenance supervisors (e.g. - supervises and instructs subordinate personnel; recommends employee selection, transfer, promotion, and discipline; delegates authority and responsibility to subordinates; determines work schedules; investigates and resolves employee problems; prepares and reviews performance evaluations; ensures training requirements are met)
- Oversees sewer maintenance activities (e.g. - coordinates, directs, and monitors sewer maintenance activities; develops and coordinates capital repair projects; schedules repair assignments; inspects job sites; responds to telephone and written inquiries and complaints)

Minimum Training and Experience Required to Perform Essential Job Functions

Vocational/technical training in sanitation with six years of sewer maintenance including three years in a supervisory capacity, or any equivalent combination of training and experience.

Additional Requirements

Requires the minimum of an Ohio Class II Wastewater Operators License

Minimum Physical and Mental Abilities Required to Perform Essential Job Functions

Physical Requirements

- Ability to operate a variety of equipment and tools such as a personal computer, fax machine, blue print copier, and telephone
- Ability to perform on-site inspections.
- Ability to discriminate between colors and odors.

Supervisory Responsibilities

- Ability to assign, review, plan and coordinate the work of other employees
- Ability to provide instruction to other employees
- Ability to recommend the discipline or discharge of other employees
- Ability to recommend the transfer, promotion or salary increase of other employees.

Mathematical Ability

- Ability to add, subtract, multiply, divide, calculate decimals and percentages, interpret basic descriptive statistical reports, apply algebraic equations.

Language Ability & Interpersonal Communication

- Ability to comprehend a variety of informational documents including reports such as budget and production reports, time sheets, job applications, specifications, maps, blue prints, memorandum, letters, and other reports and records.
- Ability to comprehend a variety of reference books and manuals including maps, blue prints, safety manuals, equipment books, materials texts, product journals, and management, operation, and personnel policy manuals.
- Ability to prepare reports such as maintenance, production goal, and annual reports, letters, job and budget requests, memorandum, performance evaluations, specifications, and other job related documents using prescribed format and conforming to all rules of punctuation, grammar, diction and style.
- Ability to manage people and programs, to supervise and counsel employees, to convince and influence others, to record and deliver information, to explain procedures, to follow instructions.
- Ability to communicate with supervisors, field crew, mechanics, engineers, County and city employees.

Environmental Adaptability

- Work is typically performed in an office environment. Must be able to respond to routine and emergency field conditions.

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

Class Title:	MST Therapist	Class Number:	1056271
		Pay Grade:	9

Departments:	Justice Affairs, only
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Classification Function

The purpose of this classification is to conduct Multisystemic Therapy with youth and their families in the home and community environment.

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.

- Conducts Multisystemic Therapy (MST) with youth and their families in the home and community environment (e.g.- conducts MST assessments; reviews referral information; identifies and engages key participants; identifies systemic strengths and weaknesses; develops an analysis of the fit of problem behaviors within the ecological context; provides direct clinical treatment using methods compatible with MST principles and practices).
- Engages primary caregiver and other key participants in active change-oriented treatment by identifying and overcoming barriers to engagement.
- Implements a problem conceptualization, treatment planning, intervention implementation, outcome review, and strategy revision procedure using the MST analytic process.
- Maintains clear and concise documentation of treatment efforts that promote peer and supervisory review and feedback, and that demonstrates compliance with the MST principles and the MST analytic process (e.g.- prepares and compiles social histories, summaries, court documents and referrals; prepares progress notes; completes forms and writes reports as required by law or executive order; prepares treatment plans and evaluations, prepares correspondence to families, courts, state and community agencies).
- Collaborates with all relevant systems and key participants within each system to ensure their buy-in and cooperation throughout MST treatment.
- Participates in all MST supervision and consultation activities; participates in all MST training; participates in all on-call rotation requiring 24/7 on-call duties.

Minimum Training and Experience Required to Perform Essential Job Functions

Bachelor's degree in social work or counseling with three years of counseling experience; or any equivalent combination of training and experience.

Additional Requirements

Must hold License of Social Worker (LSW) or License of Professional Counselor (LPC) in the State of Ohio.

Exhibit L

Minimum Physical and Mental Abilities Required to Perform Essential Job Functions**Physical Requirements**

- Ability to operate a variety of automated office machines including personal computer, telephone, calculator, copier and typewriter.

Mathematical Ability

- Ability to add, subtract, multiply, divide and calculate decimals and percentages.

Language Ability & Interpersonal Communication

- Ability to comprehend a variety of informational documents including referral forms, court summary and records, pre-sentence investigation reports, psychological assessment and evaluation reports, chemical dependency screening documents, case plans, treatment program discharge summaries, employment forms, medical reports, school reports, correspondence and other reports and records.
- Ability to comprehend a variety of reference books and manuals including MST Manual, MST organizational Manual, log books, diagnostic manuals, psychological assessment manuals, personnel policy manuals, and the Ohio Revised Code.
- Ability to prepare consultation paperwork, supervision paperwork, progress notes, progress reports, assessments, treatment plans, case management plans, referral forms, discharge reports, correspondence and other job related documents using prescribed format and conforming to all rules of punctuation, grammar, diction and style.
- Ability to counsel others, to convince and influence others, to record and deliver information, to explain procedures and to follow instructions.
- Ability to use and interpret counseling, medical and legal terminology and language.
- Ability to communicate with clients, teachers, judges, probation and parole officers, attorneys, MST consultant, administrators, outside treatment centers, other social service agencies and the general public.

Environmental Adaptability

- Work is typically performed with youth and their families in the home and community 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

Class Title:	Project Inspector Supervisor	Class Number:	1062211
		Pay Grade	10

Departments:	Central Services, only
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Classification Function

The purpose of this classification is to supervise lower level project inspectors and to develop a project inspection program to enforce specification details, rules and regulations.

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 lower-level project inspection personnel and develops project inspection program (e.g. - distributes inspection duties among inspectors for constructions; reviews plans in coordination with engineers and analyzes with inspectors; assigns and schedules employees and equipment to reach goals; evaluates program and provides suggestions for improvement; monitors production level by reviewing reports and recording on sewer maps and makes adjustments, accordingly; makes on-site visits to ensure proper building and for problem solving).
- Performs administrative duties (e.g. - completes daily log, time sheets, monthly reports, leave requests, and construction job descriptions, etc.; meets with and solves problems with engineers from other jurisdictions, building commissioners, service directors and contractors, etc.; orders needed equipment; schedules equipment and safety equipment maintenance and repair).

Minimum Training and Experience Required to Perform Essential Job Functions

Vocational/technical training in inspection techniques with three years of project inspection experience; or any equivalent combination of training and experience.

Additional Requirements

No special license or certification 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, adding machine, calculator.

Supervisory Responsibilities

- Ability to assign, review, plan and coordinate the work of other employees.
- Ability to provide instruction to other employees.
- Ability to recommend the discipline or discharge of other employees.
- Ability to recommend the transfer, promotion or salary increase of other employees.

Mathematical Ability

- Ability to add, subtract, multiply, divide, calculate decimals and percentages, makes use of the principles of algebra, geometry, trigonometry, and descriptive statistics.

Language Ability & Interpersonal Communication

- Ability to comprehend a variety of informational documents including daily maintenance reports, attendance records, department directives, time sheets, billing invoices, daily logs, inventory records, personnel forms, evaluation forms, and other reports and records.
- Ability to comprehend a variety of reference books and manuals including blueprints, maps, personnel policy manuals, safety manuals, and construction manuals.
- Ability to prepare discipline forms, requests for service, payroll sheets, annual projections, daily maintenance reports, attendance records, time sheets, billing invoices, daily logs, inventory records, personnel forms, evaluation forms, 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, to convince and influence others, to record and deliver information, to explain procedures, and to follow instructions.
- Ability to use and interpret engineering, mechanical and electrical terminology and language.
- Ability to communicate effectively with subordinates, directors/managers/supervisors, other County employees, City officials, contractors, building commissioners, consultants, engineers, and the general public.

Environmental Adaptability

- Work is typically performed outdoors in varying weather conditions.
- Some work performed 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

Class Title:	Animal Adoptions Coordinator	Class Number:	1022401
FLSA:	Non-Exempt	Pay Grade:	4
Department:	Public Works		

Classification Function

The primary purpose of this classification is to assist customers to adopt appropriate dogs and to increase the adoptability of dogs.

Distinguishing Characteristics

This is a journey level clerical classification that assists customers adopt dogs and enhances the adoptability of dogs. This classification works under a framework of well-defined procedures. This class requires a limited exercise of judgment and consults with a supervisor as new or unusual situations arise. This class is distinguished from the Kennel Operations Supervisor that oversees the work of this class and requires a higher level of education and experience.

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% +/- 15%
- Assists with various parts of the adoption process including adoption screening, adoption counseling, and education.

- 30% +/- 10%
- Evaluates dog for adoption and rehabilitation including categorizing into adoption counseling aides; assists in updating dog information and works with obedience and behavioral evaluation and training.

- 20% +/- 5%
- Provides pre and post adoption support services with regard to behavior and training; receives and places telephone calls concerning adoptable dogs, lost and found dogs, rabies and license information and adoption proceedings.

- 10% +/- 5%
- Assists individuals looking for lost dogs by providing information and taking individuals through locked area; develops and implements behavioral enrichment and rehabilitation programs for dogs in the shelter.

Minimum Training and Experience Required to Perform Essential Job Functions

High School diploma or GED with three (3) years of customer service or related experience; or any equivalent combination of training and experience.

Additional Requirements

No special license or certification is 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.

Mathematical Ability

- Ability to add, subtract, multiply, divide and calculate decimals and percentages.

Language Ability & Interpersonal Communication

- Requires the ability to perform basic level of data analysis including the ability to review, classify, categorize, prioritize, and/or analyze data and/or information. Ability to exercise 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 informational documents including dog records, transfer sheets, and impound sheets.
- Ability to comprehend a variety of reference books and manuals including union contract, County policy and procedures, dog encyclopedia, and behavior and assessment evaluations.
- Ability to prepare cage cards and notes on dog's record.
- Ability to apply principles of persuasion and/or influence over others in coordinating activities of a project, program, or designated area of responsibility.
- Ability to utilize a wide variety of reference, descriptive, and/or advisory data and information.
- Ability to communicate with supervisors, other County employees and the general public.

Environmental Adaptability

- Work is typically performed 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

Class Title:	Business Infrastructure Analyst	Class Number:	1053201
FLSA:	Exempt	Pay Grade:	13B
Dept:	Information Technology Department		

Classification Function

The purpose of the classification is to research, identify, manage and coordinate methods for enhancing County business efficiency through information and technology.

Distinguishing Characteristics

This is a professional, journey level classification that receives direction from a unit manager. The employee in this classification combines technical and organizational duties to establish information systems and project management support for County departments' functions.

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%
- Plans, directs and manages the activities and operations for new project development; consults with County departments regarding technical equipment and service requirements; reviews and analyzes departmental functions, information requirements, existing systems, methods and procedures to determine information service needs; defines work to be accomplished; researches and recommends design alternatives; prepares systems assessment reports and feasibility, requirement, and impact studies; evaluates business decisions for compatibility with current information technology structure and architecture; develops requests for proposal and bid specifications for consultant services; develops data models, workflow charts and data flow diagrams; adheres to project timelines; communicates with customers on project status.
- 30% +/- 10%
- Provides technology support to County departments; provides input and recommendations for the customers' annual budgets related to technology needs; collaborates with customers to plan for future technology needs; prepares reports related to department achievements; coordinates projects with staff from other departments; assists customers with contract preparation and negotiation.
- 20% +/- 10%
- Develops and maintains effective working relationships with a variety of individuals within and outside the Department including department managers, coworkers, vendors, customers, and elected officials; attends and participates in professional group meetings, committees, staff meetings, seminars, and conferences; stays abreast of new trends and innovations in the field of computer technology; represents the unit on planning committees.
- 10% +/- 5%
- Keeps track of projects and chargebacks

Minimum Training and Experience Required to Perform Essential Job Functions

Bachelor's degree in business administration, computer science or a related field and five (5) years experience in information technology project management; or an equivalent combination of education and experience..

Additional Requirements

Working knowledge of the infrastructure technology in use at the County.

Minimum Physical and Mental Abilities Required to Perform Essential Job Functions

Data Utilization

- Requires the ability to perform mid-level data analysis including the ability to evaluate, audit, deduce, assess, conclude and appraise. Requires discretion in determining and referencing such to established criteria to define consequences and develop alternatives.

Physical Requirements

- Ability to operate a variety of automated office machines including computers and peripheral equipment.

Supervisory Responsibilities

- No supervisory responsibilities

Mathematical Ability

- Ability to add, subtract, multiply, divide and calculate decimals and percentages; the ability to use descriptive statistics; the ability to utilize statistical inference.

Language Ability & Interpersonal Communication

- Ability to comprehend a variety of informational documents including customer service requests, contracts, statement of work, spreadsheets, project documentation, flow chart diagrams, architectural drawings, and network diagrams.
- Ability to comprehend a variety of reference materials and manuals including policy manuals, contracts, training manuals, requests for proposal, project statement of work, project schedule, action item logs, and project budgets.
- Ability to prepare status reports, project charter, scope of work, procedures, change request forms, change logs, work plans, project schedules, budgets, plans, reports, diagrams, manuals, lists, and other job related documents using prescribed format and conforming to all rules of punctuation, grammar, diction and style.
- Ability to represent the department, 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 and to communicate with outside agencies, departmental employees, trainees, clients, consultants, sales representatives, attorneys, and law enforcement personnel.
- Ability to use and interpret contract, legal, accounting and network terminology and language.

Environmental Adaptability

Business Infrastructure Analyst

- Work is typically performed 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

Class Title:	Community Development Officer	Class Number:	1055241
FLSA:	Exempt	Pay Grade:	14
Dept:	Development, only		

Classification Function

The purpose of this classification is to implement major community development programs, including targeted infrastructure grants to cities, targeted façade repair rebates to private building owners, pass-through bond financing to profit and non-profit entities and direct loans of special County revenues to large scale downtown development projects.

Distinguishing Characteristics

This is a professional, program coordinator classification with responsibility for planning, directing and controlling a division of the Development Administrator Department responsible for either economic development, community development, or regulation and compliance. This class works under administrative direction from the Development Administrator, and work requires the analysis and solution of operational, technical and administrative problems related to community development or compliance and regulation. The incumbent exercises discretion in applying policies and procedures to resolve programmatic 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.

- 25% +/- 10%
- Manages the County's community development programs; meets with Director, Deputy Director and/or Program Administrator to coordinate and develop program goals, operations, direction, activities and policies; manages municipal and storefront programs and activities; researches, analyzes, and evaluates existing operations, systems, policies and procedures to identify areas for improvement and enhancement; develops program schedules and expected outcomes; develops new or revises programs and procedures.
- 25% +/- 10%
- Manages and administers a departmental division including economic development, community development or regulation and compliance; responsible for economic and community development opportunities; manages projects and programs including research, design and development, and reporting; analyzes financial aspects of projects, underwrites and determines collateral value; forecasts resource requirements and monitors usage and compliance of various funding streams; manages and monitors existing projects, related portfolios and compliance; manages deal structuring, negotiations and closing; administers development financing programs; monitors regulatory compliance; coordinates actions with issuance of bonds, bond counsel and related impacts of using bonds as a funding source in project planning; meets with director to coordinate and develop division goals, direction, activities and policies.
- 20% +/- 10%
- Analyzes and evaluates existing operations, systems, policies and procedures; develops systems, operations, options and alternatives; determines impact of changes.
- 10% +/- 5%
- Supervises subordinate staff; assigns work and reviews completed work; provides job training and instruction; evaluates employee performance; recommends selection, promotion, and discipline;

reviews and approves employee leave requests; supervises all staff in absence of the Department Director.

10% +/- 5%

- Represents County at various meetings and conferences; provides technical assistance and support to boards and commissions regarding community and economic development issues; attends meetings and seminars to make presentations regarding community and economic development programs.

10% +/- 5%

- Performs related administrative duties; prepares legislation for County Council and committees; prepares correspondence to communities, businesses and other organizations regarding community and economic development issues; prepares reports, grant proposals and applications; and/or provides input on various reports for local, state and federal program requirements; maintains necessary files and records.

Minimum Training and Experience Required to Perform Essential Job Functions

Master's degree in business administration, finance or a related field with three (3) years of experience with community development programs; or any equivalent combination of training and experience.

Additional Requirements

No special license or certification is 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

- Ability to 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, subtracts, multiply, divide and calculate decimals and percentages; to use 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 budgets, contracts, resolutions, funding applications, financial statements, financial projections, appraisals, loan documents, invoices, correspondence and other reports and records.
- Ability to comprehend a variety of reference books and manuals including financial analysis handbooks, accounting principles, neighborhood stabilization programs, bond programs, Tax Exempt Bonds, CDBG regulations, the Ohio Revised Code and the Federal Register.
- Ability to prepare budgets, contracts, financial loan analysis, annual loan summary, payment reuests, compliance reports, legislation, performance evaluations, correspondence, project descriptions and other 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 legal, accounting, financial analysis and marketing terminology and language.
- Ability to communicate with staff, administrator, Deputy Chief, Director, elected officials, municipal employees, attorneys, real estate brokers, develpers, planner, and the general public.

Environmental Adaptability

- Work is typically performed 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

Class Title:	Dockworker	Class Number:	1012121
FLSA:	Non-Exempt	Pay Grade:	2
Department:	Sheriff's Department, only		

Classification Function

The purpose of this classification is to unload all food and inventory supplies for the Jail and keep accurate records of all received items.

Distinguishing Characteristics

This is an entry/journey level classification. Employees in this class initially receive immediate supervision, progressing to general supervision as the incumbents become able to work independently to perform the full range of duties associated with this class. Assignments are limited in scope, contain fairly routine tasks, and are performed within a procedural 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.

- Unloads all food and inventory supplies for the Jail; operates fork lift to unload food and inventory supplies; operates manual and electric pallet jacks to distribute pallets to proper areas; unloads, stacks and organizes food and inventory items by hand; delivers inventory, medical, clerical and secretarial supplies; oversees inmates working in the stockroom. 70% +/- 20%
- Keeps accurate records of all received items; receives copies of purchase orders in order to confirm ordered quantity and accuracy of product; enters receipt information into purchasing system; determines condition of received goods; files all receipts from distributors. 20% +/- 10%
- Performs miscellaneous tasks related to storeroom activities; coordinates the pick-up of used pallets and receipt of payment; sweeps, cleans and removes trash; uses garbage lift to empty trash dumpster. 10% +/- 2%

Minimum Training and Experience Required to Perform Essential Job Functions

High school diploma or equivalent and one (1) year of warehouse experience, or any equivalent combination of training and experience.

Additional Requirements

Must be capable of obtaining a valid Ohio driver's license.

Tow Motor Operator Certification Preferred.

Minimum Physical and Mental Abilities Required to Perform Essential Job Functions

Physical Requirements

- Ability to operate forklift, manual and electric pallet jacks and garbage lift.
- Ability to perform Essential Functions that include lifting, pushing, pulling, bending and climbing.

- Ability to operate a variety of automated office machines.

Mathematical Ability

- Ability to add, subtract, multiply and divide.

Language Ability & Interpersonal Communication

- Ability to comprehend a variety of informational documents including memos, purchase orders, bills of lading, packing slips and other reports and records.
- Ability to comprehend a variety of reference books and manuals including supply order manuals.
- Ability to prepare tracker sheet of food items, memos, and other job related documents using prescribed format and conforming to all rules of punctuation, grammar, diction and style.
- Ability to explain procedures and to follow instructions.
- Ability to use and interpret purchasing terminology and language.
- Ability to communicate effectively with supervisors, coworkers, vendors, and the general public.

Environmental Adaptability

- Work is typically performed in a warehouse and 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

Class Title:	Senior Building Rehabilitation Specialist	Class Number:	1021312
FLSA:	Non-Exempt	Pay Grade:	7
Department:	Development Department, only		

Classification Function

The purpose of this classification is to assist low income homeowners and owners of rental units occupied by low income tenants to repair and rehabilitate their homes by offering assistance with loan and grant programs. The classification oversees home repair and rehabilitation projects under a framework of well-defined policies, procedures, regulations and guidelines, and functions as a liaison with contractors, homeowners, rental property owners, and local municipal building departments.

Distinguishing Characteristics

This is a technical classification with responsibility for identifying and coordinating home repairs and rehabilitation. This classification works under a framework of well-defined procedures and regulations. Exercise of judgment is required on details of work and making work specifications. Significant interaction is required with contractors, homeowners, rental property owners, and local community officials. This class consults with a supervisor as new or unusual situations arise.

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.

- 20% +/- 10%
- Writes specifications for home repairs and rehabilitation and prepares bid packages; coordinates bid packages for multiple contractors; assists property owners and contractors with questions; receives contractors' bids and reviews for completeness; presents bids to homeowner for approval and contractor selection; prepares contracts between property owners and contractors.
- 15% +/- 5%
- Inspects existing structures to identify repairs and rehabilitation required by codes and other health and safety standards; acts as the property owner's advocate throughout bidding and construction.
- 20% +/- 10%
- Prepares all necessary documentation for loan or grant allocations; issues proceed orders to contractors; coordinates with contractors and property owner to assure work starts and continues through completion in a timely manner; inspects work for contract compliance; prepares contract change orders; conducts final inspection; prepares voucher package for payment.
- 15% +/- 5%
- Provides training on inspection standards and computer specification writing system operation to County employees and staff of cooperating outside agencies; assists supervisor with daily activities.
- 10% +/- 5%
- Maintains inspection records and prepares reports for use by administration authorities; prepares bi-weekly field service reports and other reports as required.

Senior Building Rehabilitation Specialist

10% +/- 5%

- Maintains a computerized specification writing system with assistance from its vendor and County Information Technology staff; designs and maintains managerial and financial reports using this computerized system.

10% +/- 5%

- Conducts quality checks on department records; prepares reports for funders; promotes County programs.

Minimum Training and Experience Required to Perform Essential Job Functions

Technical training in construction management and five (5) years of inspection experience; or any equivalent combination of training and experience.

Additional Requirements

Valid, non-suspended, Ohio driver license, proof of automobile insurance, and a reliable vehicle.

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 operate a motor vehicle.
- Ability to climb stairs and access basements, crawl spaces, attics and foundations.

Mathematical Ability

- Ability to add, subtract, multiply, divide, calculate decimals and percentages, and utilize basic principles of algebra and geometry.

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 bid documents, City permits, contractor registration, lead risk assessment, proceed orders and contractor activity reports.
- Ability to comprehend a variety of reference books and manuals including HOME guidelines, building codes, HUD lead rules and other inspection guidelines.
- Ability to prepare inspection reports, homeowner permission forms, cost estimate reports, lead service requests, bid documents, specifications, change orders and other job related documents using prescribed format and conforming to all rules of punctuation, grammar, diction and style.
- Ability to convince and influence others, to record and deliver information, to explain procedures, to follow instructions, and to write business letters using correct grammar, spelling, and punctuation.

Senior Building Rehabilitation Specialist

- Ability to use and interpret building construction, engineering and accounting terminology and language.
- Ability to communicate with contractors, property owners, immediate supervisor, City building officials, other County employees, government agency representatives and field representatives.

Environmental Adaptability

- Work is typically performed outdoors in varying weather conditions.

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

Class Title:	Senior Employee Benefits Coordinator	Class Number:	1053662
FLSA:	Exempt	Pay Grade:	9
Dept:	Human Resources, only		

Classification Function

The purpose of this classification is to facilitate the configuration of benefits for County employees and regionalized entities. This classification assists with open enrollment and ensures that employee benefits concerns are addressed.

Distinguishing Characteristics

This is a journey-level classification that works under general supervision and is responsible for ensuring accuracy of employee benefits within the HRIS. The employee works under a framework of well established policies and procedures. The incumbent identifies benefits discrepancies for medical insurance providers. This class requires a higher level of experience than the entry level Employee Benefits Coordinator class and is responsible for preparing various departmental reports.

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% +/- 15%
- Updates employee benefits information to carriers; addresses discrepancy reports for medical providers; prepares queries; addresses TSO report issues; updates Ceridian/COBRA participants; calculates retroactivity.
- 15% +/- 5%
- Receives and responds to numerous emails regarding employee benefits issues; responds to numerous voice mails regarding employee benefits issues;
- 10% +/- 5%
- Prepares various reports including the Flexible Spending Account Report and the COBRA Report.
- 10% +/- 5%
- Configures in HRIS and other systems all new regional entities joining County benefit plans; configures in HRIS and other systems all new medical, supplemental and life insurance plans.
- 10% +/- 10%
- Configures and conducts Open Enrollment for County employees and all regionalized entities; configures and conducts Open Enrollment for transitioning unions.
- 10% +/- 5%
- Writes and reviews HRIS scripts; writes and reviews HRIS design specifications; conducts HRIS integration testing; updates HRIS for County employees; performs various administrative support tasks.

Minimum Training and Experience Required to Perform Essential Job Functions

Bachelor's degree in human resources, business administration or related field with three (3) years of benefits experience; or any equivalent combination of training and experience which provides equivalent knowledge, skills, and abilities.

Exhibit S

Additional Requirements

No special license or certification is required.

Minimum Physical and Mental Abilities Required to Perform Essential Job Functions

Physical Requirements

- Ability to operate a variety of office equipment including personal computers and peripheral equipment.

Supervisory Responsibilities

- Ability to review and coordinate the work of other employees and to maintain standards.
- Ability to provide instruction to other employees.

Mathematical Ability

- Ability to add, subtract, multiply, divide and calculate decimals and percentages.

Language Ability & Interpersonal Communication

- Requires the ability to perform mid-level data analysis including the ability to audit, evaluate, 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 medical carrier discrepancy reports, benefit deduction reports, employee benefit update documents and benefits records.
- Ability to comprehend a variety of reference books and manuals including Benefits Manual, functional design specifications, HRIS configuration manual, medical provider manuals and County policies and procedures.
- Ability to prepare COBRA Report, Flexible Spending Account Report, queries and other job related documents using prescribed format and conforming to all rules of punctuation, grammar, diction and style.
- Ability to 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 benefits and general medical terminology and language.
- Ability to communicate with co-workers, supervisor, staff, medical insurance providers, other County employees

Environmental Adaptability

- Work is typically performed 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.



Kathleen K. Walsh, Commissioner
 Thomas L. Colaluca, Commissioner
 Robert M. Wolff, Commissioner

**CUYAHOGA COUNTY
 PERSONNEL REVIEW COMMISSION
 MEMORANDUM**

DATE: November 20, 2014

TO: Cuyahoga County Council President C. Ellen Connally
 Yvonne Conwell, Chairwoman, Human Resources, Appointments & Equity
 Committee

FROM: Chairwoman Kathleen Walsh, *Kathleen Walsh*
 Cuyahoga County Personnel Review Commission

RE: Recommending modifications to Class Plan

Please be advised that on November 5, 2014, the Personnel Review Commission considered and approved recommending several modifications to the County's classification plan, including recommendations for deleting, modifying and adding new classifications. In accordance with PRC Rule 4.06, these proposed changes were posted on the PRC's website for twenty (20) days before any formal action was taken on them. Details of the recommended changes are below:

PROPOSED REVISED CLASSIFICATIONS				
Class Number	Classification Title	Department	FLSA Status	Pay Grade
1020312	Building Rehabilitation Specialist Supervisor	Development only	Exempt	10
1045113	Construction Supervisor	Public Works	Non-Exempt	8
1053141	Data Security Specialist	Public Safety & Justice Services only	Non-Exempt	7
1053662	Employee Benefits Manager	Human Resources only	Exempt	15
1053651	Employee Relations Specialist 1	Human Resources only	Exempt	13

PROPOSED REVISED CLASSIFICATIONS

1053652	Employee Relations Specialist 2	Human Resources only	Exempt	14
1053625	HRIS Systems Administrator	Human Resources only	Exempt	14B
1021313	Housing Manager	Development only	Exempt	15
1042514	Sewer Maintenance Superintendent	Public Works	Exempt	15
1054114	Senior Nurse Supervisor	Human Services and Sheriff's	Exempt	12

PROPOSED DELETED CLASSIFICATIONS

1043123	Sewer Maintenance Manager	Sanitary Engineer only	Exempt	13
1056271	MST Therapist	Justice Affairs only	Non-Exempt	9
1062211	Project Inspector Supervisor	Central Services only	Exempt	10

PROPOSED NEW CLASSIFICATIONS

1022401	Animal Adoptions Coordinator	Public Works	Non-Exempt	4
1053201	Business Infrastructure Analyst	Information Technology Department	Exempt	13B
1055241	Community Development Officer	Development only	Exempt	14
1012121	Dockworker	Sheriff's only	Non-Exempt	2
1021312	Senior Building Rehabilitation Specialist	Development only	Non-Exempt	7
1053662	Senior Employee Benefits Coordinator	Human Resources only	Exempt	9

cc: Commissioner Thomas Colaluca
 Commissioner Robert Wolff
 Human Resources Interim Director Lisa Durkin
 Clerk of Council Jeanne Schmotzer
 Law Director Majeed Makhoulouf

County Council of Cuyahoga County, Ohio

Resolution No. R2014-0300

Sponsored by: County Executive FitzGerald/Department of Health and Human Services/ Division of Senior and Adult Services	A Resolution making awards on RQ30873 to various municipalities and providers, in the total amount of \$2,758,136.00, for various services for the Community Social Services Program for the period 1/1/2015 - 12/31/2016; authorizing the County Executive to execute the agreements, contracts and all other documents required in connection with said awards and 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/ Division of Senior and Adult Services has recommended awards on RQ30873 to various municipalities and providers, in the total amount of \$2,758,136.00, for various services for the Community Social Services Program for the period 1/1/2015 - 12/31/2016 as follows:

- A) Catholic Charities Corporation on behalf of St. Martin de Porres Family Center in the amount not-to-exceed \$145,560.00 for Adult Development and Transportation Services;
- B) Catholic Charities Corporation on behalf of Hispanic Senior Center in the amount not-to-exceed \$19,950.00 for Transportation Services;
- C) City of Euclid in the amount not-to-exceed \$55,226.00 for Transportation Services;
- D) City of Lakewood in the amount not-to-exceed \$75,136.00 for Congregate Meals and Transportation Services;
- E) City of Maple Heights in the amount not-to-exceed \$92,436.00 for Congregate Meals and Transportation Services;
- F) City of Parma Heights in the amount not-to-exceed \$207,866.00 for Congregate Meals and Transportation Services;
- G) Community Partnership on Aging in the amount not-to-exceed \$46,380.00 for Congregate Meals and Transportation Services;

- H) The East End Neighborhood House Association in the amount not-to-exceed \$123,932.00 for Adult Development and Transportation Services;
- I) Eliza Bryant Village in the amount not-to-exceed \$115,784.00 for Adult Day Care and Transportation Services;
- J) Goodrich-Gannett Neighborhood Center in the amount not-to-exceed \$129,534.00 for Adult Development, Congregate Meals and Transportation Services;
- K) The Harvard Community Services Center in the amount not-to-exceed \$146,510.00 for Adult Development, Congregate Meals and Transportation Services;
- L) Murtis Taylor Human Services System in the amount not-to-exceed \$122,880.00 for Adult Development, Congregate Meals and Transportation Services;
- M) Rose Centers for Aging Well, LLC fka The Golden Age Centers of Greater Cleveland in the amount not-to-exceed \$335,842.00 for Adult Development, Congregate Meals and Transportation Services;
- N) Senior Citizen Resources, Inc. in the amount not-to-exceed \$146,540.00 for Adult Development, Congregate Meals and Transportation Services;
- O) The Mandel Jewish Community Center of Cleveland in the amount not-to-exceed \$213,110.00 for Adult Development, Congregate Meals and Transportation Services;
- P) The Phillis Wheatley Association of Cleveland, Ohio in the amount not-to-exceed \$40,014.00 for Congregate Meals;
- Q) The Salvation Army in the amount not-to-exceed \$137,092.00 for Adult Development, Congregate Meals and Transportation Services;
- R) University Settlement, Incorporated in the amount not-to-exceed \$176,996.00 for Adult Development, Congregate Meals and Transportation Services;
- S) West Side Community House in the amount not-to-exceed \$427,348.00 for Adult Development, Congregate Meals and Transportation Services; and

WHEREAS, the total amount awarded for this project is not-to-exceed \$2,758,136.00; and

WHEREAS, funding for this project is 100% from the Health and Human Services Levy funds; and

WHEREAS, County Council has determined that awarding RQ30873 to various municipalities and providers for various services for the Community Social Services Program is in the best interest of the County; 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:

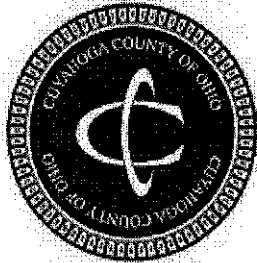
SECTION 1. That the Cuyahoga County Council hereby makes awards on RQ30873 to various municipalities and providers, in the total amount of \$2,758,136.00, for various services for the Community Social Services Program for the period 1/1/2015 - 12/31/2016 as follows:

- A) Catholic Charities Corporation on behalf of St. Martin de Porres Family Center in the amount not-to-exceed \$145,560.00 for Adult Development and Transportation Services;
- B) Catholic Charities Corporation on behalf of Hispanic Senior Center in the amount not-to-exceed \$19,950.00 for Transportation Services;
- C) City of Euclid in the amount not-to-exceed \$55,226.00 for Transportation Services;
- D) City of Lakewood in the amount not-to-exceed \$75,136.00 for Congregate Meals and Transportation Services;
- E) City of Maple Heights in the amount not-to-exceed \$92,436.00 for Congregate Meals and Transportation Services;
- F) City of Parma Heights in the amount not-to-exceed \$207,866.00 for Congregate Meals and Transportation Services;
- G) Community Partnership on Aging in the amount not-to-exceed \$46,380.00 for Congregate Meals and Transportation Services;
- H) The East End Neighborhood House Association in the amount not-to-exceed \$123,932.00 for Adult Development and Transportation Services;
- I) Eliza Bryant Village in the amount not-to-exceed \$115,784.00 for Adult Day Care and Transportation Services;

- J) Goodrich-Gannett Neighborhood Center in the amount not-to-exceed \$129,534.00 for Adult Development, Congregate Meals and Transportation Services;
- K) The Harvard Community Services Center in the amount not-to-exceed \$146,510.00 for Adult Development, Congregate Meals and Transportation Services;
- L) Murtis Taylor Human Services System in the amount not-to-exceed \$122,880.00 for Adult Development, Congregate Meals and Transportation Services;
- M) Rose Centers for Aging Well, LLC fka The Golden Age Centers of Greater Cleveland in the amount not-to-exceed \$335,842.00 for Adult Development, Congregate Meals and Transportation Services;
- N) Senior Citizen Resources, Inc. in the amount not-to-exceed \$146,540.00 for Adult Development, Congregate Meals and Transportation Services;
- O) The Mandel Jewish Community Center of Cleveland in the amount not-to-exceed \$213,110.00 for Adult Development, Congregate Meals and Transportation Services;
- P) The Phillis Wheatley Association of Cleveland, Ohio in the amount not-to-exceed \$40,014.00 for Congregate Meals;
- Q) The Salvation Army in the amount not-to-exceed \$137,092.00 for Adult Development, Congregate Meals and Transportation Services;
- R) University Settlement, Incorporated in the amount not-to-exceed \$176,996.00 for Adult Development, Congregate Meals and Transportation Services; and
- S) West Side Community House in the amount not-to-exceed \$427,348.00 for Adult Development, Congregate Meals and Transportation Services.

SECTION 2. That the County Executive is authorized to execute agreements and contracts in connection with said awards 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; the preservation of public peace, health, or safety in the County; and any additional 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



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Item Details:

Agency/Dept. Name:	Department of Senior and Adult Services	Agency/Dept. Head Name:	Tracey N. Mason
Type of Request:	Contract/Amendment		
Request Prepared by:	Patricia Baskerville	Telephone No.	216.443.6692

SUMMARY OF REQUESTED ACTION:

Division of Senior and Adult Services DSAS, recommending an award on RQ30873 and enter into a contract with Catholic Charities Corporation on behalf of the St. Martin de Porres Family Center in the amount not-to-exceed \$145,560.00 for Adult Development and Transportation Services for the Community Social Services Program for the period 1/1/2015 - 12/31/2016 (2 of 19 awards/contracts).

Legislative Action Title: Senior & Adult Services – 2014 – Award & Execute Contract – Catholic Charities Corporation on behalf of the St. Martin de Porres Family Center–Community Social Services Program – 2015/2016 – RFP 30873 (2 of 19 contracts). **A.**

Scope of Work Summary 1. Senior & Adult Services is requesting approval of an award to contract with Catholic Charities Corporation on behalf of the St. Martin de Porres Family Center in the amount of \$145,560.00. The anticipated start-completion dates are 01/01/2015-12/31/2016. 2. The primary goal of this contract is to deliver Adult Development and Transportation Services to clients participating in the Community Social Services Program (CSSP) in accordance with the specifications and program conditions of participation found in the contract. 3. The Community Social Services Program is a non-mandated service offered to Cuyahoga County residents age 60 and older and/or disabled adults age 18-59. **B. Procurement** 1. The procurement method for this project was RFP 30873. The total value of the RFP is \$2,758,136.00. The awards total: \$2,758,136.00. 2. The RFP was closed on 08/13/2014. 3. There were a total of 48 service proposals submitted by 22 vendors pulled from OPD. All 47 proposals were reviewed, 45 service proposals with 19 vendors are being recommended for award. **C. Contractor and Project Information** 1. The addresses of all vendors are: 1 of 19: Catholic Charities Community Services Corp. on behalf of the Hispanic Senior Center. 7911 Detroit Ave. Cleveland, OH 44102 2 of 19: Catholic Charities Community Services Corp. on behalf of the St. Martin de

Porres Family Center. 1264 East 123rd Street Cleveland, OH 44108 Council District 7 3 of 19: City of Euclid 585 East 222nd Street Euclid, OH 44123 Council District 11 4 of 19: City of Lakewood 16024 Madison Avenue Lakewood, OH 44107 Council District 2 5 of 19: Maple Heights 15901 Libby Road Maple Heights, OH 44137 Council District 8 6 of 19: City of Parma Heights 6281 Pearl Road Parma Heights, OH 44130 Council District 47 of 19: Community Partnership on Aging 1370 Victory Drive South Euclid, OH 44121 Council Districts 6 and 11 8 of 19: East End Neighborhood House Association, The 2749 Woodhill Road Cleveland, OH 44104 Council District 7 9 of 19: Eliza Bryant Village 7201 Wade Park Ave. Cleveland, OH 44103 Council District 7 10 of 19: Goodrich Gannett Neighborhood Center 1368 East 55th Street Cleveland, OH 44103 Council District 7 11 of 19: Harvard Community Services Center, The 18240 Harvard Avenue Cleveland, OH 44128 Council District 9 12 of 19: Mandel Jewish Community Center of Cleveland, The 26001 South Woodland Road Beachwood, OH 44122 Council District 10 13 of 13: Murtis Taylor Human Services System 13422 Kinsman Road Cleveland, OH 44120 Council District 9 14 of 19: Phillis Wheatley Association, The 4450 Cedar Avenue Cleveland, OH 44103 15 of 19: Rose Centers for Aging Well, LLC. 12200 Fairhill Road Cleveland, OH 44115 Council Districts - 2, 7, 8 and 10 16 of 19: Salvation Army, The 2507 East 22nd Street Cleveland, OH 44115 Council District 3 17 of 19: Senior Citizen Resources, Inc. 3100 Devonshire Rd. Cleveland, OH 44109 Council District 3 18 of 19: Senior Outreach Services 2390 East 79th Street Cleveland, OH 44104 Council District 8 19 of 19: University Settlement, Inc. 4800 Broadway Avenue Cleveland, OH 44127 Council District 7 18 of 18: West Side Community House 9300 Lorain Avenue Cleveland, OH 44102 Council District 3 2. The (owners, executive director [specify]) for the vendor is: Kevin Hodges (Director) 3.b. The Community Social Services Program services are delivered throughout the County and in all Council Districts. **D. Project Status and Planning** 1. The awarding of Community Social Services Program contracts occurs every two years. 2. Not applicable - *The project has (#) phases ...*3. The awarding of Community Social Services Program contracts is on a critical action path because contracts need to be in place by 1/1/2015. 4. It is anticipated that if these contracts move without delay, they will be approved prior to the effective date. **E. Funding** 1. The Community Social Services Program is funded 100% by the County Health & Human Services levy. 2. The schedule of payments is monthly and is based on the presentation of an itemized invoice by the vendor detailing the actual clients and units of service delivered (by client) for the prior month.

PURPOSE/OUTCOMES - PRINCIPAL OWNER(S):

This contract seeks to deliver the following units of service through the Community Social Services Program during 1/1/15-12/31/16: 33,000 units of Adult Development Service (1 unit = 1 hour) 10,000 Units of Transportation Service (1 unit = a one-way trip) Principal owner: Kevin Hodges, Director

Additional background info:

With RFP 30873, the Division of Senior & Adult Services sought vendors to deliver one or more of four essential services to Cuyahoga County seniors. The primary goal of the Community Social Services Program (CSSP) is to eliminate isolation and reduce loneliness for Cuyahoga County residents age 60 and older and disabled adults thus helping these residents maintain and/or improve their physical health. These services are delivered through contracts with community centers, municipalities and other local non-profits to provide four essential services: adult day, adult development, congregate meals, and

transportation. With awards from this RFP, DSAS will expand its service delivery area for CSSP services. To be considered for an award, vendors had to score at least 60 points for their service proposal. Providers earning at least 60 points for their proposal received some level of funding based on the ranking of their proposal, their requested number of units and in the case of current vendors their current contracted number of units.

Legislative Action Title: Senior & Adult Services – 2014 – Award & Execute Contract – Catholic Charities Corporation on behalf of the St. Martin de Porres Family Center–Community Social Services Program – 2015/2016 – RFP 30873 (2 of 19 contracts). **A.**

Scope of Work Summary 1. Senior & Adult Services is requesting approval of an award to contract with Catholic Charities Corporation on behalf of the St. Martin de Porres Family Center in the amount of \$145,560.00. The anticipated start-completion dates are 01/01/2015-12/31/2016. 2. The primary goal of this contract is to deliver Adult Development and Transportation Services to clients participating in the Community Social Services Program (CSSP) in accordance with the specifications and program conditions of participation found in the contract. 3. The Community Social Services Program is a non-mandated service offered to Cuyahoga County residents age 60 and older and/or disabled adults age 18-59. **B. Procurement** 1. The procurement method for this project was RFP 30873. The total value of the RFP is \$2,758,136.00. The awards total: \$2,758,136.00. 2. The RFP was closed on 08/13/2014. 3. There were a total of 48 service proposals submitted by 22 vendors pulled from OPD. All 47 proposals were reviewed, 45 service proposals with 19 vendors are being recommended for award.

C. Contractor and Project Information 1. The addresses of all vendors are: 1 of 19: Catholic Charities Community Services Corp. on behalf of the Hispanic Senior Center. 7911 Detroit Ave.Cleveland, OH 44102 2 of 19: Catholic Charities Community Services Corp. on behalf of the St. Martin de Porres Family Center. 1264 East 123rd Street Cleveland, OH 44108 Council District 7 3 of 19: City of Euclid 585 East 222nd Street Euclid, OH 44123 Council District 11 4 of 19: City of Lakewood 16024 Madison Avenue Lakewood, OH 44107 Council District 2 5 of 19: Maple Heights 15901 Libby Road Maple Heights, OH 44137 Council District 8 6 of 19: City of Parma Heights 6281 Pearl Road Parma Heights, OH 44130 Council District 47 of 19: Community Partnership on Aging 1370 Victory Drive South Euclid, OH 44121 Council Districts 6 and 11 8 of 19: East End Neighborhood House Association, The 2749 Woodhill Road Cleveland, OH 44104 Council District 7 9 of 19: Eliza Bryant Village 7201 Wade Park Ave. Cleveland, OH 44103 Council District 7 10 of 19: Goodrich Gannett Neighborhood Center 1368 East 55th Street Cleveland, OH 44103 Council District 7 11 of 19: Harvard Community Services Center, The 18240 Harvard Avenue Cleveland, OH 44128 Council District 9 12 of 19: Mandel Jewish Community Center of Cleveland, The 26001 South Woodland Road Beachwood, OH 44122 Council District 10 13 of 13: Murtis Taylor Human Services System 13422 Kinsman Road Cleveland, OH 44120 Council District 9 14 of 19: Phillis Wheatley Association, The 4450 Cedar Avenue Cleveland, OH 44103 15 of 19: Rose Centers for Aging Well, LLC. 12200 Fairhill Road Cleveland, OH 44115 Council Districts – 2, 7, 8 and 10 16 of 19: Salvation Army, The 2507 East 22nd Street Cleveland, OH 44115 Council District 3 17 of 19: Senior Citizen Resources, Inc. 3100 Devonshire Rd. Cleveland, OH 44109 Council District 3 18 of 19: Senior Outreach Services 2390 East 79th Street Cleveland, OH 44104 Council District 8 19 of 19: University Settlement, Inc. 4800 Broadway Avenue Cleveland, OH 44127 Council District 7 18 of 18: West Side Community House 9300 Lorain Avenue Cleveland, OH 44102 Council District 3 2. The (owners, executive director [specify]) for the vendor is: Kevin Hodges (Director) 3.b. The Community Social Services Program services are delivered throughout the County and in all Council Districts. **D.**

Project Status and Planning 1. The awarding of Community Social Services Program contracts occurs every two years. 2. Not applicable - *The project has (#) phases ...*3. The awarding of Community Social Services Program contracts is on a critical action path because contracts need to be in place by 1/1/2015. 4. It is anticipated that if these contracts move without delay, they will be approved prior to the effective date. **E. Funding** 1. The Community Social Services Program is funded 100% by the County Health & Human Services levy. 2. The schedule of payments is monthly and is based on the presentation of an itemized invoice by the vendor detailing the actual clients and units of service delivered (by client) for the prior month.

Explanation for late submittal:

Contract/Agreement Information:

Procurement Method:

RFP (Request for Proposal)

Explanation for Increase/Decrease in \$ Amount for current request:

Financial Information:

Funding source:	Explanation:
Other	Health & Human Services Levy

Total Amount Requested:

\$145,560.00

ATTACHMENTS:

Click to download

- [RFP Final](#)
- [Notice of Intent](#)
- [Catholic Charities Corp. St. Martin de Porres compliance form](#)
- [Catholic Charities Corp. St. Martin de Porres dept. acknowledgement form](#)
- [Catholic Charities Corp. St. Martin de Porres cooperative purchasing form](#)
- [Catholic Charities Corp. St. Martin de Porres legislative action](#)
- [Proposal - Adult Development](#)
- [Catholic Charities Corp. St. Martin de Porres proposal](#)
- [Catholic Charities Corp. St. Martin de Porres sig auth](#)
- [Catholic Charities Corp. St. Martin de Porres non collusive affidavit](#)
- [Catholic Charities Corp. St. Martin de Porres ins.](#)
- [Catholic Charities Corp. St. Martin de Porres bwc](#)
- [Catholic Charities Corp. St. Martin de Porres w-9](#)
- [Catholic Charities Corp. St. Martin de Porres aud](#)
- [Catholic Charities Corp. St. Martin de Porres additional user codes](#)
- [Catholic Charities Corp. St. Martin de Porres awards contract history log](#)
- [Catholic Charities Corp. St. Martin de Porres evaluation](#)
- [OPD Tab Sheet](#)
- [Catholic Charities Corp. St. Martin de Porres award recommendation for web](#)
- [Catholic Charities Corp. St. Martin de Porres financial statement](#)
- [Catholic Charities Corp. St. Martin de Porres signed contract TAB](#)
- [Catholic Charities Corp. St. Martin de Porres contract cover TAB](#)
- [Catholic Charities Corp. St. Martin de Porres principal ownership](#)

CONTRACT/AGREEMENT EVALUATION FORM
(To be completed in its entirety by user department for
all contract/agreement renewals or amendments.)

Contractor: Catholic Charities Corporation on behalf of the St. Martin de Porres Family Center

Contract/Agreement No.: CE1300002 -01, 02 **Time Period:** 1/1/13-12/31/14

Service Description: Adult Development and Transportation services for the Community Social Services Program (CSSP)

Original Contract/Agreement Amount: \$144,064.00

Prior Amendment(s) Amount(s): Amendment #1 – (\$17,490.00)

Performance Indicators: Provider was reviewed based on results of one financial review (thru 07/28/14) as well as a review of its delivery of contracted units and submission of billing rosters. Please see attached.

Actual performance versus performance indicators (include statistics): The Catholic Charities Corporation on behalf of the St. Martin de Porres Family Center scored 56 out of 72 possible points (79%) on its mid-year evaluation (please see attached). Providers will be re-evaluated after compliance audits are completed. These audits are currently underway.

Rating of Overall Performance of Contractor (Check One):

- Superior
- Above Average
- Average
- Below Average
- Poor

Justification of Rating: DSAS has adopted a 10 point scale for providers (90-100 is superior; 80-89.9 is above average; 70-79.9 is average; 60-69.9 is below average; 59.9 and below is poor.

Senior & Adult Services
User Department

11/4/14
Date

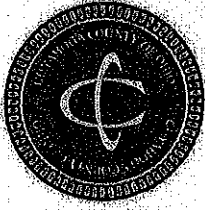
s: evaluation

Program: DSAS Community Social Services Program
 Contract Period: 1/1/13 - 12/31/14
 Period Reviewed: 1/1/13 - 6/30/13; YEAR 1
 Doc Updated: 7/28/2014
 Provider: Catholic Charities; St. Martin de Porres Family Ctr

Potential Points			Earned Points	Total % Earned; Notes
72			56.97	79%
Facility Check	8	Deduct one point for each finding issued in this area	8.00	No findings
Policies & Procedures	5	Deduct one point for each finding issued in this area	4.00	Missing client liability claim procedure
Personnel Files	5	Deduct one point for each finding issued in this area. Note findings issued for the same topic, but for multiple employees only count as 1 finding (i.e., missing background checks)	4.00	Missing driver trng
Client Files - General	7	Deduct one point for each finding issued in this area; Note findings issued for the same topic, but for multiple clients only count as 1 finding (i.e., assessments not completed on time; ADL reassessments not completed; IADL reassessments not completed; client progress toward goals not reassessed)	7.00	No findings
Client Files - Eligibility Verification	6	[Computed by audit period; each period worth 6 points]; Deduct one point if audit finding issued for up 17% of sample; Deduct 2 points for audit findings issued for 17.01% up to 33% of audit sample; Deduct 3 points for audit findings issued for 33.01% up to 50% of audit sample; Deduct 4 points for audit findings issued for 50.01% up to 67% of audit sample; Deduct 5 points for audit findings issued for 67.01% up to 83% of audit sample; Deduct 6 points for audit findings issued for more than 83.01% of audit sample	5.00	1 out of 6 files incorrect (17%)
Service Delivery	10	[Determined by service; Each service can earn up to 10 points; Score for this question is based on average score earned by all svcs.] Deduct one point for each finding issued in this area. Exception: Providers not delivering 1-2 activities in accordance with their proposal lose 1 point; 3-4 activities - 2 points; 5-6 activities - 3 points; 7-8 activities - 4 points; 9-10 activities - 5 points; 11 or more activities - 6 points.	9.00	ADV: 2 activities not offered as proposed (-1,9); TRN: Incorrect manifest (-1, 9)

Program: DSAS Community Social Services Program
 Contract Period: 1/1/13 - 12/31/14
 Period Reviewed: 1/1/13 - 6/30/13; YEAR 1
 Doc Updated: 7/28/2014
 Provider: Catholic Charities; St. Martin de Porres Family Ctr

	Potential Points		Earned Points	Total % Earned; Notes
Unit Verification	3	[Computed by audit period; each period worth 3 points; Providers may lose up to 3 points per period] Deduct one point if there are any units unverified. Deduct an additional point if 5% or more of the units in the sample are unverified (total of all services). Deduct an additional point if 10% or more of the units in the sample are unverified (total of all services).	2.00	3 units unverified; .2%
Unit Delivery (aka Utilization)	10	[Determined by service; Each service can earn up to 10 points; Score for this question is based on average score earned by all svcs.Does not use aggregate of contract]; 98% or higher = 10; 95 to 97.99% = 8; 90-94.99% = 6; 85-89.99% = 4; 80-84.99% = 2; 75-79.99% = 1; 74.99% or less = 0	0.50	ADV: 76.8% (1); TRN: 71.2% (0)
Billing	6	Deduct one point for each time the monthly billing was late; Deduct .5 point if billing was on time but was submitted incorrectly the first time	5.00	Late roster 2/13
Reporting: Monthly Financial Expenses	3	Deduct .5 for each time a monthly financial report not submitted on-time	3.00	No findings
Reporting: Goals & Objective	5	Based on each report, each report worth up to 5 points; Deduct 1 pt each late report; Deduct 1 pt for incorrect report; Deduct .5 point for each objective not met	5.00	No findings
Reporting: Client Satisfaction	4	Customer Satisfaction report worth 4 points, deduct one point for each finding issued for this report; Other 5 points based on score earned by DSAS survey of provider's clients, points earned based on actual score	4.47	Average score earned from client surveys administered by DSAS QA unit in 2013 (scale 1 to 5 [5 being the highest])



Principal Owner Form

(Required Document for Award Recommendations/Purchases)

VENDOR: Please complete the following information and return it to the Cuyahoga County "Requestor"

Company Name (Legal name of the business):	CATHOLIC CHARITIES CORPORATION
Principal Owner's Name (The legal name of the owner/s of the business):	
Owner/Officer's Title:	President CEO
Business Address:	7911 Detroit Cleveland, OH 44102
Phone Number:	216-334-2901
Name of Person Completing Form:	Kevin Hodges
Signature:	<i>Patrick Sheeran</i>
Title:	PRESIDENT/CEO

If there is more than one (1) principal owner, please complete information for that / those person(s) as well. If a corporation, please identify the CEO, President or other officers of the Corporation representing shareholders.

CUYAHOGA COUNTY STAFF:

I certify that I have checked the Debarment/Suspension lists on the Cuyahoga County Inspector General's website and the Debarment/Suspension lists did not contain the above detailed vendor and/or principal owner.

Signature: *Darren Elliott*

Date: 11-6-14

Printed Name: DARREN ELLIOTT

Inspector General "Registered Contractor" Number: 12-0766

Cuyahoga County
(Principal Owner Form, 02-05-14)

Date sent to Dept: 8/15/2014
 Date Received from Dept: _____
 (OPD Use Only)

A. Adult Day Service

**CUYAHOGA COUNTY
 TABULATION OF PROPOSALS RECEIVED**

DEPARTMENT NAME: Senior and Adult Services PROPOSAL DUE DATE: August 13, 2014

Number of Proposals Sent/Returned: 100/26

RFP TITLE: Community Social Services Program (CSSP) RFP #: RQ30873 SBE: 0%

TO BE COMPLETED BY OPD		TO BE COMPLETED BY SBE CONTRACT COMPLIANCE OFFICER					USER DEPT.	
VENDOR NAME & ADDRESS	IG / ETHICS REGISTRATOR COMPLETE	SBE SUBCONTRACTOR NAME	AMOUNT & PERCENTAGE	SBE PRIME %	TOTAL SBE %	COMPLY Y/N	COMMENTS & INITIALS	AWARD Y/N
Eliza Bryant Village 7201 Wade Park Avenue Cleveland Ohio 44103 <i>8/15/14</i> <i>JK</i>	IG #12-1202 Planholder = y NCA = y MNC = y Coop = no		<i>N/A</i>					<i>X</i>

Tracey A. Mason
 Department Director Name
 Rfp9ab - Updated 10/15/2013

[Signature]
 Department Director Signature of Approval
10/24/14
 Date

Date sent to Dept: 8/15/2014
 Date Received from Dept: _____
 (OPD Use Only)

B. Adult Development Service

**CUYAHOGA COUNTY
 TABULATION OF PROPOSALS RECEIVED**

DEPARTMENT NAME: Senior and Adult Services

PROPOSAL DUE DATE: August 13, 2014

RFP TITLE: Community Social Services Program (CSSP)

RFP #: RQ30873

SBE: 0%

Number of Proposals Sent/Returned: 100/26

TO BE COMPLETED BY OPD		TO BE COMPLETED BY SBE CONTRACT COMPLIANCE OFFICER				USER DEPT.		
VENDOR NAME & ADDRESS	KG/ETHNCS REGISTRATION COMPLETE	SBE SUBCONTRACTOR NAME	AMOUNT & PERCENTAGE	SBE PRIME %	TOTAL SBE %	COMPLY Y/N	COMMENTS & INITIALS	AWARD Y/N
Catholic Charities/Hispanic Senior Center 7800 Detroit Avenue Cleveland, Ohio 44102	OK 8/15/14 JL IG #12-0766 Planholder = y NCA = y MVC = y Coop = no		N/A					(2)
Catholic Charities / St. Martin de Porres Family Center 1264 East 123rd Street Cleveland, Ohio 44108	OK 8/15/14 JL IG #12-0766 Planholder = y NCA = y MVC = y Coop = no							Y
City of Olmsted Falls 26100 Bagley Road Olmsted Falls, Ohio 44138-1897	OK 8/15/14 JL IG #12-0294 Planholder = y NCA = y MVC = y Coop = y							(2)
City of Solon 35000 Portz Parkway Solon, Ohio 44130	OK 8/15/14 JL IG #12-0276 Planholder = y NCA = y MVC = y Coop = no							(2)

Tracey N. Mason
 Department Director Name

Department Director Signature of Approval

10/24/14
 Date

(2) not awarded during initial awards. Will consider award of additional money authorized

B. Adult Development Service

**CUYAHOGA COUNTY
TABULATION OF PROPOSALS RECEIVED**

DEPARTMENT NAME: Senior and Adult Services

PROPOSAL DUE DATE: August 13, 2014

RFP TITLE: Community Social Services Program (CSSP)

RFP #: RQ30873 SBE: 0%

Number of Proposals Sent/Returned: 100/26

TO BE COMPLETED BY OPD		TO BE COMPLETED BY SBE CONTRACT COMPLIANCE OFFICER					USER DEPT.	
VENDOR NAME & ADDRESS	IG/ETHICS REGISTRATION COMPLETE	SBE SUBCONTRACTOR NAME	AMOUNT & PERCENTAGE	SBE PRIME %	TOTAL SBE %	COMPLY Y/N	COMMENTS & INITIALS	AWARD Y/N
East End Neighborhood House 2749 Woodhill Road Cleveland, Ohio 44104	OK 3/15/14 SBE	IG #12-1174 Planholder = y NCA = y MVC = y Coop = no	N/A					X
The Golden Age Center of Greater Cleveland 12200 Fairhill Road Cleveland, Ohio 44120	(1) OK 3/15/14 SBE	IG #12-1381 Planholder = y NCA = y MVC = y Coop = no						X
Goodrich-Gannett Neighborhood Center 1400 East 55 th Street Cleveland, Ohio 44103	OK 3/15/14 SBE	IG #12-1386 Planholder = y NCA = y MVC = y Coop = no (not checked)						X
Harvard Community Services Center 18240 Harvard Avenue Cleveland, Ohio 44128	OK 3/15/14 SBE	IG #12-1457 Planholder = y NCA = y MVC = y Coop = no						X

Tracey N. Mason
Department Director Name

[Signature]
Department Director Signature of Approval

Revised - Updated 10/15/2013

10/24/14
Date

(1) name changed to Rose Antons for Aigins well during process

B. Adult Development Service

CUYAHOGA COUNTY TABULATION OF PROPOSALS RECEIVED

DEPARTMENT NAME: Senior and Adult Services

PROPOSAL DUE DATE: August 13, 2014

RFP TITLE: Community Social Services Program (CSSP)

RFP #: R030873 SBE: 0%

Number of Proposals Sent/Returned: 100/26

TO BE COMPLETED BY OPD		TO BE COMPLETED BY SBE CONTRACT COMPLIANCE OFFICER					USER DEPT.	
VENDOR NAME & ADDRESS	IG/ETHICS REGISTRATION COMPLETE	SBE SUBCONTRACTOR NAME	AMOUNT & PERCENTAGE	SBE PRIME %	TOTAL SBE %	COMPLY Y/N	COMMENTS & INITIALS	AWARD Y/N
Jewish Community Center of Cleveland 26001 South Woodland Road Beachwood, Ohio 44122	OK 8/15/14 IG #12-1612 Planholder = y NCA = y MVC = y Coop = no		N/A					X
Murtis Taylor Human Services System 13422 Kinsman Road Cleveland, Ohio 44120	OK 8/15/14 IG #12-1963 Planholder = y NCA = y MVC = y Coop = no (not checked)							X
The Salvation Army of Greater Cleveland 2507 East 22 nd Street Cleveland, Ohio 44115	OK 8/15/14 IG #12-2752 Planholder = y NCA = y MVC = y Coop = no							X
Senior Citizen Resources Inc. 3100 Devonshire Road Cleveland, Ohio 44109	OK 8/15/14 IG #12-2491 Planholder = y NCA = y MVC = y (#14 n/a) Coop = no							X

Tracey N. Mason
Department Director Name

Rptab - Updated 10/15/2013

Department Director Signature of Approval

10/24/14
Date

B. Adult Development Service

CUYAHOGA COUNTY

TABULATION OF PROPOSALS RECEIVED

DEPARTMENT NAME: Senior and Adult Services

PROPOSAL DUE DATE: August 13, 2014

Number of Proposals Sent/Returned: 100/26

RFP TITLE: Community Social Services Program (CSSP)

RFP #: RQ30673

SBE: 0%

TO BE COMPLETED BY OPD		TO BE COMPLETED BY SBE CONTRACT COMPLIANCE OFFICER					USER DEPT.	
VENDOR NAME & ADDRESS	IG / ETHICS REGISTRATION COMPLETE	SBE SUBCONTRACTOR NAME	AMOUNT & PERCENTAGE	SBE PRIME %	TOTAL SBE %	COMPLY Y/N	COMMENTS & INITIALS	AWARD Y/N
University Settlement Inc. 4800 Broadway Avenue Cleveland, Ohio 44127	OK 8/15/14 JL	IG #12-2872 Planholder = y NCA = y MVC = y Coop = no (not checked) IG #12-2980	N/A					X
West Side Community House 9300 Lorain Avenue Cleveland, Ohio 44102	OK 8/15/14 JL	Planholder = y NCA = y MVC = y Coop = no						X

Tracey D. Mason
Department Director Name
Revised - Updated 10/15/2013

[Signature]
Department Director Signature of Approval
Date 10/24/14

Date sent to Dept: 8/15/2014
 Date Received from Dept: _____
 (OPD Use Only)

C. Congregate Meal Service

**CUYAHOGA COUNTY
 TABULATION OF PROPOSALS RECEIVED**

DEPARTMENT NAME: Senior and Adult Services

PROPOSAL DUE DATE: August 13, 2014

Number of Proposals Sent/Returned: 100/26

RFP TITLE: Community Social Services Program (CSSP)

RFP #: RA30673

SBE: 0%

TO BE COMPLETED BY OPD		TO BE COMPLETED BY SBE CONTRACT COMPLIANCE OFFICER					USER DEPT.	
VENDOR NAME & ADDRESS	IG/ETHICS REGISTRATION COMPLETE	SBE SUBCONTRACTOR NAME	AMOUNT & PERCENTAGE	SBE PRIME %	TOTAL SBE %	COMPLY Y/N	COMMENTS & INITIALS	AWARD Y/N
City of Lakewood 16024 Madison Avenue Lakewood, Ohio 44107	OK 8/15/14 JSE IG #12-0850 Planholder = y NCA = y MVC = y Coop = no		N/A					Y
City of Maple Heights 15901 Libby Road Maple Heights, Ohio 44137	OK 8/15/14 JSE IG #12-0852 Planholder = y NCA = y MVC = y Coop = no							Y
City of Parma Heights 6281 Pearl Road Parma Heights, Ohio 44130	OK 8/15/14 JSE IG #12-0165 Planholder = y NCA = y MVC = y Coop = no (not checked)							Y
Community Partnership on Aging 1370 Victory Drive South Euclid, Ohio 44121	OK 8/15/14 JSE IG #12-4104 Planholder = y NCA = y MVC = y Coop = no							Y

Tracey D. Mason
 Department Director Name
 Rfpmb - Updated 10/15/2013

[Signature]
 Department Director Signature of Approval
 Date: 10/24/14

C. Congregate Meal Service

CUYAHOGA COUNTY TABULATION OF PROPOSALS RECEIVED

DEPARTMENT NAME: Senior and Adult Services

PROPOSAL DUE DATE: August 13, 2014

RFP TITLE: Community Social Services Program (CSSP)

RFP #: RQ30873

SBE: 0%

Number of Proposals Sent/Returned: 100/26

TO BE COMPLETED BY OPD		TO BE COMPLETED BY SBE CONTRACT COMPLIANCE OFFICER					USER DEPT.	
VENDOR NAME & ADDRESS	IG/ETHICS REGISTRATION COMPLETE	SBE SUBCONTRACTOR NAME	AMOUNT & PERCENTAGE	SBE PRIME %	TOTAL SBE %	COMPLY Y/N	COMMENTS & INITIALS	AWARD Y/N
The Golden Age Center of Greater Cleveland 12200 Fairhill Road Cleveland, Ohio 44128 <i>(1)</i>	<i>OK</i> IG #12-1381 Planholder = y NCA = y MVC = y Coop = no		N/A					<i>Y</i>
Goodrich-Gannett Neighborhood Center 1400 East 55th Street Cleveland, Ohio 44103	<i>OK</i> IG #12-1386 Planholder = y NCA = y MVC = y Coop = no (not checked)							<i>Y</i>
Harvard Community Services Center 18240 Harvard Avenue Cleveland, Ohio 44128	<i>OK</i> IG #12-1457 Planholder = y NCA = y MVC = y Coop = no							<i>Y</i>
Jewish Community Center of Cleveland 26001 South Woodland Road Beachwood, Ohio 44122	<i>OK</i> IG #12-1963 Planholder = y NCA = y MVC = y Coop = no							<i>Y</i>

Jacey H. Mason
Department Director Name

Department Director Signature of Approval

10/30/14
Date

Repeals - Updated 10/15/2013

(1) name changed to Rose Centers for Aging well during process

C. Congregate Meal Service

CUYAHOGA COUNTY TABULATION OF PROPOSALS RECEIVED

DEPARTMENT NAME: Senior and Adult Services

PROPOSAL DUE DATE: August 13, 2014

Number of Proposals Sent/Returned: 100/26

RFP TITLE: Community Social Services Program (CSSP)

RFP #: RQ30673

SBE: 0%

TO BE COMPLETED BY OPD		TO BE COMPLETED BY SBE CONTRACT COMPLIANCE OFFICER					USER DEPT.	
VENDOR NAME & ADDRESS	IG/ETHICS REGISTRATION COMPLETE	SBE SUBCONTRACTOR NAME	AMOUNT & PERCENTAGE	SBE PRIME %	TOTAL SBE %	COMPLY Y/N	COMMENTS & INITIALS	AWARD Y/N
Murds Taylor Human Services System 13422 Kirtman Road Cleveland, Ohio 44120	OK 8/15/14 JS	IG #12-1963 Planholder = y NCA = y MVC = y Coop = no (not checked)	N/A					Y
The Phillis Wheatley Association 4450 Cedar Avenue Cleveland, Ohio 44103	OK 8/15/14 JS	IG #12-2752 Planholder = y NCA = y MVC = y Coop = no (not checked)						Y
The Salvation Army of Greater Cleveland 2507 East 22 nd Street Cleveland, Ohio 44115	OK 8/15/14 JS	IG #12-2491 Planholder = y NCA = y MVC = y Coop = no						Y
Senior Citizen Resources Inc. 3100 Devonshire Road Cleveland, Ohio 44109	OK 8/15/14 JS	IG #12-2491 Planholder = y NCA = y MVC = y (#14 n/a) Coop = no						Y

Tracey D. Mason
Department Director Name
Ripab - Updated 10/15/2013

[Signature]
Department Director Signature of Approval
Date: 10-24-14

C. Congregate Meal Service

CUYAHOGA COUNTY

TABULATION OF PROPOSALS RECEIVED

DEPARTMENT NAME: Senior and Adult Services

PROPOSAL DUE DATE: August 13, 2014

Number of Proposals Sent/Returned: 100/26

RFP TITLE:

Community Social Services Program (CSSP)

RFP #: RQ30873

SBE: 0%

TO BE COMPLETED BY OPD		TO BE COMPLETED BY SBE CONTRACT COMPLIANCE OFFICER					USER DEPT.	
VENDOR NAME & ADDRESS	IG/ETHICS REGISTRATION COMPLETE	SBE SUBCONTRACTOR NAME	AMOUNT & PERCENTAGE	SBE PRIME %	TOTAL SBE %	COMPLY Y/N	COMMENTS & INITIALS	AWARD Y/N
University Settlement Inc. 4800 Broadway Avenue Cleveland, Ohio 44127	OK 8/15/14 JZ IG #12-2872 Planholder = y NCA = y MVC = y Coop = no (not checked) IG #12-2980		N/A					Y
West Side Community House 9300 Lorain Avenue Cleveland, Ohio 44102	OK 8/15/14 JZ Planholder = y NCA = y MVC = y Coop = no							Y

Tracey N. Mason
Department Director Name
Revised - Updated 10/15/2013

[Signature]
Department Director Signature of Approval
Date: 10/20/14

Date sent to Dept: 8/15/2014
 Date Received from Dept: _____
 (OPD Use Only)

D. Transportation Service

**CUYAHOGA COUNTY
 TABULATION OF PROPOSALS RECEIVED**

DEPARTMENT NAME: Senior and Adult Services

PROPOSAL DUE DATE: August 13, 2014

Number of Proposals Sent/Returned: 100/26

RFP TITLE: Community Social Services Program (CSSP)

RFP #: R030873

SBE: 0%

TO BE COMPLETED BY OPD		TO BE COMPLETED BY SBE CONTRACT COMPLIANCE OFFICER					USER DEPT.	
VENDOR NAME & ADDRESS	IG/ETHICS REGISTRATION COMPLETE	SBE SUBCONTRACTOR NAME	AMOUNT & PERCENTAGE	SBE PRIME %	TOTAL SBE %	COMPLY Y/N	COMMENTS & INITIALS	AWARD Y/N
Catholic Charities Hispanic Senior Center 7800 Detroit Avenue Cleveland, Ohio 44102	OK 8/15/14 JZ IG #12-0766 Planholder = y NCA = y MVC = y Coop = no		N/A					Y
Catholic Charities / St. Martin de Porres Family Center 1264 East 123rd Street Cleveland, Ohio 44108	OK 8/15/14 JZ IG #12-0766/2588 Planholder = y NCA = y MVC = y Coop = no							Y
City of Euclid 585 East 222nd Street Euclid, Ohio 44123	OK 8/15/14 JZ IG #12-0162 Planholder = y NCA = y MVC = y Coop = y							Y
City of Lakewood 16024 Madison Avenue Lakewood, Ohio 44107	OK 8/15/14 JZ IG #12-0850 Planholder = y NCA = y MVC = y Coop = no							Y

Tracey D. Mason
 Department Director Name

[Signature]
 Department Director Signature of Approval

Date

10/24/14

D. Transportation Service

CUYAHOGA COUNTY TABULATION OF PROPOSALS RECEIVED

DEPARTMENT NAME: Senior and Adult Services

PROPOSAL DUE DATE: August 13, 2014

Number of Proposals Sent/Returned: 100/26

RFP TITLE: Community Social Services Program (CSSP)

RFP #: RQ30673

SBE: 0%

AWARD Y/N

TO BE COMPLETED BY OPD		TO BE COMPLETED BY SBE CONTRACT COMPLIANCE OFFICER					USER DEPT.	
VENDOR NAME & ADDRESS	KG/ETHICS REGISTRATION COMPLETE	SEE SUBCONTRACTOR NAME	AMOUNT & PERCENTAGE	SBE PRIME %	TOTAL SBE %	COMPLY Y/N	COMMENTS & INITIALS	AWARD Y/N
City of Parma Heights 15901 Libby Road Parma Heights, Ohio 44137	OK 8/15/14 JE IG #12-0852 Planholder = y NCA = y MVC = y Coop = no		N/A					Y
City of Parma Heights 6281 Pearl Road Parma Heights, Ohio 44130	OK 8/15/14 JE IG #12-0165 Planholder = y NCA = y MVC = y Coop = no (not checked)							Y
Community Partnership on Aging 1370 Victory Drive South Euclid, Ohio 44121	OK 8/15/14 JE IG #12-4104 Planholder = y NCA = y MVC = y Coop = no							Y
East End Neighborhood House 2749 Woodhill Road Cleveland, Ohio 44104	OK 8/15/14 JE IG #12-1174 Planholder = y NCA = y MVC = y Coop = no							Y

Jessica N. Mason
Department Director Name

[Signature]
Department Director Signature of Approval

10/23/14
Date

Rptlab - Updated 10/16/2013

D. Transportation Service

CUYAHOGA COUNTY

TABULATION OF PROPOSALS RECEIVED

DEPARTMENT NAME: Senior and Adult Services

PROPOSAL DUE DATE: August 13, 2014

Number of Proposals Sent/Returned: 100/26

RFP TITLE: Community Social Services Program (CSSP)

RFP #: RQ30873

SBE: 0%

TO BE COMPLETED BY OPD		TO BE COMPLETED BY SBE CONTRACT COMPLIANCE OFFICER					USER DEPT.	
VENDOR NAME & ADDRESS	IG/ETHICS REGISTRATION COMPLETE	SBE SUBCONTRACTOR NAME	AMOUNT & PERCENTAGE	SBE PRIME %	TOTAL SBE %	COMPLY Y/N	COMMENTS & INITIALS	AWARD Y/N
Eliza Bryant Village 7201 Wade Park Avenue Cleveland, Ohio 44103	OK 8/15/14 JE	IG #12-1202 Planholder = y NCA = y MVC = y Coop = no	N/A					Y
Emmanuel Ventures Ltd 5 Severance Circle, Suite 101 Cleveland Heights, Ohio 44118	OK 8/15/14 JE	IG #14-0047 Planholder = y NCA = y MVC = y Coop = y						Y
The Golden Age Center of Greater Cleveland 12200 Fairhill Road Cleveland, Ohio 44120	OK 8/15/14 JE	IG #12-1381 Planholder = y NCA = y MVC = y Coop = no						Y
Goodrich-Garnett Neighborhood Center 1400 East 55th Street Cleveland, Ohio 44103	OK 8/15/14 JE	IG #12-1386 Planholder = y NCA = y MVC = y Coop = no (not checked)						Y

Tracey D. Masson
Department Director Name
Rptab - Updated 10/15/2013

[Signature]
Department Director Signature of Approval
Date: 10/24/14

(1) name changed to Rose Carter for Agency well during process

D. Transportation Service

**CUYAHOGA COUNTY
TABULATION OF PROPOSALS RECEIVED**

DEPARTMENT NAME: Senior and Adult Services

PROPOSAL DUE DATE: August 13, 2014

Number of Proposals Sent/Returned: 100/26

RFP TITLE:

Community Social Services Program (CSSP)

RFP #: RQ30873

SBE: 0%

TO BE COMPLETED BY OPD		TO BE COMPLETED BY SBE CONTRACT COMPLIANCE OFFICER					USER DEPT.	
VENDOR NAME & ADDRESS	IG/ETHICS REGISTRATION COMPLETE	SBE SUBCONTRACTOR NAME	AMOUNT & PERCENTAGE	SBE PRIME %	TOTAL SBE %	COMPLY Y/N	COMMENTS & INITIALS	AWARD Y/N
Harvard Community Services Center 18240 Harvard Avenue Cleveland, Ohio 44128	OK 8/15/14 JSC IG #12-1457 Planholder = y NCA = y MVC = y Coop = no		N/A					Y
Jewish Community Center of Cleveland 26001 South Woodland Road Beachwood, Ohio 44122	OK 8/15/14 JSC IG #12-1612 Planholder = y NCA = y MVC = y Coop = no							Y
Mounts Taylor Human Services System 13422 Kirtman Road Cleveland, Ohio 44120	OK 8/15/14 JSC IG #12-1963 Planholder = y NCA = y MVC = y Coop = no (not checked)							Y
The Salvation Army of Greater Cleveland 2507 East 22nd Street Cleveland, Ohio 44115	OK 8/15/14 JSC IG #12-2752 Planholder = y NCA = y MVC = y Coop = no							Y

Jacques N. Mason
Department Director Name

RfpTab - Updated 10/15/2013

[Signature]
Department Director Signature of Approval

10/13/14
Date

D. Transportation Service

CUYAHOGA COUNTY

TABULATION OF PROPOSALS RECEIVED

DEPARTMENT NAME: Senior and Adult Services

PROPOSAL DUE DATE: August 13, 2014

Number of Proposals Sent/Returned: 100/26

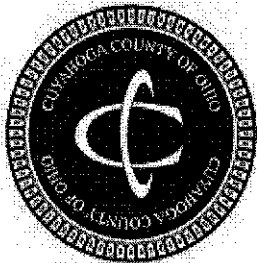
RFP TITLE: Community Social Services Program (CSSP)

RFP #: RQ30873 **SBE:** 0%

TO BE COMPLETED BY OPD		TO BE COMPLETED BY SBE CONTRACT COMPLIANCE OFFICER					USER DEPT.	
VENDOR NAME & ADDRESS	IG/ETHICS REGISTRATION COMPLETE	SBE SUBCONTRACTOR NAME	AMOUNT & PERCENTAGE	SBE PRIME %	TOTAL SBE %	COMPLY Y/N	COMMENTS & INITIALS	AWARD Y/N
Senior Citizen Resources Inc. 3100 Devonshire Road Cleveland, Ohio 44109	OK 9/15/14 JS	IG #12-2491 Planholder = y NCA = y MVC = y (#14 d/a) Coop = no	N/A					Y
University Settlement Inc. 4800 Broadway Avenue Cleveland, Ohio 44127	OK 9/15/14 JS	IG #12-2872 Planholder = y NCA = y MVC = y Coop = no (not checked)						Y
West Side Community House 9300 Lorain Avenue Cleveland, Ohio 44102	OK 9/15/14 JS	IG #12-2980 Planholder = y NCA = y MVC = y Coop = no						Y

Jacques N. Mason
 Department Director Name
 RfpTab - Updated 10/15/2013

[Signature]
 Department Director Signature of Approval
 10/24/14
 Date



3

Item Details:

Agency/Dept. Name:	Department of Senior and Adult Services	Agency/Dept. Head Name:	Tracey N. Mason
Type of Request:	Contract/Amendment		
Request Prepared by:	Patricia Baskerville	Telephone No.	216.443.6692

SUMMARY OF REQUESTED ACTION:

Division of Senior and Adult Services (DSAS), recommending an award on RQ30873 and enter into a contract with Catholic Charities Corporation on behalf of the Hispanic Senior Center in the amount not-to-exceed \$19,950.00 for Transportation Services for the Community Social Services Program for the period 1/1/2015 - 12/31/2016 (1 of 19 awards/contracts).

Legislative Action Title: Senior & Adult Services – 2014 – Award & Execute Contract – Catholic Charities Corporation on behalf of the Hispanic Senior Center– Community Social Services Program – 2015/2016 – RFP 30873 (1of 19 contracts). **A. Scope of Work Summary** 1. Senior & Adult Services is requesting approval of an award to contract with Catholic Charities Corporation on behalf of the Hispanic Senior Center in the amount of \$19,950.00. The anticipated start-completion dates are 01/01/2015-12/31/2016. 2. The primary goal of this contract is to deliver Transportation Services to clients participating in the Community Social Services Program (CSSP) in accordance with the specifications and program conditions of participation found in the contract. 3. The Community Social Services Program is a non-mandated service offered to Cuyahoga County residents age 60 and older and/or disabled adults age 18-59. **B. Procurement** 1. The procurement method for this project was RFP 30873. The total value of the RFP is \$2,758,136.00. The awards total: \$2,758,136.00. 2. The RFP was closed on 08/13/2014. 3. There were a total of 48 service proposals submitted by 22 vendors pulled from OPD. All 47 proposals were reviewed, 45 service proposals with 19 vendors are being recommended for award. **C. Contractor and Project Information** 1. The addresses of all vendors are: 1 of 19: Catholic Charities Community Services Corp. on behalf of the Hispanic Senior Center. 7911 Detroit Ave.Cleveland, OH 44102 2 of 19: Catholic Charities Corporation on behalf of the St. Martin de Porres Family Center.1264 East 123rd Street Cleveland, OH 44108 Council District 7 3 of

19: City of Euclid 585 East 222nd Street Euclid, OH 44123 Council District 11 4 of 19: City of Lakewood 16024 Madison Avenue Lakewood, OH 44107 Council District 2 5 of 19: Maple Heights 15901 Libby Road Maple Heights, OH 44137 Council District 8 6 of 19: City of Parma Heights 6281 Pearl Road Parma Heights, OH 44130 Council District 47 of 19: Community Partnership on Aging 1370 Victory Drive South Euclid, OH 44121 Council Districts 6 and 11 8 of 19: East End Neighborhood House Association, The 2749 Woodhill Road Cleveland, OH 44104 Council District 7 9 of 19: Eliza Bryant Village 7201 Wade Park Ave. Cleveland, OH 44103 Council District 7 10 of 19: Goodrich Gannett Neighborhood Center 1368 East 55th Street Cleveland, OH 44103 Council District 7 11 of 19: Harvard Community Services Center, The 18240 Harvard Avenue Cleveland, OH 44128 Council District 912 of 19: Mandel Jewish Community Center of Cleveland, The 26001 South Woodland Road Beachwood, OH 44122 Council District 10 13 of 13: Murtis Taylor Human Services System 13422 Kinsman Road Cleveland, OH 44120 Council District 9 14 of 19: Phillis Wheatley Association, The 4450 Cedar Avenue Cleveland, OH 44103 15 of 19: Rose Centers for Aging Well, LLC. 12200 Fairhill Road Cleveland, OH 44115 Council Districts – 2, 7, 8 and 10 16 of 19: Salvation Army, The 2507 East 22nd Street Cleveland, OH 44115 Council District 3 17 of 19: Senior Citizen Resources, Inc. 3100 Devonshire Rd. Cleveland, OH 44109 Council District 3 18 of 19: Senior Outreach Services 2390 East 79th Street Cleveland, OH 44104 Council District 8 19 of 19: University Settlement, Inc. 4800 Broadway Avenue Cleveland, OH 44127 Council District 7 18 of 18: West Side Community House 9300 Lorain Avenue Cleveland, OH 44102 Council District 3 2. The (owners, executive director [specify]) for the vendor is: Evelyn Santos (Director) 3.b. The Community Social Services Program services are delivered throughout the County and in all Council Districts. **D. Project Status and Planning** 1. The awarding of Community Social Services Program contracts occurs every two years. 2. Not applicable - *The project has (#) phases ...*3. The awarding of Community Social Services Program contracts is on a critical action path because contracts need to be in place by 1/1/2015. 4. It is anticipated that if these contracts move without delay, they will be approved prior to the effective date. **E. Funding** 1. The Community Social Services Program is funded 100% by the County Health & Human Services levy. 2. The schedule of payments is monthly and is based on the presentation of an itemized invoice by the vendor detailing the actual clients and units of service delivered (by client) for the prior month.

PURPOSE/OUTCOMES - PRINCIPAL OWNER(S):

This contract seeks to deliver the following units of service through the Community Social Services Program during 1/1/15-12/31/16:

3,800 units of Transportation Service (1 unit = a one-way trip) Principal owner: Bernadette Washington, Executive Director

Additional background info:

With RFP 30873, the Division of Senior & Adult Services sought vendors to deliver one or more of four essential services to Cuyahoga County seniors. The primary goal of the Community Social Services Program (CSSP) is to eliminate isolation and reduce loneliness for Cuyahoga County residents age 60 and older and disabled adults thus helping these residents maintain and/or improve their physical health. These services are delivered through contracts with community centers, municipalities and other local non-profits to provide four essential services: adult day, adult development, congregate meals, and

transportation. With awards from this RFP, DSAS will expand its service delivery area for CSSP services. To be considered for an award, vendors had to score at least 60 points for their service proposal. Providers earning at least 60 points for their proposal received some level of funding based on the ranking of their proposal, their requested number of units and in the case of current vendors their current contracted number of units.

Legislative Action Title: Senior & Adult Services – 2014 – Award & Execute Contract – Catholic Charities Corporation on behalf of the Hispanic Senior Center– Community Social Services Program – 2015/2016 – RFP 30873 (1of 19 contracts). **A. Scope of Work Summary** 1. Senior & Adult Services is requesting approval of an award to contract with Catholic Charities Corporation on behalf of the Hispanic Senior Center in the amount of \$19,950.00. The anticipated start-completion dates are 01/01/2015-12/31/2016. 2. The primary goal of this contract is to deliver Transportation Services to clients participating in the Community Social Services Program (CSSP) in accordance with the specifications and program conditions of participation found in the contract. 3. The Community Social Services Program is a non-mandated service offered to Cuyahoga County residents age 60 and older and/or disabled adults age 18-59. **B. Procurement** 1. The procurement method for this project was RFP 30873. The total value of the RFP is \$2,758,136.00. The awards total: \$2,758,136.00. 2. The RFP was closed on 08/13/2014. 3. There were a total of 48 service proposals submitted by 22 vendors pulled from OPD. All 47 proposals were reviewed, 45 service proposals with 19 vendors are being recommended for award. **C. Contractor and Project Information** 1. The addresses of all vendors are: 1 of 19: Catholic Charities Community Services Corp. on behalf of the Hispanic Senior Center. 7911 Detroit Ave.Cleveland, OH 44102 2 of 19: Catholic Charities Corporation on behalf of the St. Martin de Porres Family Center.1264 East 123rd Street Cleveland, OH 44108 Council District 7 3 of 19: City of Euclid 585 East 222nd Street Euclid, OH 44123 Council District 11 4 of 19: City of Lakewood 16024 Madison Avenue Lakewood, OH 44107 Council District 2 5 of 19: Maple Heights 15901 Libby Road Maple Heights, OH 44137 Council District 8 6 of 19: City of Parma Heights 6281 Pearl Road Parma Heights, OH 44130 Council District 47 of 19: Community Partnership on Aging 1370 Victory Drive South Euclid, OH 44121 Council Districts 6 and 11 8 of 19: East End Neighborhood House Association, The 2749 Woodhill Road Cleveland, OH 44104 Council District 7 9 of 19: Eliza Bryant Village 7201 Wade Park Ave. Cleveland, OH 44103 Council District 7 10 of 19: Goodrich Gannett Neighborhood Center 1368 East 55th Street Cleveland, OH 44103 Council District 7 11 of 19: Harvard Community Services Center, The 18240 Harvard Avenue Cleveland, OH 44128 Council District 9 12 of 19: Mandel Jewish Community Center of Cleveland, The 26001 South Woodland Road Beachwood, OH 44122 Council District 10 13 of 13: Murtis Taylor Human Services System 13422 Kinsman Road Cleveland, OH 44120 Council District 9 14 of 19: Phillis Wheatley Association, The4450 Cedar AvenueCleveland, OH 44103 15 of 19: Rose Centers for Aging Well, LLC. 12200 Fairhill Road Cleveland, OH 44115 Council Districts – 2, 7, 8 and 10 16 of 19: Salvation Army, The 2507 East 22nd Street Cleveland, OH 44115 Council District 3 17 of 19: Senior Citizen Resources, Inc. 3100 Devonshire Rd. Cleveland, OH 44109 Council District 3 18 of 19: Senior Outreach Services 2390 East 79th Street Cleveland, OH 44104 Council District 8 19 of 19: University Settlement, Inc. 4800 Broadway Avenue Cleveland, OH 44127 Council District 7 18 of 18: West Side Community House 9300 Lorain Avenue Cleveland, OH 44102 Council District 3 2. The (owners, executive director [specify]) for the vendor is: Evelyn Santos (Director) 3.b. The Community Social Services Program services are delivered throughout the County and in all Council Districts. **D. Project Status and Planning** 1. The awarding of Community Social Services Program

contracts occurs every two years. 2. Not applicable - *The project has (#) phases ...*3. The awarding of Community Social Services Program contracts is on a critical action path because contracts need to be in place by 1/1/2015. 4. It is anticipated that if these contracts move without delay, they will be approved prior to the effective date. **E. Funding**
 1. The Community Social Services Program is funded 100% by the County Health & Human Services levy. 2. The schedule of payments is monthly and is based on the presentation of an itemized invoice by the vendor detailing the actual clients and units of service delivered (by client) for the prior month.

Explanation for late submittal:

Contract/Agreement Information:

Procurement Method:
 RFP (Request for Proposal)

Explanation for Increase/Decrease in \$ Amount for current request:

Financial Information:

Funding source: **Explanation:**
 Other Health & Human Services Levy

Total Amount Requested:
 \$19,950.00

ATTACHMENTS:

Click to download

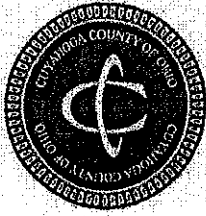
- [RFP Final.30873](#)
- [Notice of Intent 30873](#)
- [Catholic Charities Corp. on behalf - Hispanic Senior Center Compliance Form](#)
- [Catholic Charities Corp. on behalf of - Hispanic Senior Center Department Acknowledgement Form](#)
- [Catholic Charities Corp. Hispanic Senior Center cooperative purchase form](#)
- [Catholic Charities Corp. Hispanic Senior Center legislative action](#)
- [Catholic Charities Corp. Hispanic Senior Center proposal](#)
- [Catholic Charities Corp. Hispanic Senior Center sig auth](#)
- [Catholic Charities Corp. Hispanic Senior Center non collusive affidavit](#)
- [Catholic Charities Corp. Hispanic Senior Center ins](#)
- [Secretary of State](#)
- [Catholic Charities Corp. Hispanic Senior Center bwc](#)
- [Catholic Charities Corp. Hispanic Senior Center w-9](#)
- [Catholic Charities Corp. Hispanic Senior Center aud](#)
- [Catholic Charities Corp. Hispanic Senior Center sos](#)
- [Catholic Charities Corp. Hispanic Senior Center awards contract history log](#)
- [OPD Tab Sheet](#)
- [Catholic Charities Corp. Hispanic Senior Center Award recommendation for web](#)
- [Catholic Charities Corp. Hispanic Senior Center signed contract TAB](#)
- [Catholic Charities Corp. Hispanic Senior Center contract cover TAB](#)
- [Catholic Charities Corp. Hispanic Senior Center principal ownership form](#)

History

Time

Who

Approval



Principal Owner Form

(Required Document for Award Recommendations/Purchases)

VENDOR: Please complete the following information and return it to the Cuyahoga County "Requestor"

Company Name (Legal name of the business):	CATHOLIC CHARITIES CORPORATION (CCC)
Principal Owner's Name (The legal name of the owner/s of the business):	PATRICK GAREAU
Owner/Officer's Title:	PRESIDENT / CEO
Business Address:	7911 DETROIT AVENUE CLEVELAND, OHIO 44102
Phone Number:	(216) 334-2901
Name of Person Completing Form:	LEN MIKULA
Signature:	<i>Len Mikula</i>
Title:	BUSINESS ADMINISTRATOR

If there is more than one (1) principal owner, please complete information for that / those person(s) as well. If a corporation, please identify the CEO, President or other officers of the Corporation representing shareholders.

CUYAHOGA COUNTY STAFF:

I certify that I have checked the Debarment/Suspension lists on the Cuyahoga County Inspector General's website and the Debarment/Suspension lists did not contain the above detailed vendor and/or principal owner.

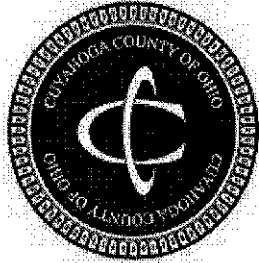
Signature: *Daurin Elliott*

Date: 11-6-14

Printed Name: DAURIN ELLIOTT

Inspector General "Registered Contractor" Number: 12-0766

Cuyahoga County
(Principal Owner Form, 02-05-14)



4

Item Details:

Agency/Dept. Name:	Department of Senior and Adult Services	Agency/Dept. Head Name:	Tracey N. Mason
Type of Request:	Contract/Amendment		
Request Prepared by:	Patricia Baskerville	Telephone No.	216.443.6692

SUMMARY OF REQUESTED ACTION:

Division of Senior and Adult Services DSAS, recommending an award on RQ30873 and enter into a contract with the City of Euclid in the amount not-to-exceed \$55,226.00 for Transportation Services for the Community Social Services Program for the period 1/1/2015 - 12/31/2016 (3 of 19 awards/contracts).

Legislative Action Title: Senior & Adult Services – 2014 – Award & Execute Contract – City of Euclid– Community Social Services Program – 2015/2016 – RFP 30873 (3 of 19 contracts). **A. Scope of Work Summary** 1. Senior & Adult Services is requesting approval of an award to contract with City of Euclid in the amount of \$55,226.00. The anticipated start-completion dates are 01/01/2015-12/31/2016. 2. The primary goal of this contract is to deliver Transportation Services to clients participating in the Community Social Services Program (CSSP) in accordance with the specifications and program conditions of participation found in the contract. 3. The Community Social Services Program is a non-mandated service offered to Cuyahoga County residents age 60 and older and/or disabled adults age 18-59. **B. Procurement** 1. The procurement method for this project was RFP 30873. The total value of the RFP is \$2,758,136.00. The awards total: \$2,758,136.00. 2. The RFP was closed on 08/13/2014. 3. There were a total of 48 service proposals submitted by 22 vendors pulled from OPD. All 47 proposals were reviewed, 45 service proposals with 19 vendors are being recommended for award. **C. Contractor and Project Information** 1. The addresses of all vendors are: 1 of 19: Catholic Charities Community Services Corp. on behalf of the Hispanic Senior Center. 7911 Detroit Ave.Cleveland, OH 44102 2 of 19: Catholic Charities Corporation on behalf of the St. martin de Porres Family Center. 1264 East 123rd Street Cleveland, OH 44108 Council District 7 3 of 19: City of Euclid 585 East 222nd Street Euclid, OH 44123 Council District 11 4 of 19: City of Lakewood 16024 Madison Avenue Lakewood, OH 44107 Council District 2 5 of 19: Maple Heights

15901 Libby Road Maple Heights, OH 44137 Council District 8 6 of 19: City of Parma Heights 6281 Pearl Road Parma Heights, OH 44130 Council District 47 of 19: Community Partnership on Aging 1370 Victory Drive South Euclid, OH 44121 Council Districts 6 and 11 8 of 19: East End Neighborhood House Association, The 2749 Woodhill Road Cleveland, OH 44104 Council District 7 9 of 19: Eliza Bryant Village 7201 Wade Park Ave. Cleveland, OH 44103 Council District 7 10 of 19: Goodrich Gannett Neighborhood Center 1368 East 55th Street Cleveland, OH 44103 Council District 7 11 of 19: Harvard Community Services Center, The 18240 Harvard Avenue Cleveland, OH 44128 Council District 912 of 19: Mandel Jewish Community Center of Cleveland, The 26001 South Woodland Road Beachwood, OH 44122 Council District 10 13 of 13: Murtis Taylor Human Services System 13422 Kinsman Road Cleveland, OH 44120 Council District 9 14 of 19: Phillis Wheatley Association, The 4450 Cedar Avenue Cleveland, OH 44103 15 of 19: Rose Centers for Aging Well, LLC. 12200 Fairhill Road Cleveland, OH 44115 Council Districts – 2, 7, 8 and 10 16 of 19: Salvation Army, The 2507 East 22nd Street Cleveland, OH 44115 Council District 3 17 of 19: Senior Citizen Resources, Inc. 3100 Devonshire Rd. Cleveland, OH 44109 Council District 3 18 of 19: Senior Outreach Services 2390 East 79th Street Cleveland, OH 44104 Council District 8 19 of 19: University Settlement, Inc. 4800 Broadway Avenue Cleveland, OH 44127 Council District 7 18 of 18: West Side Community House 9300 Lorain Avenue Cleveland, OH 44102 Council District 3 2. The (owners, executive director [specify]) for the vendor is: Bill Cervenik (Mayor) 3.b. The Community Social Services Program services are delivered throughout the County and in all Council Districts. **D. Project Status and Planning** 1. The awarding of Community Social Services Program contracts occurs every two years. 2. Not applicable - *The project has (#) phases ...*3. The awarding of Community Social Services Program contracts is on a critical action path because contracts need to be in place by 1/1/2015. 4. It is anticipated that if these contracts move without delay, they will be approved prior to the effective date. **E. Funding** 1. The Community Social Services Program is funded 100% by the County Health & Human Services levy. 2. The schedule of payments is monthly and is based on the presentation of an itemized invoice by the vendor detailing the actual clients and units of service delivered (by client) for the prior month.

PURPOSE/OUTCOMES - PRINCIPAL OWNER(S):

This contract seeks to deliver the following units of service through the Community Social Services Program during 1/1/15-12/31/16: 10,519 units of Transportation service (1 unit = a one-way trip) Principal owner: Bill Cervenik, Mayor

Additional background info:

With RFP 30873, the Division of Senior & Adult Services sought vendors to deliver one or more of four essential services to Cuyahoga County seniors. The primary goal of the Community Social Services Program (CSSP) is to eliminate isolation and reduce loneliness for Cuyahoga County residents age 60 and older and disabled adults thus helping these residents maintain and/or improve their physical health. These services are delivered through contracts with community centers, municipalities and other local non-profits to provide four essential services: adult day, adult development, congregate meals, and transportation. With awards from this RFP, DSAS will expand its service delivery area for CSSP services. To be considered for an award, vendors had to score at least 60 points for their service proposal. Providers earning at least 60 points for their proposal received some level of funding based on the ranking of their proposal, their requested number of units and in the case of current vendors their current contracted number of units.

Legislative Action Title: Senior & Adult Services – 2014 – Award & Execute Contract – City of Parma Heights– Community Social Services Program – 2015/2016 – RFP 30873 (3 of 19 contracts). **A. Scope of Work Summary** 1. Senior & Adult Services is requesting approval of an award to contract with City of Parma Heights in the amount of \$207,866.00. The anticipated start-completion dates are 01/01/2015-12/31/2016. 2. The primary goal of this contract is to deliver Congregate Meals and Transportation Services to clients participating in the Community Social Services Program (CSSP) in accordance with the specifications and program conditions of participation found in the contract. 3. The Community Social Services Program is a non-mandated service offered to Cuyahoga County residents age 60 and older and/or disabled adults age 18-59. **B. Procurement** 1. The procurement method for this project was RFP 30873. The total value of the RFP is \$2,758,136.00. The awards total: \$2,758,136.00. 2. The RFP was closed on 08/13/2014. 3. There were a total of 48 service proposals submitted by 22 vendors pulled from OPD. All 47 proposals were reviewed, 45 service proposals with 19 vendors are being recommended for award. **C. Contractor and Project Information** 1. The addresses of all vendors are: 1 of 19: Catholic Charities Community Services Corp. on behalf of the Hispanic Senior Center. 7911 Detroit Ave. Cleveland, OH 44102 6 of 19: City of Parma Heights. 1264 East 123rd Street Cleveland, OH 44108 Council District 7 3 of 19: City of Euclid 585 East 22nd Street Euclid, OH 44123 Council District 11 4 of 19: City of Lakewood 16024 Madison Avenue Lakewood, OH 44107 Council District 2 5 of 19: Maple Heights 15901 Libby Road Maple Heights, OH 44137 Council District 8 6 of 19: City of Parma Heights 6281 Pearl Road Parma Heights, OH 44130 Council District 4 7 of 19: Community Partnership on Aging 1370 Victory Drive South Euclid, OH 44121 Council Districts 6 and 11 8 of 19: East End Neighborhood House Association, The 2749 Woodhill Road Cleveland, OH 44104 Council District 7 9 of 19: Eliza Bryant Village 7201 Wade Park Ave. Cleveland, OH 44103 Council District 7 10 of 19: Goodrich Gannett Neighborhood Center 1368 East 55th Street Cleveland, OH 44103 Council District 7 11 of 19: Harvard Community Services Center, The 18240 Harvard Avenue Cleveland, OH 44128 Council District 9 12 of 19: Mandel Jewish Community Center of Cleveland, The 26001 South Woodland Road Beachwood, OH 44122 Council District 10 13 of 13: Murtis Taylor Human Services System 13422 Kinsman Road Cleveland, OH 44120 Council District 9 14 of 19: Phillis Wheatley Association, The 4450 Cedar Avenue Cleveland, OH 44103 15 of 19: Rose Centers for Aging Well, LLC. 12200 Fairhill Road Cleveland, OH 44115 Council Districts – 2, 7, 8 and 10 16 of 19: Salvation Army, The 2507 East 22nd Street Cleveland, OH 44115 Council District 3 17 of 19: Senior Citizen Resources, Inc. 3100 Devonshire Rd. Cleveland, OH 44109 Council District 3 18 of 19: Senior Outreach Services 2390 East 79th Street Cleveland, OH 44104 Council District 8 19 of 19: University Settlement, Inc. 4800 Broadway Avenue Cleveland, OH 44127 Council District 7 18 of 18: West Side Community House 9300 Lorain Avenue Cleveland, OH 44102 Council District 3 2. The (owners, executive director [specify]) for the vendor is: Judy McLaughlin (Director of Senior Services) 3.b. The Community Social Services Program services are delivered throughout the County and in all Council Districts. **D. Project Status and Planning** 1. The awarding of Community Social Services Program contracts occurs every two years. 2. Not applicable - *The project has (#) phases ...* 3. The awarding of Community Social Services Program contracts is on a critical action path because contracts need to be in place by 1/1/2015. 4. It is anticipated that if these contracts move without delay, they will be approved prior to the effective date. **E. Funding** 1. The Community Social Services Program is funded 100% by the County Health & Human Services levy. 2. The schedule of

payments is monthly and is based on the presentation of an itemized invoice by the vendor detailing the actual clients and units of service delivered (by client) for the prior month.

Explanation for late submittal:

Contract/Agreement Information:

Procurement Method:

RFP (Request for Proposal)

Explanation for Increase/Decrease in \$ Amount for current request:

Financial Information:

Funding source:

Other

Explanation:

Health & Human Services Levy

Total Amount Requested:

\$55,226.00

ATTACHMENTS:

Click to download

- [RFP.Final](#)
- [Notice of Intent](#)
- [City of Euclid compliance form](#)
- [City of Euclid dept. acknowledgement form](#)
- [City of Euclid cooperative purchase](#)
- [City of Euclid legislative action](#)
- [City of Euclid proposal](#)
- [City of Euclid sig auth](#)
- [City of Euclid non collusive affidavit](#)
- [City of Euclid ins.](#)
- [City of Euclid bwc](#)
- [City of Euclid w-9](#)
- [City of Euclid aud](#)
- [City of Euclid award contract history log](#)
- [City of Euclid evaluation](#)
- [OPD Tab Sheet](#)
- [City of Euclid award recommendation for web](#)
- [City of Euclid signed contract TAB](#)
- [City of Euclid contract cover TAB](#)
- [City of Euclid principal ownership form](#)

History

Time

Who

Approval

Office of Procurement & Diversity

CONTRACT/AGREEMENT EVALUATION FORM
(To be completed in its entirety by user department for
all contract/agreement renewals or amendments.)

Contractor: City of Euclid

Contract/Agreement No.: AG1300003 -01 **Time Period:** 1/1/13-12/31/14

Service Description: Transportation services for the Community Social Services Program (CSSP)

Original Contract/Agreement Amount: \$36,652.00

Prior Amendment(s) Amount(s): Amendment #1 - \$17,490.00

Performance Indicators: Provider was reviewed based on results of one financial review (thru 07/28/14) as well as a review of its delivery of contracted units and submission of billing rosters. Please see attached.

Actual performance versus performance indicators (include statistics): The City of Euclid scored 63 out of 72 possible points (88%) on its mid-year evaluation (please see attached). Providers will be re-evaluated after compliance audits are completed. These audits are currently underway.

Rating of Overall Performance of Contractor (Check One):

- Superior
- Above Average
- Average
- Below Average
- Poor

Justification of Rating: DSAS has adopted a 10 point scale for providers (90-100 is superior; 80-89.9 is above average; 70-79.9 is average; 60-69.9 is below average; 59.9 and below is poor.

Senior & Adult Services
User Department

11/4/14
Date

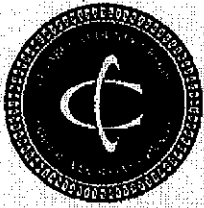
s: evaluation

Program: DSAS Community Social Services Program
 Contract Period: 1/1/13 - 12/31/14
 Period Reviewed: 1/1/13 - 6/30/13; YEAR 1
 Doc Updated: 7/28/2014
 Provider: City of Euclid

Potential Points		Earned Points		Total % Earned; Notes
72		63.23		88%
Facility Check	8	Deduct one point for each finding issued in this area	8.00	No findings
Policies & Procedures	5	Deduct one point for each finding issued in this area	4.00	Missing client incident reporting policy
Personnel Files	5	Deduct one point for each finding issued in this area. Note findings issued for the same topic, but for multiple employees only count as 1 finding (i.e., missing background checks)	1.00	Missing hire date, performance appraisal, job descriptions and medical statement
Client Files - General	7	Deduct one point for each finding issued in this area; Note findings issued for the same topic, but for multiple clients only count as 1 finding (i.e., assessments not completed on time; ADL reassessments not completed; IADL reassessments not completed; client progress toward goals not reassessed)	7.00	No findings
Client Files - Eligibility Verification	6	[Computed by audit period; each period worth 6 points]; Deduct one point if audit finding issued for up to 17% of sample; Deduct 2 points for audit findings issued for 17.01% up to 33% of audit sample; Deduct 3 points for audit findings issued for 33.01% up to 50% of audit sample; Deduct 4 points for audit findings issued for 50.01% up to 67% of audit sample; Deduct 5 points for audit findings issued for 67.01% up to 83% of audit sample; Deduct 6 points for audit findings issued for more than 83.01% of audit sample	6.00	No findings
Service Delivery	10	[Determined by service; Each service can earn up to 10 points; Score for this question is based on average score earned by all svcs.] Deduct one point for each finding issued in this area. Exception: Providers not delivering 1-2 activities in accordance with their proposal lose 1 point; 3-4 activities - 2 points; 5-6 activities - 3 points; 7-8 activities - 4 points; 9-10 activities - 5 points; 11 or more activities - 6 points.	7.00	Incorrect manifest (-1); Four activities not being offered as proposed (-2)

Program: DSAS Community Social Services Program
 Contract Period: 1/1/13 - 12/31/14
 Period Reviewed: 1/1/13 - 6/30/13; YEAR 1
 Doc Updated: 7/28/2014
 Provider: City of Euclid

	Potential Points		Earned Points	Total % Earned; Notes
Unit Verification	3	[Computed by audit period; each period worth 3 points; Providers may lose up to 3 points per period] Deduct one point if there are any units unverified. Deduct an additional point if 5% or more of the units in the sample are unverified (total of all services). Deduct an additional point if 10% or more of the units in the sample are unverified (total of all services).	2.00	7 units unverified; 1.5%
Unit Delivery (aka Utilization)	10	[Determined by service; Each service can earn up to 10 points; Score for this question is based on average score earned by all svcs.Does not use aggregate of contract]; 98% or higher = 10; 95 to 97.99% = 8; 90-94.99% = 6; 85-89.99% = 4; 80-84.99% = 2; 75-79.99% = 1; 74.99% or less = 0	10.00	TRN: 169.2%
Billing	6	Deduct one point for each time the monthly billing was late; Deduct .5 point if billing was on time but was submitted incorrectly the first time	6.00	No findings
Reporting: Monthly Financial Expenses	3	Deduct .5 for each time a monthly financial report not submitted on-time	3.00	No findings
Reporting: Goals & Objective	5	Based on each report, each report worth up to 5 points; Deduct 1 pt each late report; Deduct 1 pt for incorrect report; Deduct .5 point for each objective not met	4.50	Objective not met
Reporting: Client Satisfaction	4	Customer Satisfaction report worth 4 points, deduct one point for each finding issued for this report; Other 5 points based on score earned by DSAS survey of provider's clients, points earned based on actual score	4.73	Average score earned from client surveys administered by DSAS QA unit in 2013 (scale 1 to 5 [5 being the highest])



Principal Owner Form

(Required Document for Award Recommendations/Purchases)

VENDOR: Please complete the following information and return it to the Cuyahoga County "Requestor"

Company Name (Legal name of the business):	CITY OF Euclid, Ohio
Principal Owner's Name (The legal name of the owner/s of the business):	Bill Cervenik
Owner/Officer's Title:	Mayor
Business Address:	585 East 222 Street, Euclid, Ohio 44123
Phone Number:	216-289-2700
Name of Person Completing Form:	Bill Cervenik
Signature:	
Title:	Mayor

If there is more than one (1) principal owner, please complete information for that / those person(s) as well.
If a corporation, please identify the CEO, President or other officers of the Corporation representing shareholders.

CUYAHOGA COUNTY STAFF:

I certify that I have checked the Debarment/Suspension lists on the Cuyahoga County Inspector General's website and the Debarment/Suspension lists did not contain the above detailed vendor and/or principal owner.

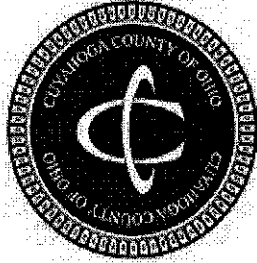
Signature: Pamela Burnside

Date: 10/31/14

Printed Name: Pamela Burnside

Inspector General "Registered Contractor" Number: 12-0162

Cuyahoga County
(Principal Owner Form, 02-05-14)



5

Item Details:

Agency/Dept. Name:	Department of Senior and Adult Services	Agency/Dept. Head Name:	Tracey N. Mason
Type of Request:	Award Recommendation		
Request Prepared by:	Patricia Baskerville	Telephone No.	216.443.6692

SUMMARY OF REQUESTED ACTION:

Division of Senior and Adult Services DSAS, recommending an award on RQ30873 and enter in a contract with the City of Lakewood in the amount not-to-exceed \$75,136.00 for Congregate Meals and Transportation Services for the Community Social Services Program for the period 1/1/2015 -12/31/2016 (4 of 19 awards/contracts).

Legislative Action Title: Senior & Adult Services – 2014 – Award & Execute Contract – City of Lakewood– Community Social Services Program – 2015/2016 – RFP 30873 (4 of 19 contracts). **A. Scope of Work Summary** 1. Senior & Adult Services is requesting approval of an award to contract with City of Lakewood in the amount of \$75,136.00. The anticipated start-completion dates are 01/01/2015-12/31/2016. 2. The primary goal of this contract is to deliver Congregate Meals and Transportation Services to clients participating in the Community Social Services Program (CSSP) in accordance with the specifications and program conditions of participation found in the contract. 3. The Community Social Services Program is a non-mandated service offered to Cuyahoga County residents age 60 and older and/or disabled adults age 18-59. **B. Procurement** 1. The procurement method for this project was RFP 30873. The total value of the RFP is \$2,758,136.00. The awards total: \$2,758,136.00. 2. The RFP was closed on 08/13/2014. 3. There were a total of 48 service proposals submitted by 22 vendors pulled from OPD. All 47 proposals were reviewed, 45 service proposals with 19 vendors are being recommended for award. **C. Contractor and Project Information** 1. The addresses of all vendors are: 1 of 19: Catholic Charities Community Services Corp. on behalf of the Hispanic Senior Center. 7911 Detroit Ave. Cleveland, OH 44102 2 of 19: Catholic Charities Corporation on behalf of the St. Martin de Porres Family Center. 1264 East 123rd Street Cleveland, OH 44108 Council District 7 3 of 19: City of Euclid 585 East 222nd Street Euclid, OH 44123 Council District 11 4 of 19: City of Lakewood 16024 Madison Avenue Lakewood, OH 44107 Council District 2 5 of 19: Maple

Heights 15901 Libby Road Maple Heights, OH 44137 Council District 8 6 of 19: City of Parma Heights 6281 Pearl Road Parma Heights, OH 44130 Council District 47 of 19: Community Partnership on Aging 1370 Victory Drive South Euclid, OH 44121 Council Districts 6 and 11 8 of 19: East End Neighborhood House Association, The 2749 Woodhill Road Cleveland, OH 44104 Council District 7 9 of 19: Eliza Bryant Village 7201 Wade Park Ave. Cleveland, OH 44103 Council District 7 10 of 19: Goodrich Gannett Neighborhood Center 1368 East 55th Street Cleveland, OH 44103 Council District 7 11 of 19: Harvard Community Services Center, The 18240 Harvard Avenue Cleveland, OH 44128 Council District 912 of 19: Mandel Jewish Community Center of Cleveland, The 26001 South Woodland Road Beachwood, OH 44122 Council District 10 13 of 13: Murtis Taylor Human Services System 13422 Kinsman Road Cleveland, OH 44120 Council District 9 14 of 19: Phillis Wheatley Association, The 4450 Cedar Avenue Cleveland, OH 44103 15 of 19: Rose Centers for Aging Well, LLC. 12200 Fairhill Road Cleveland, OH 44115 Council Districts - 2, 7, 8 and 10 16 of 19: Salvation Army, The 2507 East 22nd Street Cleveland, OH 44115 Council District 3 17 of 19: Senior Citizen Resources, Inc. 3100 Devonshire Rd. Cleveland, OH 44109 Council District 3 18 of 19: Senior Outreach Services 2390 East 79th Street Cleveland, OH 44104 Council District 8 19 of 19: University Settlement, Inc. 4800 Broadway Avenue Cleveland, OH 44127 Council District 7 18 of 18: West Side Community House 9300 Lorain Avenue Cleveland, OH 44102 Council District 3 2. The (owners, executive director [specify]) for the vendor is: DeDe MacNamee-Gold (Senior Center Manager) 3.b. The Community Social Services Program services are delivered throughout the County and in all Council Districts. **D. Project Status and Planning** 1. The awarding of Community Social Services Program contracts occurs every two years. 2. Not applicable - *The project has (#) phases ...*3. The awarding of Community Social Services Program contracts is on a critical action path because contracts need to be in place by 1/1/2015. 4. It is anticipated that if these contracts move without delay, they will be approved prior to the effective date. **E. Funding** 1. The Community Social Services Program is funded 100% by the County Health & Human Services levy. 2. The schedule of payments is monthly and is based on the presentation of an itemized invoice by the vendor detailing the actual clients and units of service delivered (by client) for the prior month.

PURPOSE/OUTCOMES - PRINCIPAL OWNER(S):

This contract seeks to deliver the following units of service through the Community Social Services Program during 1/1/15-12/31/16: 9,960 units of Congregate Meals Service (1 unit = 1 meal) 3,877 units of Transportation Service (1 unit = a one-way trip) Principal owner: Michael P. Summers, Mayor

Additional background info:

With RFP 30873, the Division of Senior & Adult Services sought vendors to deliver one or more of four essential services to Cuyahoga County seniors. The primary goal of the Community Social Services Program (CSSP) is to eliminate isolation and reduce loneliness for Cuyahoga County residents age 60 and older and disabled adults thus helping these residents maintain and/or improve their physical health. These services are delivered through contracts with community centers, municipalities and other local non-profits to provide four essential services: adult day, adult development, congregate meals, and transportation. With awards from this RFP, DSAS will expand its service delivery area for CSSP services. To be considered for an award, vendors had to score at least 60 points for their service proposal. Providers earning at least 60 points for their proposal received some

level of funding based on the ranking of their proposal, their requested number of units and in the case of current vendors their current contracted number of units.

Legislative Action Title: Senior & Adult Services – 2014 – Award & Execute Contract – City of Parma Heights– Community Social Services Program – 2015/2016 – RFP 30873 (4 of 19 contracts). **A. Scope of Work Summary** 1. Senior & Adult Services is requesting approval of an award to contract with City of Parma Heights in the amount of \$207,866.00. The anticipated start-completion dates are 01/01/2015-12/31/2016. 2. The primary goal of this contract is to deliver Congregate Meals and Transportation Services to clients participating in the Community Social Services Program (CSSP) in accordance with the specifications and program conditions of participation found in the contract. 3. The Community Social Services Program is a non-mandated service offered to Cuyahoga County residents age 60 and older and/or disabled adults age 18-59. **B. Procurement** 1. The procurement method for this project was RFP 30873. The total value of the RFP is \$2,758,136.00. The awards total: \$2,758,136.00. 2. The RFP was closed on 08/13/2014. 3. There were a total of 48 service proposals submitted by 22 vendors pulled from OPD. All 47 proposals were reviewed, 45 service proposals with 19 vendors are being recommended for award. **C. Contractor and Project Information** 1. The addresses of all vendors are: 1 of 19: Catholic Charities Community Services Corp. on behalf of the Hispanic Senior Center. 7911 Detroit Ave. Cleveland, OH 44102 6 of 19: City of Parma Heights. 1264 East 123rd Street Cleveland, OH 44108 Council District 7 3 of 19: City of Euclid 585 East 222nd Street Euclid, OH 44123 Council District 11 4 of 19: City of Lakewood 16024 Madison Avenue Lakewood, OH 44107 Council District 2 5 of 19: Maple Heights 15901 Libby Road Maple Heights, OH 44137 Council District 8 6 of 19: City of Parma Heights 6281 Pearl Road Parma Heights, OH 44130 Council District 4 7 of 19: Community Partnership on Aging 1370 Victory Drive South Euclid, OH 44121 Council Districts 6 and 11 8 of 19: East End Neighborhood House Association, The 2749 Woodhill Road Cleveland, OH 44104 Council District 7 9 of 19: Eliza Bryant Village 7201 Wade Park Ave. Cleveland, OH 44103 Council District 7 10 of 19: Goodrich Gannett Neighborhood Center 1368 East 55th Street Cleveland, OH 44103 Council District 7 11 of 19: Harvard Community Services Center, The 18240 Harvard Avenue Cleveland, OH 44128 Council District 9 12 of 19: Mandel Jewish Community Center of Cleveland, The 26001 South Woodland Road Beachwood, OH 44122 Council District 10 13 of 13: Murtis Taylor Human Services System 13422 Kinsman Road Cleveland, OH 44120 Council District 9 14 of 19: Phillis Wheatley Association, The 4450 Cedar Avenue Cleveland, OH 44103 15 of 19: Rose Centers for Aging Well, LLC. 12200 Fairhill Road Cleveland, OH 44115 Council Districts – 2, 7, 8 and 10 16 of 19: Salvation Army, The 2507 East 22nd Street Cleveland, OH 44115 Council District 3 17 of 19: Senior Citizen Resources, Inc. 3100 Devonshire Rd. Cleveland, OH 44109 Council District 3 18 of 19: Senior Outreach Services 2390 East 79th Street Cleveland, OH 44104 Council District 8 19 of 19: University Settlement, Inc. 4800 Broadway Avenue Cleveland, OH 44127 Council District 7 18 of 18: West Side Community House 9300 Lorain Avenue Cleveland, OH 44102 Council District 3 2. The (owners, executive director [specify]) for the vendor is: Judy McLaughlin (Director of Senior Services) 3.b. The Community Social Services Program services are delivered throughout the County and in all Council Districts. **D. Project Status and Planning** 1. The awarding of Community Social Services Program contracts occurs every two years. 2. Not applicable - *The project has (#) phases ...* 3. The awarding of Community Social Services Program contracts is on a critical action path because contracts need to be in place by 1/1/2015. 4. It is anticipated that if these contracts move without delay, they will be approved prior to the effective date. **E. Funding** 1. The Community Social Services

Program is funded 100% by the County Health & Human Services levy. 2. The schedule of payments is monthly and is based on the presentation of an itemized invoice by the vendor detailing the actual clients and units of service delivered (by client) for the prior month.

Explanation for late submittal:

Contract/Agreement Information:

Procurement Method:

RFP (Request for Proposal)

Explanation for Increase/Decrease in \$ Amount for current request:

Financial Information:

Funding source:

Other

Explanation:

Health & Human Services Levy

Total Amount Requested:

\$75,136.00

ATTACHMENTS:

Click to download

- [RFP Final](#)
- [Notice of Intent](#)
- [City of Lakewood compliance form](#)
- [City of Lakewood dept acknowledgement form](#)
- [City of Lakewood cooperative purchase](#)
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- [OPD Tab Sheet](#)
- [City of Lakewood award recommendation for web](#)
- [City of Lakewood signed contract TAB](#)
- [City of Lakewood contract cover TAB](#)
- [City of Lakewood principal ownership form](#)

History

Time

Who

Office of Procurement & Diversity

Approval



CONTRACT/AGREEMENT EVALUATION FORM
(To be completed in its entirety by user department for
all contract/agreement renewals or amendments.)

Contractor: City of Lakewood

Contract/Agreement No.: AG1300001 -01, 02, 03 Time Period: 1/1/13-12/31/14

Service Description: Adult Development, Congregate Meals and Transportation services for the Community Social Services Program (CSSP)

Original Contract/Agreement Amount: \$73,904.00

Prior Amendment(s) Amount(s): \$0.00

Performance Indicators: Provider was reviewed based on results of one financial review (thru 07/28/14) as well as a review of its delivery of contracted units and submission of billing rosters. Please see attached.

Actual performance versus performance indicators (include statistics): The City of Lakewood scored 61 out of 72 possible points (85%) on its mid-year evaluation (please see attached). Providers will be re-evaluated after compliance audits are completed. These audits are currently underway.

Rating of Overall Performance of Contractor (Check One):

- Superior
- Above Average
- Average
- Below Average
- Poor

Justification of Rating: DSAS has adopted a 10 point scale for providers (90-100 is superior; 80-89.9 is above average; 70-79.9 is average; 60-69.9 is below average; 59.9 and below is poor.

Senior & Adult Services
User Department

11/4/14
Date

s: evaluation

Program: DSAS Community Social Services Program
 Contract Period: 1/1/13 - 12/31/14
 Period Reviewed: 1/1/13 - 6/30/13; YEAR 1
 Doc Updated: 7/28/2014
 Provider: City of Lakewood

Potential Points			Earned Points	Total % Earned; Notes
72			61.41	85%
Facility Check	8	Deduct one point for each finding issued in this area	8.00	No findings
Policies & Procedures	5	Deduct one point for each finding issued in this area	5.00	No findings
Personnel Files	5	Deduct one point for each finding issued in this area. Note findings issued for the same topic, but for multiple employees only count as 1 finding (i.e., missing background checks)	5.00	No findings
Client Files - General	7	Deduct one point for each finding issued in this area; Note findings issued for the same topic, but for multiple clients only count as 1 finding (i.e., assessments not completed on time; ADL reassessments not completed; IADL reassessments not completed; client progress toward goals not reassessed)	5.00	Missing emergency contact; Client goals & objectives not measurable
Client Files - Eligibility Verification	6	[Computed by audit period; each period worth 6 points]; Deduct one point if audit finding issued for up 17% of sample; Deduct 2 points for audit findings issued for 17.01% up to 33% of audit sample; Deduct 3 points for audit findings issued for 33.01% up to 50% of audit sample; Deduct 4 points for audit findings issued for 50.01% up to 67% of audit sample; Deduct 5 points for audit findings issued for 67.01% up to 83% of audit sample; Deduct 6 points for audit findings issued for more than 83.01% of audit sample	5.00	1 out of 6 files incorrect
Service Delivery	10	[Determined by service; Each service can earn up to 10 points; Score for this question is based on average score earned by all svcs.] Deduct one point for each finding issued in this area. Exception: Providers not delivering 1-2 activities in accordance with their proposal lose 1 point; 3-4 activities - 2 points; 5-6 activities - 3 points; 7-8 activities - 4 points; 9-10 activities - 5 points; 11 or more activities - 6 points.	8.67	ADV: 4 activities not offered as proposed (-2,8); CNM: No finding (-0,10); TRN: Manifest incorrect; 1 activity not offered as proposed (-2; 8)

Program: DSAS Community Social Services Program
 Contract Period: 1/1/13 - 12/31/14
 Period Reviewed: 1/1/13 - 6/30/13; YEAR 1
 Doc Updated: 7/28/2014
 Provider: City of Lakewood

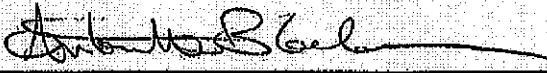
	Potential Points		Earned Points	Total % Earned; Notes
Unit Verification	3	[Computed by audit period; each period worth 3 points; Providers may lose up to 3 points per period] Deduct one point if there are any units unverified. Deduct an additional point if 5% or more of the units in the sample are unverified (total of all services). Deduct an additional point if 10% or more of the units in the sample are unverified (total of all services).	2.00	8.75 units unverified; 2%
Unit Delivery (aka Utilization)	10	[Determined by service; Each service can earn up to 10 points; Score for this question is based on average score earned by all svcs.Does not use aggregate of contract]; 98% or higher = 10; 95 to 97.99% = 8; 90-94.99% = 6; 85-89.99% = 4; 80-84.99% = 2; 75-79.99% = 1; 74.99% or less = 0	7.00	ADV: 333.96% (10); CNM: 75.55% (1); TRN: 171.24% (10) *** new provider, use 12/31/13 unit delivery data ***
Billing	6	Deduct one point for each time the monthly billing was late; Deduct .5 point if billing was on time but was submitted incorrectly the first time	4.50	Incorrect rosters: 3 mos (-1.5)
Reporting: Monthly Financial Expenses	3	Deduct .5 for each time a monthly financial report not submitted on-time	3.00	No findings
Reporting: Goals & Objective	5	Based on each report, each report worth up to 5 points; Deduct 1 pt each late report; Deduct 1 pt for incorrect report; Deduct .5 point for each objective not met	4.00	2 objectives not met
Reporting: Client Satisfaction	4	Customer Satisfaction report worth 4 points, deduct one point for each finding issued for this report; Other 5 points based on score earned by DSAS survey of provider's clients, points earned based on actual score	4.24	Average score earned from client surveys administered by DSAS QA unit in 2013 (scale 1 to 5 [5 being the highest])



Principal Owner Form

(Required Document for Award Recommendations/Purchases)

VENDOR: Please complete the following information and return it to the Cuyahoga County "Requestor"

Company Name (Legal name of the business):	City of Lakewood
Principal Owner's Name (The legal name of the owner/s of the business):	Michael P. Summers
Owner/Officer's Title:	Mayor
Business Address:	12650 Detroit Avenue Lakewood, OH 44107
Phone Number:	(216) 521-7580
Name of Person Completing Form:	Antoinette B. Gelsomino
Signature:	
Title:	Director, Department of Human Services

If there is more than one (1) principal owner, please complete information for that / those person(s) as well. If a corporation, please identify the CEO, President or other officers of the Corporation representing shareholders.

CUYAHOGA COUNTY STAFF:

I certify that I have checked the Debarment/Suspension lists on the Cuyahoga County Inspector General's website and the Debarment/Suspension lists did not contain the above detailed vendor and/or principal owner.

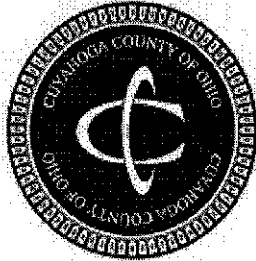
Signature: Pamela Burnside

Date: 10/31/14

Printed Name: Pamela Burnside

Inspector General "Registered Contractor" Number: 12-0850

Cuyahoga County
(Principal Owner Form, 02-05-14)



6

Item Details:

Agency/Dept. Name:	Department of Senior and Adult Services	Agency/Dept. Head Name:	Tracey N. Mason
Type of Request:	Award Recommendation		
Request Prepared by:	Patricia Baskerville	Telephone No.	216.443.6692

SUMMARY OF REQUESTED ACTION:

Division of Senior and Adult Services DSAS, recommending an award on RQ30873 and enter into a contract with the City of Maple Heights in the amount not-to-exceed 92,436.00 for Congregate Meals and Transportation Services for the Community Social Services Program for the period 1/1/2015 - 12/31/2016 (5 of 19 awards/contracts).

Legislative Action Title: Senior & Adult Services – 2014 – Award & Execute Contract – City of Maple Heights– Community Social Services Program – 2015/2016 – RFP 30873 (5 of 19 contracts). **A. Scope of Work Summary** 1. Senior & Adult Services is requesting approval of an award to contract with City of Maple Heights in the amount of \$92,436.00. The anticipated start-completion dates are 01/01/2015-12/31/2016. 2. The primary goal of this contract is to deliver Congregate Meals and Transportation Services to clients participating in the Community Social Services Program (CSSP) in accordance with the specifications and program conditions of participation found in the contract. 3. The Community Social Services Program is a non-mandated service offered to Cuyahoga County residents age 60 and older and/or disabled adults age 18-59. **B. Procurement** 1. The procurement method for this project was RFP 30873. The total value of the RFP is \$2,758,136.00. The awards total: \$2,758,136.00. 2. The RFP was closed on 08/13/2014. 3. There were a total of 48 service proposals submitted by 22 vendors pulled from OPD. All 47 proposals were reviewed, 45 service proposals with 19 vendors are being recommended for award. **C. Contractor and Project Information** 1. The addresses of all vendors are: 1 of 19: Catholic Charities Community Services Corp. on behalf of the Hispanic Senior Center. 7911 Detroit Ave. Cleveland, OH 44102 2 of 19: Catholic Charities Corporation on behalf of the St. martin de Porres Family Center. 1264 East 123rd Street Cleveland, OH 44108 Council District 7 3 of 19: City of Euclid 585 East 222nd Street Euclid, OH 44123 Council District 11 4 of 19: City of Lakewood 16024 Madison Avenue Lakewood, OH 44107 Council

District 2 5 of 19: Maple Heights 15901 Libby Road Maple Heights, OH 44137 Council District 8 6 of 19: City of Parma Heights 6281 Pearl Road Parma Heights, OH 44130 Council District 47 of 19: Community Partnership on Aging 1370 Victory Drive South Euclid, OH 44121 Council Districts 6 and 11 8 of 19: East End Neighborhood House Association, The 2749 Woodhill Road Cleveland, OH 44104 Council District 7 9 of 19: Eliza Bryant Village 7201 Wade Park Ave. Cleveland, OH 44103 Council District 7 10 of 19: Goodrich Gannett Neighborhood Center 1368 East 55th Street Cleveland, OH 44103 Council District 7 11 of 19: Harvard Community Services Center, The 18240 Harvard Avenue Cleveland, OH 44128 Council District 912 of 19: Mandel Jewish Community Center of Cleveland, The 26001 South Woodland Road Beachwood, OH 44122 Council District 10 13 of 13: Murtis Taylor Human Services System 13422 Kinsman Road Cleveland, OH 44120 Council District 9 14 of 19: Phillis Wheatley Association, The 4450 Cedar Avenue Cleveland, OH 44103 15 of 19: Rose Centers for Aging Well, LLC. 12200 Fairhill Road Cleveland, OH 44115 Council Districts – 2, 7, 8 and 10 16 of 19: Salvation Army, The 2507 East 22nd Street Cleveland, OH 44115 Council District 3 17 of 19: Senior Citizen Resources, Inc. 3100 Devonshire Rd. Cleveland, OH 44109 Council District 3 18 of 19: Senior Outreach Services 2390 East 79th Street Cleveland, OH 44104 Council District 8 19 of 19: University Settlement, Inc. 4800 Broadway Avenue Cleveland, OH 44127 Council District 7 18 of 18: West Side Community House 9300 Lorain Avenue Cleveland, OH 44102 Council District 3 2. The (owners, executive director [specify]) for the vendor is: Linda M. Vopat (Director of Human Services) 3.b. The Community Social Services Program services are delivered throughout the County and in all Council Districts. **D. Project Status and Planning** 1. The awarding of Community Social Services Program contracts occurs every two years. 2. Not applicable - *The project has (#) phases ...*3. The awarding of Community Social Services Program contracts is on a critical action path because contracts need to be in place by 1/1/2015. 4. It is anticipated that if these contracts move without delay, they will be approved prior to the effective date. **E. Funding** 1. The Community Social Services Program is funded 100% by the County Health & Human Services levy. 2. The schedule of payments is monthly and is based on the presentation of an itemized invoice by the vendor detailing the actual clients and units of service delivered (by client) for the prior month.

PURPOSE/OUTCOMES - PRINCIPAL OWNER(S):

This contract seeks to deliver the following units of service through the Community Social Services Program during 1/1/15-12/31/16: 5,470 units of Congregate Meals Service (1 unit = 1 meal) 11,876 units of Transportation Service (1 unit = a one-way trip) Principal owner: Jeffrey A. Lansky, Mayor

Additional background info:

With RFP 30873, the Division of Senior & Adult Services sought vendors to deliver one or more of four essential services to Cuyahoga County seniors. The primary goal of the Community Social Services Program (CSSP) is to eliminate isolation and reduce loneliness for Cuyahoga County residents age 60 and older and disabled adults thus helping these residents maintain and/or improve their physical health. These services are delivered through contracts with community centers, municipalities and other local non-profits to provide four essential services: adult day, adult development, congregate meals, and transportation. With awards from this RFP, DSAS will expand its service delivery area for CSSP services. To be considered for an award, vendors had to score at least 60 points for their service proposal. Providers earning at least 60 points for their proposal received some

level of funding based on the ranking of their proposal, their requested number of units and in the case of current vendors their current contracted number of units.

Legislative Action Title: Senior & Adult Services – 2014 – Award & Execute Contract – City of Parma Heights– Community Social Services Program – 2015/2016 – RFP 30873 (5 of 19 contracts). **A. Scope of Work Summary** 1. Senior & Adult Services is requesting approval of an award to contract with City of Parma Heights in the amount of \$207,866.00. The anticipated start-completion dates are 01/01/2015-12/31/2016. 2. The primary goal of this contract is to deliver Congregate Meals and Transportation Services to clients participating in the Community Social Services Program (CSSP) in accordance with the specifications and program conditions of participation found in the contract. 3. The Community Social Services Program is a non-mandated service offered to Cuyahoga County residents age 60 and older and/or disabled adults age 18-59. **B. Procurement** 1. The procurement method for this project was RFP 30873. The total value of the RFP is \$2,758,136.00. The awards total: \$2,758,136.00. 2. The RFP was closed on 08/13/2014. 3. There were a total of 48 service proposals submitted by 22 vendors pulled from OPD. All 47 proposals were reviewed, 45 service proposals with 19 vendors are being recommended for award. **C. Contractor and Project Information** 1. The addresses of all vendors are: 1 of 19: Catholic Charities Community Services Corp. on behalf of the Hispanic Senior Center. 7911 Detroit Ave. Cleveland, OH 44102 6 of 19: City of Parma Heights. 1264 East 123rd Street Cleveland, OH 44108 Council District 7 3 of 19: City of Euclid 585 East 222nd Street Euclid, OH 44123 Council District 11 4 of 19: City of Lakewood 16024 Madison Avenue Lakewood, OH 44107 Council District 2 5 of 19: Maple Heights 15901 Libby Road Maple Heights, OH 44137 Council District 8 6 of 19: City of Parma Heights 6281 Pearl Road Parma Heights, OH 44130 Council District 4 7 of 19: Community Partnership on Aging 1370 Victory Drive South Euclid, OH 44121 Council Districts 6 and 11 8 of 19: East End Neighborhood House Association, The 2749 Woodhill Road Cleveland, OH 44104 Council District 7 9 of 19: Eliza Bryant Village 7201 Wade Park Ave. Cleveland, OH 44103 Council District 7 10 of 19: Goodrich Gannett Neighborhood Center 1368 East 55th Street Cleveland, OH 44103 Council District 7 11 of 19: Harvard Community Services Center, The 18240 Harvard Avenue Cleveland, OH 44128 Council District 9 12 of 19: Mandel Jewish Community Center of Cleveland, The 26001 South Woodland Road Beachwood, OH 44122 Council District 10 13 of 13: Murtis Taylor Human Services System 13422 Kinsman Road Cleveland, OH 44120 Council District 9 14 of 19: Phillis Wheatley Association, The 4450 Cedar Avenue Cleveland, OH 44103 15 of 19: Rose Centers for Aging Well, LLC. 12200 Fairhill Road Cleveland, OH 44115 Council Districts – 2, 7, 8 and 10 16 of 19: Salvation Army, The 2507 East 22nd Street Cleveland, OH 44115 Council District 3 17 of 19: Senior Citizen Resources, Inc. 3100 Devonshire Rd. Cleveland, OH 44109 Council District 3 18 of 19: Senior Outreach Services 2390 East 79th Street Cleveland, OH 44104 Council District 8 19 of 19: University Settlement, Inc. 4800 Broadway Avenue Cleveland, OH 44127 Council District 7 18 of 18: West Side Community House 9300 Lorain Avenue Cleveland, OH 44102 Council District 3 2. The (owners, executive director [specify]) for the vendor is: Judy McLaughlin (Director of Senior Services) 3.b. The Community Social Services Program services are delivered throughout the County and in all Council Districts. **D. Project Status and Planning** 1. The awarding of Community Social Services Program contracts occurs every two years. 2. Not applicable - *The project has (#) phases ...* 3. The awarding of Community Social Services Program contracts is on a critical action path because contracts need to be in place by 1/1/2015. 4. It is anticipated that if these contracts move without delay, they will be approved prior to the effective date. **E. Funding** 1. The Community Social Services

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Explanation for late submittal:

Contract/Agreement Information:

Procurement Method:
RFP (Request for Proposal)

Explanation for Increase/Decrease in \$ Amount for current request:

Financial Information:

Funding source:	Explanation:
Other	Cuyahoga County Health & Human Services Levy

Total Amount Requested:
\$92,436.00

ATTACHMENTS:

Click to download

- [RFP Final](#)
- [Notice of Intent](#)
- [City of Maple Heights compliance form](#)
- [City of Maple Heights dept. acknowledgement form](#)
- [City of Maple Heights cooperative purchase form](#)
- [City of Maple Heights legislative action](#)
- [City of Maple Heights proposal](#)
- [City of Maple Heights sig auth](#)
- [City of Maple Heights non collusive affidavit](#)
- [City of Maple Heights ins](#)
- [City of Maple Heights bwc](#)
- [City of Maple Heights w-9](#)
- [City of Maple Heights aud](#)
- [City of Maple Heights additional user codes](#)
- [City of Maple Heights contract history log](#)
- [City of Maple Heights evaluation](#)
- [OPD Tab Sheet](#)
- [City of Maple Heights award recommendation for web](#)
- [City of Maple Heights signed contract TAB](#)
- [City of Maple Heights contract cover TAB](#)
- [City of Maple Heights principal ownership form](#)

History

Time

Who

Approval

Office of Procurement & Diversity



CONTRACT/AGREEMENT EVALUATION FORM
(To be completed in its entirety by user department for
all contract/agreement renewals or amendments.)

Contractor: City of Maple Heights

Contract/Agreement No.: AG1300001 -01, 02 Time Period: 1/1/13-12/31/14

Service Description: Congregate Meals and Transportation services for the
Community Social Services Program (CSSP)

Original Contract/Agreement Amount: \$86,408.00

Prior Amendment(s) Amount(s): Amendment 1 - \$21,212.00

Performance Indicators: Provider was reviewed based on results of one financial
review (thru 07/28/14) as well as a review of its delivery of contracted units and
submission of billing rosters. Please see attached.

Actual performance versus performance indicators (include statistics): The City of
Maple Heights scored 61 out of 72 possible points (85%) on its mid-year evaluation
(please see attached). Providers will be re-evaluated after compliance audits are
completed. These audits are currently underway.

Rating of Overall Performance of Contractor (Check One):

- Superior
- Above Average
- Average
- Below Average
- Poor

Justification of Rating: DSAS has adopted a 10 point scale for providers (90-100 is
superior; 80-89.9 is above average; 70-79.9 is average; 60-69.9 is below average; 59.9 and
below is poor.

Senior & Adult Services
User Department

11/4/14
Date

s: evaluation

Program: DSAS Community Social Services Program
 Contract Period: 1/1/13 - 12/31/14
 Period Reviewed: 1/1/13 - 6/30/13; YEAR 1
 Doc Updated: 7/28/2014
 Provider: City of Maple Heights

Potential Points		Earned Points		Total % Earned; Notes
72		61.32		85%
Facility Check	8	Deduct one point for each finding issued in this area	8.00	No findings
Policies & Procedures	5	Deduct one point for each finding issued in this area	4.00	Incorrect grievance procedure
Personnel Files	5	Deduct one point for each finding issued in this area. Note findings issued for the same topic, but for multiple employees only count as 1 finding (i.e., missing background checks)	3.00	Missing application & driver abstracts
Client Files - General	7	Deduct one point for each finding issued in this area; Note findings issued for the same topic, but for multiple clients only count as 1 finding (i.e., assessments not completed on time; ADL reassessments not completed; IADL reassessments not completed; client progress toward goals not reassessed)	6.00	Missing client progress toward goals & objectives
Client Files - Eligibility Verification	6	[Computed by audit period; each period worth 6 points]; Deduct one point if audit finding issued for up 17% of sample; Deduct 2 points for audit findings issued for 17.01% up to 33% of audit sample; Deduct 3 points for audit findings issued for 33.01% up to 50% of audit sample; Deduct 4 points for audit findings issued for 50.01% up to 67% of audit sample; Deduct 5 points for audit findings issued for 67.01% up to 83% of audit sample; Deduct 6 points for audit findings issued for more than 83.01% of audit sample	6.00	No findings
Service Delivery	10	[Determined by service; Each service can earn up to 10 points; Score for this question is based on average score earned by all svcs.] Deduct one point for each finding issued in this area. Exception: Providers not delivering 1-2 activities in accordance with their proposal lose 1 point; 3-4 activities - 2 points; 5-6 activities - 3 points; 7-8 activities - 4 points; 9-10 activities - 5 points; 11 or more activities - 6 points.	9.00	CNM: no findings (-0,10); TRN: Missing annual vehicle check; Incorrect manifest (-2,8)

Program: DSAS Community Social Services Program
 Contract Period: 1/1/13 - 12/31/14
 Period Reviewed: 1/1/13 - 6/30/13; YEAR 1
 Doc Updated: 7/28/2014
 Provider: City of Maple Heights

	Potential Points		Earned Points	Total % Earned; Notes
Unit Verification	3	[Computed by audit period; each period worth 3 points; Providers may lose up to 3 points per period] Deduct one point if there are any units unverified. Deduct an additional point if 5% or more of the units in the sample are unverified (total of all services). Deduct an additional point if 10% or more of the units in the sample are unverified (total of all services).	2.00	2 units unverified; .28%
Unit Delivery (aka Utilization)	10	[Determined by service; Each service can earn up to 10 points; Score for this question is based on average score earned by all svcs.Does not use aggregate of contract]; 98% or higher = 10; 95 to 97.99% = 8; 90-94.99% = 6; 85-89.99% = 4; 80-84.99% = 2; 75-79.99% = 1; 74.99% or less = 0	8.00	CNM: 109.2% (10); TRN: 94.7% (6)
Billing	6	Deduct one point for each time the monthly billing was late; Deduct .5 point if billing was on time but was submitted incorrectly the first time	5.50	Incorrect roster 1 month
Reporting: Monthly Financial Expenses	3	Deduct .5 for each time a monthly financial report not submitted on-time	3.00	No findings
Reporting: Goals & Objective	5	Based on each report, each report worth up to 5 points; Deduct 1 pt each late report; Deduct 1 pt for incorrect report; Deduct .5 point for each objective not met	2.00	6 objectives not met
Reporting: Client Satisfaction	4	Customer Satisfaction report worth 4 points, deduct one point for each finding issued for this report; Other 5 points based on score earned by DSAS survey of provider's clients, points earned based on actual score	4.82	Average score earned from client surveys administered by DSAS QA unit in 2013 (scale 1 to 5 [5 being the highest])



Principal Owner Form

(Required Document for Award Recommendations/Purchases)

VENDOR: Please complete the following information and return it to the Cuyahoga County "Requestor"

Company Name (Legal name of the business):	City of Maple Heights
Principal Owner's Name (The legal name of the owner/s of the business):	Jeffrey A. Lansky
Owner/Officer's Title:	Mayor of Maple Heights
Business Address:	5353 Lee Road, Maple Heights, OH. 44137
Phone Number:	216-587-5481
Name of Person Completing Form:	Jaimie Hasenohrl
Signature:	<i>Jaimie Hasenohrl</i>
Title:	Supportive Service Wkr.

If there is more than one (1) principal owner, please complete information for that / those person(s) as well.
If a corporation, please identify the CEO, President or other officers of the Corporation representing shareholders.

CUYAHOGA COUNTY STAFF:

I certify that I have checked the Debarment/Suspension lists on the Cuyahoga County Inspector General's website and the Debarment/Suspension lists did not contain the above detailed vendor and/or principal owner.

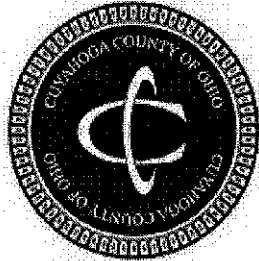
Signature: *Pamela Burnside*

Date: 10/31/14

Printed Name: Pamela Burnside

Inspector General "Registered Contractor" Number: 12-0852

Cuyahoga County
(Principal Owner Form, 02-05-14)



7

Item Details:

Agency/Dept. Name:	Department of Senior and Adult Services	Agency/Dept. Head Name:	Tracey N. Mason
Type of Request:	Award Recommendation		
Request Prepared by:	Patricia Baskerville	Telephone No.:	216.44.6692
SUMMARY OF REQUESTED ACTION:			
<p>Division of Senior and Adult Services DSAS, recommending an award on RQ30873 and enter into a contract with the City of Parma Heights for Congregate Meals and Transportation Services for the Community Social Services Program in the amount not-to exceed \$207,866.00 for the period 1/1/2015 - 12/31/2016 (6 of 19 awards/contracts).</p>			
<p>Legislative Action Title: Senior & Adult Services – 2014 – Award & Execute Contract – City of Parma Heights– Community Social Services Program – 2015/2016 – RFP 30873 (6 of 19 contracts). A. Scope of Work Summary 1. Senior & Adult Services is requesting approval of an award to contract with City of Parma Heights in the amount of \$207,866.00. The anticipated start-completion dates are 01/01/2015-12/31/2016. 2. The primary goal of this contract is to deliver Congregate Meals and Transportation Services to clients participating in the Community Social Services Program (CSSP) in accordance with the specifications and program conditions of participation found in the contract. 3. The Community Social Services Program is a non-mandated service offered to Cuyahoga County residents age 60 and older and/or disabled adults age 18-59. B. Procurement 1. The procurement method for this project was RFP 30873. The total value of the RFP is \$2,758,136.00. The awards total: \$2,758,136.00. 2. The RFP was closed on 08/13/2014. 3. There were a total of 48 service proposals submitted by 22 vendors pulled from OPD. All 47 proposals were reviewed, 45 service proposals with 19 vendors are being recommended for award. C. Contractor and Project Information 1. The addresses of all vendors are: 1 of 19: Catholic Charities Community Services Corp. on behalf of the Hispanic Senior Center. 7911 Detroit Ave.Cleveland, OH 44102 6 of 19: City of Parma Heights. 1264 East 123rd Street Cleveland, OH 44108 Council District 7 3 of 19: City of Euclid 585 East 222nd Street Euclid, OH 44123 Council District 11 4 of 19: City of Lakewood 16024 Madison Avenue Lakewood, OH 44107 Council District 2 5 of 19: Maple Heights 15901 Libby Road Maple</p>			

Heights, OH 44137 Council District 8 6 of 19: City of Parma Heights 6281 Pearl Road Parma Heights, OH 44130 Council District 47 of 19: Community Partnership on Aging 1370 Victory Drive South Euclid, OH 44121 Council Districts 6 and 11 8 of 19: East End Neighborhood House Association, The 2749 Woodhill Road Cleveland, OH 44104 Council District 7 9 of 19: Eliza Bryant Village 7201 Wade Park Ave. Cleveland, OH 44103 Council District 7 10 of 19: Goodrich Gannett Neighborhood Center 1368 East 55th Street Cleveland, OH 44103 Council District 7 11 of 19: Harvard Community Services Center, The 18240 Harvard Avenue Cleveland, OH 44128 Council District 912 of 19: Mandel Jewish Community Center of Cleveland, The 26001 South Woodland Road Beachwood, OH 44122 Council District 10 13 of 13: Murtis Taylor Human Services System 13422 Kinsman Road Cleveland, OH 44120 Council District 9 14 of 19: Phillis Wheatley Association, The 4450 Cedar Avenue Cleveland, OH 44103 15 of 19: Rose Centers for Aging Well, LLC. 12200 Fairhill Road Cleveland, OH 44115 Council Districts - 2, 7, 8 and 10 16 of 19: Salvation Army, The 2507 East 22nd Street Cleveland, OH 44115 Council District 3 17 of 19: Senior Citizen Resources, Inc. 3100 Devonshire Rd. Cleveland, OH 44109 Council District 3 18 of 19: Senior Outreach Services 2390 East 79th Street Cleveland, OH 44104 Council District 8 19 of 19: University Settlement, Inc. 4800 Broadway Avenue Cleveland, OH 44127 Council District 7 18 of 18: West Side Community House 9300 Lorain Avenue Cleveland, OH 44102 Council District 3 2.

The (owners, executive director [specify]) for the vendor is: Judy McLaughlin (Director of Senior Services) 3.b. The Community Social Services Program services are delivered throughout the County and in all Council Districts. **D. Project Status and Planning** 1. The awarding of Community Social Services Program contracts occurs every two years. 2. Not applicable - *The project has (#) phases ...*3. The awarding of Community Social Services Program contracts is on a critical action path because contracts need to be in place by 1/1/2015. 4. It is anticipated that if these contracts move without delay, they will be approved prior to the effective date. **E. Funding** 1. The Community Social Services Program is funded 100% by the County Health & Human Services levy. 2. The schedule of payments is monthly and is based on the presentation of an itemized invoice by the vendor detailing the actual clients and units of service delivered (by client) for the prior month.

PURPOSE/OUTCOMES - PRINCIPAL OWNER(S):

This contract seeks to deliver the following units of service through the Community Social Services Program during 1/1/15-12/31/16: 20,800 units of Congregate Meals Service (1 unit = 1 meal) 17,803 units of Transportation service (1 unit = a one-way trip) Principal owner: Michael P. Byrne, Mayor

Additional background info:

With RFP 30873, the Division of Senior & Adult Services sought vendors to deliver one or more of four essential services to Cuyahoga County seniors. The primary goal of the Community Social Services Program (CSSP) is to eliminate isolation and reduce loneliness for Cuyahoga County residents age 60 and older and disabled adults thus helping these residents maintain and/or improve their physical health. These services are delivered through contracts with community centers, municipalities and other local non-profits to provide four essential services: adult day, adult development, congregate meals, and transportation. With awards from this RFP, DSAS will expand its service delivery area for CSSP services. To be considered for an award, vendors had to score at least 60 points for their service proposal. Providers earning at least 60 points for their proposal received some level of funding based on the ranking of their proposal, their requested number of units and

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Explanation for late submittal:

Contract/Agreement Information:

Procurement Method:

RFP (Request for Proposal)

Explanation for Increase/Decrease in \$ Amount for current request:

Financial Information:

Funding source: Explanation:

Other

Cuyahoga County Health & Human Services Levy

Total Amount Requested:

\$207,866.00

ATTACHMENTS:

Click to download

- [RFP Final](#)
- [Notice of Intent](#)
- [City of Parma compliance form](#)
- [City of Parma dept. acknowledgemen form](#)
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- [City of Parm Heights principal ownership form](#)

History

Time

Who

Office of Procurement & Diversity

Approval

CONTRACT/AGREEMENT EVALUATION FORM
(To be completed in its entirety by user department for
all contract/agreement renewals or amendments.)

Contractor: City of Parma Heights

Contract/Agreement No.: AG1300004 -01, 02 **Time Period:** 1/1/13-12/31/14

Service Description: Congregate Meals and Transportation services for the
Community Social Services Program (CSSP)

Original Contract/Agreement Amount: \$169,862.00

Prior Amendment(s) Amount(s): Amendment 1 - \$40,000.00

Performance Indicators: Provider was reviewed based on results of one financial
review (thru 07/28/14) as well as a review of its delivery of contracted units and
submission of billing rosters. Please see attached.

Actual performance versus performance indicators (include statistics): The City of
Parma Heights scored 65 out of 72 possible points (91%) on its mid-year evaluation
(please see attached). Providers will be re-evaluated after compliance audits are
completed. These audits are currently underway.

Rating of Overall Performance of Contractor (Check One):

- Superior
- Above Average
- Average
- Below Average
- Poor

Justification of Rating: DSAS has adopted a 10 point scale for providers (90-100 is
superior; 80-89.9 is above average; 70-79.9 is average; 60-69.9 is below average; 59.9 and
below is poor.

Senior & Adult Services
User Department

11/4/14
Date

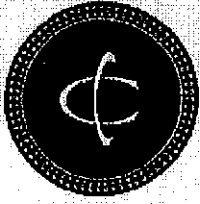
s: evaluation

Program: DSAS Community Social Services Program
 Contract: 1/1/13 - 12/31/14
 Period:
 Period Reviewed: 1/1/13 - 6/30/13; YEAR 1
 Doc Updated: 7/28/2014
 Provider: City of Parma Heights

Potential Points		Earned Points		Total % Earned; Notes
72		65.61		91%
Facility Check	8	Deduct one point for each finding issued in this area	8.00	No findings
Policies & Procedures	5	Deduct one point for each finding issued in this area	4.00	Incorrect grievance procedure
Personnel Files	5	Deduct one point for each finding issued in this area. Note findings issued for the same topic, but for multiple employees only count as 1 finding (i.e., missing background checks)	3.00	Missing CPR/1st Aid trng & performance appraisals
Client Files - General	7	Deduct one point for each finding issued in this area; Note findings issued for the same topic, but for multiple clients only count as 1 finding (i.e., assessments not completed on time; ADL reassessments not completed; IADL reassessments not completed; client progress toward goals not reassessed)	6.00	Missing functional limitations
Client Files - Eligibility Verification	6	[Computed by audit period; each period worth 6 points]; Deduct one point if audit finding issued for up 17% of sample; Deduct 2 points for audit findings issued for 17.01% up to 33% of audit sample; Deduct 3 points for audit findings issued for 33.01% up to 50% of audit sample; Deduct 4 points for audit findings issued for 50.01% up to 67% of audit sample; Deduct 5 points for audit findings issued for 67.01% up to 83% of audit sample; Deduct 6 points for audit findings issued for more than 83.01% of audit sample	6.00	No findings
Service Delivery	10	[Determined by service; Each service can earn up to 10 points; Score for this question is based on average score earned by all svcs.] Deduct one point for each finding issued in this area. Exception: Providers not delivering 1-2 activities in accordance with their proposal lose 1 point; 3-4 activities - 2 points; 5-6 activities - 3 points; 7-8 activities - 4 points; 9-10 activities - 5 points; 11 or more activities - 6 points.	10.00	CNM: No findings (-0,10); TRN: No findings (-0,10)

Program: DSAS Community Social Services Program
 Contract Period: 1/1/13 - 12/31/14
 Period Reviewed: 1/1/13 - 6/30/13; YEAR 1
 Doc Updated: 7/28/2014
 Provider: City of Parma Heights


	Potential Points		Earned Points	Total % Earned; Notes
Unit Verification	3	[Computed by audit period; each period worth 3 points; Providers may lose up to 3 points per period] Deduct one point if there are any units unverified. Deduct an additional point if 5% or more of the units in the sample are unverified (total of all services). Deduct an additional point if 10% or more of the units in the sample are unverified (total of all services).	3.00	No findings
Unit Delivery (aka Utilization)	10	[Determined by service; Each service can earn up to 10 points; Score for this question is based on average score earned by all svcs.Does not use aggregate of contract]; 98% or higher = 10; 95 to 97.99% = 8; 90-94.99% = 6; 85-89.99% = 4; 80-84.99% = 2; 75-79.99% = 1; 74.99% or less = 0	10.00	CNM: 148.5% (10); TRN: 168.6% (10)
Billing	6	Deduct one point for each time the monthly billing was late; Deduct .5 point if billing was on time but was submitted incorrectly the first time	5.00	Incorrect rosters - 2 months
Reporting: Monthly Financial Expenses	3	Deduct .5 for each time a monthly financial report not submitted on-time	3.00	No findings
Reporting: Goals & Objective	5	Based on each report, each report worth up to 5 points; Deduct 1 pt each late report; Deduct 1 pt for incorrect report; Deduct .5 point for each objective not met	3.00	4 objectives not met
Reporting: Client Satisfaction	4	Customer Satisfaction report worth 4 points, deduct one point for each finding issued for this report; Other 5 points based on score earned by DSAS survey of provider's clients, points earned based on actual score	4.61	Average score earned from client surveys administered by DSAS QA unit in 2013 (scale 1 to 5 [5 being the highest])



Principal Owner Form

(Required Document for Award Recommendations/Purchases)

VENDOR: Please complete the following information and return it to the Cuyahoga County "Requestor"

Company Name (Legal name of the business):	City of Parma Heights
Principal Owner's Name (The legal name of the owner/s of the business):	Michael P. Byrne
Owner/Officer's Title:	Mayor
Business Address:	6281 Pearl Road
Phone Number:	440-884-9600
Name of Person Completing Form:	Michael P. Byrne
Signature:	
Title:	Mayor

If there is more than one (1) principal owner, please complete information for that / those person(s) as well.
If a corporation, please identify the CEO, President or other officers of the Corporation representing shareholders.

CUYAHOGA COUNTY STAFF:

I certify that I have checked the Debarment/Suspension lists on the Cuyahoga County Inspector General's website and the Debarment/Suspension lists did not contain the above detailed vendor and/or principal owner.

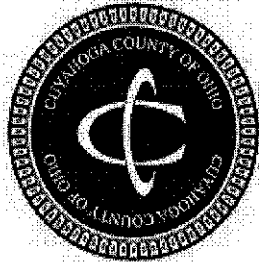
Signature: Pamela Burnside

Date: 10/31/14

Printed Name: Pamela Burnside

Inspector General "Registered Contractor" Number: 12-0165

Cuyahoga County
(Principal Owner Form, 02-05-14)



8

Item Details:

Agency/Dept. Name:	Department of Senior and Adult Services	Agency/Dept. Head Name:	Tracey N. Mason
Type of Request:	Award Recommendation		
Request Prepared by:	Patricia Baskerville	Telephone No.	216.443.6692

SUMMARY OF REQUESTED ACTION:

Divison of Senior & Adult Services DSAS, recommending an award on RQ30873 and enter into a contract with Community Partnership on Aging in the amount not-to-exceed \$46,380.00 for Congregate Meals and Transportation Services for the Community Social Services Program for the period 1/1/2015 - 12/31/2016 (7 of 19 awards/contracts).

Legislative Action Title: Senior & Adult Services – 2014 – Award & Execute Contract – Community Partnership on Aging– Community Social Services Program – 2015/2016 – RFP 30873 (7 of 19 contracts). **A. Scope of Work Summary** 1. Senior & Adult Services is requesting approval of an award to contract with Community Partnership on Aging in the amount of \$46,380.00. The anticipated start-completion dates are 01/01/2015-12/31/2016. 2. The primary goal of this contract is to deliver Congregate Meals and Transportation Services to clients participating in the Community Social Services Program (CSSP) in accordance with the specifications and program conditions of participation found in the contract. 3. The Community Social Services Program is a non-mandated service offered to Cuyahoga County residents age 60 and older and/or disabled adults age 18-59. **B. Procurement** 1. The procurement method for this project was RFP 30873. The total value of the RFP is \$2,758,136.00. The awards total: \$2,758,136.00. 2. The RFP was closed on 08/13/2014. 3. There were a total of 48 service proposals submitted by 22 vendors pulled from OPD. All 47 proposals were reviewed, 45 service proposals with 19 vendors are being recommended for award. **C. Contractor and Project Information** 1. The addresses of all vendors are: 1 of 19: Catholic Charities Community Services Corp. on behalf of the Hispanic Senior Center. 7911 Detroit Ave.Cleveland, OH 44102 2 of 19: Catholic Charities Corporation on behalf of the St. martin de Porres Family Center. 1264 East 123rd Street Cleveland, OH 44108 Council District 7 3 of 19: City of Euclid 585 East 222nd Street Euclid, OH 44123 Council District 11 4 of 19: City of Lakewood 16024 Madison Avenue Lakewood,

OH 44107 Council District 2 5 of 19: Maple Heights 15901 Libby Road Maple Heights, OH 44137 Council District 8 6 of 19: City of Parma Heights 6281 Pearl Road Parma Heights, OH 44130 Council District 47 of 19: Community Partnership on Aging 1370 Victory Drive South Euclid, OH 44121 Council Districts 6 and 11 8 of 19: East End Neighborhood House Association, The 2749 Woodhill Road Cleveland, OH 44104 Council District 7 9 of 19: Eliza Bryant Village 7201 Wade Park Ave. Cleveland, OH 44103 Council District 7 10 of 19: Goodrich Gannett Neighborhood Center 1368 East 55th Street Cleveland, OH 44103 Council District 7 11 of 19: Harvard Community Services Center, The 18240 Harvard Avenue Cleveland, OH 44128 Council District 912 of 19: Mandel Jewish Community Center of Cleveland, The 26001 South Woodland Road Beachwood, OH 44122 Council District 10 13 of 13: Murtis Taylor Human Services System 13422 Kinsman Road Cleveland, OH 44120 Council District 9 14 of 19: Phillis Wheatley Association, The 4450 Cedar Avenue Cleveland, OH 44103 15 of 19: Rose Centers for Aging Well, LLC. 12200 Fairhill Road Cleveland, OH 44115 Council Districts - 2, 7, 8 and 10 16 of 19: Salvation Army, The 2507 East 22nd Street Cleveland, OH 44115 Council District 3 17 of 19: Senior Citizen Resources, Inc. 3100 Devonshire Rd. Cleveland, OH 44109 Council District 3 18 of 19: Senior Outreach Services 2390 East 79th Street Cleveland, OH 44104 Council District 8 19 of 19: University Settlement, Inc. 4800 Broadway Avenue Cleveland, OH 44127 Council District 7 18 of 18: West Side Community House 9300 Lorain Avenue Cleveland, OH 44102 Council District 3 2.

The (owners, executive director [specify]) for the vendor is: Stacey O'Brien (Executive Director) 3.b. The Community Social Services Program services are delivered throughout the County and in all Council Districts. **D. Project Status and Planning** 1. The awarding of Community Social Services Program contracts occurs every two years. 2. Not applicable - *The project has (#) phases ...* 3. The awarding of Community Social Services Program contracts is on a critical action path because contracts need to be in place by 1/1/2015. 4. It is anticipated that if these contracts move without delay, they will be approved prior to the effective date. **E. Funding** 1. The Community Social Services Program is funded 100% by the County Health & Human Services levy. 2. The schedule of payments is monthly and is based on the presentation of an itemized invoice by the vendor detailing the actual clients and units of service delivered (by client) for the prior month.

PURPOSE/OUTCOMES - PRINCIPAL OWNER(S):

This contract seeks to deliver the following units of service through the Community Social Services Program during 1/1/15-12/31/16: 1,560 units of Congregate Meals Service (1 unit = 1 meal) 7,200 units of Transportation service (1 unit = a one-way trip) Principal owner: Stacey O'Brien, Executive Director

Additional background info:

With RFP 30873, the Division of Senior & Adult Services sought vendors to deliver one or more of four essential services to Cuyahoga County seniors. The primary goal of the Community Social Services Program (CSSP) is to eliminate isolation and reduce loneliness for Cuyahoga County residents age 60 and older and disabled adults thus helping these residents maintain and/or improve their physical health. These services are delivered through contracts with community centers, municipalities and other local non-profits to provide four essential services: adult day, adult development, congregate meals, and transportation. With awards from this RFP, DSAS will expand its service delivery area for CSSP services. To be considered for an award, vendors had to score at least 60 points for their service proposal. Providers earning at least 60 points for their proposal received some

level of funding based on the ranking of their proposal, their requested number of units and in the case of current vendors their current contracted number of units.

Legislative Action Title: Senior & Adult Services – 2014 – Award & Execute Contract – Catholic Charities Corporation on behalf of the Hispanic Senior Center– Community Social Services Program – 2015/2016 – RFP 30873 (7 of 19 contracts). **A. Scope of Work Summary** 1. Senior & Adult Services is requesting approval of an award to contract with Catholic Charities Corporation on behalf of the Hispanic Senior Center in the amount of \$19,950.00. The anticipated start-completion dates are 01/01/2015-12/31/2016. 2. The primary goal of this contract is to deliver Transportation Services to clients participating in the Community Social Services Program (CSSP) in accordance with the specifications and program conditions of participation found in the contract. 3. The Community Social Services Program is a non-mandated service offered to Cuyahoga County residents age 60 and older and/or disabled adults age 18-59. **B. Procurement** 1. The procurement method for this project was RFP 30873. The total value of the RFP is \$2,758,136.00. The awards total: \$2,758,136.00. 2. The RFP was closed on 08/13/2014. 3. There were a total of 48 service proposals submitted by 22 vendors pulled from OPD. All 47 proposals were reviewed, 45 service proposals with 19 vendors are being recommended for award. **C. Contractor and Project Information** 1. The addresses of all vendors are: 1 of 19: Catholic Charities Community Services Corp. on behalf of the Hispanic Senior Center. 7911 Detroit Ave. Cleveland, OH 44102 2 of 19: Catholic Charities Corporation on behalf of the St. Martin de Porres Family Center. 1264 East 123rd Street Cleveland, OH 44108 Council District 7 3 of 19: City of Euclid 585 East 222nd Street Euclid, OH 44123 Council District 11 4 of 19: City of Lakewood 16024 Madison Avenue Lakewood, OH 44107 Council District 2 5 of 19: Maple Heights 15901 Libby Road Maple Heights, OH 44137 Council District 8 6 of 19: City of Parma Heights 6281 Pearl Road Parma Heights, OH 44130 Council District 4 7 of 19: Community Partnership on Aging 1370 Victory Drive South Euclid, OH 44121 Council Districts 6 and 11 8 of 19: East End Neighborhood House Association, The 2749 Woodhill Road Cleveland, OH 44104 Council District 7 9 of 19: Eliza Bryant Village 7201 Wade Park Ave. Cleveland, OH 44103 Council District 7 10 of 19: Goodrich Gannett Neighborhood Center 1368 East 55th Street Cleveland, OH 44103 Council District 7 11 of 19: Harvard Community Services Center, The 18240 Harvard Avenue Cleveland, OH 44128 Council District 9 12 of 19: Mandel Jewish Community Center of Cleveland, The 26001 South Woodland Road Beachwood, OH 44122 Council District 10 13 of 13: Murtis Taylor Human Services System 13422 Kinsman Road Cleveland, OH 44120 Council District 9 14 of 19: Phillis Wheatley Association, The 4450 Cedar Avenue Cleveland, OH 44103 15 of 19: Rose Centers for Aging Well, LLC. 12200 Fairhill Road Cleveland, OH 44115 Council Districts – 2, 7, 8 and 10 16 of 19: Salvation Army, The 2507 East 22nd Street Cleveland, OH 44115 Council District 3 17 of 19: Senior Citizen Resources, Inc. 3100 Devonshire Rd. Cleveland, OH 44109 Council District 3 18 of 19: Senior Outreach Services 2390 East 79th Street Cleveland, OH 44104 Council District 8 19 of 19: University Settlement, Inc. 4800 Broadway Avenue Cleveland, OH 44127 Council District 7 18 of 18: West Side Community House 9300 Lorain Avenue Cleveland, OH 44102 Council District 3 2. The (owners, executive director [specify]) for the vendor is: Evelyn Santos (Director) 3.b. The Community Social Services Program services are delivered throughout the County and in all Council Districts. **D. Project Status and Planning** 1. The awarding of Community Social Services Program contracts occurs every two years. 2. Not applicable - *The project has (#) phases ...* 3. The awarding of Community Social Services Program contracts is on a critical action path

because contracts need to be in place by 1/1/2015. 4. It is anticipated that if these contracts move without delay, they will be approved prior to the effective date. **E. Funding**
 1. The Community Social Services Program is funded 100% by the County Health & Human Services levy. 2. The schedule of payments is monthly and is based on the presentation of an itemized invoice by the vendor detailing the actual clients and units of service delivered (by client) for the prior month.

Explanation for late submittal:

Contract/Agreement Information:

Procurement Method:

RFP (Request for Proposal)

Explanation for Increase/Decrease in \$ Amount for current request:

Financial Information:

Funding source:	Explanation:
Other	Cuyahoga County Health & Human Services Levy

Total Amount Requested:

\$46,380.00

ATTACHMENTS:

Click to download

- [RFP Final](#)
- [Notice of Intent](#)
- [Community Partnership on Aging Compliance Form](#)
- [Department Acknowledgement Form](#)
- [Community Partnership on Aging cooperative purchase form](#)
- [Community Partnership on Aging Legislative Action](#)
- [Community Partnership on Aging Proposal](#)
- [Community Partnership on Aging sig auth](#)
- [Community Partnership on Aging non collusion affidavit](#)
- [Community Partnership on Aging cert of ins.](#)
- [Community Partnership on Aging bwc](#)
- [Community Partnership on Aging w-9](#)
- [Community Partnership on Aging aud](#)
- [Community Partnership on Aging sos](#)
- [Additional User Codes Community Partnership on Aging](#)
- [Community Partnership on Aging contract history log](#)
- [Community Partnership on Aging evaluation](#)
- [OPD Tab Sheet](#)
- [Award Recommendation for web](#)
- [Community Partnership on Aging financial statement](#)
- [Community Partnership on Aging signed contract TAB](#)
- [Community Partnership on Aging contract cover TAB](#)
- [Community Partnership on Aging principal ownership form](#)

History

Time

Who

Approval

CONTRACT/AGREEMENT EVALUATION FORM
(To be completed in its entirety by user department for
all contract/agreement renewals or amendments.)

Contractor: Community Partnership on Aging

Contract/Agreement No.: CE1300006 -01, 02 **Time Period:** 1/1/13-12/31/14

Service Description: Congregate Meals and Transportation services for the
Community Social Services Program (CSSP)

Original Contract/Agreement Amount: \$33,212.00

Prior Amendment(s) Amount(s): \$0.00

Performance Indicators: Provider was reviewed based on results of one financial
review (thru 07/28/14) as well as a review of its delivery of contracted units and
submission of billing rosters. Please see attached.

Actual performance versus performance indicators (include statistics): The
Community Partnership on Aging scored 51 out of 72 possible points (71%) on its mid-
year evaluation (please see attached). Providers will be re-evaluated after compliance
audits are completed. These audits are currently underway.

Rating of Overall Performance of Contractor (Check One):

- Superior
- Above Average
- Average
- Below Average
- Poor

Justification of Rating: DSAS has adopted a 10 point scale for providers (90-100 is
superior; 80-89.9 is above average; 70-79.9 is average; 60-69.9 is below average; 59.9 and
below is poor.

Senior & Adult Services
User Department

11/4/14
Date

s: evaluation

Program: DSAS Community Social Services Program
 Contract Period: 1/1/13 - 12/31/14
 Period Reviewed: 1/1/13 - 6/30/13; YEAR 1
 Doc Updated: 7/28/2014
 Provider: Community Partnership on Aging

Potential Points			Earned Points	Total % Earned; Notes
72			65.61	91%
Facility Check	8	Deduct one point for each finding issued in this area	8.00	No findings
Policies & Procedures	5	Deduct one point for each finding issued in this area	4.00	Incorrect grievance procedure
Personnel Files	5	Deduct one point for each finding issued in this area. Note findings issued for the same topic, but for multiple employees only count as 1 finding (i.e., missing background checks)	3.00	Missing CPR/1st Aid trng & performance appraisals
Client Files - General	7	Deduct one point for each finding issued in this area; Note findings issued for the same topic, but for multiple clients only count as 1 finding (i.e., assessments not completed on time; ADL reassessments not completed; IADL reassessments not completed; client progress toward goals not reassessed)	6.00	Missing functional limitations
Client Files - Eligibility Verification	6	[Computed by audit period; each period worth 6 points]; Deduct one point if audit finding issued for up 17% of sample; Deduct 2 points for audit findings issued for 17.01% up to 33% of audit sample; Deduct 3 points for audit findings issued for 33.01% up to 50% of audit sample; Deduct 4 points for audit findings issued for 50.01% up to 67% of audit sample; Deduct 5 points for audit findings issued for 67.01% up to 83% of audit sample; Deduct 6 points for audit findings issued for more than 83.01% of audit sample	6.00	No findings
Service Delivery	10	[Determined by service; Each service can earn up to 10 points; Score for this question is based on average score earned by all svcs.] Deduct one point for each finding issued in this area. Exception: Providers not delivering 1-2 activities in accordance with their proposal lose 1 point; 3-4 activities - 2 points; 5-6 activities - 3 points; 7-8 activities - 4 points; 9-10 activities - 5 points; 11 or more activities - 6 points.	10.00	CNM: No findings (-0,10); TRN: No findings (-0,10)

Program: DSAS Community Social Services Program
 Contract: 1/1/13 - 12/31/14
 Period:
 Period Reviewed: 1/1/13 - 6/30/13; YEAR 1
 Doc Updated: 7/28/2014
 Provider: Community Partnership on Aging

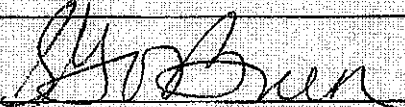
	Potential Points		Earned Points	Total % Earned; Notes
Unit Verification	3	[Computed by audit period; each period worth 3 points; Providers may lose up to 3 points per period] Deduct one point if there are any units unverified. Deduct an additional point if 5% or more of the units in the sample are unverified (total of all services). Deduct an additional point if 10% or more of the units in the sample are unverified (total of all services).	3.00	No findings
Unit Delivery (aka Utilization)	10	[Determined by service; Each service can earn up to 10 points; Score for this question is based on average score earned by all svcs.Does not use aggregate of contract]; 98% or higher = 10; 95 to 97.99% = 8; 90-94.99% = 6; 85-89.99% = 4; 80-84.99% = 2; 75-79.99% = 1; 74.99% or less = 0	10.00	CNM: 148.5% (10); TRN: 168.6% (10)
Billing	6	Deduct one point for each time the monthly billing was late; Deduct .5 point if billing was on time but was submitted incorrectly the first time	5.00	Incorrect rosters - 2 months
Reporting: Monthly Financial Expenses	3	Deduct .5 for each time a monthly financial report not submitted on-time	3.00	No findings
Reporting: Goals & Objective	5	Based on each report, each report worth up to 5 points; Deduct 1 pt each late report; Deduct 1 pt for incorrect report; Deduct .5 point for each objective not met	3.00	4 objectives not met
Reporting: Client Satisfaction	4	Customer Satisfaction report worth 4 points, deduct one point for each finding issued for this report; Other 5 points based on score earned by DSAS survey of provider's clients, points earned based on actual score	4.61	Average score earned from client surveys administered by DSAS QA unit in 2013 (scale 1 to 5 [5 being the highest])



Principal Owner Form

(Required Document for Award Recommendations/Purchases)

VENDOR: Please complete the following information and return it to the Cuyahoga County "Requestor"

Company Name (Legal name of the business):	Community Partnership on Aging
Principal Owner's Name (The legal name of the owner/s of the business):	n/a
Owner/Officer's Title:	
Business Address:	1370 Victory Drive, South Euclid, OH 44121
Phone Number:	216-291-3902
Name of Person Completing Form:	Stacey O'Brien
Signature:	
Title:	Executive Director

If there is more than one (1) principal owner, please complete information for that / those person(s) as well. If a corporation, please identify the CEO, President or other officers of the Corporation representing shareholders.

CUYAHOGA COUNTY STAFF:

I certify that I have checked the Debarment/Suspension lists on the Cuyahoga County Inspector General's website and the Debarment/Suspension lists did not contain the above detailed vendor and/or principal owner.

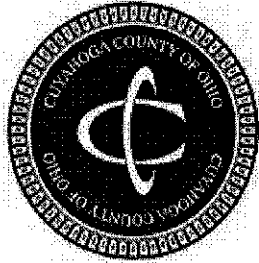
Signature: Pamela Burnside

Date: 10/31/14

Printed Name: Pamela Burnside

Inspector General "Registered Contractor" Number: 12-4104

Cuyahoga County
(Principal Owner Form, 02-05-14)



9

Item Details:

Agency/Dept. Name: Department of Senior and Adult Services **Agency/Dept. Head Name:** Tracey N. Mason

Type of Request: Award Recommendation

Request Prepared by: Pamela Burnside **Telephone No.:** 216*420*6782

SUMMARY OF REQUESTED ACTION:

Division of Senior & Adult Services, recommending an award on RQ30873 and enter into a contract with The East End Neighborhood House Association in the amount not-to-exceed \$123,932.00 for Adult Development and Transportation Services for the Community Social Services Program for the period 1/1/2015 - 12/31/2016. (8of 19 awards/contracts).

Legislative Action Title: Senior & Adult Services – 2014 – Award & Execute Contract – East End Neighborhood House Association, The– Community Social Services Program – 2015/2016 – RFP 30873 (8 of 19 contracts). **A. Scope of Work Summary** 1. Senior &

Adult Services is requesting approval of an award to contract with East End Neighborhood House Association, The in the amount of \$123,932.00. The anticipated start-completion dates are 01/01/2015-12/31/2016. 2. The primary goal of this contract is to deliver Adult Development and Transportation Services to clients participating in the Community Social Services Program (CSSP) in accordance with the specifications and program conditions of participation found in the contract. 3. The Community Social Services Program is a non-mandated service offered to Cuyahoga County residents age 60 and older and/or disabled adults age 18-59. **B. Procurement** 1. The procurement method for this project was RFP 30873. The total value of the RFP is \$2,758,136.00. The awards total: \$2,758,136.00. 2. The RFP was closed on 08/13/2014. 3. There were a total of 48 service proposals submitted by 22 vendors pulled from OPD. All 47 proposals were reviewed, 45 service proposals with 19 vendors are being recommended for award. **C. Contractor and Project Information** 1. The addresses of all vendors are: 1 of 19: Catholic Charities Community Services Corp. on behalf of the Hispanic Senior Center. 7911 Detroit Ave. Cleveland, OH 44102 2 of 19: Catholic Charities Corporation on behalf of the St. martin de Porres Family Center. 1264 East 123rd Street Cleveland, OH 44108 Council District 7 3 of 19: City of Euclid 585 East 222nd Street Euclid, OH 44123 Council District 11 4 of 19: City of Lakewood 16024 Madison Avenue Lakewood, OH 44107 Council District 2 5 of 19: Maple Heights

15901 Libby Road Maple Heights, OH 44137 Council District 8 6 of 19: City of Parma Heights 6281 Pearl Road Parma Heights, OH 44130 Council District 4 7 of 19: Community Partnership on Aging 1370 Victory Drive South Euclid, OH 44121 Council Districts 6 and 11 8 of 19: East End Neighborhood House Association, The 2749 Woodhill Road Cleveland, OH 44104 Council District 7 9 of 19: Eliza Bryant Village 7201 Wade Park Ave. Cleveland, OH 44103 Council District 7 10 of 19: Goodrich Gannett Neighborhood Center 1368 East 55th Street Cleveland, OH 44103 Council District 7 11 of 19: Harvard Community Services Center, The 18240 Harvard Avenue Cleveland, OH 44128 Council District 9 12 of 19: Mandel Jewish Community Center of Cleveland, The 26001 South Woodland Road Beachwood, OH 44122 Council District 10 13 of 13: Murtis Taylor Human Services System 13422 Kinsman Road Cleveland, OH 44120 Council District 9 14 of 19: Phillis Wheatley Association, The 4450 Cedar Avenue Cleveland, OH 44103 15 of 19: Rose Centers for Aging Well, LLC. 12200 Fairhill Road Cleveland, OH 44115 Council Districts – 2, 7, 8 and 10 16 of 19: Salvation Army, The 2507 East 22nd Street Cleveland, OH 44115 Council District 3 17 of 19: Senior Citizen Resources, Inc. 3100 Devonshire Rd. Cleveland, OH 44109 Council District 3 18 of 19: Senior Outreach Services 2390 East 79th Street Cleveland, OH 44104 Council District 8 19 of 19: University Settlement, Inc. 4800 Broadway Avenue Cleveland, OH 44127 Council District 7 18 of 18: West Side Community House 9300 Lorain Avenue Cleveland, OH 44102 Council District 3 2. The (owners, executive director [specify]) for the vendor is: Kimberly Robinson (Manager) 3.b. The Community Social Services Program services are delivered throughout the County and in all Council Districts. **D. Project Status and Planning** 1. The awarding of Community Social Services Program contracts occurs every two years. 2. Not applicable - *The project has (#) phases ...* 3. The awarding of Community Social Services Program contracts is on a critical action path because contracts need to be in place by 1/1/2015. 4. It is anticipated that if these contracts move without delay, they will be approved prior to the effective date. **E. Funding** 1. The Community Social Services Program is funded 100% by the County Health & Human Services levy. 2. The schedule of payments is monthly and is based on the presentation of an itemized invoice by the vendor detailing the actual clients and units of service delivered (by client) for the prior month.

PURPOSE/OUTCOMES - PRINCIPAL OWNER(S):

This contract seeks to deliver the following units of service through the Community Social Services Program during 1/1/15-12/31/16: 20,000 units of Adult Development service (1 unit = 1 hour) 6,463 units of Transportation service (1 unit = a one-way trip) Principal owner: Zulma Zabala, President/CEO

Additional background info:

With RFP 30873, the Division of Senior & Adult Services sought vendors to deliver one or more of four essential services to Cuyahoga County seniors. The primary goal of the Community Social Services Program (CSSP) is to eliminate isolation and reduce loneliness for Cuyahoga County residents age 60 and older and disabled adults thus helping these residents maintain and/or improve their physical health. These services are delivered through contracts with community centers, municipalities and other local non-profits to provide four essential services: adult day, adult development, congregate meals, and transportation. With awards from this RFP, DSAS will expand its service delivery area for CSSP services. To be considered for an award, vendors had to score at least 60 points for their service proposal. Providers earning at least 60 points for their proposal received some

level of funding based on the ranking of their proposal, their requested number of units and in the case of current vendors their current contracted number of units.

Explanation for late submittal:

Contract/Agreement Information:

Procurement Method:

RFP (Request for Proposal)

Explanation for Increase/Decrease in \$ Amount for current request:

Financial Information:

Funding source: Explanation:

Other Cuyahoga County Health & Human Services Levy

Total Amount Requested:

\$123,932.00

ATTACHMENTS:

Click to download

- [Final RFP](#)
- [Notice of Intent](#)
- [Bidder's Compliance Form](#)
- [Department Acknowledgement Form](#)
- [Legislative Action](#)
- [Vendor Proposal](#)
- [Signature Authority](#)
- [Non Collusion Affidavit](#)
- [Certificate of Insurance](#)
- [BWC](#)
- [W-9](#)
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- [Award Recommendations](#)
- [Vendor Financial Statement](#)
- [Contract Cover TAB](#)
- [Contract TAB](#)
- [Coop](#)
- [Principal Owner Form](#)

History

Time

Who

Approval

Office of Procurement & Diversity

CONTRACT/AGREEMENT EVALUATION FORM
(To be completed in its entirety by user department for
all contract/agreement renewals or amendments.)

Contractor: The East End Neighborhood House Association

Contract/Agreement No.: CE1300010 -01, 02 Time Period: 1/1/13-12/31/14

**Service Description: Adult Development and Transportation services for the
Community Social Services Program (CSSP)**

Original Contract/Agreement Amount: \$113,342.00

Prior Amendment(s) Amount(s): Amendment 1 - \$0.00

**Performance Indicators: Provider was reviewed based on results of one financial
review (thru 07/28/14) as well as a review of its delivery of contracted units and
submission of billing rosters. Please see attached.**

**Actual performance versus performance indicators (include statistics): The East End
Neighborhood House Association scored 61 out of 72 possible points (86%) on its mid-
year evaluation (please see attached). Providers will be re-evaluated after compliance
audits are completed. These audits are currently underway.**

Rating of Overall Performance of Contractor (Check One):

- Superior
- Above Average
- Average
- Below Average
- Poor

**Justification of Rating: DSAS has adopted a 10 point scale for providers (90-100 is
superior; 80-89.9 is above average; 70-79.9 is average; 60-69.9 is below average; 59.9 and
below is poor.**

Senior & Adult Services
User Department

11/4/14
Date

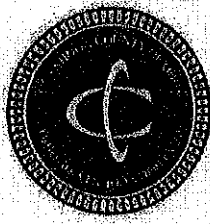
s: evaluation

Program: DSAS Community Social Services Program
 Contract: 1/1/13 - 12/31/14
 Period: 1/1/13 - 6/30/13; YEAR 1
 Period Reviewed: 7/28/2014
 Doc Updated: 7/28/2014
 Provider: The East End Neighborhood House Association

Potential Points			Earned Points	Total % Earned; Notes
72			61.80	86%
Facility Check	8	Deduct one point for each finding issued in this area	7.00	Offensive odor in men's room
Policies & Procedures	5	Deduct one point for each finding issued in this area	5.00	No findings
Personnel Files	5	Deduct one point for each finding issued in this area. Note findings issued for the same topic, but for multiple employees only count as 1 finding (i.e., missing background checks)	1.00	Missing: driver trng, CPR/1st aid trng, driver abstract & performance appraisals
Client Files - General	7	Deduct one point for each finding issued in this area; Note findings issued for the same topic, but for multiple clients only count as 1 finding (i.e., assessments not completed on time; ADL reassessments not completed; IADL reassessments not completed; client progress toward goals not reassessed)	6.00	Missing functional limitations
Client Files - Eligibility Verification	6	[Computed by audit period; each period worth 6 points]; Deduct one point if audit finding issued for up 17% of sample; Deduct 2 points for audit findings issued for 17.01% up to 33% of audit sample; Deduct 3 points for audit findings issued for 33.01% up to 50% of audit sample; Deduct 4 points for audit findings issued for 50.01% up to 67% of audit sample; Deduct 5 points for audit findings issued for 67.01% up to 83% of audit sample; Deduct 6 points for audit findings issued for more than 83.01% of audit sample	5.00	1 out of 6 files incorrect
Service Delivery	10	[Determined by service; Each service can earn up to 10 points; Score for this question is based on average score earned by all svcs.] Deduct one point for each finding issued in this area. Exception: Providers not delivering 1-2 activities in accordance with their proposal lose 1 point; 3-4 activities - 2 points; 5-6 activities - 3 points; 7-8 activities - 4 points; 9-10 activities - 5 points; 11 or more activities - 6 points.	8.50	ADV: 4 activities not offered as proposed (-2,8); TRN: Incorrect driver manifest (-1,9)

Program: DSAS Community Social Services Program
 Contract 1/1/13 - 12/31/14
 Period:
 Period Reviewed: 1/1/13 - 6/30/13; YEAR 1
 Doc Updated: 7/28/2014
 Provider: **The East End Neighborhood House Association**

	Potential Points		Earned Points	Total % Earned; Notes
Unit Verification	3	[Computed by audit period; each period worth 3 points; Providers may lose up to 3 points per period] Deduct one point if there are any units unverified. Deduct an additional point if 5% or more of the units in the sample are unverified (total of all services). Deduct an additional point if 10% or more of the units in the sample are unverified (total of all services).	2.00	7 units unverified; 2.89%
Unit Delivery (aka Utilization)	10	[Determined by service; Each service can earn up to 10 points; Score for this question is based on average score earned by all svcs.Does not use aggregate of contract]; 98% or higher = 10; 95 to 97.99% = 8; 90-94.99% = 6; 85-89.99% = 4; 80-84.99% = 2; 75-79.99% = 1; 74.99% or less = 0	10.00	ADV: 104.6% (10); TRN: 104.8% (10)
Billing	6	Deduct one point for each time the monthly billing was late; Deduct .5 point if billing was on time but was submitted incorrectly the first time	5.00	Incorrect billing rosters - 2 months
Reporting: Monthly Financial Expenses	3	Deduct .5 for each time a monthly financial report not submitted on-time	3.00	No findings
Reporting: Goals & Objective	5	Based on each report, each report worth up to 5 points; Deduct 1 pt each late report; Deduct 1 pt for incorrect report; Deduct .5 point for each objective not met	5.00	No findings
Reporting: Client Satisfaction	4	Customer Satisfaction report worth 4 points, deduct one point for each finding issued for this report; Other 5 points based on score earned by DSAS survey of provider's clients, points earned based on actual score	4.30	Average score earned from client surveys administered by DSAS QA unit in 2013 (scale 1 to 5 [5 being the highest])



Principal Owner Form

(Required Document for Award Recommendations/Purchases)

VENDOR: Please complete the following information and return it to the Cuyahoga County "Requestor"

Company Name (Legal name of the business):	East End Neighborhood Abuse
Principal Owner's Name (The legal name of the owner/s of the business):	Zulma Zabala / CEO - East End Neighborhood Abuse
Owner/Officer's Title:	Zulma Zabala - CEO
Business Address:	2749 Woodhill Rd Cleveland OH 44104
Phone Number:	216 707-6004
Name of Person Completing Form:	Zyng Zabala
Signature:	<i>[Handwritten Signature]</i>
Title:	Chief Executive Officer

If there is more than one (1) principal owner, please complete information for that / those person(s) as well. If a corporation, please identify the CEO, President or other officers of the Corporation representing shareholders.

CUYAHOGA COUNTY STAFF:

I certify that I have checked the Debarment/Suspension lists on the Cuyahoga County Inspector General's website and the Debarment/Suspension lists did not contain the above detailed vendor and/or principal owner.

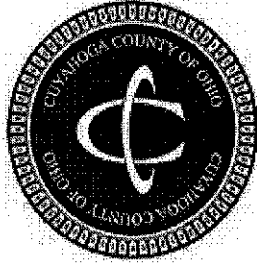
Signature: Pamela Burnside

Date: 11/7/14

Printed Name: Pamela Burnside

Inspector General "Registered Contractor" Number: 12-1174

Cuyahoga County
(Principal Owner Form, 02-05-14)



10

Item Details:

Agency/Dept. Name:	Department of Senior and Adult Services	Agency/Dept. Head Name:	Tracey N. Mason
Type of Request:	Award Recommendation		
Request Prepared by:	Pamela Burnside	Telephone No.	216*420*6782

SUMMARY OF REQUESTED ACTION:

Division of Senior & Adult Services, recommending an award on RQ30873 and enter into a contract with Eliza Bryant Village in the amount not-to-exceed \$115,784.00 for Adult Day Care and Transportation Services for the Community Social Services Program for the period 1/1/2015 - 12/31/2016. (9 of 19 awards/contracts).

Legislative Action Title: Senior & Adult Services – 2014 – Award & Execute Contract – Eliza Bryant Village– Community Social Services Program – 2015/2016 – RFP 30873 (9 of 19 contracts). **A. Scope of Work Summary** 1. Senior & Adult Services is requesting approval of an award to contract with Eliza Bryant Village in the amount of \$115,784.00. The anticipated start-completion dates are 01/01/2015-12/31/2016. 2. The primary goal of this contract is to deliver Adult Day and Transportation Services to clients participating in the Community Social Services Program (CSSP) in accordance with the specifications and program conditions of participation found in the contract. 3. The Community Social Services Program is a non-mandated service offered to Cuyahoga County residents age 60 and older and/or disabled adults age 18-59. **B. Procurement** 1. The procurement method for this project was RFP 30873. The total value of the RFP is \$2,758,136.00. The awards total: \$2,758,136.00. 2. The RFP was closed on 08/13/2014. 3. There were a total of 48 service proposals submitted by 22 vendors pulled from OPD. All 47 proposals were reviewed, 45 service proposals with 19 vendors are being recommended for award. **C. Contractor and Project Information** 1. The addresses of all vendors are: 1 of 19: Catholic Charities Community Services Corp. on behalf of the Hispanic Senior Center. 7911 Detroit Ave. Cleveland, OH 44102 2 of 19: Catholic Charities Corporation on behalf of the St. Martin de Porres Family Center. 1264 East 123rd Street Cleveland, OH 44108 Council District 7 3 of 19: City of Euclid 585 East 222nd Street Euclid, OH 44123 Council District 11 4 of 19: City of Lakewood 16024 Madison Avenue Lakewood, OH 44107 Council District 2 5 of 19: Maple

Heights 15901 Libby Road Maple Heights, OH 44137 Council District 8 6 of 19: City of Parma Heights 6281 Pearl Road Parma Heights, OH 44130 Council District 4 7 of 19: Community Partnership on Aging 1370 Victory Drive South Euclid, OH 44121 Council Districts 6 and 11 8 of 19: East End Neighborhood House Association, The 2749 Woodhill Road Cleveland, OH 44104 Council District 7 9 of 19: Eliza Bryant Village 7201 Wade Park Ave. Cleveland, OH 44103 Council District 7 10 of 19: Goodrich Gannett Neighborhood Center 1368 East 55th Street Cleveland, OH 44103 Council District 7 11 of 19: Harvard Community Services Center, The 18240 Harvard Avenue Cleveland, OH 44128 Council District 9 12 of 19: Mandel Jewish Community Center of Cleveland, The 26001 South Woodland Road Beachwood, OH 44122 Council District 10 13 of 13: Murtis Taylor Human Services System 13422 Kinsman Road Cleveland, OH 44120 Council District 9 14 of 19: Phillis Wheatley Association, The 4450 Cedar Avenue Cleveland, OH 44103 15 of 19: Rose Centers for Aging Well, LLC. 12200 Fairhill Road Cleveland, OH 44115 Council Districts – 2, 7, 8 and 10 16 of 19: Salvation Army, The 2507 East 22nd Street Cleveland, OH 44115 Council District 3 17 of 19: Senior Citizen Resources, Inc. 3100 Devonshire Rd. Cleveland, OH 44109 Council District 3 18 of 19: Senior Outreach Services 2390 East 79th Street Cleveland, OH 44104 Council District 8 19 of 19: University Settlement, Inc. 4800 Broadway Avenue Cleveland, OH 44127 Council District 7 18 of 18: West Side Community House 9300 Lorain Avenue Cleveland, OH 44102 Council District 3 2. The (owners, executive director [specify]) for the vendor is: Harvey Shankman (President/CEO) 3.b. The Community Social Services Program services are delivered throughout the County and in all Council Districts.

D. Project Status and Planning 1. The awarding of Community Social Services Program contracts occurs every two years. 2. Not applicable - *The project has (#) phases ...* 3. The awarding of Community Social Services Program contracts is on a critical action path because contracts need to be in place by 1/1/2015. 4. It is anticipated that if these contracts move without delay, they will be approved prior to the effective date. **E. Funding** 1. The Community Social Services Program is funded 100% by the County Health & Human Services levy. 2. The schedule of payments is monthly and is based on the presentation of an itemized invoice by the vendor detailing the actual clients and units of service delivered (by client) for the prior month.

PURPOSE/OUTCOMES - PRINCIPAL OWNER(S):

This contract seeks to deliver the following units of service through the Community Social Services Program during 1/1/15-12/31/16: 1,790 units of Adult Day Care (1 unit = 1 hour) 5,000 units of Transportation service (1 unit = a one-way trip) Principal owner: Harvey Shankman, President/CEO

Additional background info:

With RFP 30873, the Division of Senior & Adult Services sought vendors to deliver one or more of four essential services to Cuyahoga County seniors. The primary goal of the Community Social Services Program (CSSP) is to eliminate isolation and reduce loneliness for Cuyahoga County residents age 60 and older and disabled adults thus helping these residents maintain and/or improve their physical health. These services are delivered through contracts with community centers, municipalities and other local non-profits to provide four essential services: adult day, adult development, congregate meals, and transportation. With awards from this RFP, DSAS will expand its service delivery area for CSSP services. To be considered for an award, vendors had to score at least 60 points for their service proposal. Providers earning at least 60 points for their proposal received some

level of funding based on the ranking of their proposal, their requested number of units and in the case of current vendors their current contracted number of units.

Explanation for late submittal:

Contract/Agreement Information:

Procurement Method:

RFP (Request for Proposal)

Explanation for Increase/Decrease in \$ Amount for current request:

Financial Information:

Funding source: Explanation:

Other Cuyahoga County Health & Human Services Levy

Total Amount Requested:

\$115,784.00

ATTACHMENTS:

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- [Final RFP](#)
- [Notice of Intent Award Letter](#)
- [Bidder's Compliance Form](#)
- [Department Acknowledgement Form](#)
- [Legislative Action](#)
- [Vendor Proposal](#)
- [Signature Authority](#)
- [Non Collusion Affidavit](#)
- [Certificate of Insurance](#)
- [BWC](#)
- [W-9](#)
- [Auditor of State \(FR\)](#)
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- [Contract Evaluation](#)
- [OPD Tab Sheet](#)
- [Award Recommendations](#)
- [Vendor Financial Statement](#)
- [Contract Cover TAB](#)
- [Contract TAB](#)
- [Coop](#)
- [Principal Owner Form](#)

History

Time

Who

Approval

Office of Procurement & Diversity



CONTRACT/AGREEMENT EVALUATION FORM
(To be completed in its entirety by user department for
all contract/agreement renewals or amendments.)

Contractor: Eliza Bryant Village

Contract/Agreement No.: CE1300007 -01, 02 Time Period: 1/1/13-12/31/14

Service Description: Adult Day Care and Transportation services for the Community Social Services Program (CSSP)

Original Contract/Agreement Amount: \$117,146.00

Prior Amendment(s) Amount(s): Amendment 1 - \$0.00

Performance Indicators: Provider was reviewed based on results of one financial review (thru 07/28/14) as well as a review of its delivery of contracted units and submission of billing rosters. Please see attached.

Actual performance versus performance indicators (include statistics): Eliza Bryant Village scored 59 out of 72 possible points (82%) on its mid-year evaluation (please see attached). Providers will be re-evaluated after compliance audits are completed. These audits are currently underway.

Rating of Overall Performance of Contractor (Check One):

- Superior
- Above Average
- Average
- Below Average
- Poor

Justification of Rating: DSAS has adopted a 10 point scale for providers (90-100 is superior; 80-89.9 is above average; 70-79.9 is average; 60-69.9 is below average; 59.9 and below is poor.

Senior & Adult Services
User Department

11/4/14
Date

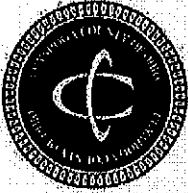
s: evaluation

Program: DSAS Community Social Services
 Program
 Contract 1/1/13 - 12/31/14
 Period:
 Period Reviewed: 1/1/13 - 6/30/13; YEAR 1
 Doc Updated: 7/28/2014
 Provider: Eliza Bryant Village

Potential Points		Earned Points		Total % Earned; Notes
72		59.03		82%
Facility Check	8	Deduct one point for each finding issued in this area	7.00	Latch in restroom stall broken
Policies & Procedures	5	Deduct one point for each finding issued in this area	3.00	Missing 2 employment postings
Personnel Files	5	Deduct one point for each finding issued in this area. Note findings issued for the same topic, but for multiple employees only count as 1 finding (i.e., missing background checks)	1.00	Missing valid CPR/1st cert, driver abstract, performance appraisals & job descriptions
Client Files - General	7	Deduct one point for each finding issued in this area; Note findings issued for the same topic, but for multiple clients only count as 1 finding (i.e., assessments not completed on time; ADL reassessments not completed; IADL reassessments not completed; client progress toward goals not reassessed)	6.00	Missing emergency contact
Client Files - Eligibility Verification	6	[Computed by audit period; each period worth 6 points]; Deduct one point if audit finding issued for up 17% of sample; Deduct 2 points for audit findings issued for 17.01% up to 33% of audit sample; Deduct 3 points for audit findings issued for 33.01% up to 50% of audit sample; Deduct 4 points for audit findings issued for 50.01% up to 67% of audit sample; Deduct 5 points for audit findings issued for 67.01% up to 83% of audit sample; Deduct 6 points for audit findings issued for more than 83.01% of audit sample	3.00	3 out of 6 files incorrect
Service Delivery	10	[Determined by service; Each service can earn up to 10 points; Score for this question is based on average score earned by all svcs.] Deduct one point for each finding issued in this area. Exception: Providers not delivering 1-2 activities in accordance with their proposal lose 1 point; 3-4 activities - 2 points; 5-6 activities - 3 points; 7-8 activities - 4 points; 9-10 activities - 5 points; 11 or more activities - 6 points.	8.50	ADC: No findings (-0,10); TRN: Incorrect manifest; Missing daily inspection sheet; 1 activity not offered as proposed (-3,7)

Program: DSAS Community Social Services Program
 Contract: 1/1/13 - 12/31/14
 Period:
 Period Reviewed: 1/1/13 - 6/30/13; YEAR 1
 Doc Updated: 7/28/2014
 Provider: Eliza Bryant Village

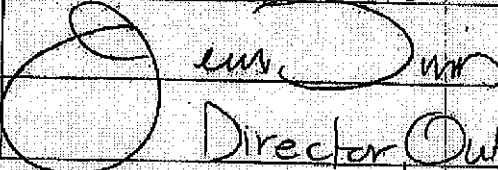
	Potential Points		Earned Points	Total % Earned; Notes
Unit Verification	3	[Computed by audit period; each period worth 3 points; Providers may lose up to 3 points per period] Deduct one point if there are any units unverified. Deduct an additional point if 5% or more of the units in the sample are unverified (total of all services). Deduct an additional point if 10% or more of the units in the sample are unverified (total of all services).	2.00	5 units unverified; .52%
Unit Delivery (aka Utilization)	10	[Determined by service; Each service can earn up to 10 points; Score for this question is based on average score earned by all svcs.Does not use aggregate of contract]; 98% or higher = 10; 95 to 97.99% = 8; 90-94.99% = 6; 85-89.99% = 4; 80-84.99% = 2; 75-79.99% = 1; 74.99% or less = 0	10.00	ADC: 190% (10); TRN: 169.4% (10)
Billing	6	Deduct one point for each time the monthly billing was late; Deduct .5 point if billing was on time but was submitted incorrectly the first time	6.00	No findings
Reporting: Monthly Financial Expenses	3	Deduct .5 for each time a monthly financial report not submitted on-time	3.00	No findings
Reporting: Goals & Objective	5	Based on each report, each report worth up to 5 points; Deduct 1 pt each late report; Deduct 1 pt for incorrect report; Deduct .5 point for each objective not met	5.00	No findings
Reporting: Client Satisfaction	4	Customer Satisfaction report worth 4 points, deduct one point for each finding issued for this report; Other 5 points based on score earned by DSAS survey of provider's clients, points earned based on actual score	4.53	Average score earned from client surveys administered by DSAS QA unit in 2013 (scale 1 to 5 [5 being the highest])



Principal Owner Form

(Required Document for Award Recommendations/Purchases)

VENDOR: Please complete the following information and return it to the Cuyahoga County "Requestor"

Company Name (Legal name of the business):	Eliza Bryant Village
Principal Owner's Name (The legal name of the owner/s of the business):	
Owner/Officer's Title:	Harvey Shankman, President & CEO
Business Address:	7201 Wade Park ave
Phone Number:	216 361-6141
Name of Person Completing Form:	Jeanna Davis
Signature:	
Title:	Director, Outreach / Adult Day Services

If there is more than one (1) principal owner, please complete information for that / those person(s) as well. If a corporation, please identify the CEO, President or other officers of the Corporation representing shareholders.

CUYAHOGA COUNTY STAFF:

I certify that I have checked the Debarment/Suspension lists on the Cuyahoga County Inspector General's website and the Debarment/Suspension lists did not contain the above detailed vendor and/or principal owner.

Signature: Pamela Burnside

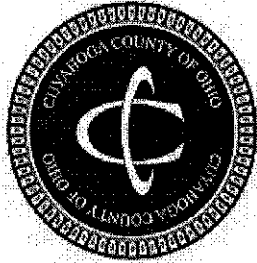
Date: 10/31/14

Printed Name: Pamela Burnside

Inspector General "Registered Contractor" Number: 12-1202

Cuyahoga County
(Principal Owner Form, 02-05-14)

Novus AGENDA



11

Item Details:

Agency/Dept. Name:	Department of Senior and Adult Services	Agency/Dept. Head Name:	Tracey N. Mason
Type of Request:	Award Recommendation		
Request Prepared by:	Pamela Burnside	Telephone No.	216*420*6782

SUMMARY OF REQUESTED ACTION:

Division of Senior & Adult Services, recommending an award on RQ30873 and enter into a contract with Goodrich-Gannett Neighborhood Center in the amount not-to-exceed \$129,534.00 for Adult Development, Congregate Meals and Transportation Services for the Community Social Services Program for the period 1/1/2015 - 12/31/2016. (10 of 19 awards/contracts).

Legislative Action Title: Senior & Adult Services – 2014 – Award & Execute Contract – Goodrich-Gannett Neighborhood Center– Community Social Services Program – 2015/2016 – RFP 30873 (10 of 19 contracts). **A. Scope of Work Summary** 1. Senior & Adult Services is requesting approval of an award to contract with Goodrich-Gannett Neighborhood Center in the amount of \$129,534.00. The anticipated start-completion dates are 01/01/2015-12/31/2016. 2. The primary goal of this contract is to deliver Adult Development, Congregate Meals and Transportation Services to clients participating in the Community Social Services Program (CSSP) in accordance with the specifications and program conditions of participation found in the contract. 3. The Community Social Services Program is a non-mandated service offered to Cuyahoga County residents age 60 and older and/or disabled adults age 18-59. **B. Procurement** 1. The procurement method for this project was RFP 30873. The total value of the RFP is \$2,758,136.00. The awards total: \$2,758,136.00. 2. The RFP was closed on 08/13/2014. 3. There were a total of 48 service proposals submitted by 22 vendors pulled from OPD. All 47 proposals were reviewed, 45 service proposals with 19 vendors are being recommended for award. **C. Contractor and Project Information** 1. The addresses of all vendors are: 1 of 19: Catholic Charities Community Services Corp. on behalf of the Hispanic Senior Center, 7911 Detroit Ave. Cleveland, OH 44102 2 of 19: Catholic Charities Corporation on behalf of the St. Martin de Porres Family Center. 1264 East 123rd Street Cleveland, OH 44108 Council District 7 3 of

19: City of Euclid 585 East 222nd Street Euclid, OH 44123 Council District 11 4 of 19: City of Lakewood 16024 Madison Avenue Lakewood, OH 44107 Council District 2 5 of 19: Maple Heights 15901 Libby Road Maple Heights, OH 44137 Council District 8 6 of 19: City of Parma Heights 6281 Pearl Road Parma Heights, OH 44130 Council District 4 7 of 19: Community Partnership on Aging 1370 Victory Drive South Euclid, OH 44121 Council Districts 6 and 11 8 of 19: East End Neighborhood House Association, The 2749 Woodhill Road Cleveland, OH 44104 Council District 7 9 of 19: Eliza Bryant Village 7201 Wade Park Ave. Cleveland, OH 44103 Council District 7 10 of 19: Goodrich Gannett Neighborhood Center 1368 East 55th Street Cleveland, OH 44103 Council District 7 11 of 19: Harvard Community Services Center, The 18240 Harvard Avenue Cleveland, OH 44128 Council District 9 12 of 19: Mandel Jewish Community Center of Cleveland, The 26001 South Woodland Road Beachwood, OH 44122 Council District 10 13 of 13: Murtis Taylor Human Services System 13422 Kinsman Road Cleveland, OH 44120 Council District 9 14 of 19: Phillis Wheatley Association, The 4450 Cedar Avenue Cleveland, OH 44103 15 of 19: Rose Centers for Aging Well, LLC. 12200 Fairhill Road Cleveland, OH 44115 Council Districts – 2, 7, 8 and 10 16 of 19: Salvation Army, The 2507 East 22nd Street Cleveland, OH 44115 Council District 3 17 of 19: Senior Citizen Resources, Inc. 3100 Devonshire Rd. Cleveland, OH 44109 Council District 3 18 of 19: Senior Outreach Services 2390 East 79th Street Cleveland, OH 44104 Council District 8 19 of 19: University Settlement, Inc. 4800 Broadway Avenue Cleveland, OH 44127 Council District 7 18 of 18: West Side Community House 9300 Lorain Avenue Cleveland, OH 44102 Council District 3 2. The (owners, executive director [specify]) for the vendor is: Mary Robinson (Interim Executive Director) 3.b. The Community Social Services Program services are delivered throughout the County and in all Council Districts. **D. Project Status and Planning** 1. The awarding of Community Social Services Program contracts occurs every two years. 2. Not applicable - *The project has (#) phases ...* 3. The awarding of Community Social Services Program contracts is on a critical action path because contracts need to be in place by 1/1/2015. 4. It is anticipated that if these contracts move without delay, they will be approved prior to the effective date. **E. Funding** 1. The Community Social Services Program is funded 100% by the County Health & Human Services levy. 2. The schedule of payments is monthly and is based on the presentation of an itemized invoice by the vendor detailing the actual clients and units of service delivered (by client) for the prior month.

PURPOSE/OUTCOMES - PRINCIPAL OWNER(S):

This contract seeks to deliver the following units of service through the Community Social Services Program during 1/1/15-12/31/16: 16,500 units of Adult Development service (1 unit = 1 hour)

4,524 units of Congregate Meals service (1 unit = 1 meal) 9,350 units of Transportation service (1 unit = a one-way trip) Principal owner: Anne Richie, President/Board of Trustees

Additional background info:

With RFP 30873, the Division of Senior & Adult Services sought vendors to deliver one or more of four essential services to Cuyahoga County seniors. The primary goal of the Community Social Services Program (CSSP) is to eliminate isolation and reduce loneliness for Cuyahoga County residents age 60 and older and disabled adults thus helping these residents maintain and/or improve their physical health. These services are delivered through contracts with community centers, municipalities and other local non-profits to

provide four essential services: adult day, adult development, congregate meals, and transportation. With awards from this RFP, DSAS will expand its service delivery area for CSSP services. To be considered for an award, vendors had to score at least 60 points for their service proposal. Providers earning at least 60 points for their proposal received some level of funding based on the ranking of their proposal, their requested number of units and in the case of current vendors their current contracted number of units.

Explanation for late submittal:

Contract/Agreement Information:

Procurement Method:

RFP (Request for Proposal).

Explanation for Increase/Decrease in \$ Amount for current request:

Financial Information:

Funding source:

Other

Explanation:

Cuyahoga County Health & Human Services Levy

Total Amount Requested:

\$129,534.00

ATTACHMENTS:

Click to download

- [Final RFP](#)
- [Notice of Intent](#)
- [Bidder's Compliance Form](#)
- [Department Acknowledgement Form](#)
- [Legislative Action](#)
- [Vendor Proposal](#)
- [Signature Authority](#)
- [Non Collusion Affidavit](#)
- [Certificate of Insurance](#)
- [BWC](#)
- [W-9](#)
- [Auditor of State \(FR\)](#)
- [Secretary of State](#)
- [Additional User Codes](#)
- [Contract History Sheet](#)
- [Contract Evaluation](#)
- [OPD Tab Sheet](#)
- [Award Recommendations](#)
- [Vendor Financial Statement](#)
- [Contract Cover TAB](#)
- [Contract TAB](#)
- [Coop](#)
- [Principal Owner Form](#)

History

Time

Who

Approval

CONTRACT/AGREEMENT EVALUATION FORM
(To be completed in its entirety by user department for
all contract/agreement renewals or amendments.)

Contractor: Goodrich Gannett Neighborhood Center

Contract/Agreement No.: CE1300005⁸-01, 02 Time Period: 1/1/13-12/31/14

Service Description: Adult Development, Congregate Meals and Transportation services for the Community Social Services Program (CSSP)

Original Contract/Agreement Amount: \$109,500.00

Prior Amendment(s) Amount(s): Amendment 1 - \$0.00

Performance Indicators: Provider was reviewed based on results of one financial review (thru 07/28/14) as well as a review of its delivery of contracted units and submission of billing rosters. Please see attached.

Actual performance versus performance indicators (include statistics): Goodrich Gannett Neighborhood Center scored 53 out of 72 possible points (75%) on its mid-year evaluation (please see attached). Providers will be re-evaluated after compliance audits are completed. These audits are currently underway.

Rating of Overall Performance of Contractor (Check One):

- Superior
- Above Average
- Average
- Below Average
- Poor

Justification of Rating: DSAS has adopted a 10 point scale for providers (90-100 is superior; 80-89.9 is above average; 70-79.9 is average; 60-69.9 is below average; 59.9 and below is poor.

Senior & Adult Services
User Department

11/4/14
Date

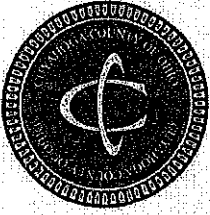
s: evaluation

Program: DSAS Community Social Services
 Program
 Contract 1/1/13 - 12/31/14
 Period:
 Period Reviewed: 1/1/13 - 6/30/13; YEAR 1
 Doc Updated: 7/28/2014
 Provider: Goodrich Gannett Neighborhood Center

	Potential Points		Earned Points	Total % Earned; Notes
	72		53.78	75%
Facility Check	8	Deduct one point for each finding issued in this area	3.00	Missing elevator inspection; Stall latch broken; No toilet paper or hand towels in restrooms; No hot water in restrooms
Policies & Procedures	5	Deduct one point for each finding issued in this area	1.00	DSAS missing from funding statement; Outdated employment postings; Incorrect grievance procedure; Evacuation procedure not tested
Personnel Files	5	Deduct one point for each finding issued in this area. Note findings issued for the same topic, but for multiple employees only count as 1 finding (i.e., missing background checks)	1.00	Missing drivers license, CPR/1st Aid trng, drivers trng & medical statemtn
Client Files - General	7	Deduct one point for each finding issued in this area; Note findings issued for the same topic, but for multiple clients only count as 1 finding (i.e., assessments not completed on time; ADL reassessments not completed; IADL reassessments not completed; client progress toward goals not reassessed)	5.00	Missing functional limitations & client progress toward goals & objectives
Client Files - Eligibility Verification	6	[Computed by audit period; each period worth 6 points]; Deduct one point if audit finding issued for up 17% of sample; Deduct 2 points for audit findings issued for 17.01% up to 33% of audit sample; Deduct 3 points for audit findings issued for 33.01% up to 50% of audit sample; Deduct 4 points for audit findings issued for 50.01% up to 67% of audit sample; Deduct 5 points for audit findings issued for 67.01% up to 83% of audit sample; Deduct 6 points for audit findings issued for more than 83.01% of audit sample	6.00	No findings

Program: DSAS Community Social Services Program
 Contract Period: 1/1/13 - 12/31/14
 Period Reviewed: 1/1/13 - 6/30/13; YEAR 1
 Doc Updated: 7/28/2014
 Provider: Goodrich Gannett Neighborhood Center

	Potential Points		Earned Points	Total % Earned; Notes
Unit Verification	3	[Computed by audit period; each period worth 3 points; Providers may lose up to 3 points per period] Deduct one point if there are any units unverified. Deduct an additional point if 5% or more of the units in the sample are unverified (total of all services). Deduct an additional point if 10% or more of the units in the sample are unverified (total of all services).	1.00	45.75 units unverified; 5.5%
Unit Delivery (aka Utilization)	10	[Determined by service; Each service can earn up to 10 points; Score for this question is based on average score earned by all svcs. Does not use aggregate of contract]; 98% or higher = 10; 95 to 97.99% = 8; 90-94.99% = 6; 85-89.99% = 4; 80-84.99% = 2; 75-79.99% = 1; 74.99% or less = 0	10.00	ADV: 101% (10); CNM: 102.6% (10); TRN: 101.3% (10)
Billing	6	Deduct one point for each time the monthly billing was late; Deduct .5 point if billing was on time but was submitted incorrectly the first time	6.00	No findings
Reporting: Monthly Financial Expenses	3	Deduct .5 for each time a monthly financial report not submitted on-time	3.00	No findings
Reporting: Goals & Objective	5	Based on each report, each report worth up to 5 points; Deduct 1 pt each late report; Deduct 1 pt for incorrect report; Deduct .5 point for each objective not met	4.50	1 objective not met
Reporting: Client Satisfaction	4	Customer Satisfaction report worth 4 points, deduct one point for each finding issued for this report; Other 5 points based on score earned by DSAS survey of provider's clients, points earned based on actual score	4.28	Average score earned from client surveys administered by DSAS QA unit in 2013 (scale 1 to 5 [5 being the highest])



Principal Owner Form

(Required Document for Award Recommendations/Purchases)

VENDOR: Please complete the following information and return it to the Cuyahoga County "Requestor"

Company Name (Legal name of the business):	Goodrich Gannett Neighborhood Center
Principal Owner's Name (The legal name of the owner/s of the business):	Goodrich Gannett Neighborhood Center Board of Trustees Anne Zickie
Owner/Officer's Title:	President, Board of Trustees
Business Address:	1400 East 55th St, Cleveland, Ohio 44103
Phone Number:	216-432-1717
Name of Person Completing Form:	Judith Varn
Signature:	<i>Judith Varn</i>
Title:	Executive Director

If there is more than one (1) principal owner, please complete information for that / those person(s) as well.
If a corporation, please identify the CEO, President or other officers of the Corporation representing shareholders.

CUYAHOGA COUNTY STAFF:

I certify that I have checked the Debarment/Suspension lists on the Cuyahoga County Inspector General's website and the Debarment/Suspension lists did not contain the above detailed vendor and/or principal owner.

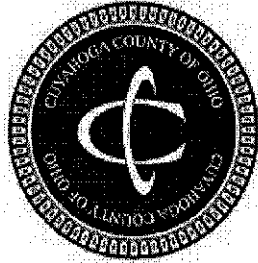
Signature: *David Elliott*

Date: 11-4-14

Printed Name: DAVID ELLIOTT

Inspector General "Registered Contractor" Number: 12-1386

Cuyahoga County
(Principal Owner Form, 02-05-14)



12

Item Details:

Agency/Dept. Name:	Department of Senior and Adult Services	Agency/Dept. Head Name:	Tracey N. Mason
Type of Request:	Award Recommendation		
Request Prepared by:	Pamela Burnside	Telephone No.:	216*420*6782
SUMMARY OF REQUESTED ACTION:			
<p>Division of Senior & Adult Services, recommending an award on RQ30873 and enter into a contract with Harvard Community Services Center in the amount not-to-exceed \$146,510.00 for Adult Development, Congregate Meals and Transportation Services for the Community Social Services Program for the period 1/1/2015 - 12/31/2016. (11 of 19 awards/contracts).</p>			
<p>Legislative Action Title: Senior & Adult Services – 2014 – Award & Execute Contract – Harvard Community Services Center– Community Social Services Program – 2015/2016 – RFP 30873 (11 of 19 contracts). A. Scope of Work Summary 1. Senior & Adult Services is requesting approval of an award to contract with Harvard Community Services Center in the amount of \$146,510.00. The anticipated start-completion dates are 01/01/2015-12/31/2016. 2. The primary goal of this contract is to deliver Adult Development, Congregate Meals and Transportation Services to clients participating in the Community Social Services Program (CSSP) in accordance with the specifications and program conditions of participation found in the contract. 3. The Community Social Services Program is a non-mandated service offered to Cuyahoga County residents age 60 and older and/or disabled adults age 18-59. B. Procurement 1. The procurement method for this project was RFP 30873. The total value of the RFP is \$2,758,136.00. The awards total: \$2,758,136.00. 2. The RFP was closed on 08/13/2014. 3. There were a total of 48 service proposals submitted by 22 vendors pulled from OPD. All 47 proposals were reviewed, 45 service proposals with 19 vendors are being recommended for award. C. Contractor and Project Information 1. The addresses of all vendors are: 1 of 19: Catholic Charities Community Services Corp. on behalf of the Hispanic Senior Center. 7911 Detroit Ave. Cleveland, OH 44102 2 of 19: Catholic Charities Corporation on behalf of the St. Martin de Porres Family Center. 1264 East 123rd Street Cleveland, OH 44108 Council District 7 3 of</p>			

19: City of Euclid 585 East 222nd Street Euclid, OH 44123 Council District 11 4 of 19: City of Lakewood 16024 Madison Avenue Lakewood, OH 44107 Council District 2 5 of 19: Maple Heights 15901 Libby Road Maple Heights, OH 44137 Council District 8 6 of 19: City of Parma Heights 6281 Pearl Road Parma Heights, OH 44130 Council District 4 7 of 19: Community Partnership on Aging 1370 Victory Drive South Euclid, OH 44121 Council Districts 6 and 11 8 of 19: East End Neighborhood House Association, The 2749 Woodhill Road Cleveland, OH 44104 Council District 7 9 of 19: Eliza Bryant Village 7201 Wade Park Ave. Cleveland, OH 44103 Council District 7 10 of 19: Goodrich Gannett Neighborhood Center 1368 East 55th Street Cleveland, OH 44103 Council District 7 11 of 19: Harvard Community Services Center, The 18240 Harvard Avenue Cleveland, OH 44128 Council District 9 12 of 19: Mandel Jewish Community Center of Cleveland, The 26001 South Woodland Road Beachwood, OH 44122 Council District 10 13 of 13: Murtis Taylor Human Services System 13422 Kinsman Road Cleveland, OH 44120 Council District 9 14 of 19: Phillis Wheatley Association, The 4450 Cedar Avenue Cleveland, OH 44103 15 of 19: Rose Centers for Aging Well, LLC. 12200 Fairhill Road Cleveland, OH 44115 Council Districts – 2, 7, 8 and 10 16 of 19: Salvation Army, The 2507 East 22nd Street Cleveland, OH 44115 Council District 3 17 of 19: Senior Citizen Resources, Inc. 3100 Devonshire Rd. Cleveland, OH 44109 Council District 3 18 of 19: Senior Outreach Services 2390 East 79th Street Cleveland, OH 44104 Council District 8 19 of 19: University Settlement, Inc. 4800 Broadway Avenue Cleveland, OH 44127 Council District 7 18 of 18: West Side Community House 9300 Lorain Avenue Cleveland, OH 44102 Council District 3 2. The (owners, executive director [specify]) for the vendor is: Elaine Gohlstin (President/CEO) 3.b. The Community Social Services Program services are delivered throughout the County and in all Council Districts.

D. Project Status and Planning 1. The awarding of Community Social Services Program contracts occurs every two years. 2. Not applicable - *The project has (#) phases ...* 3. The awarding of Community Social Services Program contracts is on a critical action path because contracts need to be in place by 1/1/2015. 4. It is anticipated that if these contracts move without delay, they will be approved prior to the effective date. **E. Funding** 1. The Community Social Services Program is funded 100% by the County Health & Human Services levy. 2. The schedule of payments is monthly and is based on the presentation of an itemized invoice by the vendor detailing the actual clients and units of service delivered (by client) for the prior month.

PURPOSE/OUTCOMES - PRINCIPAL OWNER(S):

This contract seeks to deliver the following units of service through the Community Social Services Program during 1/1/15-12/31/16: 20,000 units of Adult Development service (1 unit = 1 hour)

5,021 units of Congregate Meals service (1 unit = 1 meal)

5,800 units of Transportation service (1 unit = a one-way trip) Principal owner: Elaine Gohlstein, Executive Director

Additional background info:

With RFP 30873, the Division of Senior & Adult Services sought vendors to deliver one or more of four essential services to Cuyahoga County seniors. The primary goal of the Community Social Services Program (CSSP) is to eliminate isolation and reduce loneliness for Cuyahoga County residents age 60 and older and disabled adults thus helping these

residents maintain and/or improve their physical health. These services are delivered through contracts with community centers, municipalities and other local non-profits to provide four essential services: adult day, adult development, congregate meals, and transportation. With awards from this RFP, DSAS will expand its service delivery area for CSSP services. To be considered for an award, vendors had to score at least 60 points for their service proposal. Providers earning at least 60 points for their proposal received some level of funding based on the ranking of their proposal, their requested number of units and in the case of current vendors their current contracted number of units.

Explanation for late submittal:

Contract/Agreement Information:

Procurement Method:

RFP (Request for Proposal)

Explanation for Increase/Decrease in \$ Amount for current request:

Financial Information:

Funding source: Explanation:

Other Cuyahoga County Health & Human Services Levy

Total Amount Requested:

\$146,510.00

ATTACHMENTS:

Click to download

- [Final RFP](#)
- [Notice of Intent Award Letter](#)
- [Bidder's Compliance Form](#)
- [Department Acknowledgement Form](#)
- [Legislative Action](#)
- [Vendor Proposal](#)
- [Signature Authority](#)
- [Non Collusion Affidavit](#)
- [Certificate of Insurance](#)
- [BWC](#)
- [W-9](#)
- [Auditor of State \(FR\)](#)
- [Secretary of State](#)
- [Additional User Codes](#)
- [Contract History Sheet](#)
- [Contract Evaluation](#)
- [OPD Tab Sheet](#)
- [Award Recommendations](#)
- [Vendor Financial Statement](#)
- [Contract Cover](#)
- [Contract TAB](#)
- [Coop](#)
- [Principal Owner Form](#)

CONTRACT/AGREEMENT EVALUATION FORM
(To be completed in its entirety by user department for
all contract/agreement renewals or amendments.)

Contractor: Harvard Community Services Center

Contract/Agreement No.: CE1300011 -01, 02, 03 Time Period: 1/1/13-12/31/14

Service Description: Adult Development Congregate Meals and Transportation services for the Community Social Services Program (CSSP)

Original Contract/Agreement Amount: \$120,644.00

Prior Amendment(s) Amount(s): Amendment 1 - \$12,064.00

Performance Indicators: Provider was reviewed based on results of one financial review (thru 07/28/14) as well as a review of its delivery of contracted units and submission of billing rosters. Please see attached.

Actual performance versus performance indicators (include statistics): Harvard Community Services Center scored 57 out of 72 possible points (79%) on its mid-year evaluation (please see attached). Providers will be re-evaluated after compliance audits are completed. These audits are currently underway.

Rating of Overall Performance of Contractor (Check One):

- Superior
- Above Average
- Average
- Below Average
- Poor

Justification of Rating: DSAS has adopted a 10 point scale for providers (90-100 is superior; 80-89.9 is above average; 70-79.9 is average; 60-69.9 is below average; 59.9 and below is poor.

Senior & Adult Services
User Department

11/4/14
Date

s: evaluation

Program: DSAS Community Social Services Program
 Contract: 1/1/13 - 12/31/14
 Period: 1/1/13 - 6/30/13; YEAR 1
 Period Reviewed: 7/28/2014
 Doc Updated: Harvard Community Services Center
 Provider:

Potential Points		Earned Points		Total % Earned; Notes
72		57.17		79%
Facility Check	8	Deduct one point for each finding issued in this area	7.00	Lukewarm water in restrooms
Policies & Procedures	5	Deduct one point for each finding issued in this area	4.00	Missing employment poster
Personnel Files	5	Deduct one point for each finding issued in this area. Note findings issued for the same topic, but for multiple employees only count as 1 finding (i.e., missing background checks)	1.00	Missing BCII, driver abstract, driver trng & CPR/1st Aid trng
Client Files - General	7	Deduct one point for each finding issued in this area; Note findings issued for the same topic, but for multiple clients only count as 1 finding (i.e., assessments not completed on time; ADL reassessments not completed; IADL reassessments not completed; client progress toward goals not reassessed)	6.00	Reassessment not completed
Client Files - Eligibility Verification	6	[Computed by audit period; each period worth 6 points]; Deduct one point if audit finding issued for up 17% of sample; Deduct 2 points for audit findings issued for 17.01% up to 33% of audit sample; Deduct 3 points for audit findings issued for 33.01% up to 50% of audit sample; Deduct 4 points for audit findings issued for 50.01% up to 67% of audit sample; Deduct 5 points for audit findings issued for 67.01% up to 83% of audit sample; Deduct 6 points for audit findings issued for more than 83.01% of audit sample	5.00	1 out of 6 files incorrect
Service Delivery	10	[Determined by service; Each service can earn up to 10 points; Score for this question is based on average score earned by all svcs.] Deduct one point for each finding issued in this area. Exception: Providers not delivering 1-2 activities in accordance with their proposal lose 1 point; 3-4 activities - 2 points; 5-6 activities - 3 points; 7-8 activities - 4 points; 9-10 activities - 5 points; 11 or more activities - 6 points.	8.67	ADV: 1 activity not offered as proposed (-1,9); CNM: No findings (-0,10); TRN: Financial responsibility card expired; Incorrect manifest; 1 activity not offered as proposed (-3,7)

Program: DSAS Community Social Services Program
 Contract: 1/1/13 - 12/31/14
 Period:
 Period Reviewed: 1/1/13 - 6/30/13; YEAR 1
 Doc Updated: 7/28/2014
 Provider: Harvard Community Services Center

	Potential Points		Earned Points	Total % Earned; Notes
Unit Verification	3	[Computed by audit period; each period worth 3 points; Providers may lose up to 3 points per period] Deduct one point if there are any units unverified. Deduct an additional point if 5% or more of the units in the sample are unverified (total of all services). Deduct an additional point if 10% or more of the units in the sample are unverified (total of all services).	2.00	12 units unverified; 1.1%
Unit Delivery (aka Utilization)	10	[Determined by service; Each service can earn up to 10 points; Score for this question is based on average score earned by all svcs.Does not use aggregate of contract]; 98% or higher = 10; 95 to 97.99% = 8; 90-94.99% = 6; 85-89.99% = 4; 80-84.99% = 2; 75-79.99% = 1; 74.99% or less = 0	9.33	ADV: 97.4% (8); CNM: 101.1% (10); TRN: 99.6% (10)
Billing	6	Deduct one point for each time the monthly billing was late; Deduct .5 point if billing was on time but was submitted incorrectly the first time	4.00	Incorrect billing rosters - 4 months
Reporting: Monthly Financial Expenses	3	Deduct .5 for each time a monthly financial report not submitted on-time	3.00	No findings
Reporting: Goals & Objective	5	Based on each report, each report worth up to 5 points; Deduct 1 pt each late report; Deduct 1 pt for incorrect report; Deduct .5 point for each objective not met	3.00	4 objectives not met
Reporting: Client Satisfaction	4	Customer Satisfaction report worth 4 points, deduct one point for each finding issued for this report; Other 5 points based on score earned by DSAS survey of provider's clients, points earned based on actual score	4.17	Average score earned from client surveys administered by DSAS QA unit in 2013 (scale 1 to 5 [5 being the highest])



Principal Owner Form

(Required Document for Award Recommendations/Purchases)

VENDOR: Please complete the following information and return it to the Cuyahoga County "Requestor"

Company Name (Legal name of the business):	Harvard Community Service Center
Principal Owner's Name (The legal name of the owner/s of the business):	Same as above
Owner/Officer's Title:	Elaine Gohrger - Executive Director
Business Address:	18240 Harvard Avenue
Phone Number:	216-991-8585
Name of Person Completing Form:	Elaine Gohrger
Signature:	Elaine Gohrger
Title:	Executive Director

If there is more than one (1) principal owner, please complete information for that / those person(s) as well. If a corporation, please identify the CEO, President or other officers of the Corporation representing shareholders.

CUYAHOGA COUNTY STAFF:

I certify that I have checked the Debarment/Suspension lists on the Cuyahoga County Inspector General's website and the Debarment/Suspension lists did not contain the above detailed vendor and/or principal owner.

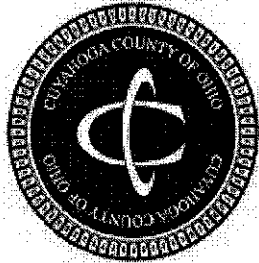
Signature: Pamela Burnside

Date: 11/3/14

Printed Name: Pamela Burnside

Inspector General "Registered Contractor" Number: 12-1457

Cuyahoga County
(Principal Owner Form, 02-05-14)



13

Item Details:

Agency/Dept. Name:	Department of Senior and Adult Services	Agency/Dept. Head Name:	Tracey N. Mason
Type of Request:	Award Recommendation		
Request Prepared by:	Pamela Burnside	Telephone No.	216*420*6782
SUMMARY OF REQUESTED ACTION:			
<p>Division of Senior & Adult Services, recommending an award on RQ30873 and enter into a contract with Murtis H. Taylor Human Services System in the amount not-to-exceed \$122,880.00 for Adult Development, Congregate Meals and Transportation Services for the Community Social Services Program for the period 1/1/2015 - 12/31/2016. (13 of 19 awards/contracts).</p>			
<p>Legislative Action Title: Senior & Adult Services – 2014 – Award & Execute Contract – Murtis H. Taylor Human Services System– Community Social Services Program – 2015/2016 – RFP 30873 (13 of 19 contracts). A. Scope of Work Summary 1. Senior & Adult Services is requesting approval of an award to contract with Murtis H. Taylor Human Services System in the amount of \$122,880.00. The anticipated start-completion dates are 01/01/2015-12/31/2016. 2. The primary goal of this contract is to deliver Adult Development, Congregate Meals and Transportation Services to clients participating in the Community Social Services Program (CSSP) in accordance with the specifications and program conditions of participation found in the contract. 3. The Community Social Services Program is a non-mandated service offered to Cuyahoga County residents age 60 and older and/or disabled adults age 18-59. B. Procurement 1. The procurement method for this project was RFP 30873. The total value of the RFP is \$2,758,136.00. The awards total: \$2,758,136.00. 2. The RFP was closed on 08/13/2014. 3. There were a total of 48 service proposals submitted by 22 vendors pulled from OPD. All 47 proposals were reviewed, 45 service proposals with 19 vendors are being recommended for award. C. Contractor and Project Information 1. The addresses of all vendors are: 1 of 19: Catholic Charities Community Services Corp. on behalf of the Hispanic Senior Center. 7911 Detroit Ave. Cleveland, OH 44102 2 of 19: Catholic Charities Corporation on behalf of the St. Martin de Porres Family Center. 1264 East 123rd Street Cleveland, OH 44108 Council District 7 3 of</p>			

19: City of Euclid 585 East 222nd Street Euclid, OH 44123 Council District 11 4 of 19: City of Lakewood 16024 Madison Avenue Lakewood, OH 44107 Council District 2 5 of 19: Maple Heights 15901 Libby Road Maple Heights, OH 44137 Council District 8 6 of 19: City of Parma Heights 6281 Pearl Road Parma Heights, OH 44130 Council District 4 7 of 19: Community Partnership on Aging 1370 Victory Drive South Euclid, OH 44121 Council Districts 6 and 11 8 of 19: East End Neighborhood House Association, The 2749 Woodhill Road Cleveland, OH 44104 Council District 7 9 of 19: Eliza Bryant Village 7201 Wade Park Ave. Cleveland, OH 44103 Council District 7 10 of 19: Goodrich Gannett Neighborhood Center 1368 East 55th Street Cleveland, OH 44103 Council District 7 11 of 19: Harvard Community Services Center, The 18240 Harvard Avenue Cleveland, OH 44128 Council District 9 12 of 19: Mandel Jewish Community Center of Cleveland, The 26001 South Woodland Road Beachwood, OH 44122 Council District 10 13 of 13: Murtis Taylor Human Services System 13422 Kinsman Road Cleveland, OH 44120 Council District 9 14 of 19: Phillis Wheatley Association, The 4450 Cedar Avenue Cleveland, OH 44103 15 of 19: Rose Centers for Aging Well, LLC. 12200 Fairhill Road Cleveland, OH 44115 Council Districts – 2, 7, 8 and 10 16 of 19: Salvation Army, The 2507 East 22nd Street Cleveland, OH 44115 Council District 3 17 of 19: Senior Citizen Resources, Inc. 3100 Devonshire Rd. Cleveland, OH 44109 Council District 3 18 of 19: Senior Outreach Services 2390 East 79th Street Cleveland, OH 44104 Council District 8 19 of 19: University Settlement, Inc. 4800 Broadway Avenue Cleveland, OH 44127 Council District 7 18 of 18: West Side Community House 9300 Lorain Avenue Cleveland, OH 44102 Council District 3 2. The (owners, executive director [specify]) for the vendor is: Maxine C. Greene (Director of Resource Development) 3.b. The Community Social Services Program services are delivered throughout the County and in all Council Districts. **D. Project Status and Planning** 1. The awarding of Community Social Services Program contracts occurs every two years. 2. Not applicable - *The project has (#) phases ...* 3. The awarding of Community Social Services Program contracts is on a critical action path because contracts need to be in place by 1/1/2015. 4. It is anticipated that if these contracts move without delay, they will be approved prior to the effective date. **E. Funding** 1. The Community Social Services Program is funded 100% by the County Health & Human Services levy. 2. The schedule of payments is monthly and is based on the presentation of an itemized invoice by the vendor detailing the actual clients and units of service delivered (by client) for the prior month.

PURPOSE/OUTCOMES - PRINCIPAL OWNER(S):

Explanation for late submittal:

Contract/Agreement Information:

Procurement Method:

RFP (Request for Proposal)

Explanation for Increase/Decrease in \$ Amount for current request:

Financial Information:

Funding source: Explanation:

Other Cuyahoga County Health & Human Services Levy

Total Amount Requested:

\$122,880.00

ATTACHMENTS:

Click to download

- [Final RFP](#)
- [Notice of Intent Award Letter](#)
- [Bidder's Compliance Form](#)
- [Department Acknowledgement Form](#)
- [Legislative Action](#)
- [Vendor Proposal - ADV](#)
- [Vendor Proposal - CNM](#)
- [Vendor Proposal - TRN](#)
- [Signature Authority](#)
- [Non Collusion Affidavit](#)
- [Certificate of Insurance](#)
- [BWC](#)
- [W-9](#)
- [Auditor of State \(FR\)](#)
- [Secretary of State](#)
- [Additional User Codes](#)
- [Contract History Sheet](#)
- [Contract Evaluation](#)
- [OPD Tab Sheet](#)
- [Award Recommendations](#)
- [Vendor Financial Statement](#)
- [Contract Cover TAB](#)
- [Contract TAB](#)
- [Coop](#)
- [Principal Owner Form](#)

History

Time

Who

Office of Procurement &
Diversity

Approval



CONTRACT/AGREEMENT EVALUATION FORM
(To be completed in its entirety by user department for
all contract/agreement renewals or amendments.)

Contractor: Murtis Taylor Human Services System

Contract/Agreement No.: CE1300003 -01 Time Period: 1/1/13-12/31/14

Service Description: Adult Development services for the Community Social Services Program (CSSP)

Original Contract/Agreement Amount: \$61,600.00

Prior Amendment(s) Amount(s): \$0.00

Performance Indicators: Provider was reviewed based on results of one financial review (thru 07/28/14) as well as a review of its delivery of contracted units and submission of billing rosters. Please see attached.

Actual performance versus performance indicators (include statistics): Murtis Taylor Human Services System scored 54 out of 72 possible points (75%) on its mid-year evaluation (please see attached). Providers will be re-evaluated after compliance audits are completed. These audits are currently underway.

Rating of Overall Performance of Contractor (Check One):

- Superior
- Above Average
- Average
- Below Average
- Poor

Justification of Rating: DSAS has adopted a 10 point scale for providers (90-100 is superior; 80-89.9 is above average; 70-79.9 is average; 60-69.9 is below average; 59.9 and below is poor.

Senior & Adult Services
User Department

11/4/14
Date

s: evaluation

Program: DSAS Community Social Services Program
 Contract Period: 1/1/13 - 12/31/14
 Period Reviewed: 1/1/13 - 6/30/13; YEAR 1
 Doc Updated: 7/28/2014
 Provider: Murtis Taylor Human Services System

Potential Points		Earned Points		Total % Earned; Notes
72		54.04		75%
Facility Check	8	Deduct one point for each finding issued in this area	8.00	No findings
Policies & Procedures	5	Deduct one point for each finding issued in this area	3.00	Missing client liability claim procedure; Out-of-date employment posting
Personnel Files	5	Deduct one point for each finding issued in this area. Note findings issued for the same topic, but for multiple employees only count as 1 finding (i.e., missing background checks)	4.00	Missing BCII
Client Files - General	7	Deduct one point for each finding issued in this area; Note findings issued for the same topic, but for multiple clients only count as 1 finding (i.e., assessments not completed on time; ADL reassessments not completed; IADL reassessments not completed; client progress toward goals not reassessed)	5.00	Missing client goals & objectives, functional limitations
Client Files - Eligibility Verification	6	[Computed by audit period; each period worth 6 points]; Deduct one point if audit finding issued for up to 17% of sample; Deduct 2 points for audit findings issued for 17.01% up to 33% of audit sample; Deduct 3 points for audit findings issued for 33.01% up to 50% of audit sample; Deduct 4 points for audit findings issued for 50.01% up to 67% of audit sample; Deduct 5 points for audit findings issued for 67.01% up to 83% of audit sample; Deduct 6 points for audit findings issued for more than 83.01% of audit sample	3.00	5 out of 10 files incorrect
Service Delivery	10	[Determined by service; Each service can earn up to 10 points; Score for this question is based on average score earned by all svcs.] Deduct one point for each finding issued in this area. Exception: Providers not delivering 1-2 activities in accordance with their proposal lose 1 point; 3-4 activities - 2 points; 5-6 activities - 3 points; 7-8 activities - 4 points; 9-10 activities - 5 points; 11 or more activities - 6 points.	7.00	ADV: 5 activities not offered as proposed (-3,7)

Program: DSAS Community Social Services Program
 Contract: 1/1/13 - 12/31/14
 Period:
 Period Reviewed: 1/1/13 - 6/30/13; YEAR 1
 Doc Updated: 7/28/2014
 Provider: Murtis Taylor Human Services System

	Potential Points		Earned Points	Total % Earned; Notes
Unit Verification	3	[Computed by audit period; each period worth 3 points; Providers may lose up to 3 points per period] Deduct one point if there are any units unverified. Deduct an additional point if 5% or more of the units in the sample are unverified (total of all services). Deduct an additional point if 10% or more of the units in the sample are unverified (total of all services).	1.00	39 units unverified; 6.76%
Unit Delivery (aka Utilization)	10	[Determined by service; Each service can earn up to 10 points; Score for this question is based on average score earned by all svcs.Does not use aggregate of contract]; 98% or higher = 10; 95 to 97.99% = 8; 90-94.99% = 6; 85-89.99% = 4; 80-84.99% = 2; 75-79.99% = 1; 74.99% or less = 0	6.00	ADV: 94.55% (6) *** new provider, use 12/31/13 unit delivery data ***
Billing	6	Deduct one point for each time the monthly billing was late; Deduct .5 point if billing was on time but was submitted incorrectly the first time	4.50	Incorrect billing rosters - 3 months
Reporting: Monthly Financial Expenses	3	Deduct .5 for each time a monthly financial report not submitted on-time	3.00	No findings
Reporting: Goals & Objective	5	Based on each report, each report worth up to 5 points; Deduct 1 pt each late report; Deduct 1 pt for incorrect report; Deduct .5 point for each objective not met	5.00	No findings
Reporting: Client Satisfaction	4	Customer Satisfaction report worth 4 points, deduct one point for each finding issued for this report; Other 5 points based on score earned by DSAS survey of provider's clients, points earned based on actual score	4.54	Average score earned from client surveys administered by DSAS QA unit in 2013 (scale 1 to 5 [5 being the highest])



Principal Owner Form

(Required Document for Award Recommendations/Purchases)

VENDOR: Please complete the following information and return it to the Cuyahoga County "Requestor"

Company Name (Legal name of the business):	Murtis Taylor Human Services System
Principal Owner's Name (The legal name of the owner/s of the business):	Lovell J. Custard
Owner/Officer's Title:	President & CEO
Business Address:	13422 Kinsman Road, Cleveland, Ohio 44120
Phone Number:	216-283-4400, x2296
Name of Person Completing Form:	Maxine C. Greene
Signature:	
Title:	President & CEO

If there is more than one (1) principal owner, please complete information for that / those person(s) as well. If a corporation, please identify the CEO, President, or other officers of the Corporation representing shareholders.

CUYAHOGA COUNTY STAFF:

I certify that I have checked the debarment list on the Cuyahoga County Inspector General's website and the debarment list did not contain the above detailed vendor and/or principal owner.

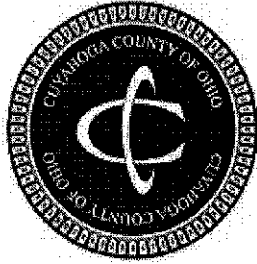
Signature: Pamela Burnside

Date: 11/3/14

Printed Name: Pamela Burnside

Inspector General Vendor ID#: 12-1963

Cuyahoga County
(Principal Owner Form, 1-30-14)



14

Item Details:

Agency/Dept. Name:	Department of Senior and Adult Services	Agency/Dept. Head Name:	Tracey N. Mason
Type of Request:	Award Recommendation		
Request Prepared by:	Daurin K. Elliott	Telephone No.	216*420*6765

SUMMARY OF REQUESTED ACTION:

Division of Senior & Adult Services, recommending an award on RQ30873 and enter into a contract with Rose Centers for Aging Well, LLC. in the amount not-to-exceed \$335,842.00 for Adult Development, Congregate Meals and Transportation Services for the Community Social Services Program for the period 1/1/2015 - 12/31/2016. (15 of 19 awards/contracts).

Legislative Action Title: Senior & Adult Services – 2014 – Award & Execute Contract – Rose Centers for Aging Well– Community Social Services Program – 2015/2016 – RFP 30873 (15 of 19 contracts). **A. Scope of Work Summary** 1. Senior & Adult Services is requesting approval of an award to contract with Rose Centers for Aging Well in the amount of \$335,842.00. The anticipated start-completion dates are 01/01/2015-12/31/2016. 2. The primary goal of this contract is to deliver Adult Development, Congregate Meals and Transportation Services to clients participating in the Community Social Services Program (CSSP) in accordance with the specifications and program conditions of participation found in the contract. 3. The Community Social Services Program is a non-mandated service offered to Cuyahoga County residents age 60 and older and/or disabled adults age 18-59. **B. Procurement** 1. The procurement method for this project was RFP 30873. The total value of the RFP is \$2,758,136.00. The awards total: \$2,758,136.00. 2. The RFP was closed on 08/13/2014. 3. There were a total of 48 service proposals submitted by 22 vendors pulled from OPD. All 47 proposals were reviewed, 45 service proposals with 19 vendors are being recommended for award. **C. Contractor and Project Information** 1. The addresses of all vendors are: 1 of 19: Catholic Charities Community Services Corp. on behalf of the Hispanic Senior Center. 7911 Detroit Ave. Cleveland, OH 44102 2 of 19: Catholic Charities of Corporation on behalf of the St. Martin de Porres Family Center. 1264 East 123rd Street Cleveland, OH 44108 Council District 7 3 of 19: City of Euclid 585 East 222nd Street Euclid, OH 44123 Council District 11 4 of 19: City of

Lakewood 16024 Madison Avenue Lakewood, OH 44107 Council District 2 5 of 19: Maple Heights 15901 Libby Road Maple Heights, OH 44137 Council District 8 6 of 19: City of Parma Heights 6281 Pearl Road Parma Heights, OH 44130 Council District 4 7 of 19: Community Partnership on Aging 1370 Victory Drive South Euclid, OH 44121 Council Districts 6 and 11 8 of 19: East End Neighborhood House Association, The 2749 Woodhill Road Cleveland, OH 44104 Council District 7 9 of 19: Eliza Bryant Village 7201 Wade Park Ave. Cleveland, OH 44103 Council District 7 10 of 19: Goodrich Gannett Neighborhood Center 1368 East 55th Street Cleveland, OH 44103 Council District 7 11 of 19: Harvard Community Services Center, The 18240 Harvard Avenue Cleveland, OH 44128 Council District 9 12 of 19: Mandel Jewish Community Center of Cleveland, The 26001 South Woodland Road Beachwood, OH 44122 Council District 10 13 of 13: Murtis Taylor Human Services System 13422 Kinsman Road Cleveland, OH 44120 Council District 9 14 of 19: Phillis Wheatley Association, The 4450 Cedar Avenue Cleveland, OH 44103 15 of 19: Rose Centers for Aging Well, LLC. 12200 Fairhill Road Cleveland, OH 44115 Council Districts - 2, 7, 8 and 10 16 of 19: Salvation Army, The 2507 East 22nd Street Cleveland, OH 44115 Council District 3 17 of 19: Senior Citizen Resources, Inc. 3100 Devonshire Rd. Cleveland, OH 44109 Council District 3 18 of 19: Senior Outreach Services 2390 East 79th Street Cleveland, OH 44104 Council District 8 19 of 19: University Settlement, Inc. 4800 Broadway Avenue Cleveland, OH 44127 Council District 7 18 of 18: West Side Community House 9300 Lorain Avenue Cleveland, OH 44102 Council District 3 2. The (owners, executive director [specify]) for the vendor is: () 3.b. The Community Social Services Program services are delivered throughout the County and in all Council Districts. **D. Project Status and Planning** 1. The awarding of Community Social Services Program contracts occurs every two years. 2. Not applicable - *The project has (#) phases ...* 3. The awarding of Community Social Services Program contracts is on a critical action path because contracts need to be in place by 1/1/2015. 4. It is anticipated that if these contracts move without delay, they will be approved prior to the effective date. **E. Funding** 1. The Community Social Services Program is funded 100% by the County Health & Human Services levy. 2. The schedule of payments is monthly and is based on the presentation of an itemized invoice by the vendor detailing the actual clients and units of service delivered (by client) for the prior month.

PURPOSE/OUTCOMES - PRINCIPAL OWNER(S):

This contract seeks to deliver the following units of service through the Community Social Services Program during 1/1/15-12/31/16: 62,472 units of Adult Development service (1 unit = 1 hour) 9,000 units of Congregate Meals service (1 unit = one meal)

12,700 units of Transportation service (1 unit = a one-way trip) Principal owner: Michael Biedenbach, President/CEO

Additional background info:

With RFP 30873, the Division of Senior & Adult Services sought vendors to deliver one or more of four essential services to Cuyahoga County seniors. The primary goal of the Community Social Services Program (CSSP) is to eliminate isolation and reduce loneliness for Cuyahoga County residents age 60 and older and disabled adults thus helping these residents maintain and/or improve their physical health. These services are delivered through contracts with community centers, municipalities and other local non-profits to provide four essential services: adult day, adult development, congregate meals, and transportation. With awards from this RFP, DSAS will expand its service delivery area for

CSSP services. To be considered for an award, vendors had to score at least 60 points for their service proposal. Providers earning at least 60 points for their proposal received some level of funding based on the ranking of their proposal, their requested number of units and in the case of current vendors their current contracted number of units.

Explanation for late submittal:

Contract/Agreement Information:

Procurement Method:

RFP (Request for Proposal)

Explanation for Increase/Decrease in \$ Amount for current request:

Financial Information:

Funding source:

Other

Explanation:

Cuyahoga County Health & Human Services Levy

Total Amount Requested:

\$335,842.00

ATTACHMENTS:

Click to download

- [Final RFP](#)
- [Notice of Intent](#)
- [Bidder's Compliance form](#)
- [Department Acknowledgement form](#)
- [Legislative Action](#)
- [vendor proposal](#)
- [Signature Authority](#)
- [Non-collusion](#)
- [Certificate of Insurance](#)
- [BWC](#)
- [W-9](#)
- [Auditor of State \(FR\)](#)
- [Secretary of State](#)
- [Additional User codes](#)
- [Contract History Log](#)
- [Contract Evaluation](#)
- [OPD Tab Sheet](#)
- [Award Recommendations](#)
- [Vendor Financial Statement](#)
- [Contract Cover - TAB -](#)
- [Contract - signed - TAB -](#)
- [COOP](#)
- [Principal Owner form](#)

History

Time

Who

Office of Procurement &
Diversity

Approval

CONTRACT/AGREEMENT EVALUATION FORM
(To be completed in its entirety by user department for all contract/agreement renewals or amendments.)

Contractor: Rose Centers for Aging Well, LLC.

Contract/Agreement No.: CE1300005 -01, 02 Time Period: 1/1/13-12/31/14

Service Description: Adult Development and Transportation services for the Community Social Services Program (CSSP)

Original Contract/Agreement Amount: \$294,582.00

Prior Amendment(s) Amount(s): \$0.00

Performance Indicators: Provider was reviewed based on results of one financial review (thru 07/28/14) as well as a review of its delivery of contracted units and submission of billing rosters. Please see attached.

Actual performance versus performance indicators (include statistics): Rose Centers for Aging Well, LLC. scored 60 out of 72 possible points (84%) on its mid-year evaluation (please see attached). Providers will be re-evaluated after compliance audits are completed. These audits are currently underway.

Rating of Overall Performance of Contractor (Check One):

- Superior
- Above Average
- Average
- Below Average
- Poor

Justification of Rating: DSAS has adopted a 10 point scale for providers (90-100 is superior; 80-89.9 is above average; 70-79.9 is average; 60-69.9 is below average; 59.9 and below is poor.

Senior & Adult Services
User Department

11/4/14
Date

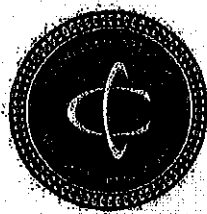
s: evaluation

Program: DSAS Community Social Services Program
 Contract: 1/1/13 - 12/31/14
 Period:
 Period Reviewed: 1/1/13 - 6/30/13; YEAR 1
 Doc Updated: 7/28/2014
 Provider: Rose Centers for Aging Well, LLC.

Potential Points			Earned Points	Total % Earned; Notes
72			60.61	84%
Facility Check	8	Deduct one point for each finding issued in this area	7.00	No hot water in restrooms
Policies & Procedures	5	Deduct one point for each finding issued in this area	4.00	Missing HIPPA policy
Personnel Files	5	Deduct one point for each finding issued in this area. Note findings issued for the same topic, but for multiple employees only count as 1 finding (i.e., missing background checks)	3.00	Missing BCII & medical statement
Client Files - General	7	Deduct one point for each finding issued in this area; Note findings issued for the same topic, but for multiple clients only count as 1 finding (i.e., assessments not completed on time; ADL reassessments not completed; IADL reassessments not completed; client progress toward goals not reassessed)	7.00	No findings
Client Files - Eligibility Verification	6	[Computed by audit period; each period worth 6 points]; Deduct one point if audit finding issued for up 17% of sample; Deduct 2 points for audit findings issued for 17.01% up to 33% of audit sample; Deduct 3 points for audit findings issued for 33.01% up to 50% of audit sample; Deduct 4 points for audit findings issued for 50.01% up to 67% of audit sample; Deduct 5 points for audit findings issued for 67.01% up to 83% of audit sample; Deduct 6 points for audit findings issued for more than 83.01% of audit sample	5.00	1 out of 10 files incorrect
Service Delivery	10	[Determined by service; Each service can earn up to 10 points; Score for this question is based on average score earned by all svcs.] Deduct one point for each finding issued in this area. Exception: Providers not delivering 1-2 activities in accordance with their proposal lose 1 point; 3-4 activities - 2 points; 5-6 activities - 3 points; 7-8 activities - 4 points; 9-10 activities - 5 points; 11 or more activities - 6 points.	7.50	ADV: 7 activities not offered as proposed (-4,6); TRN: 1 activity not offered as proposed (-1,9)

Program: DSAS Community Social Services Program
 Contract Period: 1/1/13 - 12/31/14
 Period Reviewed: 1/1/13 - 6/30/13; YEAR 1
 Doc Updated: 7/28/2014
 Provider: Rose Centers for Aging Well, LLC.

	Potential Points		Earned Points	Total % Earned; Notes
Unit Verification	3	[Computed by audit period; each period worth 3 points; Providers may lose up to 3 points per period] Deduct one point if there are any units unverified. Deduct an additional point if 5% or more of the units in the sample are unverified (total of all services). Deduct an additional point if 10% or more of the units in the sample are unverified (total of all services).	2.00	62 units unverified; 2.7%
Unit Delivery (aka Utilization)	10	[Determined by service; Each service can earn up to 10 points; Score for this question is based on average score earned by all svcs.Does not use aggregate of contract]; 98% or higher = 10; 95 to 97.99% = 8; 90-94.99% = 6; 85-89.99% = 4; 80-84.99% = 2; 75-79.99% = 1; 74.99% or less = 0	10.00	ADV: 103.1% (10); TRN: 137% (10)
Billing	6	Deduct one point for each time the monthly billing was late; Deduct .5 point if billing was on time but was submitted incorrectly the first time	4.50	Incorrect billing rosters - 3 months (-1.5)
Reporting: Monthly Financial Expenses	3	Deduct .5 for each time a monthly financial report not submitted on-time	3.00	No findings
Reporting: Goals & Objective	5	Based on each report, each report worth up to 5 points; Deduct 1 pt each late report; Deduct 1 pt for incorrect report; Deduct .5 point for each objective not met	3.00	4 objectives not met
Reporting: Client Satisfaction	4	Customer Satisfaction report worth 4 points, deduct one point for each finding issued for this report; Other 5 points based on score earned by DSAS survey of provider's clients, points earned based on actual score	4.61	Average score earned from client surveys administered by DSAS QA unit in 2013 (scale 1 to 5 [5 being the highest])



Principal Owner Form

(Required Document for Award Recommendations/Purchases)

VENDOR: Please complete the following information and return it to the Cuyahoga County "Requestor"

Company Name (Legal name of the business):	Rose Centers on Aging Well
Principal Owner's Name (The legal name of the owner/s of the business):	BOARD OF DIRECTORS OF BENJAMIN ROSE INSTITUTE ON AGING
Owner/Officer's Title:	RICHARD BROWDIE PRESIDENT / CEO
Business Address:	11890 FAIRHILL RD, CLEVELAND, OH 44120
Phone Number:	216-791-8000
Name of Person Completing Form:	FRANK P CARDINALE
Signature:	<i>Frank P Cardinale</i>
Title:	CEO - BENJAMIN ROSE INSTITUTE ON AGING

If there is more than one (1) principal owner, please complete information for that / those person(s) as well. If a corporation, please identify the CEO, President or other officers of the Corporation representing shareholders.

CUYAHOGA COUNTY STAFF:

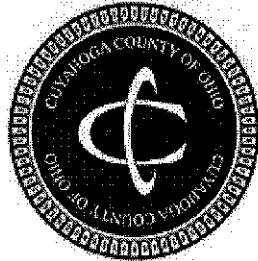
I certify that I have checked the Debarment/Suspension lists on the Cuyahoga County Inspector General's website and the Debarment/Suspension lists did not contain the above detailed vendor and/or principal owner.

Signature: *Daurin Elliott* Date: 11-4-14

Printed Name: DAURIN ELLIOTT

Inspector General "Registered Contractor" Number: 12-1381

Cuyahoga County
(Principal Owner Form, 02-05-14)



15

Item Details:

Agency/Dept. Name:	Department of Senior and Adult Services	Agency/Dept. Head Name:	Tracey N. Mason
Type of Request:	Award Recommendation		
Request Prepared by:	Daurin K. Elliott	Telephone No.	216*420*6765

SUMMARY OF REQUESTED ACTION:

Division of Senior & Adult Services, recommending an award on RQ30873 and enter into a contract with Senior Citizen Resources, Inc. in the amount not-to-exceed \$146,540.00 for Adult Development, Congregate Meals and Transportation Services for the Community Social Services Program for the period 1/1/2015 - 12/31/2016. (17of 19 awards/contracts).

Legislative Action Title: Senior & Adult Services – 2014 – Award & Execute Contract – Senior Citizen Resources, Inc.– Community Social Services Program – 2015/2016 – RFP 30873 (17 of 19 contracts). **A. Scope of Work Summary** 1. Senior & Adult Services is requesting approval of an award to contract with Senior Citizen Resources, Inc. in the amount of \$146,540.00. The anticipated start-completion dates are 01/01/2015-12/31/2016. 2. The primary goal of this contract is to deliver Adult Development, Congregate Meals and Transportation Services to clients participating in the Community Social Services Program (CSSP) in accordance with the specifications and program conditions of participation found in the contract. 3. The Community Social Services Program is a non-mandated service offered to Cuyahoga County residents age 60 and older and/or disabled adults age 18-59. **B. Procurement** 1. The procurement method for this project was RFP 30873. The total value of the RFP is \$2,758,136.00. The awards total: \$2,758,136.00. 2. The RFP was closed on 08/13/2014. 3. There were a total of 48 service proposals submitted by 22 vendors pulled from OPD. All 47 proposals were reviewed, 45 service proposals with 19 vendors are being recommended for award. **C. Contractor and Project Information** 1. The addresses of all vendors are: 1 of 19: Catholic Charities Community Services Corp. on behalf of the Hispanic Senior Center. 7911 Detroit Ave. Cleveland, OH 44102 2 of 19: Catholic Charities of Corporation on behalf of the St. Martin de Porres Family Center. 1264 East 123rd Street Cleveland, OH 44108 Council District 7 3 of 19: City of Euclid 585 East 222nd Street Euclid, OH 44123 Council District 11

4 of 19: City of Lakewood 16024 Madison Avenue Lakewood, OH 44107 Council District 2 5 of 19: Maple Heights 15901 Libby Road Maple Heights, OH 44137 Council District 8 6 of 19: City of Parma Heights 6281 Pearl Road Parma Heights, OH 44130 Council District 47 of 19: Community Partnership on Aging 1370 Victory Drive South Euclid, OH 44121 Council Districts 6 and 11 8 of 19: East End Neighborhood House Association, The 2749 Woodhill Road Cleveland, OH 44104 Council District 7 9 of 19: Eliza Bryant Village 7201 Wade Park Ave. Cleveland, OH 44103 Council District 7 10 of 19: Goodrich Gannett Neighborhood Center 1368 East 55th Street Cleveland, OH 44103 Council District 7 11 of 19: Harvard Community Services Center, The 18240 Harvard Avenue Cleveland, OH 44128 Council District 912 of 19: Mandel Jewish Community Center of Cleveland, The 26001 South Woodland Road Beachwood, OH 44122 Council District 10 13 of 13: Murtis Taylor Human Services System 13422 Kinsman Road Cleveland, OH 44120 Council District 9 14 of 19: Phillis Wheatley Association, The 4450 Cedar Avenue Cleveland, OH 44103 15 of 19: Rose Centers for Aging Well, LLC. 12200 Fairhill Road Cleveland, OH 44115 Council Districts - 2, 7, 8 and 10 16 of 19: Salvation Army, The 2507 East 22nd Street Cleveland, OH 44115 Council District 3 17 of 19: Senior Citizen Resources, Inc. 3100 Devonshire Rd. Cleveland, OH 44109 Council District 3 18 of 19: Senior Outreach Services 2390 East 79th Street Cleveland, OH 44104 Council District 8 19 of 19: University Settlement, Inc. 4800 Broadway Avenue Cleveland, OH 44127 Council District 7 18 of 18: West Side Community House 9300 Lorain Avenue Cleveland, OH 44102 Council District 3 2. The (owners, executive director [specify]) for the vendor is: Kathleen Jackson (Executive Director) 3.b. The Community Social Services Program services are delivered throughout the County and in all Council Districts. **D. Project Status and Planning** 1. The awarding of Community Social Services Program contracts occurs every two years. 2. Not applicable - *The project has (#) phases ...*3. The awarding of Community Social Services Program contracts is on a critical action path because contracts need to be in place by 1/1/2015. 4. It is anticipated that if these contracts move without delay, they will be approved prior to the effective date. **E. Funding** 1. The Community Social Services Program is funded 100% by the County Health & Human Services levy. 2. The schedule of payments is monthly and is based on the presentation of an itemized invoice by the vendor detailing the actual clients and units of service delivered (by client) for the prior month.

PURPOSE/OUTCOMES - PRINCIPAL OWNER(S):

This contract seeks to deliver the following units of service through the Community Social Services Program during 1/1/15-12/31/16: 20,000 units of Adult Development service (1 unit = 1 hour) 6,240 units of Congregate Meals service (1 unit = one meal)

8,927 units of Transportation service (1 unit = a one-way trip) Principal owner: Lori Peterson, Executive Director

Additional background info:

With RFP 30873, the Division of Senior & Adult Services sought vendors to deliver one or more of four essential services to Cuyahoga County seniors. The primary goal of the Community Social Services Program (CSSP) is to eliminate isolation and reduce loneliness for Cuyahoga County residents age 60 and older and disabled adults thus helping these residents maintain and/or improve their physical health. These services are delivered through contracts with community centers, municipalities and other local non-profits to provide four essential services: adult day, adult development, congregate meals, and

transportation. With awards from this RFP, DSAS will expand its service delivery area for CSSP services. To be considered for an award, vendors had to score at least 60 points for their service proposal. Providers earning at least 60 points for their proposal received some level of funding based on the ranking of their proposal, their requested number of units and in the case of current vendors their current contracted number of units.

Explanation for late submittal:

Contract/Agreement Information:

Procurement Method:
RFP (Request for Proposal)

Explanation for Increase/Decrease in \$ Amount for current request:

Financial Information:

Funding source:	Explanation:
Other	Cuyahoga County Health & Human Services Levy

Total Amount Requested:
\$146,540.00

ATTACHMENTS:

Click to download

- [Final RFP](#)
- [Notice of Intent - Award Letter](#)
- [Vendor Compliance Form](#)
- [Department Acknowledgement form](#)
- [Vendor Proposal](#)
- [Signature Authority](#)
- [Non-collusion Affidavit](#)
- [Non-collusion Affidavit](#)
- [Certificate of Insurance](#)
- [BWC](#)
- [W-9](#)
- [Auditor of State \(FR\)](#)
- [Secretary of State](#)
- [Additional User codes](#)
- [Contract History Log](#)
- [Contract History Log](#)
- [Contract Evaluation](#)
- [QPD Tab Sheet](#)
- [Award Recommendations](#)
- [Vendor Financial Statement](#)
- [Contract cover - TAB -](#)
- [Contract - signed - TAB -](#)
- [Legislative Action](#)
- [COOP](#)
- [Principal Owner form](#)

History

CONTRACT/AGREEMENT EVALUATION FORM
(To be completed in its entirety by user department for
all contract/agreement renewals or amendments.)

Contractor: Senior Citizen Resources, Inc.

Contract/Agreement No.: CE1300004 -01, 02 Time Period: 1/1/13-12/31/14

**Service Description: Adult Development and Transportation services for the
Community Social Services Program (CSSP)**

Original Contract/Agreement Amount: \$97,106.00

Prior Amendment(s) Amount(s): \$0.00

**Performance Indicators: Provider was reviewed based on results of one financial
review (thru 07/28/14) as well as a review of its delivery of contracted units and
submission of billing rosters. Please see attached.**

**Actual performance versus performance indicators (include statistics): Senior Citizen
Resources, Inc. scored 65 out of 72 possible points (92%) on its mid-year evaluation
(please see attached). Providers will be re-evaluated after compliance audits are
completed. These audits are currently underway.**

Rating of Overall Performance of Contractor (Check One):

- Superior
- Above Average
- Average
- Below Average
- Poor

**Justification of Rating: DSAS has adopted a 10 point scale for providers (90-100 is
superior; 80-89.9 is above average; 70-79.9 is average; 60-69.9 is below average; 59.9 and
below is poor.**

Senior & Adult Services
User Department

11/4/14
Date

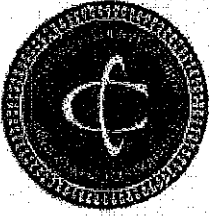
s: evaluation

Program: DSAS Community Social Services Program
 Contract: 1/1/13 - 12/31/14
 Period: 1/1/13 - 6/30/13; YEAR 1
 Period Reviewed: 1/1/13 - 6/30/13; YEAR 1
 Doc Updated: 7/28/2014
 Provider: Senior Citizen Resources, Inc.

Potential Points		Earned Points		Total % Earned; Notes
72		65.98		92%
Facility Check	8	Deduct one point for each finding issued in this area	8.00	No findings
Policies & Procedures	5	Deduct one point for each finding issued in this area	5.00	No findings
Personnel Files	5	Deduct one point for each finding issued in this area. Note findings issued for the same topic, but for multiple employees only count as 1 finding (i.e., missing background checks)	3.00	Missing CPR/1st Aid trng & BCII
Client Files - General	7	Deduct one point for each finding issued in this area; Note findings issued for the same topic, but for multiple clients only count as 1 finding (i.e., assessments not completed on time; ADL reassessments not completed; IADL reassessments not completed; client progress toward goals not reassessed)	7.00	No findings
Client Files - Eligibility Verification	6	[Computed by audit period; each period worth 6 points]; Deduct one point if audit finding issued for up to 17% of sample; Deduct 2 points for audit findings issued for 17.01% up to 33% of audit sample; Deduct 3 points for audit findings issued for 33.01% up to 50% of audit sample; Deduct 4 points for audit findings issued for 50.01% up to 67% of audit sample; Deduct 5 points for audit findings issued for 67.01% up to 83% of audit sample; Deduct 6 points for audit findings issued for more than 83.01% of audit sample	5.00	1 out of 10 files incorrect
Service Delivery	10	[Determined by service; Each service can earn up to 10 points; Score for this question is based on average score earned by all svcs.] Deduct one point for each finding issued in this area. Exception: Providers not delivering 1-2 activities in accordance with their proposal lose 1 point; 3-4 activities - 2 points; 5-6 activities - 3 points; 7-8 activities - 4 points; 9-10 activities - 5 points; 11 or more activities - 6 points.	10.00	No findings

Program: DSAS Community Social Services Program
 Contract Period: 1/1/13 - 12/31/14
 Period Reviewed: 1/1/13 - 6/30/13; YEAR 1
 Doc Updated: 7/28/2014
 Provider: Senior Citizen Resources, Inc.

	Potential Points		Earned Points	Total % Earned; Notes
Unit Verification	3	[Computed by audit period; each period worth 3 points; Providers may lose up to 3 points per period] Deduct one point if there are any units unverified. Deduct an additional point if 5% or more of the units in the sample are unverified (total of all services). Deduct an additional point if 10% or more of the units in the sample are unverified (total of all services).	2.00	13 units unverified; 1.43%
Unit Delivery (aka Utilization)	10	[Determined by service; Each service can earn up to 10 points; Score for this question is based on average score earned by all svcs.Does not use aggregate of contract]; 98% or higher = 10; 95 to 97.99% = 8; 90-94.99% = 6; 85-89.99% = 4; 80-84.99% = 2; 75-79.99% = 1; 74.99% or less = 0	10.00	ADV: 104.5% (10); TRN: 131.9% (10)
Billing	6	Deduct one point for each time the monthly billing was late; Deduct .5 point if billing was on time but was submitted incorrectly the first time	5.50	Incorrect billing roster - 1 month
Reporting: Monthly Financial Expenses	3	Deduct .5 for each time a monthly financial report not submitted on-time	3.00	No findings
Reporting: Goals & Objective	5	Based on each report, each report worth up to 5 points; Deduct 1 pt each late report; Deduct 1 pt for incorrect report; Deduct .5 point for each objective not met	3.00	4 objectives not met
Reporting: Client Satisfaction	4	Customer Satisfaction report worth 4 points, deduct one point for each finding issued for this report; Other 5 points based on score earned by DSAS survey of provider's clients, points earned based on actual score	4.48	Average score earned from client surveys administered by DSAS QA unit in 2013 (scale 1 to 5 [5 being the highest])



Principal Owner Form

(Required Document for Award Recommendations/Purchases)

VENDOR: Please complete the following information and return it to the Cuyahoga County "Requestor"

Company Name (Legal name of the business):	Senior Citizen Resources, INC.
Principal Owner's Name (The legal name of the owner/s of the business):	Susan Randall-Alexander
Owner/Officer's Title:	Board President
Business Address:	3100 Devonshire Rd. Cleveland, OH 44109
Phone Number:	(216) 749-5367
Name of Person Completing Form:	Lori A Peterson
Signature:	Lori A Peterson
Title:	Executive Director

If there is more than one (1) principal owner, please complete information for that / those person(s) as well. If a corporation, please identify the CEO, President or other officers of the Corporation representing shareholders.

CUYAHOGA COUNTY STAFF:

I certify that I have checked the Debarment/Suspension lists on the Cuyahoga County Inspector General's website and the Debarment/Suspension lists did not contain the above detailed vendor and/or principal owner.

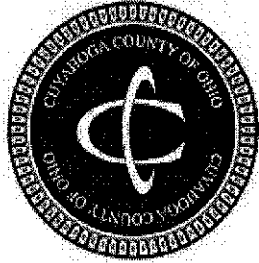
Signature: Pamela Burnside

Date: 10/31/14

Printed Name: Pamela Burnside

Inspector General "Registered Contractor" Number: 12-2491

Cuyahoga County
(Principal Owner Form, 02-05-14)



16

Item Details:

Agency/Dept. Name:	Department of Senior and Adult Services	Agency/Dept. Head Name:	Tracey N. Mason
Type of Request:	Award Recommendation		
Request Prepared by:	Pamela Burnside	Telephone No.	216*420*6782

SUMMARY OF REQUESTED ACTION:

Division of Senior & Adult Services, recommending an award on RQ30873 and enter into a contract with The Mandel Jewish Community Center of Cleveland in the amount not-to-exceed \$213,110.00 for Adult Development, Congregate Meals and Transportation Services for the Community Social Services Program for the period 1/1/2015 - 12/31/2016. (12 of 19 awards/contracts).

Legislative Action Title: Senior & Adult Services – 2014 – Award & Execute Contract – Mandel Jewish Community Center of Cleveland, The– Community Social Services Program – 2015/2016 – RFP 30873 (12 of 19 contracts). **A. Scope of Work Summary** 1. Senior & Adult Services is requesting approval of an award to contract with Mandel Jewish Community Center of Cleveland, The in the amount of \$213,110.00. The anticipated start-completion dates are 01/01/2015-12/31/2016. 2. The primary goal of this contract is to deliver Adult Development, Congregate Meals and Transportation Services to clients participating in the Community Social Services Program (CSSP) in accordance with the specifications and program conditions of participation found in the contract. 3. The Community Social Services Program is a non-mandated service offered to Cuyahoga County residents age 60 and older and/or disabled adults age 18-59. **B. Procurement** 1. The procurement method for this project was RFP 30873. The total value of the RFP is \$2,758,136.00. The awards total: \$2,758,136.00. 2. The RFP was closed on 08/13/2014. 3. There were a total of 48 service proposals submitted by 22 vendors pulled from OPD. All 47 proposals were reviewed, 45 service proposals with 19 vendors are being recommended for award. **C. Contractor and Project Information** 1. The addresses of all vendors are: 1 of 19: Catholic Charities Community Services Corp. on behalf of the Hispanic Senior Center. 7911 Detroit Ave. Cleveland, OH 44102 2 of 19: Catholic Charities Corporation on behalf of the St. Martin de Porres Family Center. 1264 East 123rd Street Cleveland, OH 44108 Council

District 7 3 of 19: City of Euclid 585 East 22nd Street Euclid, OH 44123 Council District 11 4 of 19: City of Lakewood 16024 Madison Avenue Lakewood, OH 44107 Council District 2 5 of 19: Maple Heights 15901 Libby Road Maple Heights, OH 44137 Council District 8 6 of 19: City of Parma Heights 6281 Pearl Road Parma Heights, OH 44130 Council District 4 7 of 19: Community Partnership on Aging 1370 Victory Drive South Euclid, OH 44121 Council Districts 6 and 11 8 of 19: East End Neighborhood House Association, The 2749 Woodhill Road Cleveland, OH 44104 Council District 7 9 of 19: Eliza Bryant Village 7201 Wade Park Ave. Cleveland, OH 44103 Council District 7 10 of 19: Goodrich Gannett Neighborhood Center 1368 East 55th Street Cleveland, OH 44103 Council District 7 11 of 19: Harvard Community Services Center, The 18240 Harvard Avenue Cleveland, OH 44128 Council District 9 12 of 19: Mandel Jewish Community Center of Cleveland, The 26001 South Woodland Road Beachwood, OH 44122 Council District 10 13 of 13: Murtis Taylor Human Services System 13422 Kinsman Road Cleveland, OH 44120 Council District 9 14 of 19: Phillis Wheatley Association, The 4450 Cedar Avenue Cleveland, OH 44103 15 of 19: Rose Centers for Aging Well, LLC. 12200 Fairhill Road Cleveland, OH 44115 Council Districts – 2, 7, 8 and 10 16 of 19: Salvation Army, The 2507 East 22nd Street Cleveland, OH 44115 Council District 3 17 of 19: Senior Citizen Resources, Inc. 3100 Devonshire Rd. Cleveland, OH 44109 Council District 3 18 of 19: Senior Outreach Services 2390 East 79th Street Cleveland, OH 44104 Council District 8 19 of 19: University Settlement, Inc. 4800 Broadway Avenue Cleveland, OH 44127 Council District 7 18 of 18: West Side Community House 9300 Lorain Avenue Cleveland, OH 44102 Council District 3 2. The (owners, executive director [specify]) for the vendor is: Carol Anne Cohen (Director of Adult Services) 3.b. The Community Social Services Program services are delivered throughout the County and in all Council Districts. **D. Project Status and Planning** 1. The awarding of Community Social Services Program contracts occurs every two years. 2. Not applicable - *The project has (#) phases ...* 3. The awarding of Community Social Services Program contracts is on a critical action path because contracts need to be in place by 1/1/2015. 4. It is anticipated that if these contracts move without delay, they will be approved prior to the effective date. **E. Funding** 1. The Community Social Services Program is funded 100% by the County Health & Human Services levy. 2. The schedule of payments is monthly and is based on the presentation of an itemized invoice by the vendor detailing the actual clients and units of service delivered (by client) for the prior month.

PURPOSE/OUTCOMES - PRINCIPAL OWNER(S):

This contract seeks to deliver the following units of service through the Community Social Services Program during 1/1/15-12/31/16: 24,000 units of Adult Development service (1 unit = 1 hour)

3,000 units of Congregate Meals service (1 unit = 1 meal) 16,895 units of Transportation service (1 unit = a one-way trip) Principal owner: Michael G. Hyman, Executive Director

Additional background info:

With RFP 30873, the Division of Senior & Adult Services sought vendors to deliver one or more of four essential services to Cuyahoga County seniors. The primary goal of the Community Social Services Program (CSSP) is to eliminate isolation and reduce loneliness for Cuyahoga County residents age 60 and older and disabled adults thus helping these residents maintain and/or improve their physical health. These services are delivered through contracts with community centers, municipalities and other local non-profits to

provide four essential services: adult day, adult development, congregate meals, and transportation. With awards from this RFP, DSAS will expand its service delivery area for CSSP services. To be considered for an award, vendors had to score at least 60 points for their service proposal. Providers earning at least 60 points for their proposal received some level of funding based on the ranking of their proposal, their requested number of units and in the case of current vendors their current contracted number of units.

Explanation for late submittal:

Contract/Agreement Information:

Procurement Method:

RFP (Request for Proposal)

Explanation for Increase/Decrease in \$ Amount for current request:

Financial Information:

Funding source:

Other

Explanation:

Cuyahoga County Health & Human Services Levy

Total Amount Requested:

\$213,110.00

ATTACHMENTS:

Click to download

- [Final RFP](#)
- [Notice of Intent Award Letter](#)
- [Bidder's Compliance Form](#)
- [Department Acknowledgement](#)
- [Legislative Action](#)
- [Vendor Proposal](#)
- [Signature Authority](#)
- [Non Collusion Affidavit](#)
- [Certificate of Insurance](#)
- [BWC](#)
- [W-9](#)
- [Auditor of State \(FR\)](#)
- [Secretary of State](#)
- [Additional User Codes](#)
- [Contract History Sheet](#)
- [Contract Evaluation](#)
- [OPD Tab Sheet](#)
- [Award Recommendations](#)
- [Vendor Financial Statement](#)
- [Contract Cover TAB](#)
- [Contract TAB](#)
- [Coop](#)
- [Principal Owner Form](#)

History

Time

Who

Approval

CONTRACT/AGREEMENT EVALUATION FORM

(To be completed in its entirety by user department for all contract/agreement renewals or amendments.)

Contractor: Mandel Jewish Community Center of Cleveland, The

Contract/Agreement No.: CE1300012 -01, 02 Time Period: 1/1/13-12/31/14

Service Description: Adult Development and Transportation services for the Community Social Services Program (CSSP)

Original Contract/Agreement Amount: \$184,718.00

Prior Amendment(s) Amount(s): \$0.00

Performance Indicators: Provider was reviewed based on results of one financial review (thru 07/28/14) as well as a review of its delivery of contracted units and submission of billing rosters. Please see attached.

Actual performance versus performance indicators (include statistics): Mandel Jewish Community Center of Cleveland scored 52 out of 72 possible points (73%) on its mid-year evaluation (please see attached). Providers will be re-evaluated after compliance audits are completed. These audits are currently underway.

Rating of Overall Performance of Contractor (Check One):

- Superior
- Above Average
- Average
- Below Average
- Poor

Justification of Rating: DSAS has adopted a 10 point scale for providers (90-100 is superior; 80-89.9 is above average; 70-79.9 is average; 60-69.9 is below average; 59.9 and below is poor.

Senior & Adult Services
User Department

11/4/14
Date

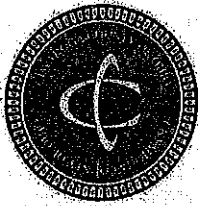
s: evaluation

Program: DSAS Community Social Services
 Program
 Contract: 1/1/13 - 12/31/14
 Period:
 Period Reviewed: 1/1/13 - 6/30/13; YEAR 1
 Doc Updated: 7/28/2014
 Provider: Mandel Jewish Community Center of Cleveland

Potential Points		Earned Points		Total % Earned; Notes
72		52.91		73%
Facility Check	8	Deduct one point for each finding issued in this area	7.00	Posted hours of operation conflict with proposal
Policies & Procedures	5	Deduct one point for each finding issued in this area	5.00	No findings
Personnel Files	5	Deduct one point for each finding issued in this area. Note findings issued for the same topic, but for multiple employees only count as 1 finding (i.e., missing background checks)	2.00	Missing valid CPR/1st Aid cert, performance appraisals & termination date
Client Files - General	7	Deduct one point for each finding issued in this area; Note findings issued for the same topic, but for multiple clients only count as 1 finding (i.e., assessments not completed on time; ADL reassessments not completed; IADL reassessments not completed; client progress toward goals not reassessed)		Assessment not signed; Late assessment
Client Files - Eligibility Verification	6	[Computed by audit period; each period worth 6 points]; Deduct one point if audit finding issued for up 17% of sample; Deduct 2 points for audit findings issued for 17.01% up to 33% of audit sample; Deduct 3 points for audit findings issued for 33.01% up to 50% of audit sample; Deduct 4 points for audit findings issued for 50.01% up to 67% of audit sample; Deduct 5 points for audit findings issued for 67.01% up to 83% of audit sample; Deduct 6 points for audit findings issued for more than 83.01% of audit sample	4.00	2 out of 10 client files incorrect
Service Delivery	10	[Determined by service; Each service can earn up to 10 points; Score for this question is based on average score earned by all svcs.] Deduct one point for each finding issued in this area. Exception: Providers not delivering 1-2 activities in accordance with their proposal lose 1 point; 3-4 activities - 2 points; 5-6 activities - 3 points; 7-8 activities - 4 points; 9-10 activities - 5 points; 11 or more activities - 6 points.	8.00	ADV: No findings (-0,10); TRN: Vehicle driven despite inspection report; Missing annual inspection; Daily inspection not completed; Incorrect manifest (-4,6)

Program: DSAS Community Social Services Program
 Contract Period: 1/1/13 - 12/31/14
 Period Reviewed: 1/1/13 - 6/30/13; YEAR 1
 Doc Updated: 7/28/2014
 Provider: Mandel Jewish Community Center of Cleveland

	Potential Points		Earned Points	Total % Earned; Notes
Unit Verification	3	[Computed by audit period; each period worth 3 points; Providers may lose up to 3 points per period] Deduct one point if there are any units unverified. Deduct an additional point if 5% or more of the units in the sample are unverified (total of all services). Deduct an additional point if 10% or more of the units in the sample are unverified (total of all services).	1.00	54 units unverified; 5.01%
Unit Delivery (aka Utilization)	10	[Determined by service; Each service can earn up to 10 points; Score for this question is based on average score earned by all svcs.Does not use aggregate of contract]; 98% or higher = 10; 95 to 97.99% = 8; 90-94.99% = 6; 85-89.99% = 4; 80-84.99% = 2; 75-79.99% = 1; 74.99% or less = 0	10.00	ADV: 262.2% (10); TRN: 220.4% (10)
Billing	6	Deduct one point for each time the monthly billing was late; Deduct .5 point if billing was on time but was submitted incorrectly the first time	3.50	Incorrect billing rosters - 5 months (-2.5)
Reporting: Monthly Financial Expenses	3	Deduct .5 for each time a monthly financial report not submitted on-time	3.00	No findings
Reporting: Goals & Objective	5	Based on each report, each report worth up to 5 points; Deduct 1 pt each late report; Deduct 1 pt for incorrect report; Deduct .5 point for each objective not met	5.00	No findings
Reporting: Client Satisfaction	4	Customer Satisfaction report worth 4 points, deduct one point for each finding issued for this report; Other 5 points based on score earned by DSAS survey of provider's clients, points earned based on actual score	4.41	Average score earned from client surveys administered by DSAS QA unit in 2013 (scale 1 to 5 [5 being the highest])



Principal Owner Form

(Required Document for Award Recommendations/Purchases)

VENDOR: Please complete the following information and return it to the Cuyahoga County "Requestor"

Company Name (Legal name of the business):	MANDEL JEWISH COMMUNITY CENTER OF CLEVELAND
Principal Owner's Name (The legal name of the owner/s of the business):	Michael G. Hyman
Owner/Officer's Title:	Executive Director
Business Address:	26001 S. WOODLAND RD. BEACHWOOD, OH 44122
Phone Number:	(216) 831-0700
Name of Person Completing Form:	JANICE ADELL
Signature:	<i>Janice Adell</i>
Title:	Executive Assistant

If there is more than one (1) principal owner, please complete information for that / those person(s) as well. If a corporation, please identify the CEO, President or other officers of the Corporation representing shareholders.

CUYAHOGA COUNTY STAFF:

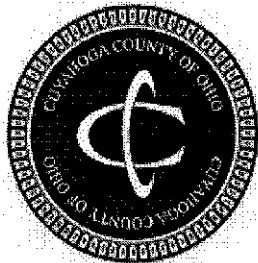
I certify that I have checked the Debarment/Suspension lists on the Cuyahoga County Inspector General's website and the Debarment/Suspension lists did not contain the above detailed vendor and/or principal owner.

Signature: Pamela Burnside Date: 11/3/14

Printed Name: Pamela Burnside

Inspector General "Registered Contractor" Number: 12-1807

Cuyahoga County
(Principal Owner Form, 02-05-14)



17

Item Details:

Agency/Dept. Name:	Department of Senior and Adult Services	Agency/Dept. Head Name:	Tracey N. Mason
Type of Request:	Award Recommendation		
Request Prepared by:	Pamela Burnside	Telephone No.	216*420*6782

SUMMARY OF REQUESTED ACTION:

Division of Senior & Adult Services, recommending an award on RQ30873 and enter into a contract with The Phillis Wheatley Association of Cleveland, Ohio in the amount not-to-exceed \$40,014.00 for Congregate Meals Services for the Community Social Services Program for the period 1/1/2015 - 12/31/2016. (14 of 19 awards/contracts).

Legislative Action Title: Senior & Adult Services – 2014 – Award & Execute Contract – The Phillis Wheatley Association of Cleveland, Ohio – Community Social Services Program – 2015/2016 – RFP 30873 (14 of 19 contracts). **A. Scope of Work Summary** 1. Senior & Adult Services is requesting approval of an award to contract with The Phillis Wheatley Association of Cleveland, Ohio in the amount of \$40,014.00. The anticipated start-completion dates are 01/01/2015-12/31/2016. 2. The primary goal of this contract is to deliver Congregate Meals Services to clients participating in the Community Social Services Program (CSSP) in accordance with the specifications and program conditions of participation found in the contract. 3. The Community Social Services Program is a non-mandated service offered to Cuyahoga County residents age 60 and older and/or disabled adults age 18-59. **B. Procurement** 1. The procurement method for this project was RFP 30873. The total value of the RFP is \$2,758,136.00. The awards total: \$2,758,136.00. 2. The RFP was closed on 08/13/2014. 3. There were a total of 48 service proposals submitted by 22 vendors pulled from OPD. All 47 proposals were reviewed, 45 service proposals with 19 vendors are being recommended for award. **C. Contractor and Project Information** 1. The addresses of all vendors are: 1 of 19: Catholic Charities Community Services Corp. on behalf of the Hispanic Senior Center. 7911 Detroit Ave. Cleveland, OH 44102 2 of 19: Catholic Charities Corporation on behalf of the St. Martin de Porres Family Center. 1264 East 123rd Street Cleveland, OH 44108 Council District 7 3 of 19: City of Euclid 585 East 222nd Street Euclid, OH 44123 Council District 11 4 of 19: City of Lakewood

16024 Madison Avenue Lakewood, OH 44107 Council District 2 5 of 19: Maple Heights 15901 Libby Road Maple Heights, OH 44137 Council District 8 6 of 19: City of Parma Heights 6281 Pearl Road Parma Heights, OH 44130 Council District 4 7 of 19: Community Partnership on Aging 1370 Victory Drive South Euclid, OH 44121 Council Districts 6 and 11 8 of 19: East End Neighborhood House Association, The 2749 Woodhill Road Cleveland, OH 44104 Council District 7 9 of 19: Eliza Bryant Village 7201 Wade Park Ave. Cleveland, OH 44103 Council District 7 10 of 19: Goodrich Gannett Neighborhood Center 1368 East 55th Street Cleveland, OH 44103 Council District 7 11 of 19: Harvard Community Services Center, The 18240 Harvard Avenue Cleveland, OH 44128 Council District 9 12 of 19: Mandel Jewish Community Center of Cleveland, The 26001 South Woodland Road Beachwood, OH 44122 Council District 10 13 of 13: Murtis Taylor Human Services System 13422 Kinsman Road Cleveland, OH 44120 Council District 9 14 of 19: Phillis Wheatley Association, The 4450 Cedar Avenue Cleveland, OH 44103 15 of 19: Rose Centers for Aging Well, LLC. 12200 Fairhill Road Cleveland, OH 44115 Council Districts – 2, 7, 8 and 10 16 of 19: Salvation Army, The 2507 East 22nd Street Cleveland, OH 44115 Council District 3 17 of 19: Senior Citizen Resources, Inc. 3100 Devonshire Rd. Cleveland, OH 44109 Council District 3 18 of 19: Senior Outreach Services 2390 East 79th Street Cleveland, OH 44104 Council District 8 19 of 19: University Settlement, Inc. 4800 Broadway Avenue Cleveland, OH 44127 Council District 7 18 of 18: West Side Community House 9300 Lorain Avenue Cleveland, OH 44102 Council District 3 2. The (owners, executive director [specify]) for the vendor is: () 3.b. The Community Social Services Program services are delivered throughout the County and in all Council Districts. **D. Project Status and Planning** 1. The awarding of Community Social Services Program contracts occurs every two years. 2. Not applicable - *The project has (#) phases ...* 3. The awarding of Community Social Services Program contracts is on a critical action path because contracts need to be in place by 1/1/2015. 4. It is anticipated that if these contracts move without delay, they will be approved prior to the effective date. **E. Funding** 1. The Community Social Services Program is funded 100% by the County Health & Human Services levy. 2. The schedule of payments is monthly and is based on the presentation of an itemized invoice by the vendor detailing the actual clients and units of service delivered (by client) for the prior month.

PURPOSE/OUTCOMES - PRINCIPAL OWNER(S):

This contract seeks to deliver the following units of service through the Community Social Services Program during 1/1/15-12/31/16: 8,100 units of Congregate Meals service (1 unit = 1 meal) Principal owner: Thomas V. Harrington, Board President

Additional background info:

With RFP 30873, the Division of Senior & Adult Services sought vendors to deliver one or more of four essential services to Cuyahoga County seniors. The primary goal of the Community Social Services Program (CSSP) is to eliminate isolation and reduce loneliness for Cuyahoga County residents age 60 and older and disabled adults thus helping these residents maintain and/or improve their physical health. These services are delivered through contracts with community centers, municipalities and other local non-profits to provide four essential services: adult day, adult development, congregate meals, and transportation. With awards from this RFP, DSAS will expand its service delivery area for CSSP services. To be considered for an award, vendors had to score at least 60 points for their service proposal. Providers earning at least 60 points for their proposal received some level of funding based on the ranking of their proposal, their requested number of units and

in the case of current vendors their current contracted number of units.

Explanation for late submittal:

Contract/Agreement Information:

Procurement Method:
RFP (Request for Proposal)

Explanation for Increase/Decrease in \$ Amount for current request:

Financial Information:

Funding source: **Explanation:**
Other Cuyahoga County Health & Human Services Levy

Total Amount Requested:
\$40,014.00

ATTACHMENTS:

Click to download

- [Final RFP](#)
- [Notice of Intent Award Letter](#)
- [Bidder's Compliance Form](#)
- [Department Acknowledgement Form](#)
- [Legislative Action](#)
- [Vendor Proposal](#)
- [Signature Authority](#)
- [Non Collusion Affidavit](#)
- [Certificate of Insurance](#)
- [BWC](#)
- [W-9](#)
- [Auditor of State \(FR\)](#)
- [Secretary of State](#)
- [Contract History Sheet](#)
- [OPD Tab Sheet](#)
- [Award Recommendations](#)
- [Vendor Financial Statement](#)
- [Contract Cover TAB](#)
- [Contract TAB](#)
- [Coop](#)
- [Principal Owner Form](#)

History

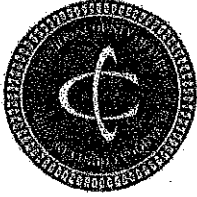
Time

Who

Office of Procurement &
Diversity

Approval





Principal Owner Form

(Required Document for Award Recommendations/Purchases)

VENDOR: Please complete the following information and return it to the Cuyahoga County "Requestor"

Company Name (Legal name of the business):	The Phillis Wheatley Association
Principal Owner's Name (The legal name of the owner/s of the business):	Thomas V. Harrington
Owner/Officer's Title:	Board President
Business Address:	4450 Cedar Ave Cleveland OH 44103
Phone Number:	216 391-4443
Name of Person Completing Form:	Anissa Ali-Jackson
Signature:	Anissa Ali-Jackson
Title:	Administrative Director

If there is more than one (1) principal owner, please complete information for that / those person(s) as well. If a corporation, please identify the CEO, President or other officers of the Corporation representing shareholders.

CUYAHOGA COUNTY STAFF:

I certify that I have checked the Debarment/Suspension lists on the Cuyahoga County Inspector General's website and the Debarment/Suspension lists did not contain the above detailed vendor and/or principal owner.

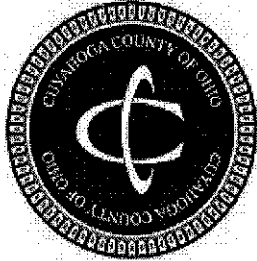
Signature: Daurin Elliott

Date: 11-7-14

Printed Name: DAURIN ELLIOTT

Inspector General "Registered Contractor" Number: 14-0314

Cuyahoga County
(Principal Owner Form, 02-05-14)



18

Item Details:

Agency/Dept. Name:	Department of Senior and Adult Services	Agency/Dept. Head Name:	Tracey N. Mason
Type of Request:	Award Recommendation		
Request Prepared by:	Daurin K. Elliott	Telephone No.	216*420*6765

SUMMARY OF REQUESTED ACTION:

Division of Senior & Adult Services, recommending an award on RQ30873 and enter into a contract with The Salvation Army in the amount not-to-exceed \$137,092.00 for Adult Development, Congregate Meals and Transportation Services for the Community Social Services Program for the period 1/1/2015 - 12/31/2016. (16 of 19 awards/contracts).

Legislative Action Title: Senior & Adult Services – 2014 – Award & Execute Contract – Salvation Army, The– Community Social Services Program – 2015/2016 – RFP 30873 (16 of 19 contracts). **A. Scope of Work Summary** 1. Senior & Adult Services is requesting approval of an award to contract with Salvation Army, The in the amount of \$137,092.00. The anticipated start-completion dates are 01/01/2015-12/31/2016. 2. The primary goal of this contract is to deliver Adult Development, Congregate Meals and Transportation Services to clients participating in the Community Social Services Program (CSSP) in accordance with the specifications and program conditions of participation found in the contract. 3. The Community Social Services Program is a non-mandated service offered to Cuyahoga County residents age 60 and older and/or disabled adults age 18-59. **B. Procurement** 1. The procurement method for this project was RFP 30873. The total value of the RFP is \$2,758,136.00. The awards total: \$2,758,136.00. 2. The RFP was closed on 08/13/2014. 3. There were a total of 48 service proposals submitted by 22 vendors pulled from OPD. All 47 proposals were reviewed, 45 service proposals with 19 vendors are being recommended for award. **C. Contractor and Project Information** 1. The addresses of all vendors are: 1 of 19: Catholic Charities Community Services Corp. on behalf of the Hispanic Senior Center. 7911 Detroit Ave. Cleveland, OH 44102 2 of 19: Catholic Charities of Corporation on behalf of the St. Martin de Porres Family Center. 1264 East 123rd Street Cleveland, OH 44108 Council District 7 3 of 19: City of Euclid 585 East 222nd Street Euclid, OH 44123 Council District 11 4 of 19: City of Lakewood 16024 Madison Avenue Lakewood,

OH 44107 Council District 2 5 of 19: Maple Heights 15901 Libby Road Maple Heights, OH 44137 Council District 8 6 of 19: City of Parma Heights 6281 Pearl Road Parma Heights, OH 44130 Council District 47 of 19: Community Partnership on Aging 1370 Victory Drive South Euclid, OH 44121 Council Districts 6 and 11 8 of 19: East End Neighborhood House Association, The 2749 Woodhill Road Cleveland, OH 44104 Council District 7 9 of 19: Eliza Bryant Village 7201 Wade Park Ave. Cleveland, OH 44103 Council District 7 10 of 19: Goodrich Gannett Neighborhood Center 1368 East 55th Street Cleveland, OH 44103 Council District 7 11 of 19: Harvard Community Services Center, The 18240 Harvard Avenue Cleveland, OH 44128 Council District 912 of 19: Mandel Jewish Community Center of Cleveland, The 26001 South Woodland Road Beachwood, OH 44122 Council District 10 13 of 13: Murtis Taylor Human Services System 13422 Kinsman Road Cleveland, OH 44120 Council District 9 14 of 19: Phillis Wheatley Association, The 4450 Cedar Avenue Cleveland, OH 44103 15 of 19: Rose Centers for Aging Well, LLC. 12200 Fairhill Road Cleveland, OH 44115 Council Districts - 2, 7, 8 and 10 16 of 19: Salvation Army, The 2507 East 22nd Street Cleveland, OH 44115 Council District 3 17 of 19: Senior Citizen Resources, Inc. 3100 Devonshire Rd. Cleveland, OH 44109 Council District 3 18 of 19: Senior Outreach Services 2390 East 79th Street Cleveland, OH 44104 Council District 8 19 of 19: University Settlement, Inc. 4800 Broadway Avenue Cleveland, OH 44127 Council District 7 18 of 18: West Side Community House 9300 Lorain Avenue Cleveland, OH 44102 Council District 3 2. The (owners, executive director [specify]) for the vendor is: Sharon J. Obert (Director of Government & Foundation Relations) 3.b. The Community Social Services Program services are delivered throughout the County and in all Council Districts. **D. Project Status and Planning** 1. The awarding of Community Social Services Program contracts occurs every two years. 2. Not applicable - *The project has (#) phases ...* 3. The awarding of Community Social Services Program contracts is on a critical action path because contracts need to be in place by 1/1/2015. 4. It is anticipated that if these contracts move without delay, they will be approved prior to the effective date. **E. Funding** 1. The Community Social Services Program is funded 100% by the County Health & Human Services levy. 2. The schedule of payments is monthly and is based on the presentation of an itemized invoice by the vendor detailing the actual clients and units of service delivered (by client) for the prior month.

PURPOSE/OUTCOMES - PRINCIPAL OWNER(S):

This contract seeks to deliver the following units of service through the Community Social Services Program during 1/1/15-12/31/16: 20,000 units of Adult Development service (1 unit = 1 hour) 4,176 units of Congregate Meals service (1 unit = one meal)

5,890 units of Transportation service (1 unit = a one-way trip) Principal owner: Sharon Obert, Director of Government & Foundation Relations

Additional background info:

With RFP 30873, the Division of Senior & Adult Services sought vendors to deliver one or more of four essential services to Cuyahoga County seniors. The primary goal of the Community Social Services Program (CSSP) is to eliminate isolation and reduce loneliness for Cuyahoga County residents age 60 and older and disabled adults thus helping these residents maintain and/or improve their physical health. These services are delivered through contracts with community centers, municipalities and other local non-profits to provide four essential services: adult day, adult development, congregate meals, and transportation. With awards from this RFP, DSAS will expand its service delivery area for

CSSP services. To be considered for an award, vendors had to score at least 60 points for their service proposal. Providers earning at least 60 points for their proposal received some level of funding based on the ranking of their proposal, their requested number of units and in the case of current vendors their current contracted number of units.

Explanation for late submittal:

Contract/Agreement Information:

Procurement Method:
RFP (Request for Proposal)

Explanation for Increase/Decrease in \$ Amount for current request:

Financial Information:

Funding source: **Explanation:**
Other Cuyahoga County Health & Human Services Levy

Total Amount Requested:
\$137,092.00

ATTACHMENTS:

Click to download

- [Final RFP](#)
- [Notice of Intent - Award letter](#)
- [Vendor's Compliance Form](#)
- [Vendor's Compliance Form](#)
- [Department Acknowledgement form](#)
- [Signature Authority](#)
- [Non-collusion Affidavit](#)
- [Certificate of Insurance](#)
- [BWC](#)
- [W-9](#)
- [Auditor of State \(FR\)](#)
- [Secretary of State](#)
- [Additional User codes](#)
- [Contract History Log](#)
- [Contract Evaluation](#)
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- [Award Recommendations](#)
- [Vendor Financial Statement](#)
- [Legislative Action](#)
- [Contract Cover - TAB -](#)
- [Contract - signed - TAB -](#)
- [COOP](#)
- [Principal Owner form](#)

History

Time

Who

Office of Procurement &
Diversity

Approval

Program: DSAS Community Social Services Program
 Contract: 1/1/13 - 12/31/14
 Period:
 Period Reviewed: 1/1/13 - 6/30/13; YEAR 1
 Doc Updated: 7/28/2014
 Provider: The Salvation Army

	Potential Points		Earned Points	Total % Earned; Notes
Unit Verification	3	[Computed by audit period; each period worth 3 points; Providers may lose up to 3 points per period] Deduct one point if there are any units unverified. Deduct an additional point if 5% or more of the units in the sample are unverified (total of all services). Deduct an additional point if 10% or more of the units in the sample are unverified (total of all services).	2.00	13 units unverified; .8%
Unit Delivery (aka Utilization)	10	[Determined by service; Each service can earn up to 10 points; Score for this question is based on average score earned by all svcs.Does not use aggregate of contract]; 98% or higher = 10; 95 to 97.99% = 8; 90-94.99% = 6; 85-89.99% = 4; 80-84.99% = 2; 75-79.99% = 1; 74.99% or less = 0	8.00	ADV: 115.1% (10); CNM: 87.6% (4); TRN: 104.1% (10)
Billing	6	Deduct one point for each time the monthly billing was late; Deduct .5 point if billing was on time but was submitted incorrectly the first time	5.50	Incorrect billing roster - 1 month
Reporting: Monthly Financial Expenses	3	Deduct .5 for each time a monthly financial report not submitted on-time	3.00	No findings
Reporting: Goals & Objective	5	Based on each report, each report worth up to 5 points; Deduct 1 pt each late report; Deduct 1 pt for incorrect report; Deduct .5 point for each objective not met	4.50	1 objective not met
Reporting: Client Satisfaction	4	Customer Satisfaction report worth 4 points, deduct one point for each finding issued for this report; Other 5 points based on score earned by DSAS survey of provider's clients, points earned based on actual score	4.52	Average score earned from client surveys administered by DSAS QA unit in 2013 (scale 1 to 5 [5 being the highest])

CONTRACT/AGREEMENT EVALUATION FORM
(To be completed in its entirety by user department for
all contract/agreement renewals or amendments.)

Contractor: The Salvation Army

Contract/Agreement No.: CE1300013 -01, 02 **Time Period:** 1/1/13-12/31/14

Service Description: Adult Development, Congregate Meals and Transportation services for the Community Social Services Program (CSSP)

Original Contract/Agreement Amount: \$123,778.00

Prior Amendment(s) Amount(s): Amendment 1 - \$6,014.00

Performance Indicators: Provider was reviewed based on results of one financial review (thru 07/28/14) as well as a review of its delivery of contracted units and submission of billing rosters. Please see attached.

Actual performance versus performance indicators (include statistics): The Salvation Army scored 60 out of 72 possible points (84%) on its mid-year evaluation (please see attached). Providers will be re-evaluated after compliance audits are completed. These audits are currently underway.

Rating of Overall Performance of Contractor (Check One):

- Superior
- Above Average
- Average
- Below Average
- Poor

Justification of Rating: DSAS has adopted a 10 point scale for providers (90-100 is superior; 80-89.9 is above average; 70-79.9 is average; 60-69.9 is below average; 59.9 and below is poor.

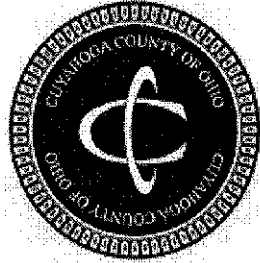
Senior & Adult Services
User Department

11/4/14
Date

s: evaluation

Program: DSAS Community Social Services Program
 Contract Period: 1/1/13 - 12/31/14
 Period Reviewed: 1/1/13 - 6/30/13; YEAR 1
 Doc Updated: 7/28/2014
 Provider: The Salvation Army

Potential Points		Earned Points		Total % Earned; Notes
72		60.19		84%
Facility Check	8	Deduct one point for each finding issued in this area	8.00	No findings
Policies & Procedures	5	Deduct one point for each finding issued in this area	4.00	Missing employment posting
Personnel Files	5	Deduct one point for each finding issued in this area. Note findings issued for the same topic, but for multiple employees only count as 1 finding (i.e., missing background checks)	0.00	Missing BCII, drivers license, driver abstract, driver trng & performance appraisal
Client Files - General	7	Deduct one point for each finding issued in this area; Note findings issued for the same topic, but for multiple clients only count as 1 finding (i.e., assessments not completed on time; ADL reassessments not completed; IADL reassessments not completed; client progress toward goals not reassessed)	5.00	Missing client goals & objectives progress; Reassessment not completed
Client Files - Eligibility Verification	6	[Computed by audit period; each period worth 6 points]; Deduct one point if audit finding issued for up 17% of sample; Deduct 2 points for audit findings issued for 17.01% up to 33% of audit sample; Deduct 3 points for audit findings issued for 33.01% up to 50% of audit sample; Deduct 4 points for audit findings issued for 50.01% up to 67% of audit sample; Deduct 5 points for audit findings issued for 67.01% up to 83% of audit sample; Deduct 6 points for audit findings issued for more than 83.01% of audit sample	6.00	No findings
Service Delivery	10	[Determined by service; Each service can earn up to 10 points; Score for this question is based on average score earned by all svcs.] Deduct one point for each finding issued in this area. Exception: Providers not delivering 1-2 activities in accordance with their proposal lose 1 point; 3-4 activities - 2 points; 5-6 activities - 3 points; 7-8 activities - 4 points; 9-10 activities - 5 points; 11 or more activities - 6 points.	9.67	ADV: 1 activity was not offered as proposed (-1,9); CNM: No findings (-0,10); TRN: Incorrect manifest (-0,10)



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Item Details:

Agency/Dept. Name:	Department of Senior and Adult Services	Agency/Dept. Head Name:	Tracey N. Mason
Type of Request:	Award Recommendation		
Request Prepared by:	Daurin K. Elliott	Telephone No.	216*420*6765

SUMMARY OF REQUESTED ACTION:

Division of Senior & Adult Services, recommending an award on RQ30873 and enter into a contract with University Settlement, Incorporated in the amount not-to-exceed \$176,996.00 for Adult Development, Congregate Meals and Transportation Services for the Community Social Services Program for the period 1/1/2015 - 12/31/2016. (18 of 19 awards/contracts).

Legislative Action Title: Senior & Adult Services – 2014 – Award & Execute Contract – University Settlement, Inc.– Community Social Services Program – 2015/2016 – RFP 30873 (18 of 19 contracts). **A. Scope of Work Summary** 1. Senior & Adult Services is requesting approval of an award to contract with University Settlement, Inc. in the amount of \$176,996.00. The anticipated start-completion dates are 01/01/2015-12/31/2016. 2. The primary goal of this contract is to deliver Adult Development, Congregate Meals and Transportation Services to clients participating in the Community Social Services Program (CSSP) in accordance with the specifications and program conditions of participation found in the contract. 3. The Community Social Services Program is a non-mandated service offered to Cuyahoga County residents age 60 and older and/or disabled adults age 18-59.

B. Procurement 1. The procurement method for this project was RFP 30873. The total value of the RFP is \$2,758,136.00. The awards total: \$2,758,136.00. 2. The RFP was closed on 08/13/2014. 3. There were a total of 48 service proposals submitted by 22 vendors pulled from OPD. All 47 proposals were reviewed, 45 service proposals with 19 vendors are being recommended for award. **C. Contractor and Project Information** 1. The addresses of all vendors are: 1 of 19: Catholic Charities Community Services Corp. on behalf of the Hispanic Senior Center. 7911 Detroit Ave. Cleveland, OH 44102 2 of 19: Catholic Charities of Corporation on behalf of the St. Martin de Porres Family Center. 1264 East 123rd Street Cleveland, OH 44108 Council District 7 3 of 19: City of Euclid 585 East 222nd Street Euclid, OH 44123 Council District 11 4 of 19: City of Lakewood 16024 Madison

Avenue Lakewood, OH 44107 Council District 2 5 of 19: Maple Heights 15901 Libby Road Maple Heights, OH 44137 Council District 8 6 of 19: City of Parma Heights 6281 Pearl Road Parma Heights, OH 44130 Council District 47 of 19: Community Partnership on Aging 1370 Victory Drive South Euclid, OH 44121 Council Districts 6 and 11 8 of 19: East End Neighborhood House Association, The 2749 Woodhill Road Cleveland, OH 44104 Council District 7 9 of 19: Eliza Bryant Village 7201 Wade Park Ave. Cleveland, OH 44103 Council District 7 10 of 19: Goodrich Gannett Neighborhood Center 1368 East 55th Street Cleveland, OH 44103 Council District 7 11 of 19: Harvard Community Services Center, The 18240 Harvard Avenue Cleveland, OH 44128 Council District 912 of 19: Mandel Jewish Community Center of Cleveland, The 26001 South Woodland Road Beachwood, OH 44122 Council District 10 13 of 13: Murtis Taylor Human Services System 13422 Kinsman Road Cleveland, OH 44120 Council District 9 14 of 19: Phillis Wheatley Association, The 4450 Cedar Avenue Cleveland, OH 44103 15 of 19: Rose Centers for Aging Well, LLC. 12200 Fairhill Road Cleveland, OH 44115 Council Districts – 2, 7, 8 and 10 16 of 19: Salvation Army, The 2507 East 22nd Street Cleveland, OH 44115 Council District 3 17 of 19: Senior Citizen Resources, Inc. 3100 Devonshire Rd. Cleveland, OH 44109 Council District 3 18 of 19: Senior Outreach Services 2390 East 79th Street Cleveland, OH 44104 Council District 8 19 of 19: University Settlement, Inc. 4800 Broadway Avenue Cleveland, OH 44127 Council District 7 18 of 18: West Side Community House 9300 Lorain Avenue Cleveland, OH 44102 Council District 3 2. The (owners, executive director [specify]) for the vendor is: Jason Weiner (Director of Development) 3.b. The Community Social Services Program services are delivered throughout the County and in all Council Districts. **D. Project Status and Planning** 1. The awarding of Community Social Services Program contracts occurs every two years. 2. Not applicable - *The project has (#) phases ...* 3. The awarding of Community Social Services Program contracts is on a critical action path because contracts need to be in place by 1/1/2015. 4. It is anticipated that if these contracts move without delay, they will be approved prior to the effective date. **E. Funding** 1. The Community Social Services Program is funded 100% by the County Health & Human Services levy. 2. The schedule of payments is monthly and is based on the presentation of an itemized invoice by the vendor detailing the actual clients and units of service delivered (by client) for the prior month.

PURPOSE/OUTCOMES - PRINCIPAL OWNER(S):

This contract seeks to deliver the following units of service through the Community Social Services Program during 1/1/15-12/31/16: 27,000 units of Adult Development service (1 unit = 1 hour) 2,968 units of Congregate Meals service (1 unit = one meal)

9,450 units of Transportation service (1 unit = a one-way trip) Principal owner: Derrick Fulton, Executive Director

Additional background info:

With RFP 30873, the Division of Senior & Adult Services sought vendors to deliver one or more of four essential services to Cuyahoga County seniors. The primary goal of the Community Social Services Program (CSSP) is to eliminate isolation and reduce loneliness for Cuyahoga County residents age 60 and older and disabled adults thus helping these residents maintain and/or improve their physical health. These services are delivered through contracts with community centers, municipalities and other local non-profits to provide four essential services: adult day, adult development, congregate meals, and transportation. With awards from this RFP, DSAS will expand its service delivery area for

CSSP services. To be considered for an award, vendors had to score at least 60 points for their service proposal. Providers earning at least 60 points for their proposal received some level of funding based on the ranking of their proposal, their requested number of units and in the case of current vendors their current contracted number of units.

Explanation for late submittal:

Contract/Agreement Information:

Procurement Method:

RFP (Request for Proposal)

Explanation for Increase/Decrease in \$ Amount for current request:

Financial Information:

Funding source:

Other

Explanation:

Cuyahoga County Health & Human Services Levy

Total Amount Requested:

\$176,996.00

ATTACHMENTS:

Click to download

- [Final RFP](#)
- [Notice of Intent - Award Letter](#)
- [Vendor's Compliance Form](#)
- [Department Acknowledgement Form](#)
- [Vendor's Proposal](#)
- [Signature Authority](#)
- [Non-collusion Affidavit](#)
- [BWC](#)
- [W-9](#)
- [Auditor of State \(FR\)](#)
- [Secretary of State](#)
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- [Award Recommendations](#)
- [Vendor Financial Statement](#)
- [Contract Cover - TAB -](#)
- [Contract - signed - TAB -](#)
- [Legislative Action](#)
- [COOP](#)
- [Principal Owner form](#)

History

Time

Who

Office of Procurement & Diversity

Approval

CONTRACT/AGREEMENT EVALUATION FORM
(To be completed in its entirety by user department for
all contract/agreement renewals or amendments.)

Contractor: University Settlement, Incorporated

Contract/Agreement No.: CE1300014 -01, 02, 03 Time Period: 1/1/13-12/31/14

Service Description: Adult Development, Congregate Meals and Transportation services for the Community Social Services Program (CSSP)

Original Contract/Agreement Amount: \$153,582.00

Prior Amendment(s) Amount(s): Amendment 1 - \$2,022.00

Performance Indicators: Provider was reviewed based on results of one financial review (thru 07/28/14) as well as a review of its delivery of contracted units and submission of billing rosters. Please see attached.

Actual performance versus performance indicators (include statistics): University Settlement, Incorporated scored 64 out of 72 possible points (90%) on its mid-year evaluation (please see attached). Providers will be re-evaluated after compliance audits are completed. These audits are currently underway.

Rating of Overall Performance of Contractor (Check One):

- Superior
- Above Average
- Average
- Below Average
- Poor

Justification of Rating: DSAS has adopted a 10 point scale for providers (90-100 is superior; 80-89.9 is above average; 70-79.9 is average; 60-69.9 is below average; 59.9 and below is poor.

Senior & Adult Services
User Department

11/4/14
Date

s: evaluation

Program: DSAS Community Social Services Program
 Contract: 1/1/13 - 12/31/14
 Period:
 Period Reviewed: 1/1/13 - 6/30/13; YEAR 1
 Doc Updated: 7/28/2014
 Provider: University Settlement, Incorporated

Potential Points		Earned Points		Total % Earned; Notes
72		64.49		90%
Facility Check	8	Deduct one point for each finding issued in this area	8.00	No findings
Policies & Procedures	5	Deduct one point for each finding issued in this area	4.00	Employment poster out-of-date
Personnel Files	5	Deduct one point for each finding issued in this area. Note findings issued for the same topic, but for multiple employees only count as 1 finding (i.e., missing background checks)	2.00	Missing performance appraisals, CPR certification & BCII
Client Files - General	7	Deduct one point for each finding issued in this area; Note findings issued for the same topic, but for multiple clients only count as 1 finding (i.e., assessments not completed on time; ADL reassessments not completed; IADL reassessments not completed; client progress toward goals not reassessed)	7.00	No findings
Client Files - Eligibility Verification	6	[Computed by audit period; each period worth 6 points]; Deduct one point if audit finding issued for up to 17% of sample; Deduct 2 points for audit findings issued for 17.01% up to 33% of audit sample; Deduct 3 points for audit findings issued for 33.01% up to 50% of audit sample; Deduct 4 points for audit findings issued for 50.01% up to 67% of audit sample; Deduct 5 points for audit findings issued for 67.01% up to 83% of audit sample; Deduct 6 points for audit findings issued for more than 83.01% of audit sample	6.00	No findings
Service Delivery	10	[Determined by service; Each service can earn up to 10 points; Score for this question is based on average score earned by all svcs.] Deduct one point for each finding issued in this area. Exception: Providers not delivering 1-2 activities in accordance with their proposal lose 1 point; 3-4 activities - 2 points; 5-6 activities - 3 points; 7-8 activities - 4 points; 9-10 activities - 5 points; 11 or more activities - 6 points.	9.00	ADV: No findings (-0,10); CNM: (-0,10); TRN: Incorrect manifest; Vehicle driven despite inspection report; 1 activity not offered as proposed (-3,7)

Program: DSAS Community Social Services Program
Contract Period: 1/1/13 - 12/31/14
Period Reviewed: 1/1/13 - 6/30/13; YEAR 1
Doc Updated: 7/28/2014
Provider: University Settlement, Incorporated

	Potential Points		Earned Points	Total % Earned; Notes
Unit Verification	3	[Computed by audit period; each period worth 3 points; Providers may lose up to 3 points per period] Deduct one point if there are any units unverified. Deduct an additional point if 5% or more of the units in the sample are unverified (total of all services). Deduct an additional point if 10% or more of the units in the sample are unverified (total of all services).	2.00	34 units unverified; 1.2%
Unit Delivery (aka Utilization)	10	[Determined by service; Each service can earn up to 10 points; Score for this question is based on average score earned by all svcs.Does not use aggregate of contract]; 98% or higher = 10; 95 to 97.99% = 8; 90-94.99% = 6; 85-89.99% = 4; 80-84.99% = 2; 75-79.99% = 1; 74.99% or less = 0	8.67	ADV: 115.7% (10); CNM: 90.1% (6); TRN: 144.8% (10)
Billing	6	Deduct one point for each time the monthly billing was late; Deduct .5 point if billing was on time but was submitted incorrectly the first time	6.00	No findings
Reporting: Monthly Financial Expenses	3	Deduct .5 for each time a monthly financial report not submitted on-time	3.00	No findings
Reporting: Goals & Objective	5	Based on each report, each report worth up to 5 points; Deduct 1 pt each late report; Deduct 1 pt for incorrect report; Deduct .5 point for each objective not met	4.50	1 objective not met
Reporting: Client Satisfaction	4	Customer Satisfaction report worth 4 points, deduct one point for each finding issued for this report; Other 5 points based on score earned by DSAS survey of provider's clients, points earned based on actual score	4.32	Average score earned from client surveys administered by DSAS QA unit in 2013 (scale 1 to 5 [5 being the highest])



Principal Owner Form

(Required Document for Award Recommendations/Purchases)

VENDOR: Please complete the following information and return it to the Cuyahoga County "Requestor"

Company Name (Legal name of the business):	University Settlement Inc.
Principal Owner's Name (The legal name of the owner/s of the business):	Derrick Fulton
Owner/Officer's Title:	Executive Director
Business Address:	4800 Broadway Avenue. Cleveland, Ohio 44127
Phone Number:	216.641.8948
Name of Person Completing Form:	Derrick Fulton
Signature:	
Title:	Executive Director

If there is more than one (1) principal owner, please complete information for that / those person(s) as well. If a corporation, please identify the CEO, President or other officers of the Corporation representing shareholders.

CUYAHOGA COUNTY STAFF:

I certify that I have checked the Debarment/Suspension lists on the Cuyahoga County Inspector General's website and the Debarment/Suspension lists did not contain the above detailed vendor and/or principal owner.

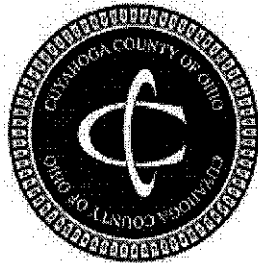
Signature: Pamela Burnside

Date: 10/31/14

Printed Name: Pamela Burnside

Inspector General "Registered Contractor" Number: 12-2872

Cuyahoga County
(Principal Owner Form, 02-05-14)



20

Item Details:

Agency/Dept. Name:	Department of Senior and Adult Services	Agency/Dept. Head Name:	Tracey N. Mason
Type of Request:	Award Recommendation		
Request Prepared by:	Daurin K. Elliott	Telephone No.:	216*420*6765

SUMMARY OF REQUESTED ACTION:

Division of Senior & Adult Services, recommending an award on RQ30873 and enter into a contract with West Side Community House in the amount not-to-exceed \$427,348.00 for Adult Development, Congregate Meals and Transportation Services for the Community Social Services Program for the period 1/1/2015 - 12/31/2016. (19 of 19 awards/contracts).

Legislative Action Title: Senior & Adult Services – 2014 – Award & Execute Contract – West Side Community House– Community Social Services Program – 2015/2016 – RFP 30873 (19 of 19 contracts). **A. Scope of Work Summary** 1. Senior & Adult Services is requesting approval of an award to contract with West Side Community House in the amount of \$427,348.00. The anticipated start-completion dates are 01/01/2015-12/31/2016. 2. The primary goal of this contract is to deliver Adult Development, Congregate Meals and Transportation Services to clients participating in the Community Social Services Program (CSSP) in accordance with the specifications and program conditions of participation found in the contract. 3. The Community Social Services Program is a non-mandated service offered to Cuyahoga County residents age 60 and older and/or disabled adults age 18-59. **B. Procurement** 1. The procurement method for this project was RFP 30873. The total value of the RFP is \$2,758,136.00. The awards total: \$2,758,136.00. 2. The RFP was closed on 08/13/2014. 3. There were a total of 48 service proposals submitted by 22 vendors pulled from OPD. All 47 proposals were reviewed, 45 service proposals with 19 vendors are being recommended for award. **C. Contractor and Project Information** 1. The addresses of all vendors are: 1 of 19: Catholic Charities Community Services Corp. on behalf of the Hispanic Senior Center. 7911 Detroit Ave. Cleveland, OH 44102 2 of 19: Catholic Charities of Corporation on behalf of the St. Martin de Porres Family Center. 1264 East 123rd Street Cleveland, OH 44108 Council District 7 3 of 19: City of Euclid 585 East 222nd Street Euclid, OH 44123 Council District 11

4 of 19: City of Lakewood 16024 Madison Avenue Lakewood, OH 44107 Council District 2 5 of 19: Maple Heights 15901 Libby Road Maple Heights, OH 44137 Council District 8 6 of 19: City of Parma Heights 6281 Pearl Road Parma Heights, OH 44130 Council District 47 of 19: Community Partnership on Aging 1370 Victory Drive South Euclid, OH 44121 Council Districts 6 and 11 8 of 19: East End Neighborhood House Association, The 2749 Woodhill Road Cleveland, OH 44104 Council District 7 9 of 19: Eliza Bryant Village 7201 Wade Park Ave. Cleveland, OH 44103 Council District 7 10 of 19: Goodrich Gannett Neighborhood Center 1368 East 55th Street Cleveland, OH 44103 Council District 7 11 of 19: Harvard Community Services Center, The 18240 Harvard Avenue Cleveland, OH 44128 Council District 912 of 19: Mandel Jewish Community Center of Cleveland, The 26001 South Woodland Road Beachwood, OH 44122 Council District 10 13 of 13: Murtis Taylor Human Services System 13422 Kinsman Road Cleveland, OH 44120 Council District 9 14 of 19: Phillis Wheatley Association, The 4450 Cedar Avenue Cleveland, OH 44103 15 of 19: Rose Centers for Aging Well, LLC. 12200 Fairhill Road Cleveland, OH 44115 Council Districts - 2, 7, 8 and 10 16 of 19: Salvation Army, The 2507 East 22nd Street Cleveland, OH 44115 Council District 3 17 of 19: Senior Citizen Resources, Inc. 3100 Devonshire Rd. Cleveland, OH 44109 Council District 3 18 of 19: Senior Outreach Services 2390 East 79th Street Cleveland, OH 44104 Council District 8 19 of 19: University Settlement, Inc. 4800 Broadway Avenue Cleveland, OH 44127 Council District 7 18 of 18: West Side Community House 9300 Lorain Avenue Cleveland, OH 44102 Council District 3 2. The (owners, executive director [specify]) for the vendor is: Dawn Kolograf (Executive Director) 3.b. The Community Social Services Program services are delivered throughout the County and in all Council Districts.

D. Project Status and Planning 1. The awarding of Community Social Services Program contracts occurs every two years. 2. Not applicable - *The project has (#) phases ...*3. The awarding of Community Social Services Program contracts is on a critical action path because contracts need to be in place by 1/1/2015. 4. It is anticipated that if these contracts move without delay, they will be approved prior to the effective date. **E. Funding**

1. The Community Social Services Program is funded 100% by the County Health & Human Services levy. 2. The schedule of payments is monthly and is based on the presentation of an itemized invoice by the vendor detailing the actual clients and units of service delivered (by client) for the prior month.

PURPOSE/OUTCOMES - PRINCIPAL OWNER(S):

This contract seeks to deliver the following units of service through the Community Social Services Program during 1/1/15-12/31/16: 40,000 units of Adult Development service (1 unit = 1 hour) 17,909 units of Congregate Meals service (1 unit = one meal)

28,352 units of Transportation service (1 unit = a one-way trip) Principal owner: Dawn Kolograf, Executive Director

Additional background info:

With RFP 30873, the Division of Senior & Adult Services sought vendors to deliver one or more of four essential services to Cuyahoga County seniors. The primary goal of the Community Social Services Program (CSSP) is to eliminate isolation and reduce loneliness for Cuyahoga County residents age 60 and older and disabled adults thus helping these residents maintain and/or improve their physical health. These services are delivered through contracts with community centers, municipalities and other local non-profits to provide four essential services: adult day, adult development, congregate meals, and

transportation. With awards from this RFP, DSAS will expand its service delivery area for CSSP services. To be considered for an award, vendors had to score at least 60 points for their service proposal. Providers earning at least 60 points for their proposal received some level of funding based on the ranking of their proposal, their requested number of units and in the case of current vendors their current contracted number of units.

Explanation for late submittal:

Contract/Agreement Information:

Procurement Method:
RFP (Request for Proposal)

Explanation for Increase/Decrease in \$ Amount for current request:

Financial Information:

Funding source:	Explanation:
Other	Cuyahoga County Health & Human Services Levy

Total Amount Requested:
\$427,348.00

ATTACHMENTS:

Click to download

- [Final RFP](#)
- [Notice of Intent - Award letter](#)
- [Vendor's Compliance form](#)
- [Department Acknowledgement form](#)
- [COOP](#)
- [Legislative Action](#)
- [Vendor Proposal](#)
- [Signature Authorization](#)
- [Non-collusion affidavit](#)
- [Certificate of Insurance](#)
- [BWC](#)
- [W-9](#)
- [Auditor of State \(FR\)](#)
- [Secretary of State](#)
- [Additional User codes](#)
- [Contract History Log](#)
- [Contract Evaluation](#)
- [OPD Tab Sheet](#)
- [Award Recommendations](#)
- [Contract Cover - TAB](#)
- [Contract - signed - TAB -](#)
- [Principal Owner form](#)

History

Time	Who	Approval
	Office of Procurement & Diversity	

CONTRACT/AGREEMENT EVALUATION FORM
(To be completed in its entirety by user department for
all contract/agreement renewals or amendments.)

Contractor: West Side Community House

Contract/Agreement No.: CE1300015 -01, 02, 03 Time Period: 1/1/13-12/31/14

Service Description: Adult Development, Congregate Meals and Transportation services for the Community Social Services Program (CSSP)

Original Contract/Agreement Amount: \$411,894.00

Prior Amendment(s) Amount(s): \$0.00

Performance Indicators: Provider was reviewed based on results of one financial review (thru 07/28/14) as well as a review of its delivery of contracted units and submission of billing rosters. Please see attached.

Actual performance versus performance indicators (include statistics): West Side Community House scored 57 out of 72 possible points (80%) on its mid-year evaluation (please see attached). Providers will be re-evaluated after compliance audits are completed. These audits are currently underway.

Rating of Overall Performance of Contractor (Check One):

- Superior
- Above Average
- Average
- Below Average
- Poor

Justification of Rating: DSAS has adopted a 10 point scale for providers (90-100 is superior; 80-89.9 is above average; 70-79.9 is average; 60-69.9 is below average; 59.9 and below is poor.

Senior & Adult Services
User Department

11/4/14
Date

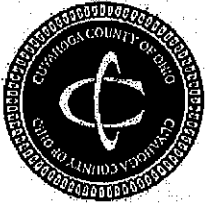
s: evaluation

Program: DSAS Community Social Services Program
 Contract Period: 1/1/13 - 12/31/14
 Period Reviewed: 1/1/13 - 6/30/13; YEAR 1
 Doc Updated: 7/28/2014
 Provider: West Side Community House

Potential Points		Earned Points		Total % Earned; Notes
72		57.33		80%
Facility Check	8	Deduct one point for each finding issued in this area	5.00	Missing pest control; No hot water in restrooms; ADA toilet not flushing properly
Policies & Procedures	5	Deduct one point for each finding issued in this area	3.00	Missing evacuation procedure & employment poster
Personnel Files	5	Deduct one point for each finding issued in this area. Note findings issued for the same topic, but for multiple employees only count as 1 finding (i.e., missing background checks)	0.00	Missing job description, application, medical statement, driver abstract & driver trng
Client Files - General	7	Deduct one point for each finding issued in this area; Note findings issued for the same topic, but for multiple clients only count as 1 finding (i.e., assessments not completed on time; ADL reassessments not completed; IADL reassessments not completed; client progress toward goals not reassessed)	6.00	Assessment not signed
Client Files - Eligibility Verification	6	[Computed by audit period; each period worth 6 points]; Deduct one point if audit finding issued for up 17% of sample; Deduct 2 points for audit findings issued for 17.01% up to 33% of audit sample; Deduct 3 points for audit findings issued for 33.01% up to 50% of audit sample; Deduct 4 points for audit findings issued for 50.01% up to 67% of audit sample; Deduct 5 points for audit findings issued for 67.01% up to 83% of audit sample; Deduct 6 points for audit findings issued for more than 83.01% of audit sample	8.00	2 out of 10 client files incorrect
Service Delivery	10	[Determined by service; Each service can earn up to 10 points; Score for this question is based on average score earned by all svcs.] Deduct one point for each finding issued in this area. Exception: Providers not delivering 1-2 activities in accordance with their proposal lose 1 point; 3-4 activities - 2 points; 5-6 activities - 3 points; 7-8 activities - 4 points; 9-10 activities - 5 points; 11 or more activities - 6 points.	9.34	ADV: No findings (-0,10); CNM: No findings (-0,10); TRN: Incorrect manifest; 1 activity not offered as proposed (-2,8)

Program: DSAS Community Social Services Program
 Contract Period: 1/1/13 - 12/31/14
 Period Reviewed: 1/1/13 - 6/30/13; YEAR 1
 Doc Updated: 7/28/2014
 Provider: West Side Community House

	Potential Points		Earned Points	Total % Earned; Notes
Unit Verification	3	[Computed by audit period; each period worth 3 points; Providers may lose up to 3 points per period] Deduct one point if there are any units unverified. Deduct an additional point if 5% or more of the units in the sample are unverified (total of all services). Deduct an additional point if 10% or more of the units in the sample are unverified (total of all services).	0.00	217 units unverified; 13.76%
Unit Delivery (aka Utilization)	10	[Determined by service; Each service can earn up to 10 points; Score for this question is based on average score earned by all svcs. Does not use aggregate of contract]; 98% or higher = 10; 95 to 97.99% = 8; 90-94.99% = 6; 85-89.99% = 4; 80-84.99% = 2; 75-79.99% = 1; 74.99% or less = 0	10.00	ADV: 102% (10); CNM: 98% (10); TRN: 129% (10)
Billing	6	Deduct one point for each time the monthly billing was late; Deduct .5 point if billing was on time but was submitted incorrectly the first time	5.50	Incorrect billing roster - 1 month
Reporting: Monthly Financial Expenses	3	Deduct .5 for each time a monthly financial report not submitted on-time	3.00	No findings
Reporting: Goals & Objective	5	Based on each report, each report worth up to 5 points; Deduct 1 pt each late report; Deduct 1 pt for incorrect report; Deduct .5 point for each objective not met	3.00	4 objectives not met
Reporting: Client Satisfaction	4	Customer Satisfaction report worth 4 points, deduct one point for each finding issued for this report; Other 5 points based on score earned by DSAS survey of provider's clients, points earned based on actual score	4.49	Average score earned from client surveys administered by DSAS QA unit in 2013 (scale 1 to 5 [5 being the highest])



Principal Owner Form

(Required Document for Award Recommendations/Purchases)

VENDOR: Please complete the following information and return it to the Cuyahoga County "Requestor"

Company Name (Legal name of the business):	West Side Community House
Principal Owner's Name (The legal name of the owner/s of the business):	Dawn Kolograd
Owner/Officer's Title:	Executive Director
Business Address:	9300 Lorain Ave, Cleveland
Phone Number:	(216) 771-7297
Name of Person Completing Form:	Dawn Kolograd
Signature:	<i>Dawn Kolograd</i>
Title:	Executive Director

If there is more than one (1) principal owner, please complete information for that / those person(s) as well. If a corporation, please identify the CEO, President or other officers of the Corporation representing shareholders.

CUYAHOGA COUNTY STAFF:

I certify that I have checked the Debarment/Suspension lists on the Cuyahoga County Inspector General's website and the Debarment/Suspension lists did not contain the above detailed vendor and/or principal owner.

Signature: Pamela Burnside

Date: 10/31/14

Printed Name: Pamela Burnside

Inspector General "Registered Contractor" Number: 12-2980

Cuyahoga County
(Principal Owner Form, 02-05-14)

County Council of Cuyahoga County, Ohio

Resolution No. R2014-0301

<p>Sponsored by: County Executive FitzGerald/Department of Public Safety and Justice Services/Office of Emergency Management on behalf of 9-1-1 Consolidation Shared Services Fund Review Committee</p>	<p>A Resolution making a Cuyahoga County 9-1-1 Consolidation Shared Services Fund award to City of Strongsville on behalf of Southwest Emergency Dispatch Center in the amount not-to-exceed \$234,099.00 for Public Safety Answering Point consolidation support for the period 12/1/2014 - 12/31/2015; 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.</p>
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WHEREAS, the County Executive FitzGerald/Department of Public Safety and Justice Services/Office of Emergency Management on behalf of 9-1-1 Consolidation Shared Services Fund Review Committee has recommended making a Cuyahoga County 9-1-1 Consolidation Shared Services Fund award to City of Strongsville on behalf of Southwest Emergency Dispatch Center in the amount not-to-exceed \$234,099.00 for Public Safety Answering Point consolidation support for the period 12/1/2014 - 12/31/2015; and

WHEREAS, the primary goals of this project are: (a) To further the County's efforts under the 9-1-1 Consolidation Plan, by providing financial resources to communities engaging in the 9-1-1 consolidation efforts; and (b) to support the physical and technical infrastructure, professional services, equipment and upgrades needed to support consolidation; and

WHEREAS, this project is mandated by Chapter 708 of the Cuyahoga County Code; and

WHEREAS, this project is funded 100% by the 9-1-1 Wireless Assistance Fund; and

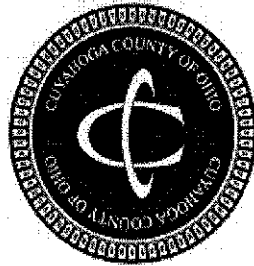
WHEREAS, it is necessary that this Resolution become immediately effective in order that critical services provided by Cuyahoga County can continue.

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

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

Journal _____
_____, 20____

Novus AGENDA



Item Details:

Agency/Dept. Name:	Department of Justice Affairs/Emergency Services Division	Agency/Dept.Head Name:	Ken Mills
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Type of Request: Agreement/Amendment

Request Prepared by:	Michelle Norton	Telephone No.	4437722
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SUMMARY OF REQUESTED ACTION:

I. NovusAgenda Summary of Requested Action - Form Title: Public Safety & Justice Services, 2014, The City of Strongsville, f or the Southwest Emergency Dispatch Center (to include the City of Berea, City of North Royalton, City of Olmsted Falls, City of Strongsville), Agreement, 9-1-1 Consolidation Shared Services Fund Award A. Scope of Work Summary 1. **Public Safety & Justice Services** requesting approval of an **Agreement** with the **The City of Strongsville, for the Southwest Emergency Dispatch Center (to include the City of Berea, City of North Royalton, City of Olmsted Falls, City of Strongsville)** for the anticipated cost not-to-exceed **\$234,099.00**. The anticipated start-completion dates are (12/01/2014 – 12/31/2015).

2. The primary goals of the project are:

A. To further County efforts under the 9-1-1 Consolidation Plan, by providing financial resources to communities engaging in 9-1-1 Public Safety Answering Point (PSAP) consolidation efforts.

B. The Fund will support physical and technical infrastructure, professional services, equipment and upgrades needed to support consolidations.

3. The project is mandated by **County Council of Cuyahoga County, Ohio Ordinance No. O2013-0010**.

B. Procurement

1. The procurement method for this project was **by Application to the 9-1-1 Consolidation Shared Services Fund**.

2. The award recommendation was made on **11/17/2014**

C. Contractor and Project Information

1. The address(es) of all vendors and/or contractors is (provide the full address in the

following format):
 City of Strongsville
 16099 Foltz Parkway
 Strongsville, Ohio 44149
 Council District 5
 2. The (Mayor)for the City of Strongsville is (Thomas P. Perciak)
D. Project Status and Planning
 1. The project (is new to the County).
E. Funding
 1. The **Award** is funded (100% by the **9-1-1 Wireless Assistance Fund**)
 2. The schedule of payment is (**one time award.**)
PURPOSE/OUTCOMES - PRINCIPAL OWNER(S):
 To further County efforts under the 9-1-1 Consolidation Plan, by providing financial resources to communities engaging in 9-1-1 Public Safety Answering Point (PSAP) consolidation efforts. The Fund will support physical and technical infrastructure, professional services, equipment and upgrades needed to support consolidations. The project is mandated by County Council of Cuyahoga County, Ohio Ordinance No. O2013-0010.
Explanation for late submittal:

Contract/Agreement Information:

Procurement Method:
Explanation for Increase/Decrease in \$ Amount for current request:

Financial Information:

Funding source:	Explanation:
State	9-1-1 Wireless Assistance Fund
Total Amount Requested:	
\$234,099.00	

ATTACHMENTS:

- Click to download
- [W9 City of Strongsville](#)
 - [RQ32728](#)
 - [SWEDC Award Letter11.17.2014](#)
 - [OBM Approval for RQ 32728 encumbrance](#)
 - [OPD Justification Approval 11.26.2014](#)
 - [Certified Auditors Search-City of Strongsville](#)
 - [Principal Owner-City of Strongsville](#)
 - [Attachment III Ordinance 2013-0010](#)
 - [Attachment II 911 CSSF Guidance and Application](#)
 - [Exhibit A - Southwest Emergency Dispatch Center 9-1-1 Consolidation Shared Services Fund Request](#)
 - [Exhibit B - 911 CSSF Financial Report](#)
 - [Agreement Cover City of Strongsville 911 CSSF Award-TAB](#)



EDWARD FITZGERALD
Cuyahoga County Executive

Public Safety & Justice Services

November 17, 2014

Mr. Charles Goss
Director of Public Safety
City of Strongsville
16099 Fulton Parkway
Strongsville, OH 44149

Mr. Goss:

We are pleased to inform you that a recommendation was made by the 9-1-1 Consolidation Shared Services Fund Review Committee, to award the City of Strongsville on behalf of the Southwest Emergency Dispatch Center the amount of \$234,099.00 for their request to the 9-1-1 Consolidation Shared Services Fund.

Once the required Agreement documents are received and executed the award amount will be forwarded to you.

Regards,

A handwritten signature in black ink, appearing to read "Norberto Colón", is written over a horizontal line.

Norberto Colón, Deputy Chief of Staff
Cuyahoga County Public Safety & Justice Services

City of Strongsville



Thomas P. Perciak
Mayor

16099 Foltz Parkway
Strongsville, Ohio 44149-5598
Phone: 440-580-3150
Mayor's Office Fax: 440-572-3241
www.strongsville.org

Mr. Edward FitzGerald
Cuyahoga County Executive
2079 East 9th Street
Cleveland, OH 44115

September 12, 2014

Dear Mr. FitzGerald:

Attached is our 9-1-1 Consolidation Shared Services Fund Request, which was prepared by the City of Strongsville on behalf of the Southwest Emergency Dispatch Center and the cities of Strongsville, North Royalton, Olmsted Falls and Berea.

We are working hard to promote the Cuyahoga County 9-1-1 Consolidation Plan. Thank you for providing the direction contained within the plan, and finding a source to make the plan a reality.

Sincerely,

Charles W. Goss
Director of Public Safety

cc: Mayor Tom Perciak
Mayor Bob Stefanik
Mayor Ann Marie Donegan
Mayor Cyril Kleem

Southwest Regional Emergency Dispatch Center



9-1-1 Consolidation Shared Services Fund Request

In 1994, the City of Strongsville took on a renewed recognition of the value of technology and communication. A vacant library facility was repurposed as a communication and technology hub. As part of the transition, the groundwork and infrastructure for a future regional dispatch center was incorporated into the facility. The result was a model site to further Cuyahoga County's efforts under the 9-1-1 Consolidation Plan. Our early commitment to a regionalized approach was based on our long-standing record as a participant and leader in public safety shared efforts. These include SEB/SWAT and Bomb Disposal, SERT/Hazmat and Technical Rescue, participation in regional task forces and joint public safety radio systems.

Anxious to explore the potential for dispatch consolidation, the cities of Strongsville, North Royalton, Olmsted Falls and Berea fully cooperated in all studies which were conducted at the direction of Cuyahoga County authorities. Strongsville was the host site for meetings held to announce findings associated with both the Attevo and Cleveland State University studies.

Following the release of the Cuyahoga County 9-1-1 Consolidation Plan, (and using the plan as a roadmap) we set about the preliminary work of building out the Southwest Emergency Dispatch Center within the refurbished Technology and Communication Center. In March of 2014, we welcomed our first partner community, as an agreement with the City of North Royalton was ratified.

Working through the many challenges associated with consolidation of two relatively large cities, we successfully created a model combined operation that currently provides all Police, Fire and EMS dispatch services to both communities. The governance model used by the Southwest Emergency Dispatch Center incorporates the crucial use of an advisory committee which gives all partners input and oversight in matters that include policy and procedure, capital improvements, staffing and fee structure.

In order to comply with the Cuyahoga County 9-1-1 Planning and Technical Advisory Committee recommendations, (and aware that county-sponsored installation of enhanced 9-1-1 equipment was taking place on a priority-based schedule) we contracted directly with Callworks for the lease of their twelve-trunk next generation 9-1-1 system, and travelled to Alabama to gain a working knowledge of the platform. The system has been installed and is operational, meeting the Next Generation 9-1-1 standards. Solutions to many integration challenges were developed, and will be of benefit to other PSAPs that migrate to the system.

The time has now come to expand the scope of the Southwest Emergency Dispatch Center, further the progress of the Cuyahoga County 9-1-1 Consolidation Plan, and welcome our next two partners; the cities of Olmsted Falls and Berea. Letters of Commitment from these communities are enclosed, and legislation ratifying agreements

to join the Southwest Emergency Dispatch Center are in progress. This expansion will result in a consolidated PSAP that handles all radio traffic for participating agencies, covers more than 55 square miles, 103,000 Cuyahoga County residents, processes an estimated 72,000 actual dispatched Police, Fire and EMS calls for service, and has eliminated three primary PSAPs in the county! The best news is that even though the Southwest Emergency Dispatch Center will be the largest operational suburban consolidated PSAP in the County, we have the capacity to include several more community-partners, resulting in the elimination of even more primary PSAPs in Cuyahoga County. With our four city consortium we will be operating at only about one-half of the total capacity of the Southwest Emergency Dispatch Center.

The operational template that has been established in the Southwest Emergency Dispatch Center is not only exemplary as an effective and efficient business model that will provide a balanced budget, we are delivering state of the art services that exceed the minimum standards of NENA i3, APCO and the NFPA. The foundation for accreditation by CALEA or NAED for Medical, Fire and Police protocols has been laid. Our operation provides pre-arrival emergency medical instructions to callers, and will allow optimal dispatch ISO ratings for member cities. The center will have the capacity to provide mass notification services to the public, and initiate automated specialty team dispatch and staff call-in systems. We utilize countywide standardized policies and procedures as they become available, and are active in the Cuyahoga County 9-1-1 Advisory Committee. Our facility is structurally reinforced, secure, and protected by a comprehensive UPS and generated power systems. All networks have back-up recovery and firewall security systems.

As part of our plan, a back-up "twin" dispatch center will be completed within our Fire Station #4 Headquarters facility. The infrastructure for that center was included in the original facility plan and construction in 2008. This center will operate in a "live" mode so that it can be accessed in the event of evacuation from our principal center.

Member agencies who join the Southwest Emergency Dispatch center garner a host of technological advancements and improved service opportunities. CAD systems will be implemented or enhanced. Public notification and staff call-in systems will be integrated. Status monitors will be installed throughout regional facilities, back-up power systems will be advanced, and more Cuyahoga County residents will benefit from potentially life-saving pre-arrival medical instructions.

We bring to the table a sizable local match component, which far exceeds the minimum established requirements of 10 to 20 per cent. First, the City of Strongsville has provided the facility, as well as all project design, engineering and technical support for the consolidated dispatch operation. These services are valued in excess of \$100,000.00. Second, in order to accomplish interface with the Cleveland/Motorola regional radio system, a comprehensive fiber-optic network has been installed between

all Southwest Emergency Dispatch cities. Because of the extraordinary capacity of fiber-optic technology, a medium to transmit both voice and data necessary for consolidated dispatch has been created. If duplicated, such an infrastructure would cost approximately \$300,000.00.

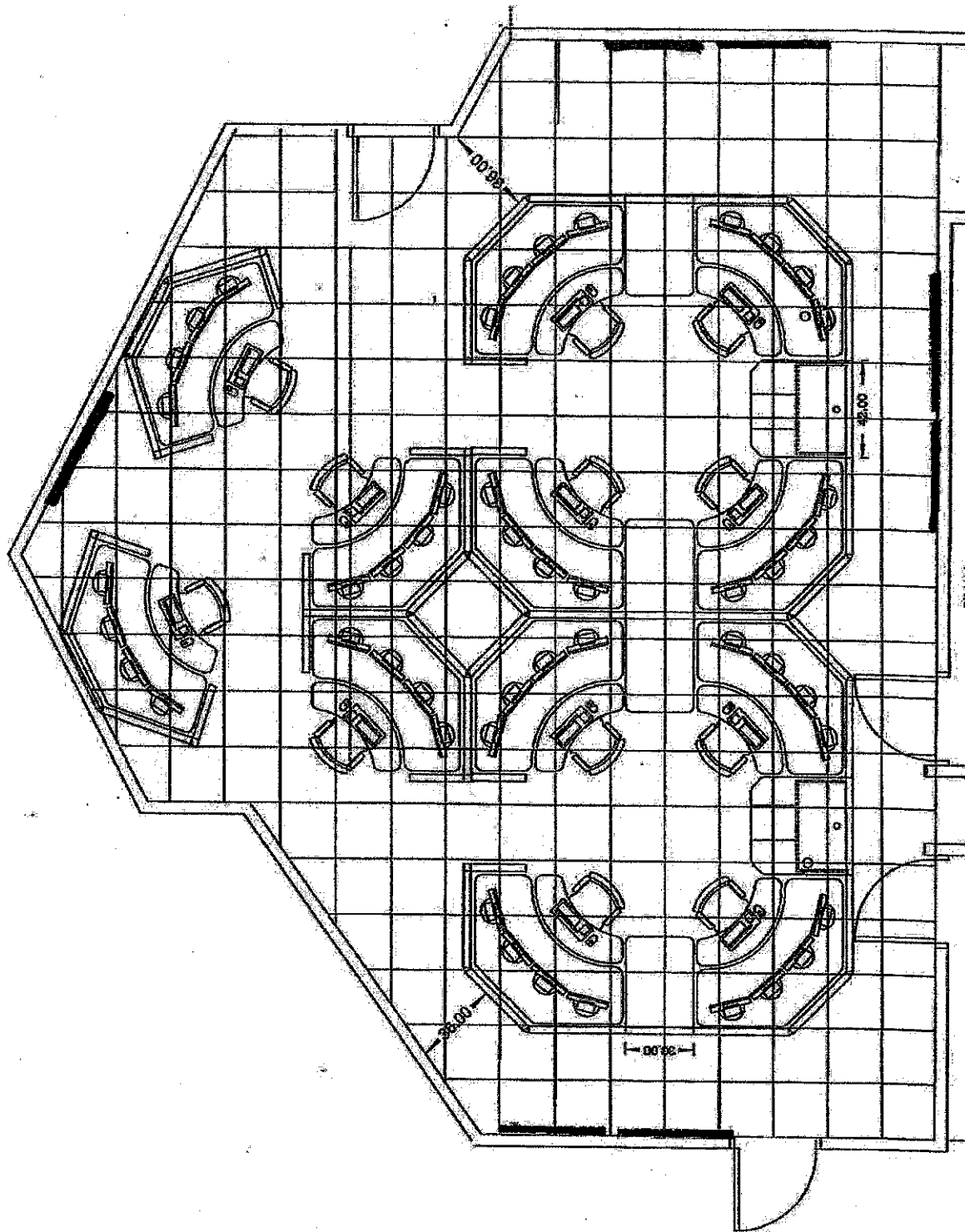
In addition, most of the radio equipment that will be required to operate the consolidated dispatch function has already been acquired. This equipment was obtained from a variety of sources. Many base station, portable and mobile radios were provided by the City of Cleveland, as part of the merger with their radio system. Others were purchased directly by the individual communities, and still others were obtained through grants. For example, the Strongsville Police Department alone took delivery of 70 portable and 57 mobile radios valued at \$454,792.40. In addition, the City of Berea reports the recent acquisition (through direct purchase and grants) of radio equipment to be used with the consolidated project, valued at approximately \$238,800.00.

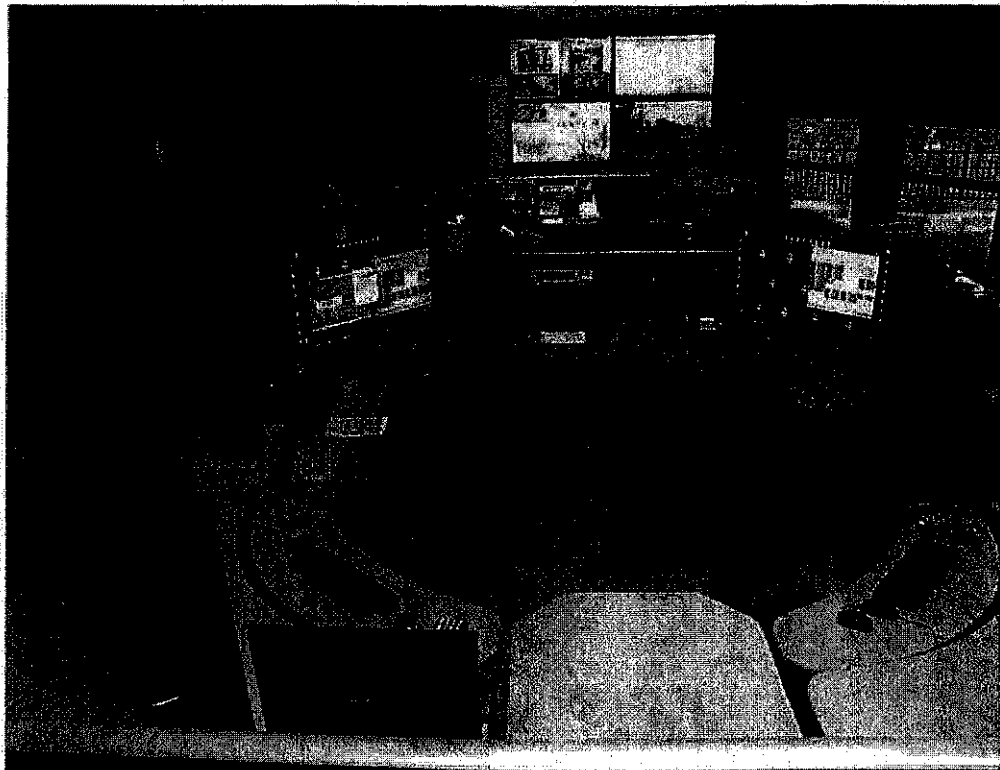
Lastly, the Southwest Emergency Dispatch Center project offers an opportunity to act upon FEMA Assistance to Firefighters grant EMW-2012-FR-00319, which is currently set to expire on September 28, 2014. This grant was awarded to the City of Olmsted Falls in 2012 for the purpose of building a regional public safety dispatch center. For a variety of reasons, the project has not been fully developed, and funds have not been drawn from the grant. Transfer of the project site to the Southwest Emergency Dispatch Center will allow for an estimated \$292,396.00 in reimbursement for necessary project equipment from FEMA, requiring a match of only \$73,099.00 from the Cuyahoga County Shared Services Fund. We are awaiting a final written determination from FEMA, and expect notification within days.

From these four sources alone, a match of approximately fifty percent is demonstrated.



Floor Plan







Requested Fund Allocation

Requested Funding

BUDGET CATEGORY: TRAINING

<u>Item Description</u>	<u>Cost Estimate</u>
Emergency Medical Dispatch Certification (Central Dispatch)	\$9,600.00
Emergency Medical Dispatch Quality Assurance (SFD)	\$5,000.00

BUDGET CATEGORY: OTHER

<u>Item Description</u>	<u>Cost Estimate</u>
Networking Service (Central Dispatch)*	\$33,272.00
MDT Installation Service*	\$13,500.00
Construction for Secure Equipment Racking (NRPD)	\$6,000.00

BUDGET CATEGORY: CONSULTANTS/CONTRACTS

<u>Item Description</u>	<u>Cost Estimate</u>
Priority Medical Dispatch license, upgrade	\$18,000.00
Transition Period Information Technician (6 months/Berea)	\$50,000.00
CAD (BPD)	\$10,000.00
LEADS Interface (BPD)	\$3,000.00
Web Reporting (BPD)	\$1,500.00
Web Reporting (OFPD)	\$1,500.00
CAD to Firehouse Networking (NRPD)	\$22,225.00
Electrical Work (Central Dispatch)	\$5,470.19
Carpentry (Central Dispatch)	\$29,137.50
Painting (Central Dispatch)	\$2,725.00
Floor Covering (Central Dispatch)	\$1,850.00

BUDGET CATEGORY: EQUIPMENT

<u>Item Description</u>	<u>Cost Estimate</u>
CAD Display System (Central Dispatch)*	\$5,700.00
UPS Batteries (Central Dispatch)*	\$6,995.19
UPS Add-On Module (Central Dispatch)*	\$5,275.00
UPS Batteries (All Fire Stations)*	\$2,926.62
Headsets (Central Dispatch)*	\$680.00
Headset Adapters (Central Dispatch)*	\$2,954.72
MDT Units & Mounts (All Fire Departments)*	\$92,412.00
8 Additional Dispatch Workstations*	\$21,719.12
CAD Computer Systems (Central Dispatch link to Fire Departments)*	\$12,549.00
Netmotion Mobile Software for MDTs (Central Dispatch)*	\$19,150.00
KVM Switches (Central Dispatch)*	\$7,769.00
KVM Switches for Radio Network (Central Dispatch)*	\$3,482.00
Dispatch Pod Printer*	\$573.75
HDMI Cabling (Central Dispatch)*	\$933.60
9-1-1 Interface Boxes (Central Dispatch)*	\$1,675.68
System Rack (APC) (Central Dispatch)*	\$1,460.98
Display Monitors and Wall mounts for Central Dispatch*	\$3,588.00
48" Dispatch Monitors*	\$4,194.00
Central Dispatch Radio Equipment*	\$22,175.00
Voice Recording System (Central Dispatch)*	\$75,216.00
Server Remote Control (Central Dispatch)*	\$466.50
USB Over IP Device (Central Dispatch)*	\$344.00
Conduit (Central Dispatch)*	\$1,320.84
System Racks (Central Dispatch)*	\$1,795.23
Cabling (Central Dispatch)*	\$954.91
Cable Runway Equipment (Central Dispatch)*	\$1,781.26
Expandable Power Supply System (Central Dispatch)*	\$18,198.00
Unit Adapters (Central Dispatch)*	\$2,432.60

BUDGET CATEGORY: EQUIPMENT, CONTINUED

<u>Item Description</u>	<u>Cost Estimate</u>
Mobile & Portable Radios and Chargers (SPD)	\$54,334.85
CAD/Unit Status Display Monitors (NRPD)	\$3,600.00
Computers to Output CAD/Video (NRPD)	\$3,200.00
UPS Units (NRPD)	\$1,175.00
MDC & Docking Station (NRPD)	\$6,750.00
Emergency Generator (Berea)	\$42,000.00
Monitor, CAD, Unit Status (BPD)	\$5,000.00
Computers for CAD interface (BPD)	\$5,000.00
Printer/Scanner/FAX (BPD)	\$2,000.00
Computer to Interface with Agency Common Files (SPD)	\$2,000.00
Video link for Central Dispatch Lobby Service (BPD)	\$15,000.00
Lobby Phone to Connect to Central Dispatch (BPD)	\$1,250.00
Antenna Distribution System (BPD)	\$5,000.00
UPS Units (BPD)	\$750.00
Fiber-Optic Interface Link (BPD)	\$8,000.00
Telephone Recording Integration System (BPD)	\$2,500.00
Video Link for Central Dispatch Lobby Service (OFFPD)	\$15,000.00
CAD Software (OFFD)	\$1,000.00
Mounted Cell Phone Units (SFD)	\$2,400.00
Monitors, CAD/Status (SFD)	\$3,000.00
Zetron Station Alerting System (ALL FD Stations & Central Dispatch)	\$306,000.00
Electronic Patient Care Reporting CAD Feed (SPD)	\$1,000.00
Radio Equipment for Interface with Non-Cleveland Agencies (Central Dispatch)	\$50,000.00
Portable & Mobile Radios and Accessories (SFD)	\$75,515.00
Fiber Line Connection (NRFD)	\$6,976.58
CAD Equipment (NRFD)	\$10,797.48
Vehicle Repeater (BPD)	\$11,000.00
Fiber Line Connection (BPD)	\$12,000.00

BUDGET CATEGORY: EQUIPMENT, CONTINUED

<u>Item Description</u>	<u>Cost Estimate</u>
Video and Phone Link to Central Dispatch (BFD)	\$2,500.00
Monitors, CAD/Status (BFD)	\$1,800.00
Computers for Network Link (BFD)	\$3,600.00
Direct Line Telephone Hardware (BFD)	\$3,000.00
Base Radio Antenna (BFD)	\$10,000.00
Radios, Batteries, Bank Charger (BFD)	\$33,150.00
Dispatch Printers and Accessories	\$2,658.47
Server Room Equipment, Connectors, Wiring (Central Dispatch)	\$24,117.48
Radio Equipment and Configuration (Central Dispatch)	\$1,295.00
Dispatch Chairs (Central Dispatch)	\$3,254.00
Dispatch Workstations, Moving and New Installation (Central Dispatch)	\$40,888.00
Emergency Callworks System (Central Dispatch)	\$49,900.00
Backend Storage, Disaster Recovery & Networking Infrastructure (C. D.)	\$54,276.70
Computer Adapters and Devices (Central Dispatch)	\$1,850.00
Emergency Back-up Generator (Central Dispatch)	\$36,380.00
TOTAL	\$1,452,421.25

The funding listed above represents a breakdown of equipment and services which will be necessary to support the physical and technical infrastructure, professional services, equipment and upgrades for the operation of the Southwest Regional Emergency Consolidated Dispatch Center project. Included are not only items required to build-out the dispatch center itself, but also those things that are necessary for the Police and Fire Departments in our four-city consortium to migrate to a consolidated operation. As you can see, we have included communication, computer and CAD equipment, fiber-optic links, back-up power units, video and telephone links, a comprehensive fire department station alerting system, and training. We have tried to be descriptive in this funding request. We have also indicated the location where the funding will be used.

Items which are followed by an asterisk have been submitted to FEMA for their consideration of reimbursement at a rate of 80% under the terms of the Olmsted Falls grant. These items total \$365,495.00. We expect a final written determination from FEMA within days. Should this reimbursement be approved, our budget can be reduced by up to \$292,396.00, as we would only be requesting a 20% match for those items for which receive approval.

At the completion of this consolidation project, all member communities will be receiving state of the art services, as described in the narrative. The Southwest Emergency Dispatch Center will have the capacity to put an additional four workstations into operation in the future.



Commitment Letters

City of Strongsville

16099 Foltz Parkway
Strongsville, Ohio 44149-5598
Phone: 440-580-3150
Mayor's Office Fax: 440-572-3241
www.strongsville.org



Thomas P. Perciak
Mayor

Mr. Edward FitzGerald
Cuyahoga County Executive
2079 East 9th Street
Cleveland, OH 44115

September 4, 2014

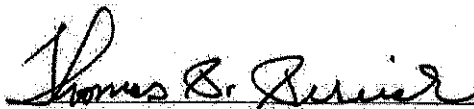
RE: Letter of Commitment to Southwest Emergency Dispatch Project

Dear Mr. FitzGerald,

We are writing to express our support for the Southwest Emergency Dispatch grant application from the Cuyahoga County Shared Services Fund. We intend to use the funds to continue our PSAP consolidation efforts with the Southwest Emergency Dispatch Center. The center is located in the Strongsville Communications and Technology Building at 13213 Pearl Road in Strongsville, Ohio.

Thank you in advance for your consideration of this project.

Sincerely,


Thomas P. Perciak, Mayor


Jeffrey P. Branic, Fire Chief


James D. Kobak, Police Chief



City of North Royalton

Mayor Robert A. Stefanik

Email: mayorstefanik@northroyalton.org

13834 Ridge Road · North Royalton, OH 44133

440-237-4300 · fax: 440-582-6334

August 28, 2014

Mr. Edward FitzGerald
Cuyahoga County Executive
2079 East 9th Street
Cleveland, OH 44115

RE: Letter of Commitment to Southwest Emergency Dispatch Project

Dear Mr. FitzGerald:

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Thank you in advance for your consideration of this project.

Sincerely,

Mayor Robert A. Stefanik

Fire Chief Robert Chégan

Police Chief John Elek

/djt



City of Olmsted Falls

Celebrating 200 years

26100 Bagley Road • Olmsted Falls, Ohio 44138 • (440) 235-5550 • Fax (440) 235-8900 • www.olmstedfalls.org

Mr. Edward Fitzgerald
Cuyahoga County Executive
2079 East 9th Street
Cleveland, Ohio 44115

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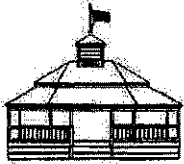
Thank you in advance for your consideration of this project.

Sincerely,


Ann Marie Donegan, Mayor


Corneli Munteanu, Fire Chief


Daniel R. Gilles, Police Chief



CITY OF BEREA

"The Grindstone City"

Cyril M. Kleem
Mayor

11 Berea Commons
Berea, Ohio 44017
(440) 826-5800
(440) 234-5628

Website: www.cityofberea.org

September 4, 2014

Mr. Edward Fitzgerald
2079 East 9th Street
Cleveland, Ohio 44115

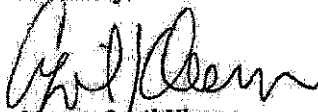
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Thank you in advance for your consideration of this project.

Sincerely,



Mayor Cyril Kleem



Chief Mark Kaufhold, Division of Fire



Acting Chief Joe Hedinger, Division of Police

County Council of Cuyahoga County, Ohio

Resolution No. R2014-0289

Sponsored by: County Executive FitzGerald on behalf of Cuyahoga County Court of Common Pleas/Juvenile Division	A Resolution authorizing amendments to contracts with various providers for Staff Secure Shelter Care Services for the period 3/1/2014 - 2/29/2016 for additional funds; 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 FitzGerald on behalf of Cuyahoga County Court of Common Pleas/Juvenile Division has recommended amendments to contracts with various providers for Staff Secure Shelter Care Services for the period 3/1/2014 – 2/29/2016 for additional funds as follows:

- 1) No CE1400010-01 with Carrington Youth Academy, LLC in the amount not-to-exceed \$1,960,579.55,
- 2) No CE1400011-01 with The Cleveland Christian Home Incorporated in the amount not-to-exceed \$543,521.50; and

WHEREAS, the primary goal of the program is to provide Staff Secure Shelter Care Services to Court-involved youth as an alternative to secure detention; and

WHEREAS, this is an ongoing project for the Court; and

WHEREAS, this project is funded with: (a) the Health & Human Services Levy Funds, (b) RECLAIM Ohio Grant Funds, and (c) Title IV-E 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 hereby approves amendments to contracts with various providers for Staff Secure Shelter Care Services for the period 3/1/2014 – 2/29/2016 for additional funds as follows:

- 1) Carrington Youth Academy, LLC in the amount not-to-exceed \$1,960,579.55,
and
- 2) The Cleveland Christian Home Incorporated in the amount not-to-exceed
\$543,521.50.

SECTION 2. That the County Executive is authorized to execute amendments in connection with said awards 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; the preservation of public peace, health, or safety in the County; and any additional 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: November 25, 2014
Committee(s) Assigned: Public Safety & Justice Affairs

Committee Report/Second Reading: December 9, 2014

Journal _____
_____, 20__

County Council of Cuyahoga County, Ohio

Resolution No. R2014-0247

Sponsored by: County Executive FitzGerald on behalf of Cuyahoga County Court of Common Pleas /Corrections Planning Board	A Resolution making an award on RQ30402 to Oriana House, Inc. in the amount not-to-exceed \$744,000.00 for the Cognitive Skills Development Program for the period 7/1/2014 - 6/30/2017; 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 on behalf of the Cuyahoga County Court of Common Pleas/Corrections Planning Board recommends an award on RQ30402 to Oriana House, Inc. in the amount not-to-exceed \$744,000.00 for the Cognitive Skills Development Program for the period 7/1/2014 – 6/30/2017; and

WHEREAS, the primary goals of this project are to provide an alternative sentencing option for offenders with moderate to high risk scores and for offenders with technical violations in order for them to change their behaviors and attitudes by utilizing self-improvement sanctions; and

WHEREAS, this project is funded 100% by the Ohio Department of Rehabilitation and Corrections 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 RQ30402 to Oriana House, Inc. in the amount not-to-exceed \$744,000.00 for the Cognitive Skills Development Program for the period 7/1/2014 – 6/30/2017.

SECTION 2. That the County Executive is authorized to execute the contract 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

County Council of Cuyahoga County, Ohio

Resolution No. R2014-0267

Sponsored by: County Executive FitzGerald/Fiscal Officer/Office of Budget & Management	A Resolution adopting the 2014/2015 Biennial Operating Budget and Capital Improvements Program Annual Update for 2015, and declaring the necessity that this Resolution become immediately effective.
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WHEREAS, Article 2, Section 3, Subsections 9 and 10 of the Cuyahoga County Charter directs the County Executive to submit to the Council prior to the beginning of each biennium, a proposed operating budget and a capital improvements program for the upcoming biennium; and

WHEREAS, Article 3, Section 9, Subsection 5 of the Cuyahoga County Charter gives County Council the power to adopt and amend the County's annual tax budget, biennial operating budget and biennial capital improvements program and to make appropriations for the County; and

WHEREAS, Chapter 701 of the Cuyahoga County Code was enacted through Ordinance No. O2011-0036 on September 13, 2011 and the power for a biennial operating budget was incorporated into the County Charter by the voters on November 6, 2012.

WHEREAS, Chapter 701.01(D) of the Cuyahoga County Code states that not later than at the first County Council meeting in November of each even-numbered year, the County Executive shall submit to Council a report, updating the information provided in Subsection (C) above for the biennium. If the report includes changes to the budget or capital improvements program, the County Executive shall submit appropriate legislation along with the report; and

WHEREAS, County Council adopted the 2014/2015 Biennial Operating Budget and Capital Improvements Program through Resolution No. R2013-0229 on December 10, 2013; 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 County departments, offices and agencies.

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

SECTION 1. County Council hereby adopts the Biennial Operating Budget and Capital Improvements Program Annual Update for 2015 as follows:

				2015	2016	
				Approved	Annual	
				Appropriation	Estimate	
Office of the County Executive						
EX016006 Office of the County Executive						
INDEX	EX016006	Office of the County Executive	SUBFUND 01A001	Personal Services	1,079,741	1,082,496
INDEX	EX016006	Office of the County Executive	SUBFUND 01A001	Other Expenses	345,737	351,513
Total Office of the County Executive					1,425,478	1,434,009
Total Office of the County Executive					1,425,478	1,434,009
Department of Communications						
CX016014 Communications						
INDEX	CX016014	Communications	SUBFUND 01A001	Personal Services	433,224	434,568
INDEX	CX016014	Communications	SUBFUND 01A001	Other Expenses	27,553	28,104
INDEX	CX016014	Communications	SUBFUND 01A001	Capital Outlays	3,800	0
Total Communications					464,577	462,672
Total Department of Communications					464,577	462,672
County Law Department						
LA000794 County Law Department						
INDEX	LA000794	County Law Department	SUBFUND 01A001	Personal Services	1,880,261	1,886,538
INDEX	LA000794	County Law Department	SUBFUND 01A001	Other Expenses	283,365	286,617
Total County Law Department					2,163,626	2,173,155
Total County Law Department					2,163,626	2,173,155
Human Resources						
HR018010 Human Resources Administration						
INDEX	HR018010	Human Resources Administration	SUBFUND 01A001	Personal Services	3,378,314	3,392,731
INDEX	HR018010	Human Resources Administration	SUBFUND 01A001	Other Expenses	232,149	241,851
Total Human Resources Administration					3,610,463	3,634,582
HS157362 HHS Human Resources						
INDEX	HS157362	HHS Human Resources	SUBFUND 24A430	Personal Services	763,681	767,554
Total HHS Human Resources					763,681	767,554
HR018028 Employee Benefits-General Fund						
INDEX	HR018028	Employee Benefits-General Fund	SUBFUND 01A001	Other Expenses	372,000	372,000
Total Employee Benefits-General Fund					372,000	372,000
ND570002 County Wellness Program						
INDEX	ND570002	County Wellness Program	SUBFUND 20A550	Other Expenses	50,000	51,000
Total County Wellness Program					50,000	51,000
Total Human Resources					4,796,144	4,825,136
Development						
DV014100 Economic Development						
INDEX	DV014100	Economic Development	SUBFUND 01A001	Personal Services	1,175,382	1,179,887
INDEX	DV014100	Economic Development	SUBFUND 01A001	Other Expenses	1,104,572	1,012,949
Total Economic Development					2,279,954	2,192,836
DV520692 Development-Revolving Loan Fund						
INDEX	DV520692	Development-Revolving Loan Fund	SUBFUND 20D445	Other Expenses	612,000	624,240
Total Development-Revolving Loan Fund					612,000	624,240
DV520726 Brownfield Revolving Loan Fund						
INDEX	DV520726	Brownfield Revolving Loan Fund	SUBFUND 20D446	Other Expenses	0	0
Total Brownfield Revolving Loan Fund					0	0

				2015	2016	
				Approved	Annual	
				Appropriation	Estimate	
Development						
DV520676 Cuy. Cty. Western Reserve Fund						
INDEX	DV520676	Cuy. Cty. Western Reserve Fund	SUBFUND 20D447	Other Expenses	15,000,000	0
Total Cuy. Cty. Western Reserve Fund					15,000,000	0
Total Development					17,891,954	2,817,076
Regional Collaboration						
DV014225 Regional Collaboration						
INDEX	DV014225	Regional Collaboration	SUBFUND 01A001	Personal Services	278,010	279,074
INDEX	DV014225	Regional Collaboration	SUBFUND 01A001	Other Expenses	5,724	5,748
Total Regional Collaboration					283,734	284,822
Total Regional Collaboration					283,734	284,822
County Fiscal Office						
FS109611 Fiscal Office Administration						
INDEX	FS109611	Fiscal Office Administration	SUBFUND 01A001	Personal Services	1,129,297	1,134,475
INDEX	FS109611	Fiscal Office Administration	SUBFUND 01A001	Other Expenses	26,594	27,317
Total Fiscal Office Administration					1,155,891	1,161,792
FS109629 Office of Budget & Management						
INDEX	FS109629	Office of Budget & Management	SUBFUND 01A001	Personal Services	1,006,181	1,010,283
INDEX	FS109629	Office of Budget & Management	SUBFUND 01A001	Other Expenses	34,154	35,056
Total Office of Budget & Management					1,040,335	1,045,339
FS109637 Financial Reporting						
INDEX	FS109637	Financial Reporting	SUBFUND 01A001	Personal Services	1,916,882	1,924,685
INDEX	FS109637	Financial Reporting	SUBFUND 01A001	Other Expenses	1,024,213	1,051,040
Total Financial Reporting					2,941,095	2,975,725
FS109686 Operations-Property Valuation						
INDEX	FS109686	Operations-Property Valuation	SUBFUND 01A001	Personal Services	276,771	278,253
INDEX	FS109686	Operations-Property Valuation	SUBFUND 01A001	Other Expenses	14,351	14,654
Total Operations-Property Valuation					291,122	292,907
FS109645 Operations-Records & Licenses						
INDEX	FS109645	Operations-Records & Licenses	SUBFUND 01A001	Personal Services	4,010,335	4,036,390
INDEX	FS109645	Operations-Records & Licenses	SUBFUND 01A001	Other Expenses	363,329	369,060
Total Operations-Records & Licenses					4,373,664	4,405,450
FS109694 Operations-Title Bureau						
INDEX	FS109694	Operations-Title Bureau	SUBFUND 20A658	Personal Services	3,005,669	3,026,437
INDEX	FS109694	Operations-Title Bureau	SUBFUND 20A658	Other Expenses	1,271,782	1,292,957
Total Operations-Title Bureau					4,277,451	4,319,394
FS109652 Operations-Contractual Svcs						
INDEX	FS109652	Operations-Contractual Svcs	SUBFUND 01A001	Personal Services	601,658	604,183
INDEX	FS109652	Operations-Contractual Svcs	SUBFUND 01A001	Other Expenses	1,098,826	1,122,926
INDEX	FS109652	Operations-Contractual Svcs	SUBFUND 01A001	Capital Outlays	272,000	272,000
Total Operations-Contractual Svcs					1,972,484	1,999,109
FS109702 Operations-Tax Assessments						
INDEX	FS109702	Operations-Tax Assessments	SUBFUND 20A301	Personal Services	3,670,462	3,689,231
INDEX	FS109702	Operations-Tax Assessments	SUBFUND 20A301	Other Expenses	4,156,791	4,229,421
INDEX	FS109702	Operations-Tax Assessments	SUBFUND 20A301	Capital Outlays	270,845	270,845
Total Operations-Tax Assessments					8,098,098	8,189,497
FS109660 Treasury Management						
INDEX	FS109660	Treasury Management	SUBFUND 01A001	Personal Services	1,540,530	1,547,662

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County Fiscal Office						
FS109660 Treasury Management						
INDEX	FS109660	Treasury Management	SUBFUND 01A001	Other Expenses	738,658	751,256
Total Treasury Management					2,279,188	2,298,918
FS109710 Treasury DRETAC						
INDEX	FS109710	Treasury DRETAC	SUBFUND 20A322	Personal Services	1,155,752	1,162,500
INDEX	FS109710	Treasury DRETAC	SUBFUND 20A322	Other Expenses	1,087,031	1,107,866
INDEX	FS109710	Treasury DRETAC	SUBFUND 20A322	Capital Outlays	272,000	272,000
Total Treasury DRETAC					2,514,783	2,542,366
FS109728 Fiscal -Tax Prepayment Special Interest						
INDEX	FS109728	Fiscal -Tax Prepayment Special Interest	SUBFUND 20A325	Personal Services	155,241	156,328
INDEX	FS109728	Fiscal -Tax Prepayment Special Interest	SUBFUND 20A325	Other Expenses	213,674	217,936
Total Fiscal -Tax Prepayment Special Interest					368,915	374,264
FS109736 Fiscal -Tax Certificate Admin.						
INDEX	FS109736	Fiscal -Tax Certificate Admin.	SUBFUND 20A340	Personal Services	137,052	137,940
INDEX	FS109736	Fiscal -Tax Certificate Admin.	SUBFUND 20A340	Other Expenses	56,055	57,769
Total Fiscal -Tax Certificate Admin.					193,107	195,709
FS109744 Fiscal-County Land Reutilization Corporation						
INDEX	FS109744	Fiscal-County Land Reutilization Corporation	SUBFUND 20AA03	Other Expenses	7,000,000	7,000,000
Total Fiscal-County Land Reutilization Corporation					7,000,000	7,000,000
FS109678 Office of Procurement and Diversity						
INDEX	FS109678	Office of Procurement and Diversity	SUBFUND 01A001	Personal Services	1,259,359	1,265,344
INDEX	FS109678	Office of Procurement and Diversity	SUBFUND 01A001	Other Expenses	58,629	62,257
Total Office of Procurement and Diversity					1,317,988	1,327,601
FS109751 Fiscal- Office Supply Contract						
INDEX	FS109751	Fiscal- Office Supply Contract	SUBFUND 64A601	Other Expenses	745,001	760,977
Total Fiscal- Office Supply Contract					745,001	760,977
FS109942 Consumer Affairs						
INDEX	FS109942	Consumer Affairs	SUBFUND 01A001	Personal Services	757,942	761,554
INDEX	FS109942	Consumer Affairs	SUBFUND 01A001	Other Expenses	41,258	41,878
Total Consumer Affairs					799,200	803,432
Total County Fiscal Office					39,368,322	39,692,480
Information Technology						
IT601021 Information Technology Admin						
INDEX	IT601021	Information Technology Admin	SUBFUND 01A001	Personal Services	1,296,032	1,317,108
INDEX	IT601021	Information Technology Admin	SUBFUND 01A001	Other Expenses	962,415	981,734
Total Information Technology Admin					2,258,447	2,298,842
IT601039 Project Management						
INDEX	IT601039	Project Management	SUBFUND 01A001	Personal Services	215,904	215,904
Total Project Management					215,904	215,904
IT601047 Web & Multi-Media Development						
INDEX	IT601047	Web & Multi-Media Development	SUBFUND 01A001	Personal Services	1,998,160	2,006,045
INDEX	IT601047	Web & Multi-Media Development	SUBFUND 01A001	Other Expenses	1,149,611	1,189,680
INDEX	IT601047	Web & Multi-Media Development	SUBFUND 01A001	Capital Outlays	10,498	10,498
Total Web & Multi-Media Development					3,158,269	3,206,223
IT601088 Security and Disaster Recovery						
INDEX	IT601088	Security and Disaster Recovery	SUBFUND 01A001	Personal Services	141,233	141,584
INDEX	IT601088	Security and Disaster Recovery	SUBFUND 01A001	Other Expenses	204,736	212,261
Total Security and Disaster Recovery					344,969	353,845

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Information Technology						
IT601096 Engineering Services						
INDEX	IT601096	Engineering Services	SUBFUND 01A001	Personal Services	2,246,164	2,246,164
INDEX	IT601096	Engineering Services	SUBFUND 01A001	Other Expenses	1,128,276	1,146,902
INDEX	IT601096	Engineering Services	SUBFUND 01A001	Capital Outlays	20,431	20,431
Total Engineering Services					3,394,871	3,413,497
IT601104 Mainframe Operation Services						
INDEX	IT601104	Mainframe Operation Services	SUBFUND 01A001	Personal Services	1,131,357	1,137,180
INDEX	IT601104	Mainframe Operation Services	SUBFUND 01A001	Other Expenses	1,284,231	1,307,759
INDEX	IT601104	Mainframe Operation Services	SUBFUND 01A001	Capital Outlays	7,286	7,286
Total Mainframe Operation Services					2,422,874	2,452,225
IT601179 User Supply						
INDEX	IT601179	User Supply	SUBFUND 01A001	Other Expenses	230,076	239,852
Total User Supply					230,076	239,852
IT601138 WAN Services						
INDEX	IT601138	WAN Services	SUBFUND 01A001	Personal Services	489,233	491,011
INDEX	IT601138	WAN Services	SUBFUND 01A001	Other Expenses	1,524,892	1,559,399
INDEX	IT601138	WAN Services	SUBFUND 01A001	Capital Outlays	16,211	16,211
Total WAN Services					2,030,336	2,066,621
IT601161 Communications Services						
INDEX	IT601161	Communications Services	SUBFUND 01A001	Personal Services	639,908	643,453
INDEX	IT601161	Communications Services	SUBFUND 01A001	Other Expenses	1,615,114	1,669,896
INDEX	IT601161	Communications Services	SUBFUND 01A001	Capital Outlays	5,821	5,821
Total Communications Services					2,260,843	2,319,170
IT470591 Geographic Information System						
INDEX	IT470591	Geographic Information System	SUBFUND 20A819	Personal Services	405,645	406,914
INDEX	IT470591	Geographic Information System	SUBFUND 20A819	Other Expenses	668,645	681,704
INDEX	IT470591	Geographic Information System	SUBFUND 20A819	Capital Outlays	1,984	1,984
Total Geographic Information System					1,076,274	1,090,602
IT601310 IT Reg Ent. Data Shar. System						
INDEX	IT601310	IT Reg Ent. Data Shar. System	SUBFUND 01A001	Personal Services	449,558	451,652
Total IT Reg Ent. Data Shar. System					449,558	451,652
HS157396 Human Services Applications						
INDEX	HS157396	Human Services Applications	SUBFUND 24A430	Personal Services	3,727,403	3,744,280
INDEX	HS157396	Human Services Applications	SUBFUND 24A430	Other Expenses	999,560	1,015,153
INDEX	HS157396	Human Services Applications	SUBFUND 24A430	Capital Outlays	115,282	115,282
Total Human Services Applications					4,842,245	4,874,715
IS821009 ISC Administration						
INDEX	IS821009	ISC Administration	SUBFUND 63A100	Other Expenses	0	0
Total ISC Administration					0	0
Total Information Technology					22,684,656	22,983,148
Public Works - Facilities Management						
CT571000 Central Services Admin.						
INDEX	CT571000	Central Services Admin.	SUBFUND 61A607	Personal Services	1,873,160	1,881,288
INDEX	CT571000	Central Services Admin.	SUBFUND 61A607	Other Expenses	1,282,907	1,343,943
Total Central Services Admin.					3,156,067	3,225,231
CT575001 Maintenance Garage						
INDEX	CT575001	Maintenance Garage	SUBFUND 62A603	Personal Services	379,151	381,276
INDEX	CT575001	Maintenance Garage	SUBFUND 62A603	Other Expenses	189,727	797,889

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Public Works - Facilities Management					
CT575001 Maintenance Garage					
INDEX CT575001	Maintenance Garage	SUBFUND 62A603	Capital Outlays	875,000	200,000
Total Maintenance Garage				2,036,274	1,379,165
CT577106 Risk & Property Management					
INDEX CT577106	Risk & Property Management	SUBFUND 01A001	Personal Services	88,592	88,611
INDEX CT577106	Risk & Property Management	SUBFUND 01A001	Other Expenses	1,145,623	1,103,535
Total Risk & Property Management				1,234,215	1,192,146
CT577353 County Mailroom					
INDEX CT577353	County Mailroom	SUBFUND 65A604	Personal Services	494,343	497,950
INDEX CT577353	County Mailroom	SUBFUND 65A604	Other Expenses	1,323,526	1,336,606
Total County Mailroom				1,817,869	1,834,556
CT577551 Fast Copy					
INDEX CT577551	Fast Copy	SUBFUND 64A606	Personal Services	617,305	620,652
INDEX CT577551	Fast Copy	SUBFUND 64A606	Other Expenses	1,782,625	1,931,791
Total Fast Copy				2,399,930	2,552,443
CT577601 Archives					
INDEX CT577601	Archives	SUBFUND 01A001	Personal Services	334,414	336,215
INDEX CT577601	Archives	SUBFUND 01A001	Other Expenses	573,304	573,815
Total Archives				907,718	910,030
CT577379 Custodial Services					
INDEX CT577379	Custodial Services	SUBFUND 61A607	Personal Services	6,491,887	6,530,056
INDEX CT577379	Custodial Services	SUBFUND 61A607	Other Expenses	477,082	486,077
INDEX CT577379	Custodial Services	SUBFUND 61A607	Capital Outlays	15,366	15,366
Total Custodial Services				6,984,335	7,031,499
CT577395 Trades Services					
INDEX CT577395	Trades Services	SUBFUND 61A607	Personal Services	9,751,091	9,784,088
INDEX CT577395	Trades Services	SUBFUND 61A607	Other Expenses	1,188,363	1,241,199
INDEX CT577395	Trades Services	SUBFUND 61A607	Capital Outlays	24,388	24,388
Total Trades Services				10,963,842	11,049,675
CT577411 Other Services					
INDEX CT577411	Other Services	SUBFUND 61A607	Other Expenses	13,783,738	14,669,812
Total Other Services				13,783,738	14,669,812
CT571034 Special Trades					
INDEX CT571034	Special Trades	SUBFUND 61A607	Personal Services	638,259	638,259
Total Special Trades				638,259	638,259
CT050047 Dog Kennel Operations					
INDEX CT050047	Dog Kennel Operations	SUBFUND 20A302	Personal Services	1,040,607	1,045,986
INDEX CT050047	Dog Kennel Operations	SUBFUND 20A302	Other Expenses	792,118	821,027
Total Dog Kennel Operations				1,832,725	1,867,013
CT571125 Huntington Park Garage					
INDEX CT571125	Huntington Park Garage	SUBFUND 51A404	Personal Services	606,170	609,984
INDEX CT571125	Huntington Park Garage	SUBFUND 51A404	Other Expenses	1,918,590	1,738,508
INDEX CT571125	Huntington Park Garage	SUBFUND 51A404	Capital Outlays	61,750	0
Total Huntington Park Garage				2,586,510	2,348,492
Total Public Works - Facilities Management				48,341,482	48,698,321

County Headquarters

HQ010009 County Headquarters					
INDEX HQ010009	County Headquarters	SUBFUND 01A001	Personal Services	524,558	526,233

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County Headquarters					
HQ010009 County Headquarters					
INDEX	HQ010009 County Headquarters	SUBFUND	01A001 Other Expenses	6,289,393	6,491,987
Total County Headquarters				6,813,951	7,018,220
Total County Headquarters				6,813,951	7,018,220
Public Works - County Road & Bridge					
CE835025 County Engineer Admin					
INDEX	CE835025 County Engineer Admin	SUBFUND	26A601 Personal Services	4,979,191	5,003,608
INDEX	CE835025 County Engineer Admin	SUBFUND	26A601 Other Expenses	1,052,289	1,116,729
INDEX	CE835025 County Engineer Admin	SUBFUND	26A601 Capital Outlays	75,000	75,000
Total County Engineer Admin				6,106,480	6,195,337
CE835249 Cnty Engineer Maintenance Eng					
INDEX	CE835249 Cnty Engineer Maintenance Eng	SUBFUND	26A601 Personal Services	3,375,465	3,393,479
INDEX	CE835249 Cnty Engineer Maintenance Eng	SUBFUND	26A601 Other Expenses	1,925,455	1,927,822
INDEX	CE835249 Cnty Engineer Maintenance Eng	SUBFUND	26A601 Capital Outlays	324,343	324,343
Total Cnty Engineer Maintenance Eng				5,625,263	5,645,644
CE418053 \$5.00 Fund Road Improvements					
INDEX	CE418053 \$5.00 Fund Road Improvements	SUBFUND	26A650 Other Expenses	5,791,808	5,839,077
INDEX	CE418053 \$5.00 Fund Road Improvements	SUBFUND	26A650 Capital Outlays	3,000,000	3,000,000
Total \$5.00 Fund Road Improvements				8,791,808	8,839,077
CE417477 \$7.50 Fund Road Improvements					
INDEX	CE417477 \$7.50 Fund Road Improvements	SUBFUND	26A651 Other Expenses	3,015,877	3,025,866
INDEX	CE417477 \$7.50 Fund Road Improvements	SUBFUND	26A651 Capital Outlays	7,000,000	7,000,000
Total \$7.50 Fund Road Improvements				10,015,877	10,025,866
Total Public Works - County Road & Bridge				30,539,428	30,705,924
Public Works - Sanitary Engineer					
ST540252 Sanitary Engineer Operations					
INDEX	ST540252 Sanitary Engineer Operations	SUBFUND	54A100 Personal Services	10,000,566	10,045,723
INDEX	ST540252 Sanitary Engineer Operations	SUBFUND	54A100 Other Expenses	3,367,151	3,407,449
INDEX	ST540252 Sanitary Engineer Operations	SUBFUND	54A100 Capital Outlays	2,254,000	1,254,000
Total Sanitary Engineer Operations				15,621,717	14,707,172
ST540427 Sanitary Sewer Districts					
INDEX	ST540427 Sanitary Sewer Districts	SUBFUND	54A500 Other Expenses	15,300,000	15,600,000
Total Sanitary Sewer Districts				15,300,000	15,600,000
ST540583 Sanitary Engineer Debt Service					
INDEX	ST540583 Sanitary Engineer Debt Service	SUBFUND	54A100 Other Expenses	1,079,639	1,100,808
Total Sanitary Engineer Debt Service				1,079,639	1,100,808
ST540625 Sanitary Eng. Note Retirement					
INDEX	ST540625 Sanitary Eng. Note Retirement	SUBFUND	54A901 Other Expenses	323,050	323,050
Total Sanitary Eng. Note Retirement				323,050	323,050
Total Public Works - Sanitary Engineer				32,324,406	31,731,030
Public Works - County Airport					
AP520890 Airport Operations					
INDEX	AP520890 Airport Operations	SUBFUND	52A100 Personal Services	556,489	559,329
INDEX	AP520890 Airport Operations	SUBFUND	52A100 Other Expenses	916,935	957,677
INDEX	AP520890 Airport Operations	SUBFUND	52A100 Capital Outlays	8,407	8,407
Total Airport Operations				1,481,831	1,525,413

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Public Works - County Airport						
DV520031 County Airport						
INDEX	DV520031	County Airport	SUBFUND 52A100	Other Expenses	0	0
Total County Airport					0	0
Total Public Works - County Airport					1,481,831	1,525,413
County Sheriff						
SH350058 Sheriff						
INDEX	SH350058	Sheriff	SUBFUND 01A001	Personal Services	0	0
Total Sheriff					0	0
SH586115 Sheriff - Home Detention Fees						
INDEX	SH586115	Sheriff - Home Detention Fees	SUBFUND 20A630	Other Expenses	47,111	48,053
Total Sheriff - Home Detention Fees					47,111	48,053
SH350108 Carrying Concealed Weapons App						
INDEX	SH350108	Carrying Concealed Weapons App	SUBFUND 20A806	Personal Services	99,618	100,180
INDEX	SH350108	Carrying Concealed Weapons App	SUBFUND 20A806	Other Expenses	93,368	95,095
Total Carrying Concealed Weapons App					192,986	195,275
SH456483 Sheriff Dept Special Project I						
INDEX	SH456483	Sheriff Dept Special Project I	SUBFUND 20A812	Personal Services	191,007	191,373
Total Sheriff Dept Special Project I					191,007	191,373
SH456608 State Alien Criminal Asst Prog						
INDEX	SH456608	State Alien Criminal Asst Prog	SUBFUND 20A821	Personal Services	54,519	54,683
INDEX	SH456608	State Alien Criminal Asst Prog	SUBFUND 20A821	Other Expenses	36,408	37,136
Total State Alien Criminal Asst Prog					90,927	91,819
SH350272 Law Enforcement						
INDEX	SH350272	Law Enforcement	SUBFUND 01A001	Personal Services	16,568,631	16,631,008
INDEX	SH350272	Law Enforcement	SUBFUND 01A001	Other Expenses	1,200,483	1,219,986
Total Law Enforcement					17,769,114	17,850,994
SH350470 Jail Operations						
INDEX	SH350470	Jail Operations	SUBFUND 01A001	Personal Services	45,184,159	45,410,175
INDEX	SH350470	Jail Operations	SUBFUND 01A001	Other Expenses	16,689,660	15,491,249
Total Jail Operations					61,873,819	60,901,424
SH350579 Sheriff Operations						
INDEX	SH350579	Sheriff Operations	SUBFUND 01A001	Personal Services	5,147,941	5,175,290
INDEX	SH350579	Sheriff Operations	SUBFUND 01A001	Other Expenses	714,313	1,483,529
Total Sheriff Operations					5,862,254	6,658,819
SH351080 Impact Unit/Community Policing						
INDEX	SH351080	Impact Unit/Community Policing	SUBFUND 01A001	Personal Services	1,002,892	1,006,822
INDEX	SH351080	Impact Unit/Community Policing	SUBFUND 01A001	Other Expenses	38,389	39,157
Total Impact Unit/Community Policing					1,041,281	1,045,979
SH352005 Building Security Services						
INDEX	SH352005	Building Security Services	SUBFUND 61A608	Personal Services	9,431,210	9,483,047
INDEX	SH352005	Building Security Services	SUBFUND 61A608	Other Expenses	479,051	489,215
Total Building Security Services					9,910,261	9,972,262
SH350140 Euclid Jail						
INDEX	SH350140	Euclid Jail	SUBFUND 20A900	Personal Services	1,551,732	1,560,358
INDEX	SH350140	Euclid Jail	SUBFUND 20A900	Other Expenses	135,000	137,754
Total Euclid Jail					1,686,732	1,698,112
Total County Sheriff					98,654,110	98,654,110

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Board & Care Of Prisoners						
AE511451 Board & Care Of Prisoners						
INDEX	AE511451	Board & Care Of Prisoners	SUBFUND 01A001	Other Expenses	186,811	186,811
Total Board & Care Of Prisoners					186,811	186,811
Total Board & Care Of Prisoners					186,811	186,811
Public Safety & Justice Services						
JA050088 Justice Affairs Admin						
INDEX	JA050088	Justice Affairs Admin	SUBFUND 01A001	Personal Services	990,978	993,749
INDEX	JA050088	Justice Affairs Admin	SUBFUND 01A001	Other Expenses	397,441	321,714
Total Justice Affairs Admin					1,388,419	1,315,463
JA108118 Custody Mediation						
INDEX	JA108118	Custody Mediation	SUBFUND 20A822	Personal Services	641,875	644,854
INDEX	JA108118	Custody Mediation	SUBFUND 20A822	Other Expenses	183,312	254,798
Total Custody Mediation					825,187	899,652
JA107441 Family Justice Center						
INDEX	JA107441	Family Justice Center	SUBFUND 20A824	Personal Services	78,807	78,805
INDEX	JA107441	Family Justice Center	SUBFUND 20A824	Other Expenses	271,193	271,195
Total Family Justice Center					350,000	350,000
JA107425 Witness Victim HHS						
INDEX	JA107425	Witness Victim HHS	SUBFUND 20A809	Personal Services	1,130,327	1,135,544
INDEX	JA107425	Witness Victim HHS	SUBFUND 20A809	Other Expenses	810,071	1,001,666
Total Witness Victim HHS					1,940,398	2,137,210
JA100123 Emergency Management						
INDEX	JA100123	Emergency Management	SUBFUND 20A390	Personal Services	853,043	856,726
INDEX	JA100123	Emergency Management	SUBFUND 20A390	Other Expenses	564,643	613,111
Total Emergency Management					1,417,686	1,469,837
JA090068 Cuyahoga Regional Information System						
INDEX	JA090068	Cuyahoga Regional Information System	SUBFUND 50A410	Personal Services	215,420	216,309
INDEX	JA090068	Cuyahoga Regional Information System	SUBFUND 50A410	Other Expenses	1,866,942	2,046,071
Total Cuyahoga Regional Information System					2,082,362	2,262,380
JA100354 CECOMS						
INDEX	JA100354	CECOMS	SUBFUND 01A001	Personal Services	195,113	195,731
INDEX	JA100354	CECOMS	SUBFUND 01A001	Other Expenses	260,954	266,893
Total CECOMS					456,067	462,624
JA106773 Wireless 9-1-1 Government Asst						
INDEX	JA106773	Wireless 9-1-1 Government Asst	SUBFUND 20A814	Personal Services	1,096,346	1,101,873
INDEX	JA106773	Wireless 9-1-1 Government Asst	SUBFUND 20A814	Other Expenses	2,145,974	2,499,837
Total Wireless 9-1-1 Government Asst					3,242,320	3,601,710
JA106781 9-1-1 Consolidation Shared Svc						
INDEX	JA106781	9-1-1 Consolidation Shared Svc	SUBFUND 20A825	Other Expenses	1,700,000	0
Total 9-1-1 Consolidation Shared Svc					1,700,000	0
JA302224 Public Safety Grants Admin.						
INDEX	JA302224	Public Safety Grants Admin.	SUBFUND 01A001	Personal Services	284,153	285,557
INDEX	JA302224	Public Safety Grants Admin.	SUBFUND 01A001	Other Expenses	266,842	271,779
Total Public Safety Grants Admin.					550,995	557,336
JA302232 Fusion Center						
INDEX	JA302232	Fusion Center	SUBFUND 01A001	Personal Services	182,678	183,601

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Public Safety & Justice Services					
JA302232 Fusion Center					
INDEX	JA302232 Fusion Center	SUBFUND 01A001	Other Expenses	99,744	102,031
Total Fusion Center			282,422	285,632	
Total Public Safety & Justice Services			14,235,856	13,341,844	
Domestic Violence					
AE511550 Domestic Violence					
INDEX	AE511550 Domestic Violence	SUBFUND 20A330	Other Expenses	233,983	241,339
Total Domestic Violence			233,983	241,339	
Total Domestic Violence			233,983	241,339	
Clerk of Courts					
CL200055 Clerk of Courts-Admin.					
INDEX	CL200055 Clerk of Courts-Admin.	SUBFUND 01A001	Personal Services	5,607,324	5,638,024
INDEX	CL200055 Clerk of Courts-Admin.	SUBFUND 01A001	Other Expenses	4,347,367	4,455,777
Total Clerk of Courts-Admin.			9,954,691	10,093,801	
CL456491 Clerk Courts Special Project I					
INDEX	CL456491 Clerk Courts Special Project I	SUBFUND 20A812	Personal Services	421,905	423,631
INDEX	CL456491 Clerk Courts Special Project I	SUBFUND 20A812	Other Expenses	0	4,598
Total Clerk Courts Special Project I			421,905	428,229	
CL576124 Clerk Of Courts-Computers					
INDEX	CL576124 Clerk Of Courts-Computers	SUBFUND 20A695	Other Expenses	350,712	357,726
Total Clerk Of Courts-Computers			350,712	357,726	
Total Clerk of Courts			10,727,308	10,879,756	
County Medical Examiner					
CR180026 Medical Examiner-Operations					
INDEX	CR180026 Medical Examiner-Operations	SUBFUND 01A001	Personal Services	3,776,392	3,792,831
INDEX	CR180026 Medical Examiner-Operations	SUBFUND 01A001	Other Expenses	1,946,285	1,964,770
Total Medical Examiner-Operations			5,722,677	5,757,601	
CR180034 Medical Examiner -Lab Fund					
INDEX	CR180034 Medical Examiner -Lab Fund	SUBFUND 20A312	Personal Services	459,498	461,185
INDEX	CR180034 Medical Examiner -Lab Fund	SUBFUND 20A312	Other Expenses	130,578	133,863
INDEX	CR180034 Medical Examiner -Lab Fund	SUBFUND 20A312	Capital Outlays	25,000	25,000
Total Medical Examiner -Lab Fund			615,076	620,048	
CR180265 Cuyahoga Co. Regional Crime Lab					
INDEX	CR180265 Cuyahoga Co. Regional Crime Lab	SUBFUND 20A076	Personal Services	3,299,892	3,311,139
INDEX	CR180265 Cuyahoga Co. Regional Crime Lab	SUBFUND 20A076	Other Expenses	489,602	495,065
Total Cuyahoga Co. Regional Crime Lab			3,789,494	3,806,204	
Total County Medical Examiner			10,127,247	10,183,853	
Office of Health and Human Services					
HS157289 Office of Health and Human Svc					
INDEX	HS157289 Office of Health and Human Svc	SUBFUND 24A430	Personal Services	737,856	739,953
INDEX	HS157289 Office of Health and Human Svc	SUBFUND 24A430	Other Expenses	1,173,323	1,195,193
Total Office of Health and Human Svc			1,911,179	1,935,146	
Total Office of Health and Human Services			1,911,179	1,935,146	

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HHS Children and Family Services							
CF135467 CFS Administrative Services							
INDEX	CF135467	CFS Administrative Services	SUBFUND	24A301	Personal Services	5,485,304	5,514,980
INDEX	CF135467	CFS Administrative Services	SUBFUND	24A301	Other Expenses	10,759,226	9,268,877
INDEX	CF135467	CFS Administrative Services	SUBFUND	24A301	Capital Outlays	1,306,000	0
Total CFS Administrative Services						17,550,530	14,783,857
CF135483 Training							
INDEX	CF135483	Training	SUBFUND	24A301	Personal Services	703,983	706,775
INDEX	CF135483	Training	SUBFUND	24A301	Other Expenses	155,764	158,327
Total Training						859,747	865,102
CF135491 Information Services							
INDEX	CF135491	Information Services	SUBFUND	24A301	Personal Services	1,447,730	1,456,479
INDEX	CF135491	Information Services	SUBFUND	24A301	Other Expenses	1,081,005	1,963,080
Total Information Services						2,528,735	3,419,559
CF135509 Direct Services							
INDEX	CF135509	Direct Services	SUBFUND	24A301	Personal Services	37,218,130	37,423,755
INDEX	CF135509	Direct Services	SUBFUND	24A301	Other Expenses	1,251,473	1,025,703
Total Direct Services						38,469,603	38,449,458
CF135525 Supportive Services							
INDEX	CF135525	Supportive Services	SUBFUND	24A301	Personal Services	2,757,706	2,773,918
INDEX	CF135525	Supportive Services	SUBFUND	24A301	Other Expenses	1,391,725	1,393,550
Total Supportive Services						4,149,431	4,167,468
CF135442 Caregiver Parent Recruitment							
INDEX	CF135442	Caregiver Parent Recruitment	SUBFUND	24A301	Personal Services	346,628	347,357
INDEX	CF135442	Caregiver Parent Recruitment	SUBFUND	24A301	Other Expenses	204,711	208,365
Total Caregiver Parent Recruitment						551,339	555,722
CF134015 Client Supportive Services							
INDEX	CF134015	Client Supportive Services	SUBFUND	20A303	Other Expenses	7,706,077	7,767,813
Total Client Supportive Services						7,706,077	7,767,813
CF135541 Multi-Systemic Therapy Unit							
INDEX	CF135541	Multi-Systemic Therapy Unit	SUBFUND	24A301	Personal Services	895,968	900,524
INDEX	CF135541	Multi-Systemic Therapy Unit	SUBFUND	24A301	Other Expenses	183,015	186,897
Total Multi-Systemic Therapy Unit						1,078,983	1,087,421
CF135608 Contracted Placements							
INDEX	CF135608	Contracted Placements	SUBFUND	24A301	Personal Services	1,635,429	1,644,750
INDEX	CF135608	Contracted Placements	SUBFUND	24A301	Other Expenses	18,363	18,678
Total Contracted Placements						1,653,792	1,663,428
CF135616 CFS Foster Homes/Resource Mgt							
INDEX	CF135616	CFS Foster Homes/Resource Mgt	SUBFUND	24A301	Personal Services	3,301,603	3,319,854
INDEX	CF135616	CFS Foster Homes/Resource Mgt	SUBFUND	24A301	Other Expenses	139,281	141,899
Total CFS Foster Homes/Resource Mgt						3,440,884	3,461,753
CF134031 CFS Foster Care							
INDEX	CF134031	CFS Foster Care	SUBFUND	20A303	Other Expenses	3,781,700	3,804,295
Total CFS Foster Care						3,781,700	3,804,295
CF134049 Purchased Congregate & Foster							
INDEX	CF134049	Purchased Congregate & Foster	SUBFUND	20A303	Other Expenses	48,048,734	48,048,938
Total Purchased Congregate & Foster						48,048,734	48,048,938
CF135582 Permanent Custody Adoptions							
INDEX	CF135582	Permanent Custody Adoptions	SUBFUND	24A301	Personal Services	4,264,772	4,288,173

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CF135582 Permanent Custody Adoptions						
INDEX	CF135582	Permanent Custody Adoptions	SUBFUND 24A301	Other Expenses	205,313	223,582
Total Permanent Custody Adoptions					4,470,086	4,511,755
CF134023 Adoption Services						
INDEX	CF134023	Adoption Services	SUBFUND 20A303	Other Expenses	8,138,869	7,978,869
Total Adoption Services					8,138,869	7,978,869
CF135004 Cuyahoga Tapestry System of Care						
INDEX	CF135004	Cuyahoga Tapestry System of Care	SUBFUND 24A435	Personal Services	416,650	419,141
INDEX	CF135004	Cuyahoga Tapestry System of Care	SUBFUND 24A435	Other Expenses	4,471,445	4,504,993
Total Cuyahoga Tapestry System of Care					4,888,095	4,924,134
Total HHS Children and Family Services					147,316,605	145,489,572
HHS Senior and Adult Services						
SA138321 SAS Administrative Services						
INDEX	SA138321	SAS Administrative Services	SUBFUND 24A601	Personal Services	769,681	773,267
INDEX	SA138321	SAS Administrative Services	SUBFUND 24A601	Other Expenses	1,726,333	1,841,423
INDEX	SA138321	SAS Administrative Services	SUBFUND 24A601	Capital Outlays	151,325	0
Total SAS Administrative Services					2,647,339	2,614,690
SA138354 SAS Management Services						
INDEX	SA138354	SAS Management Services	SUBFUND 24A601	Personal Services	1,000,676	1,006,294
INDEX	SA138354	SAS Management Services	SUBFUND 24A601	Other Expenses	95,812	96,295
Total SAS Management Services					1,096,488	1,102,589
SA138305 Community Social Serv Programs						
INDEX	SA138305	Community Social Serv Programs	SUBFUND 24A601	Other Expenses	1,509,068	1,309,068
Total Community Social Serv Programs					1,509,068	1,309,068
SA138420 Home Support						
INDEX	SA138420	Home Support	SUBFUND 24A601	Personal Services	1,466,031	1,473,549
INDEX	SA138420	Home Support	SUBFUND 24A601	Other Expenses	203,309	182,088
Total Home Support					1,669,340	1,655,637
SA138479 Adult Protective Services						
INDEX	SA138479	Adult Protective Services	SUBFUND 24A601	Personal Services	2,748,843	2,761,433
INDEX	SA138479	Adult Protective Services	SUBFUND 24A601	Other Expenses	701,148	680,610
Total Adult Protective Services					3,449,991	3,442,043
SA138503 Information and Outreach Unit						
INDEX	SA138503	Information and Outreach Unit	SUBFUND 24A601	Personal Services	630,170	633,606
INDEX	SA138503	Information and Outreach Unit	SUBFUND 24A601	Other Expenses	29,336	29,336
Total Information and Outreach Unit					659,506	662,942
SA138602 Home Based Services						
INDEX	SA138602	Home Based Services	SUBFUND 24A601	Personal Services	2,814,827	2,847,369
INDEX	SA138602	Home Based Services	SUBFUND 24A601	Other Expenses	195,354	195,354
Total Home Based Services					3,010,181	3,042,723
SA138610 Care Management Support						
INDEX	SA138610	Care Management Support	SUBFUND 24A601	Personal Services	513,724	515,917
INDEX	SA138610	Care Management Support	SUBFUND 24A601	Other Expenses	9,761	9,761
Total Care Management Support					523,485	525,678
SA138701 SAS Options Program						
INDEX	SA138701	SAS Options Program	SUBFUND 24A601	Personal Services	1,500,849	1,507,520

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HHS Senior and Adult Services					
SA138701 SAS Options Program					
INDEX	SA138701 SAS Options Program	SUBFUND	24A601 Other Expenses	2,157,151	2,157,151
Total SAS Options Program				3,658,000	3,664,671
Total HHS Senior and Adult Services				18,223,398	18,020,041
HHS Cuyahoga Job & Family Services					
WT137109 Administrative Operations					
INDEX	WT137109 Administrative Operations	SUBFUND	24A510 Personal Services	1,686,374	1,694,785
INDEX	WT137109 Administrative Operations	SUBFUND	24A510 Other Expenses	8,276,153	7,222,276
INDEX	WT137109 Administrative Operations	SUBFUND	24A510 Capital Outlays	20,000	20,000
Total Administrative Operations				9,982,527	8,937,061
WT137315 Work First Services					
INDEX	WT137315 Work First Services	SUBFUND	24A510 Personal Services	1,612,018	1,621,190
INDEX	WT137315 Work First Services	SUBFUND	24A510 Other Expenses	9,878,825	9,878,195
Total Work First Services				11,490,843	11,499,385
WT137414 Southgate NFSC					
INDEX	WT137414 Southgate NFSC	SUBFUND	24A510 Personal Services	4,627,272	4,652,248
INDEX	WT137414 Southgate NFSC	SUBFUND	24A510 Other Expenses	581,707	582,932
Total Southgate NFSC				5,208,979	5,235,180
WT137430 Old Brooklyn NFSC					
INDEX	WT137430 Old Brooklyn NFSC	SUBFUND	24A510 Personal Services	3,992,515	4,013,740
INDEX	WT137430 Old Brooklyn NFSC	SUBFUND	24A510 Other Expenses	784,124	798,906
Total Old Brooklyn NFSC				4,776,639	4,812,646
WT137455 Quincy Place NFSC					
INDEX	WT137455 Quincy Place NFSC	SUBFUND	24A510 Personal Services	5,223,535	5,253,165
INDEX	WT137455 Quincy Place NFSC	SUBFUND	24A510 Other Expenses	1,850,692	1,850,661
Total Quincy Place NFSC				7,074,227	7,103,826
WT137463 Virgil Brown NFSC					
INDEX	WT137463 Virgil Brown NFSC	SUBFUND	24A510 Personal Services	20,653,413	20,773,361
INDEX	WT137463 Virgil Brown NFSC	SUBFUND	24A510 Other Expenses	1,168,171	1,168,171
Total Virgil Brown NFSC				21,821,584	21,941,532
WT137539 West Shore NFSC					
INDEX	WT137539 West Shore NFSC	SUBFUND	24A510 Personal Services	4,488,395	4,512,052
INDEX	WT137539 West Shore NFSC	SUBFUND	24A510 Other Expenses	1,023,877	1,023,877
Total West Shore NFSC				5,512,272	5,535,929
WT137141 Client Support Services					
INDEX	WT137141 Client Support Services	SUBFUND	24A510 Personal Services	5,961,312	5,995,360
INDEX	WT137141 Client Support Services	SUBFUND	24A510 Other Expenses	5,019,992	5,021,492
Total Client Support Services				10,981,304	11,016,852
WT137935 Children With Medical Handicap					
INDEX	WT137935 Children With Medical Handicap	SUBFUND	24A530 Other Expenses	2,764,307	2,764,307
Total Children With Medical Handicap				2,764,307	2,764,307
Total HHS Cuyahoga Job & Family Services				79,612,682	78,846,718
Cuyahoga Support Enforcement Agency					
SE496000 Cuyahoga Support Enforcement Agency					
INDEX	SE496000 Cuyahoga Support Enforcement Agency	SUBFUND	20A600 Personal Services	20,562,514	20,682,711
INDEX	SE496000 Cuyahoga Support Enforcement Agency	SUBFUND	20A600 Other Expenses	11,475,788	11,471,039

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Cuyahoga Support Enforcement Agency						
SE496000 Cuyahoga Support Enforcement Agency						
INDEX	SE496000	Cuyahoga Support Enforcement Agency	SUBFUND 20A600	Capital Outlays	54,000	0
Total Cuyahoga Support Enforcement Agency					32,092,302	32,153,750
SE507152 Fatherhood Initiative						
INDEX	SE507152	Fatherhood Initiative	SUBFUND 20A606	Personal Services	139,076	139,728
INDEX	SE507152	Fatherhood Initiative	SUBFUND 20A606	Other Expenses	893,644	893,644
Total Fatherhood Initiative					1,032,720	1,033,372
Total Cuyahoga Support Enforcement Agency					33,125,022	33,187,122
Early Childhood Invest In Children						
EC451484 EC Administrative Services						
INDEX	EC451484	EC Administrative Services	SUBFUND 24A635	Personal Services	659,206	661,168
INDEX	EC451484	EC Administrative Services	SUBFUND 24A635	Other Expenses	232,318	226,190
Total EC Administrative Services					891,524	887,358
EC451427 Early Childhood Mental Health						
INDEX	EC451427	Early Childhood Mental Health	SUBFUND 20A807	Other Expenses	941,696	960,087
Total Early Childhood Mental Health					941,696	960,087
EC451435 Early Start						
INDEX	EC451435	Early Start	SUBFUND 24A635	Other Expenses	1,838,667	1,875,440
Total Early Start					1,838,667	1,875,440
EC451443 Health & Safety						
INDEX	EC451443	Health & Safety	SUBFUND 24A635	Other Expenses	207,062	211,122
Total Health & Safety					207,062	211,122
EC451450 Quality Child Care						
INDEX	EC451450	Quality Child Care	SUBFUND 24A635	Other Expenses	9,199,052	9,378,729
Total Quality Child Care					9,199,052	9,378,729
Total Early Childhood Invest In Children					13,078,001	13,312,736
Family & Children First Council						
FC451492 FCFC Public Assistance						
INDEX	FC451492	FCFC Public Assistance	SUBFUND 24A640	Personal Services	748,207	751,366
INDEX	FC451492	FCFC Public Assistance	SUBFUND 24A640	Other Expenses	4,003,049	3,943,645
Total FCFC Public Assistance					4,751,256	4,695,011
Total Family & Children First Council					4,751,256	4,695,011
HHS Office of Reentry						
HS749069 HHS Office of Reentry						
INDEX	HS749069	HHS Office of Reentry	SUBFUND 24A878	Personal Services	506,845	509,435
INDEX	HS749069	HHS Office of Reentry	SUBFUND 24A878	Other Expenses	1,980,823	2,069,311
Total HHS Office of Reentry					2,487,668	2,578,746
Total HHS Office of Reentry					2,487,668	2,578,746
Office of Homeless Services						
HS507301 Office of Homeless Services						
INDEX	HS507301	Office of Homeless Services	SUBFUND 20A615	Other Expenses	0	0
Total Office of Homeless Services					0	0
HS158097 Office of Homeless Services PA						
INDEX	HS158097	Office of Homeless Services PA	SUBFUND 24A641	Personal Services	429,112	432,279

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Office of Homeless Services						
HS158097 Office of Homeless Services PA						
INDEX	HS158097	Office of Homeless Services PA	SUBFUND 24A641	Other Expenses	5,254,192	5,406,369
Total Office of Homeless Services PA					5,683,304	5,838,648
Total Office of Homeless Services					5,683,304	5,838,648
Workforce Development						
WI140905 WIA Executive & Financial Operations						
INDEX	WI140905	WIA Executive & Financial Operations	SUBFUND 28W036	Personal Services	478,031	480,242
INDEX	WI140905	WIA Executive & Financial Operations	SUBFUND 28W036	Other Expenses	6,681,733	6,965,934
Total WIA Executive & Financial Operations					7,159,764	7,446,176
WI140913 Workforce Other Programs						
INDEX	WI140913	Workforce Other Programs	SUBFUND 28W037	Personal Services	340,130	342,195
INDEX	WI140913	Workforce Other Programs	SUBFUND 28W037	Other Expenses	1,600,000	1,628,969
Total Workforce Other Programs					1,940,130	1,971,164
WI141622 County Educational Asst Prog.						
INDEX	WI141622	County Educational Asst Prog.	SUBFUND 20A064	Other Expenses	1,000,000	1,020,000
Total County Educational Asst Prog.					1,000,000	1,020,000
Total Workforce Development					10,099,894	10,437,340
GF / HHS Subsidy Accounts						
SU513101 Civil Defense						
INDEX	SU513101	Civil Defense	SUBFUND 01A001	Other Expenses	1,064,089	1,116,240
Total Civil Defense					1,064,089	1,116,240
SU513150 Soil Conservation						
INDEX	SU513150	Soil Conservation	SUBFUND 01A001	Other Expenses	75,000	75,000
Total Soil Conservation					75,000	75,000
SU513200 County Airport						
INDEX	SU513200	County Airport	SUBFUND 01A001	Other Expenses	531,302	574,883
Total County Airport					531,302	574,883
SU513457 County Planning Comm						
INDEX	SU513457	County Planning Comm	SUBFUND 01A001	Other Expenses	1,096,574	1,250,360
Total County Planning Comm					1,096,574	1,250,360
SU514174 Social Service Subsidy						
INDEX	SU514174	Social Service Subsidy	SUBFUND 01A001	Other Expenses	1,000,000	1,000,000
Total Social Service Subsidy					1,000,000	1,000,000
SU514422 Health and Human Svcs Subsidy						
INDEX	SU514422	Health and Human Svcs Subsidy	SUBFUND 29A391	Other Expenses	3,492,695	3,553,005
Total Health and Human Svcs Subsidy					3,492,695	3,553,005
SU514372 Tapestry System of Care Sub						
INDEX	SU514372	Tapestry System of Care Sub	SUBFUND 29A391	Other Expenses	4,444,650	4,480,689
Total Tapestry System of Care Sub					4,444,650	4,480,689
SU513754 CRIS Subsidy						
INDEX	SU513754	CRIS Subsidy	SUBFUND 01A001	Other Expenses	337,214	517,232
Total CRIS Subsidy					337,214	517,232
SU515296 Social Impact Fin Fund Subsidy						
INDEX	SU515296	Social Impact Fin Fund Subsidy	SUBFUND 29A391	Other Expenses	1,000,000	1,000,000
Total Social Impact Fin Fund Subsidy					1,000,000	1,000,000

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GF / HHS Subsidy Accounts						
SU514273 CSEA HHS 4.8 Mill Subsidy						
INDEX	SU514273	CSEA HHS 4.8 Mill Subsidy	SUBFUND 29A391	Other Expenses	2,702,516	2,723,408
Total CSEA HHS 4.8 Mill Subsidy					2,702,516	2,723,408
SU514091 Space Maintenance						
INDEX	SU514091	Space Maintenance	SUBFUND 01A001	Other Expenses	2,000,000	2,000,000
Total Space Maintenance					2,000,000	2,000,000
SU514711 Gateway Arena Pledge						
INDEX	SU514711	Gateway Arena Pledge	SUBFUND 01A001	Other Expenses	3,218,437	3,152,176
Total Gateway Arena Pledge					3,218,437	3,152,176
SU514299 Children and Family Svcs Sub						
INDEX	SU514299	Children and Family Svcs Sub	SUBFUND 29A391	Other Expenses	36,864,747	37,551,885
Total Children and Family Svcs Sub					36,864,747	37,551,885
SU515098 Children & Family Srv Subs 3.9						
INDEX	SU515098	Children & Family Srv Subs 3.9	SUBFUND 29A392	Other Expenses	(2,013,500)	(750,000)
Total Children & Family Srv Subs 3.9					(2,013,500)	(750,000)
SU514315 Children Svcs Fund Subsidy						
INDEX	SU514315	Children Svcs Fund Subsidy	SUBFUND 29A391	Other Expenses	41,217,542	41,767,077
Total Children Svcs Fund Subsidy					41,217,542	41,767,077
SU514620 Children Services Fund Sub 3.9						
INDEX	SU514620	Children Services Fund Sub 3.9	SUBFUND 29A392	Other Expenses	(1,375,000)	(750,000)
Total Children Services Fund Sub 3.9					(1,375,000)	(750,000)
SU514323 Children w/Medical Handicaps						
INDEX	SU514323	Children w/Medical Handicaps	SUBFUND 29A391	Other Expenses	2,764,307	2,764,307
Total Children w/Medical Handicaps					2,764,307	2,764,307
SU514398 EC-Invest In Children Subsidy						
INDEX	SU514398	EC-Invest In Children Subsidy	SUBFUND 29A391	Other Expenses	13,055,857	13,272,201
Total EC-Invest In Children Subsidy					13,055,857	13,272,201
SU514414 Senior and Adult Svcs Subsidy						
INDEX	SU514414	Senior and Adult Svcs Subsidy	SUBFUND 29A391	Other Expenses	14,912,414	15,829,719
Total Senior and Adult Svcs Subsidy					14,912,414	15,829,719
SU514638 Senior & Adult Subsidy 3.9						
INDEX	SU514638	Senior & Adult Subsidy 3.9	SUBFUND 29A392	Other Expenses	(1,120,663)	0
Total Senior & Adult Subsidy 3.9					(1,120,663)	0
SU514281 Office of Homeless Svc Subsidy						
INDEX	SU514281	Office of Homeless Svc Subsidy	SUBFUND 29A391	Other Expenses	5,472,912	5,628,256
Total Office of Homeless Svc Subsidy					5,472,912	5,628,256
SU514349 Family & Children First Cncl						
INDEX	SU514349	Family & Children First Cncl	SUBFUND 29A391	Other Expenses	3,542,326	3,468,900
Total Family & Children First Cncl					3,542,326	3,468,900
SU515999 Fatherhood Initiative Subsidy						
INDEX	SU515999	Fatherhood Initiative Subsidy	SUBFUND 29A391	Other Expenses	1,012,720	1,013,372
Total Fatherhood Initiative Subsidy					1,012,720	1,013,372
SU513762 Brownfield Redevelopment						
INDEX	SU513762	Brownfield Redevelopment	SUBFUND 01A001	Other Expenses	647,567	647,655
Total Brownfield Redevelopment					647,567	647,655
SU514430 Employment & Family Svc Sub						

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GF / HHS Subsidy Accounts						
SU514430 Employment & Family Svc Sub						
INDEX	SU514430	Employment & Family Svc Sub	SUBFUND 29A391	Other Expenses	10,398,864	11,493,190
Total Employment & Family Svc Sub					10,398,864	11,493,190
SU514737 Employment & Family Svc. Sub						
INDEX	SU514737	Employment & Family Svc. Sub	SUBFUND 29A392	Other Expenses	(1,860,290)	0
Total Employment & Family Svc. Sub					(1,860,290)	0
SU515676 Shaker Square 2000 Pldg GF						
INDEX	SU515676	Shaker Square 2000 Pldg GF	SUBFUND 01A001	Other Expenses	125,089	123,962
Total Shaker Square 2000 Pldg GF					125,089	123,962
SU514224 HHS JC Plcmnt & Trmt Sub						
INDEX	SU514224	HHS JC Plcmnt & Trmt Sub	SUBFUND 29A391	Other Expenses	18,254,255	18,463,559
Total HHS JC Plcmnt & Trmt Sub					18,254,255	18,463,559
SU513515 Custody Mediation HHS						
INDEX	SU513515	Custody Mediation HHS	SUBFUND 01A001	Other Expenses	128,198	297,652
Total Custody Mediation HHS					128,198	297,652
SU514331 Family Justice Center						
INDEX	SU514331	Family Justice Center	SUBFUND 29A391	Other Expenses	175,000	175,000
Total Family Justice Center					175,000	175,000
SU514125 Comm. Redevelopment Fund Sub.						
INDEX	SU514125	Comm. Redevelopment Fund Sub.	SUBFUND 01A001	Other Expenses	832,868	825,526
Total Comm. Redevelopment Fund Sub.					832,868	825,526
SU514521 JC HHS Community Partnership						
INDEX	SU514521	JC HHS Community Partnership	SUBFUND 29A391	Other Expenses	1,707	53,659
Total JC HHS Community Partnership					1,707	53,659
SU514547 JA Office of Re-Entry Subsidy						
INDEX	SU514547	JA Office of Re-Entry Subsidy	SUBFUND 29A391	Other Expenses	2,487,668	2,578,746
Total JA Office of Re-Entry Subsidy					2,487,668	2,578,746
SU511535 Medical Mart Series 2010 Pledg						
INDEX	SU511535	Medical Mart Series 2010 Pledg	SUBFUND 01A001	Other Expenses	32,142,415	32,143,236
Total Medical Mart Series 2010 Pledg					32,142,415	32,143,236
SU514885 Regional Crime Lab GF Subsidy						
INDEX	SU514885	Regional Crime Lab GF Subsidy	SUBFUND 01A001	Other Expenses	3,539,494	3,556,204
Total Regional Crime Lab GF Subsidy					3,539,494	3,556,204
SU514661 Witness Victim Subsidy						
INDEX	SU514661	Witness Victim Subsidy	SUBFUND 01A001	Other Expenses	1,940,398	2,137,210
Total Witness Victim Subsidy					1,940,398	2,137,210
SU514679 TASC - County Subsidy						
INDEX	SU514679	TASC - County Subsidy	SUBFUND 01A001	Other Expenses	18,643	547,683
Total TASC - County Subsidy					18,643	547,683
SU514695 9-1-1 Consolidation Shared Svc						
INDEX	SU514695	9-1-1 Consolidation Shared Svc	SUBFUND 01A001	Other Expenses	1,700,000	0
Total 9-1-1 Consolidation Shared Svc					1,700,000	0
SU513481 Euclid Jail GF Subsidy						
INDEX	SU513481	Euclid Jail GF Subsidy	SUBFUND 01A001	Other Expenses	1,286,732	1,298,112
Total Euclid Jail GF Subsidy					1,286,732	1,298,112

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GF / HHS Subsidy Accounts				
SU511568	County Hotel DS GF Subsidy			
INDEX SU511568	County Hotel DS GF Subsidy	SUBFUND 01A001	Other Expenses	0
Total County Hotel DS GF Subsidy			0	3,769,817
Total GF / HHS Subsidy Accounts			207,114,747	219,349,921
College Savings Account Program				
SV102053	College Savings Account Program			
INDEX SV102053	College Savings Account Program	SUBFUND 01A001	Other Expenses	1,680,000
Total College Savings Account Program			1,680,000	1,713,613
Total College Savings Account Program			1,680,000	1,713,613
Employee Health and Wellness				
CC499509	Self Insurance-Regionalization			
INDEX CC499509	Self Insurance-Regionalization	SUBFUND 20A195	Other Expenses	16,034,696
Total Self Insurance-Regionalization			16,034,696	16,296,622
CC499202	Benefits Administration			
INDEX CC499202	Benefits Administration	SUBFUND 68A100	Personal Services	566,533
INDEX CC499202	Benefits Administration	SUBFUND 68A100	Other Expenses	1,001,947
Total Benefits Administration			1,568,480	1,605,993
CC499004	Hospitalization Self Insurance			
INDEX CC499004	Hospitalization Self Insurance	SUBFUND 68A100	Other Expenses	68,717,015
Total Hospitalization Self Insurance			68,717,015	70,178,909
CC499012	Hosp. Regular Insurance			
INDEX CC499012	Hosp. Regular Insurance	SUBFUND 68A200	Other Expenses	8,539,608
Total Hosp. Regular Insurance			8,539,608	8,723,208
Total Employee Health and Wellness			94,859,799	96,804,732
Workers Compensation Retrospective				
CC498816	Workers Comp Retro 2004			
INDEX CC498816	Workers Comp Retro 2004	SUBFUND 67A004	Other Expenses	0
Total Workers Comp Retro 2004			0	0
CC498824	Workers Comp Retro 2005			
INDEX CC498824	Workers Comp Retro 2005	SUBFUND 67A005	Other Expenses	758,611
Total Workers Comp Retro 2005			758,611	759,080
CC498832	Workers Comp Retro 2006			
INDEX CC498832	Workers Comp Retro 2006	SUBFUND 67A006	Other Expenses	113,126
Total Workers Comp Retro 2006			113,126	115,149
CC498840	Workers Comp Retro 2007			
INDEX CC498840	Workers Comp Retro 2007	SUBFUND 67A007	Other Expenses	133,428
Total Workers Comp Retro 2007			133,428	135,812
CC498857	Workers Comp Retro 2008			
INDEX CC498857	Workers Comp Retro 2008	SUBFUND 67A008	Other Expenses	183,868
Total Workers Comp Retro 2008			183,868	186,868
CC498865	Workers Comp Retro 2009			
INDEX CC498865	Workers Comp Retro 2009	SUBFUND 67A009	Other Expenses	164,323
Total Workers Comp Retro 2009			164,323	168,174
CC498873	Worker's Comp Retro 2010			

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Workers Compensation Retrospective						
CC498873 Worker's Comp Retro 2010						
INDEX	CC498873	Worker's Comp Retro 2010	SUBFUND 67A010	Other Expenses	176,964	180,964
Total Worker's Comp Retro 2010					176,964	180,964
CC498881 Worker's Comp Retroactive 2011						
INDEX	CC498881	Worker's Comp Retroactive 2011	SUBFUND 67A011	Other Expenses	196,439	198,630
Total Worker's Comp Retroactive 2011					196,439	198,630
CC498899 Worker's Comp Retoractive 2012						
INDEX	CC498899	Worker's Comp Retoractive 2012	SUBFUND 67A012	Other Expenses	353,479	450,137
Total Worker's Comp Retoractive 2012					353,479	450,137
CC498915 Worker's Comp Retroactive 2013						
INDEX	CC498915	Worker's Comp Retroactive 2013	SUBFUND 67A013	Other Expenses	765,959	765,954
Total Worker's Comp Retroactive 2013					765,959	765,954
HR498006 Workers' Comp Admin						
INDEX	HR498006	Workers' Comp Admin	SUBFUND 67A100	Personal Services	118,465	118,781
INDEX	HR498006	Workers' Comp Admin	SUBFUND 67A100	Other Expenses	2,447,299	2,492,787
Total Workers' Comp Admin					2,565,764	2,611,568
Total Workers Compensation Retrospective					5,411,961	5,572,336
Debt Service						
DS039990 DS Rev-Bond Retirement GF						
INDEX	DS039990	DS Rev-Bond Retirement GF	SUBFUND 30A900	Other Expenses	31,879,100	30,827,430
Total DS Rev-Bond Retirement GF					31,879,100	30,827,430
DS100370 Gateway Arena Project						
INDEX	DS100370	Gateway Arena Project	SUBFUND 30A905	Other Expenses	3,218,437	3,152,176
Total Gateway Arena Project					3,218,437	3,152,176
DS039966 Brownfield Debt Service						
INDEX	DS039966	Brownfield Debt Service	SUBFUND 30A910	Other Expenses	647,567	647,655
Total Brownfield Debt Service					647,567	647,655
DS039974 Shaker Square Series 2000						
INDEX	DS039974	Shaker Square Series 2000	SUBFUND 30A912	Other Expenses	125,089	123,962
Total Shaker Square Series 2000					125,089	123,962
DS040121 Commercial Redevelopment Debt						
INDEX	DS040121	Commercial Redevelopment Debt	SUBFUND 30A913	Other Expenses	832,868	825,526
Total Commercial Redevelopment Debt					832,868	825,526
DS040154 DS - Rock & Roll Hall of Fame						
INDEX	DS040154	DS - Rock & Roll Hall of Fame	SUBFUND 30A914	Other Expenses	2,909,599	869,271
Total DS - Rock & Roll Hall of Fame					2,909,599	869,271
DS039115 Medical Mart Debt Service						
INDEX	DS039115	Medical Mart Debt Service	SUBFUND 30A915	Other Expenses	32,660,239	32,661,060
Total Medical Mart Debt Service					32,660,239	32,661,060
DS039198 Steelyard/Westin DS						
INDEX	DS039198	Steelyard/Westin DS	SUBFUND 30A916	Other Expenses	286,959	570,434
Total Steelyard/Westin DS					286,959	570,434
DS511543 Debt Service County Hotel						
INDEX	DS511543	Debt Service County Hotel	SUBFUND 30A919	Other Expenses	0	3,769,817
Total Debt Service County Hotel					0	3,769,817
Total Debt Service					72,559,858	73,447,331

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Global Center Operating Account					
MC001016 Medical Mart Operating Account					
INDEX	MC001016	Medical Mart Operating Account	SUBFUND 01A001	Other Expenses	
				4,525,104	4,615,606
Total Medical Mart Operating Account				4,525,104	4,615,606
Total Global Center Operating Account				4,525,104	4,615,606
Capital Improvement GF Subsidy					
SU514141 Capital Improvement GF Subsidy					
INDEX	SU514141	Capital Improvement GF Subsidy	SUBFUND 01A001	Other Expenses	
				250,000	255,000
Total Capital Improvement GF Subsidy				250,000	255,000
Total Capital Improvement GF Subsidy				250,000	255,000
General Fund/Self Insurance Fund					
MI100594 GF-Self Insurance Fund					
INDEX	MI100594	GF-Self Insurance Fund	SUBFUND 01A001	Other Expenses	
				393,662	401,535
Total GF-Self Insurance Fund				393,662	401,535
Total General Fund/Self Insurance Fund				393,662	401,535
Social Impact					
SF515288 Social Impact Financing Fund					
INDEX	SF515288	Social Impact Financing Fund	SUBFUND 20A288	Other Expenses	
				1,000,000	1,000,000
Total Social Impact Financing Fund				1,000,000	1,000,000
Total Social Impact				1,000,000	1,000,000
Info. Technology Automation & Enterprise					
MI512780 Information Technology Capital					
INDEX	MI512780	Information Technology Capital	SUBFUND 01A001	Capital Outlays	
				940,000	0
Total Information Technology Capital				940,000	0
Total Info. Technology Automation & Enterprise				940,000	0
Miscellaneous Obligations & Payments					
MI512459 Risk Management - Contracts					
INDEX	MI512459	Risk Management - Contracts	SUBFUND 01A001	Other Expenses	
				1,200,000	1,222,796
Total Risk Management - Contracts				1,200,000	1,222,796
MI512657 Miscellaneous Obligations					
INDEX	MI512657	Miscellaneous Obligations	SUBFUND 01A001	Other Expenses	
				2,090,171	2,105,651
Total Miscellaneous Obligations				2,090,171	2,105,651
MI512715 GF-Reserve/Contingencies					
INDEX	MI512715	GF-Reserve/Contingencies	SUBFUND 01A002	Other Expenses	
				3,605,000	0
Total GF-Reserve/Contingencies				3,605,000	0
Total Miscellaneous Obligations & Payments				6,895,171	3,328,447
Statutory Expenditures					
AE511055 Agricultural Society					
INDEX	AE511055	Agricultural Society	SUBFUND 01A001	Other Expenses	
				3,300	3,366
Total Agricultural Society				3,300	3,366
AE511253 Registrar-Vital Statistics					

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Statutory Expenditures						
AE511253 Registrar-Vital Statistics						
INDEX	AE511253	Registrar-Vital Statistics	SUBFUND 01A001	Other Expenses	10,976	11,196
Total Registrar-Vital Statistics					10,976	11,196
AE511352 Memorial Day Allowance						
INDEX	AE511352	Memorial Day Allowance	SUBFUND 01A001	Other Expenses	69,127	70,350
Total Memorial Day Allowance					69,127	70,350
Total Statutory Expenditures					83,403	84,912
County Council						
CN017004 County Council						
INDEX	CN017004	County Council	SUBFUND 01A001	Personal Services	1,492,678	1,496,001
INDEX	CN017004	County Council	SUBFUND 01A001	Other Expenses	206,327	207,910
Total County Council					1,699,005	1,703,911
Total County Council					1,699,005	1,703,911
County Prosecutor						
PR191056 General Office						
INDEX	PR191056	General Office	SUBFUND 01A001	Personal Services	19,920,636	19,997,477
INDEX	PR191056	General Office	SUBFUND 01A001	Other Expenses	2,675,803	2,909,589
INDEX	PR191056	General Office	SUBFUND 01A001	Capital Outlays	9,182	9,182
Total General Office					22,605,621	22,916,248
PR200071 Prosecutor-Child Support						
INDEX	PR200071	Prosecutor-Child Support	SUBFUND 01A001	Personal Services	3,205,391	3,221,179
INDEX	PR200071	Prosecutor-Child Support	SUBFUND 01A001	Other Expenses	614,919	698,491
Total Prosecutor-Child Support					3,820,310	3,919,670
PR495572 Prosecutor-DTAC						
INDEX	PR495572	Prosecutor-DTAC	SUBFUND 20A820	Personal Services	1,407,207	1,415,695
INDEX	PR495572	Prosecutor-DTAC	SUBFUND 20A820	Other Expenses	1,675,223	1,699,654
Total Prosecutor-DTAC					3,082,430	3,115,349
PR194720 Prosecutor-Children & Family						
INDEX	PR194720	Prosecutor-Children & Family	SUBFUND 01A001	Personal Services	2,229,111	2,238,794
INDEX	PR194720	Prosecutor-Children & Family	SUBFUND 01A001	Other Expenses	64,553	107,529
INDEX	PR194720	Prosecutor-Children & Family	SUBFUND 01A001	Capital Outlays	1,000	1,000
Total Prosecutor-Children & Family					2,294,664	2,347,323
Total County Prosecutor					31,803,025	32,298,590
Court of Common Pleas						
CO456541 Legal Research Computerization						
INDEX	CO456541	Legal Research Computerization	SUBFUND 20A586	Other Expenses	80,991	81,970
Total Legal Research Computerization					80,991	81,970
CO380121 Common Pleas Judicial Admin						
INDEX	CO380121	Common Pleas Judicial Admin	SUBFUND 01A001	Personal Services	7,982,721	8,020,742
INDEX	CO380121	Common Pleas Judicial Admin	SUBFUND 01A001	Other Expenses	16,129,190	15,157,911
INDEX	CO380121	Common Pleas Judicial Admin	SUBFUND 01A001	Capital Outlays	48,415	48,415
Total Common Pleas Judicial Admin					24,160,326	23,227,068
CO456111 Special Project II						
INDEX	CO456111	Special Project II	SUBFUND 20A058	Other Expenses	39,384	39,836
INDEX	CO456111	Special Project II	SUBFUND 20A058	Capital Outlays	2,403	2,403
Total Special Project II					41,787	42,239

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Court of Common Pleas						
CO456475 Common Pleas Special Projects						
INDEX	CO456475	Common Pleas Special Projects	SUBFUND 20A812	Personal Services	1,361,986	1,366,417
INDEX	CO456475	Common Pleas Special Projects	SUBFUND 20A812	Other Expenses	215,173	215,347
Total Common Pleas Special Projects					1,577,159	1,581,764
CO380196 Magistrates						
INDEX	CO380196	Magistrates	SUBFUND 01A001	Personal Services	1,226,264	1,231,606
INDEX	CO380196	Magistrates	SUBFUND 01A001	Other Expenses	261,630	194,576
Total Magistrates					1,487,894	1,426,182
CO380220 Court Services						
INDEX	CO380220	Court Services	SUBFUND 01A001	Personal Services	7,187,211	7,218,375
INDEX	CO380220	Court Services	SUBFUND 01A001	Other Expenses	873,138	890,976
Total Court Services					8,060,349	8,109,351
CO380410 Common Pleas-Probation						
INDEX	CO380410	Common Pleas-Probation	SUBFUND 01A001	Personal Services	10,317,818	10,932,208
INDEX	CO380410	Common Pleas-Probation	SUBFUND 01A001	Other Expenses	1,734,594	1,767,150
Total Common Pleas-Probation					12,052,412	12,699,358
CO507228 Probation Supervision Fees						
INDEX	CO507228	Probation Supervision Fees	SUBFUND 20A377	Other Expenses	454,742	493,347
Total Probation Supervision Fees					454,742	493,347
CO446070 Urinalysis Testing Fees						
INDEX	CO446070	Urinalysis Testing Fees	SUBFUND 20A720	Other Expenses	130,290	131,159
Total Urinalysis Testing Fees					130,290	131,159
CO456525 TASC Medicaid Fund CO						
INDEX	CO456525	TASC Medicaid Fund CO	SUBFUND 20A099	Other Expenses	53,450	64,802
Total TASC Medicaid Fund CO					53,450	64,802
CO456533 TASC Common Pleas						
INDEX	CO456533	TASC Common Pleas	SUBFUND 20A192	Personal Services	366,583	368,559
INDEX	CO456533	TASC Common Pleas	SUBFUND 20A192	Other Expenses	72,060	179,124
Total TASC Common Pleas					438,643	547,683
Total Court of Common Pleas					48,538,043	48,404,923
Domestic Relations Court						
DR391052 Domestic Relations						
INDEX	DR391052	Domestic Relations	SUBFUND 01A001	Personal Services	2,774,442	2,787,579
INDEX	DR391052	Domestic Relations	SUBFUND 01A001	Other Expenses	453,137	461,228
INDEX	DR391052	Domestic Relations	SUBFUND 01A001	Capital Outlays	3,308	3,308
Total Domestic Relations					3,230,887	3,252,115
DR495697 Domestic Relations Legal Research						
INDEX	DR495697	Domestic Relations Legal Research	SUBFUND 20A337	Other Expenses	9,889	10,028
Total Domestic Relations Legal Research					9,889	10,028
DR495515 Bureau Of Support						
INDEX	DR495515	Bureau Of Support	SUBFUND 01A001	Personal Services	3,300,905	3,318,356
INDEX	DR495515	Bureau Of Support	SUBFUND 01A001	Other Expenses	1,492,977	1,494,515
INDEX	DR495515	Bureau Of Support	SUBFUND 01A001	Capital Outlays	19,793	19,793
Total Bureau Of Support					4,813,675	4,832,664
Total Domestic Relations Court					8,054,451	8,094,807

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Juvenile Court						
JC372052 Juvenile Court Judicial						
INDEX	JC372052	Juvenile Court Judicial	SUBFUND 01A001	Personal Services	1,689,931	1,698,911
INDEX	JC372052	Juvenile Court Judicial	SUBFUND 01A001	Other Expenses	5,816,054	5,836,711
Total Juvenile Court Judicial					7,505,985	7,535,622
JC372060 Juvenile Court-Legal						
INDEX	JC372060	Juvenile Court-Legal	SUBFUND 01A001	Personal Services	7,711,100	7,749,937
INDEX	JC372060	Juvenile Court-Legal	SUBFUND 01A001	Other Expenses	2,963,889	3,025,687
Total Juvenile Court-Legal					10,674,989	10,775,624
JC510925 Alternate Dispute Resolution						
INDEX	JC510925	Alternate Dispute Resolution	SUBFUND 20A334	Other Expenses	26,000	26,530
Total Alternate Dispute Resolution					26,000	26,530
JC514919 Legal Computerization						
INDEX	JC514919	Legal Computerization	SUBFUND 20A585	Other Expenses	1,500	1,500
Total Legal Computerization					1,500	1,500
JC515189 Juvenile Court Incentives						
INDEX	JC515189	Juvenile Court Incentives	SUBFUND 20A590	Other Expenses	1,000	1,000
Total Juvenile Court Incentives					1,000	1,000
JC107532 JC Legal Services HHS						
INDEX	JC107532	JC Legal Services HHS	SUBFUND 20A811	Personal Services	168,412	169,830
INDEX	JC107532	JC Legal Services HHS	SUBFUND 20A811	Other Expenses	2,348,572	2,390,104
Total JC Legal Services HHS					2,516,984	2,559,934
JC107516 JC Probation Services HHS						
INDEX	JC107516	JC Probation Services HHS	SUBFUND 20A811	Personal Services	6,539,076	6,568,599
INDEX	JC107516	JC Probation Services HHS	SUBFUND 20A811	Other Expenses	5,908,458	5,987,016
Total JC Probation Services HHS					12,447,534	12,555,615
JC108092 Youth and Family Community Partnership						
INDEX	JC108092	Youth and Family Community Partnership	SUBFUND 20A823	Personal Services	321	4,774
INDEX	JC108092	Youth and Family Community Partnership	SUBFUND 20A823	Other Expenses	1,386	48,885
Total Youth and Family Community Partnership					1,707	53,659
JC375055 Juvenile Court-Child Support						
INDEX	JC375055	Juvenile Court-Child Support	SUBFUND 01A001	Personal Services	3,670,136	3,690,378
INDEX	JC375055	Juvenile Court-Child Support	SUBFUND 01A001	Other Expenses	1,053,661	1,122,551
Total Juvenile Court-Child Support					4,723,797	4,812,929
JC517318 Title IV-E Juvenile Court						
INDEX	JC517318	Title IV-E Juvenile Court	SUBFUND 20A635	Other Expenses	1,758,037	1,761,756
Total Title IV-E Juvenile Court					1,758,037	1,761,756
JC517326 Title IV-E Admin. Juv. Ct.						
INDEX	JC517326	Title IV-E Admin. Juv. Ct.	SUBFUND 20A635	Personal Services	363,387	364,336
INDEX	JC517326	Title IV-E Admin. Juv. Ct.	SUBFUND 20A635	Other Expenses	700,000	707,832
Total Title IV-E Admin. Juv. Ct.					1,063,387	1,072,168
JC370056 Juvenile Court-Detention Home						
INDEX	JC370056	Juvenile Court-Detention Home	SUBFUND 01A001	Personal Services	9,738,492	9,789,907
INDEX	JC370056	Juvenile Court-Detention Home	SUBFUND 01A001	Other Expenses	2,697,900	2,712,715
Total Juvenile Court-Detention Home					12,436,392	12,502,622
JC372300 Operation Detention Home-State Subsidy						
INDEX	JC372300	Operation Detention Home-State Subsidy	SUBFUND 20A800	Other Expenses	44,970	45,753
Total Operation Detention Home-State Subsidy					44,970	45,753
JC107524 JC Detention Services HHS						

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Juvenile Court						
JC107524 JC Detention Services HHS						
INDEX	JC107524	JC Detention Services HHS	SUBFUND 20A811	Personal Services	402,189	404,559
INDEX	JC107524	JC Detention Services HHS	SUBFUND 20A811	Other Expenses	3,221,532	3,277,435
Total JC Detention Services HHS					3,623,721	3,681,994
Total Juvenile Court					56,826,003	57,386,706
Probate Court						
PC400051 Probate Court						
INDEX	PC400051	Probate Court	SUBFUND 01A001	Personal Services	4,641,995	4,666,526
INDEX	PC400051	Probate Court	SUBFUND 01A001	Other Expenses	1,224,635	1,314,377
Total Probate Court					5,866,630	5,980,903
PC404632 Probate Computerization \$10 Fund						
INDEX	PC404632	Probate Computerization \$10 Fund	SUBFUND 20A602	Other Expenses	673,094	682,930
Total Probate Computerization \$10 Fund					673,094	682,930
PC404665 Indigent Guardianship						
INDEX	PC404665	Indigent Guardianship	SUBFUND 20A331	Other Expenses	243,292	248,157
Total Indigent Guardianship					243,292	248,157
PC404608 Conduct of Business Fund						
INDEX	PC404608	Conduct of Business Fund	SUBFUND 20A610	Other Expenses	2,219	2,263
Total Conduct of Business Fund					2,219	2,263
PC404624 Probate Court Dispute Res Prog						
INDEX	PC404624	Probate Court Dispute Res Prog	SUBFUND 20A604	Other Expenses	45,097	45,999
Total Probate Court Dispute Res Prog					45,097	45,999
PC404616 Probate Court Special Projects						
INDEX	PC404616	Probate Court Special Projects	SUBFUND 20A603	Other Expenses	61,526	61,757
Total Probate Court Special Projects					61,526	61,757
Total Probate Court					6,891,858	7,022,009
8th District Court of Appeals						
CA360057 Court Of Appeals						
INDEX	CA360057	Court Of Appeals	SUBFUND 01A001	Other Expenses	721,640	710,540
Total Court Of Appeals					721,640	710,540
Total 8th District Court of Appeals					721,640	710,540
Municipal Judicial Costs						
MT805432 Municipal Judicial Costs						
INDEX	MT805432	Municipal Judicial Costs	SUBFUND 01A001	Personal Services	123,052	126,744
INDEX	MT805432	Municipal Judicial Costs	SUBFUND 01A001	Other Expenses	3,027,001	3,087,541
Total Municipal Judicial Costs					3,150,053	3,214,285
Total Municipal Judicial Costs					3,150,053	3,214,285
Inspector General						
IG030411 Office of Inspector General						
INDEX	IG030411	Office of Inspector General	SUBFUND 01A001	Personal Services	723,088	726,124
INDEX	IG030411	Office of Inspector General	SUBFUND 01A001	Other Expenses	60,508	61,579
Total Office of Inspector General					783,596	787,703
IG030429 Inspector General Vendor Fees						
INDEX	IG030429	Inspector General Vendor Fees	SUBFUND 20A378	Personal Services	26,180	26,180

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Inspector General						
IG030429 Inspector General Vendor Fees						
INDEX	IG030429	Inspector General Vendor Fees	SUBFUND 20A378	Other Expenses	15,100	15,100
Total Inspector General Vendor Fees					41,280	41,280
Total Inspector General					824,876	828,983
Department of Internal Audit						
IA018002 Internal Audit Department						
INDEX	IA018002	Internal Audit Department	SUBFUND 01A001	Personal Services	455,808	457,768
INDEX	IA018002	Internal Audit Department	SUBFUND 01A001	Other Expenses	44,188	44,531
Total Internal Audit Department					499,996	502,299
Total Department of Internal Audit					499,996	502,299
Personnel Review Commission						
HC019018 Personnel Review Commission						
INDEX	HC019018	Personnel Review Commission	SUBFUND 01A001	Personal Services	706,660	708,122
INDEX	HC019018	Personnel Review Commission	SUBFUND 01A001	Other Expenses	156,562	158,910
INDEX	HC019018	Personnel Review Commission	SUBFUND 01A001	Capital Outlays	25,000	25,000
Total Personnel Review Commission					888,222	892,032
Total Personnel Review Commission					888,222	892,032
Alcohol & Drug Addiction Mental Health Board						
SU514646 Alcohol Drug Addiction Mental Health Board 2.9						
INDEX	SU514646	Alcohol Drug Addiction Mental Health Board	SUBFUND 29A390	Other Expenses	0	0
Total Alcohol Drug Addiction Mental Health Board 2.9					0	0
SU514596 Alcohol Drug Addiction Mental Health Board 4.8						
INDEX	SU514596	Alcohol Drug Addiction Mental Health Board	SUBFUND 29A391	Other Expenses	19,681,829	17,181,829
Total Alcohol Drug Addiction Mental Health Board 4.8					19,681,829	17,181,829
SU514729 Alcohol Drug Addict. MH 3.9						
INDEX	SU514729	Alcohol Drug Addict. MH 3.9	SUBFUND 29A392	Other Expenses	19,681,828	17,181,828
Total Alcohol Drug Addict. MH 3.9					19,681,828	17,181,828
Total Alcohol & Drug Addiction Mental Health Board					39,363,657	34,363,657
MetroHealth System						
SU513937 MetroHealth Subsidy						
INDEX	SU513937	MetroHealth Subsidy	SUBFUND 29A390	Other Expenses	0	0
Total MetroHealth Subsidy					0	0
SU514463 Hospital Operations Subsidy						
INDEX	SU514463	Hospital Operations Subsidy	SUBFUND 29A391	Other Expenses	20,040,000	18,063,000
Total Hospital Operations Subsidy					20,040,000	18,063,000
SU514687 MetroHealth Subsidy 3.9						
INDEX	SU514687	MetroHealth Subsidy 3.9	SUBFUND 29A392	Other Expenses	20,040,000	18,063,000
Total MetroHealth Subsidy 3.9					20,040,000	18,063,000
Total MetroHealth System					40,080,000	36,126,000
Board of Elections						
BE474064 Election Administration						
INDEX	BE474064	Election Administration	SUBFUND 01A001	Personal Services	1,111,111	6,546,153
INDEX	BE474064	Election Administration	SUBFUND 01A001	Other Expenses	2,055,029	1,922,064

				2015	2016	
				Approved	Annual	
				Appropriation	Estimate	
Board of Elections						
BE474064 Election Administration						
INDEX	BE474064	Election Administration	SUBFUND 01A001	Capital Outlays	120,000	120,000
Total Election Administration					8,689,564	8,588,217
BE472050 Primary Election						
INDEX	BE472050	Primary Election	SUBFUND 01A001	Personal Services	409,489	585,089
INDEX	BE472050	Primary Election	SUBFUND 01A001	Other Expenses	1,448,521	2,773,343
Total Primary Election					1,858,010	3,358,432
BE473058 General Election						
INDEX	BE473058	General Election	SUBFUND 01A001	Personal Services	739,337	970,237
INDEX	BE473058	General Election	SUBFUND 01A001	Other Expenses	3,065,952	3,329,271
Total General Election					3,805,289	4,299,508
BE474056 Special Election						
INDEX	BE474056	Special Election	SUBFUND 01A001	Personal Services	10,000	10,000
INDEX	BE474056	Special Election	SUBFUND 01A001	Other Expenses	205,977	206,452
Total Special Election					215,977	216,452
BE475095 Electronic Voting Consultation						
INDEX	BE475095	Electronic Voting Consultation	SUBFUND 01A001	Other Expenses	615,639	629,276
Total Electronic Voting Consultation					615,639	629,276
Total Board of Elections					15,184,479	17,091,885
Board of Revision						
BR420067 Brd of Revision-Assessment Fnd						
INDEX	BR420067	Brd of Revision-Assessment Fnd	SUBFUND 20A301	Personal Services	2,486,407	2,497,890
INDEX	BR420067	Brd of Revision-Assessment Fnd	SUBFUND 20A301	Other Expenses	1,039,782	1,044,621
Total Brd of Revision-Assessment Fnd					3,526,189	3,542,511
Total Board of Revision					3,526,189	3,542,511
County Planning Commission						
CP522110 County Planning Commission						
INDEX	CP522110	County Planning Commission	SUBFUND 20A307	Personal Services	1,297,838	1,302,484
INDEX	CP522110	County Planning Commission	SUBFUND 20A307	Other Expenses	84,922	234,062
Total County Planning Commission					1,382,760	1,536,546
Total County Planning Commission					1,382,760	1,536,546
County Board of Developmental Disabilities						
MR845024 County Board Of Developmental Disabilities						
INDEX	MR845024	County Board Of Developmental Disabilities	SUBFUND 20R320	Personal Services	85,768,805	86,405,951
INDEX	MR845024	County Board Of Developmental Disabilities	SUBFUND 20R320	Other Expenses	111,845,942	113,769,643
INDEX	MR845024	County Board Of Developmental Disabilities	SUBFUND 20R320	Capital Outlays	3,621,692	3,621,692
Total County Board Of Developmental Disabilities					201,236,439	203,797,286
Total County Board of Developmental Disabilities					201,236,439	203,797,286
County Law Library Resource Board						
LL440008 County Law Library Resource Board						
INDEX	LL440008	County Law Library Resource Board	SUBFUND 20A264	Personal Services	241,856	242,983
INDEX	LL440008	County Law Library Resource Board	SUBFUND 20A264	Other Expenses	324,389	330,166
Total County Law Library Resource Board					566,245	573,149
Total County Law Library Resource Board					566,245	573,149

				2015	2016	
				Approved	Annual	
				Appropriation	Estimate	
NOACA						
MI512103 NOACA						
INDEX	MI512103	NOACA	SUBFUND 01A001	Other Expenses	168,950	172,329
Total NOACA					168,950	172,329
Total NOACA					168,950	172,329
Ohio State University Extension						
AE511105 Ohio State University Extension						
INDEX	AE511105	Ohio State University Extension	SUBFUND 01A001	Other Expenses	247,000	247,000
Total Ohio State University Extension					247,000	247,000
AE514570 Ohio Cooperative Extension HHS						
INDEX	AE514570	Ohio Cooperative Extension HHS	SUBFUND 29A391	Other Expenses	0	0
Total Ohio Cooperative Extension HHS					0	0
Total Ohio State University Extension					247,000	247,000
Public Defender						
PD140053 Public Defender						
INDEX	PD140053	Public Defender	SUBFUND 01A001	Personal Services	7,253,327	7,280,445
INDEX	PD140053	Public Defender	SUBFUND 01A001	Other Expenses	1,799,485	1,829,283
Total Public Defender					9,052,812	9,109,728
PD141028 Public Defender-Cleveland Municipal						
INDEX	PD141028	Public Defender-Cleveland Municipal	SUBFUND 20A804	Personal Services	1,774,949	1,780,845
INDEX	PD141028	Public Defender-Cleveland Municipal	SUBFUND 20A804	Other Expenses	393,444	418,771
Total Public Defender-Cleveland Municipal					2,168,393	2,199,616
Total Public Defender					11,221,205	11,309,344
Soldiers' and Sailors' Monument						
AE210005 Soldiers & Sailors Monument						
INDEX	AE210005	Soldiers & Sailors Monument	SUBFUND 01A001	Personal Services	161,805	162,671
INDEX	AE210005	Soldiers & Sailors Monument	SUBFUND 01A001	Other Expenses	59,906	60,312
Total Soldiers & Sailors Monument					221,711	222,983
Total Soldiers' and Sailors' Monument					221,711	222,983
Solid Waste Management District						
SM522466 Solid Waste Mgmt Distrct						
INDEX	SM522466	Solid Waste Mgmt Distrct	SUBFUND 20A625	Personal Services	528,683	531,253
INDEX	SM522466	Solid Waste Mgmt Distrct	SUBFUND 20A625	Other Expenses	685,064	715,844
INDEX	SM522466	Solid Waste Mgmt Distrct	SUBFUND 20A625	Capital Outlays	2,500	2,500
Total Solid Waste Mgmt Distrct					1,216,247	1,249,597
SM522516 District Boards Of Health						
INDEX	SM522516	District Boards Of Health	SUBFUND 20A625	Other Expenses	255,000	260,100
Total District Boards Of Health					255,000	260,100
SM522599 Solid Waste Municipal Grants						
INDEX	SM522599	Solid Waste Municipal Grants	SUBFUND 20A817	Other Expenses	200,000	204,000
Total Solid Waste Municipal Grants					200,000	204,000
SM522581 Solid Waste Plan Update 2012						
INDEX	SM522581	Solid Waste Plan Update 2012	SUBFUND 20A816	Other Expenses	41,200	42,347
Total Solid Waste Plan Update 2012					41,200	42,347
SM522573 Solid Waste Convenience Center						

			2015	2016	
			Approved	Annual	
			Appropriation	Estimate	
Solid Waste Management District					
SM522573 Solid Waste Convenience Center					
INDEX SM522573	Solid Waste Convenience Center	SUBFUND 20A815	Other Expenses	495,700	511,147
Total Solid Waste Convenience Center			495,700	511,147	
Total Solid Waste Management District			<u>2,208,147</u>	<u>2,267,191</u>	
Soil & Water Conservation					
SW500058 Soil & Water Conservation					
INDEX SW500058	Soil & Water Conservation	SUBFUND 20N306	Personal Services	710,294	713,300
INDEX SW500058	Soil & Water Conservation	SUBFUND 20N306	Other Expenses	104,267	105,904
INDEX SW500058	Soil & Water Conservation	SUBFUND 20N306	Capital Outlays	12,500	25,000
Total Soil & Water Conservation			827,061	844,204	
Total Soil & Water Conservation			<u>827,061</u>	<u>844,204</u>	
Veterans Service Commission					
VS490052 Veterans Service Commission					
INDEX VS490052	Veterans Service Commission	SUBFUND 01A001	Personal Services	2,584,477	2,596,912
INDEX VS490052	Veterans Service Commission	SUBFUND 01A001	Other Expenses	4,356,641	4,491,088
INDEX VS490052	Veterans Service Commission	SUBFUND 01A001	Capital Outlays	10,000	10,000
Total Veterans Service Commission			6,951,118	7,098,000	
Total Veterans Service Commission			<u>6,951,118</u>	<u>7,098,000</u>	
TOTAL APPROPRIATION		<u>1,537,841,133</u>	<u>1,529,004,802</u>		

SECTION 2. That the Clerk of Council be, and she is, hereby instructed to transmit one certified copy of this Resolution to the County Budget Commission, the County Fiscal Officer, and the Director of the Office of Budget & Management.

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 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: November 12, 2014

Committee(s) Assigned: Committee of the Whole

Journal CC016

December 9, 2014

[PROPOSED SUBSTITUTE]

County Council of Cuyahoga County, Ohio

Resolution No. R2014-0267

Sponsored by: County Executive FitzGerald/Fiscal Officer/Office of Budget & Management	A Resolution adopting the 2014/2015 Biennial Operating Budget and Capital Improvements Program Annual Update for 2015, and declaring the necessity that this Resolution become immediately effective.
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WHEREAS, Article 2, Section 3, Subsections 9 and 10 of the Cuyahoga County Charter directs the County Executive to submit to the Council prior to the beginning of each biennium, a proposed operating budget and a capital improvements program for the upcoming biennium; and

WHEREAS, Article 3, Section 9, Subsection 5 of the Cuyahoga County Charter gives County Council the power to adopt and amend the County's annual tax budget, biennial operating budget and biennial capital improvements program and to make appropriations for the County; and

WHEREAS, Chapter 701 of the Cuyahoga County Code was enacted through Ordinance No. O2011-0036 on September 13, 2011 and the power for a biennial operating budget was incorporated into the County Charter by the voters on November 6, 2012.

WHEREAS, Chapter 701.01(D) of the Cuyahoga County Code states that not later than at the first County Council meeting in November of each even-numbered year, the County Executive shall submit to Council a report, updating the information provided in Subsection (C) above for the biennium. If the report includes changes to the budget or capital improvements program, the County Executive shall submit appropriate legislation along with the report; and

WHEREAS, County Council adopted the 2014/2015 Biennial Operating Budget and Capital Improvements Program through Resolution No. R2013-0229 on December 10, 2013; 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 County departments, offices and agencies.

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

SECTION 1. County Council hereby adopts the Biennial Operating Budget and Capital Improvements Program Annual Update for 2015 as follows:

				2015	2016	
				Approved	Annual	
				Appropriation	Estimate	
Office of the County Executive						
EX016006 Office of the County Executive						
INDEX	EX016006	Office of the County Executive	SUBFUND 01A001	Personal Services	1,079,741	1,082,496
INDEX	EX016006	Office of the County Executive	SUBFUND 01A001	Other Expenses	345,737	351,513
Total Office of the County Executive					1,425,478	1,434,009
Total Office of the County Executive					1,425,478	1,434,009
Department of Communications						
CX016014 Communications						
INDEX	CX016014	Communications	SUBFUND 01A001	Personal Services	433,224	434,568
INDEX	CX016014	Communications	SUBFUND 01A001	Other Expenses	27,553	28,104
INDEX	CX016014	Communications	SUBFUND 01A001	Capital Outlays	3,800	0
Total Communications					464,577	462,672
Total Department of Communications					464,577	462,672
County Law Department						
LA000794 County Law Department						
INDEX	LA000794	County Law Department	SUBFUND 01A001	Personal Services	1,880,261	1,886,538
INDEX	LA000794	County Law Department	SUBFUND 01A001	Other Expenses	283,365	286,617
Total County Law Department					2,163,626	2,173,155
Total County Law Department					2,163,626	2,173,155
Human Resources						
HR018010 Human Resources Administration						
INDEX	HR018010	Human Resources Administration	SUBFUND 01A001	Personal Services	3,378,314	3,392,731
INDEX	HR018010	Human Resources Administration	SUBFUND 01A001	Other Expenses	232,149	241,851
Total Human Resources Administration					3,610,463	3,634,582
HS157362 HHS Human Resources						
INDEX	HS157362	HHS Human Resources	SUBFUND 24A430	Personal Services	763,681	767,554
Total HHS Human Resources					763,681	767,554
HR018028 Employee Benefits-General Fund						
INDEX	HR018028	Employee Benefits-General Fund	SUBFUND 01A001	Other Expenses	372,000	372,000
Total Employee Benefits-General Fund					372,000	372,000
ND570002 County Wellness Program						
INDEX	ND570002	County Wellness Program	SUBFUND 20A550	Other Expenses	50,000	51,000
Total County Wellness Program					50,000	51,000
Total Human Resources					4,796,144	4,825,136
Development						
DV014100 Economic Development						
INDEX	DV014100	Economic Development	SUBFUND 01A001	Personal Services	1,175,382	1,179,887
INDEX	DV014100	Economic Development	SUBFUND 01A001	Other Expenses	1,104,572	1,012,949
Total Economic Development					2,279,954	2,192,836
DV520692 Development-Revolving Loan Fund						
INDEX	DV520692	Development-Revolving Loan Fund	SUBFUND 20D445	Other Expenses	612,000	624,240
Total Development-Revolving Loan Fund					612,000	624,240
DV520726 Brownfield Revolving Loan Fund						
INDEX	DV520726	Brownfield Revolving Loan Fund	SUBFUND 20D446	Other Expenses	0	0
Total Brownfield Revolving Loan Fund					0	0

				2015	2016	
				Approved	Annual	
				Appropriation	Estimate	
Development						
DV520676 Cuy. Cty. Western Reserve Fund						
INDEX	DV520676	Cuy. Cty. Western Reserve Fund	SUBFUND 20D447	Other Expenses	15,000,000	0
Total Cuy. Cty. Western Reserve Fund					15,000,000	0
Total Development					17,891,954	2,817,076
Regional Collaboration						
DV014225 Regional Collaboration						
INDEX	DV014225	Regional Collaboration	SUBFUND 01A001	Personal Services	278,010	279,074
INDEX	DV014225	Regional Collaboration	SUBFUND 01A001	Other Expenses	5,724	5,748
Total Regional Collaboration					283,734	284,822
Total Regional Collaboration					283,734	284,822
County Fiscal Office						
FS109611 Fiscal Office Administration						
INDEX	FS109611	Fiscal Office Administration	SUBFUND 01A001	Personal Services	1,129,297	1,134,475
INDEX	FS109611	Fiscal Office Administration	SUBFUND 01A001	Other Expenses	26,594	27,317
Total Fiscal Office Administration					1,155,891	1,161,792
FS109629 Office of Budget & Management						
INDEX	FS109629	Office of Budget & Management	SUBFUND 01A001	Personal Services	1,006,181	1,010,283
INDEX	FS109629	Office of Budget & Management	SUBFUND 01A001	Other Expenses	34,154	35,056
Total Office of Budget & Management					1,040,335	1,045,339
FS109637 Financial Reporting						
INDEX	FS109637	Financial Reporting	SUBFUND 01A001	Personal Services	2,216,882	2,224,685
INDEX	FS109637	Financial Reporting	SUBFUND 01A001	Other Expenses	1,054,213	1,081,040
Total Financial Reporting					3,271,095	3,305,725
FS109686 Operations-Property Valuation						
INDEX	FS109686	Operations-Property Valuation	SUBFUND 01A001	Personal Services	276,771	278,253
INDEX	FS109686	Operations-Property Valuation	SUBFUND 01A001	Other Expenses	14,351	14,654
Total Operations-Property Valuation					291,122	292,907
FS109645 Operations-Records & Licenses						
INDEX	FS109645	Operations-Records & Licenses	SUBFUND 01A001	Personal Services	4,010,335	4,036,390
INDEX	FS109645	Operations-Records & Licenses	SUBFUND 01A001	Other Expenses	363,329	369,060
Total Operations-Records & Licenses					4,373,664	4,405,450
FS109694 Operations-Title Bureau						
INDEX	FS109694	Operations-Title Bureau	SUBFUND 20A658	Personal Services	3,005,669	3,026,437
INDEX	FS109694	Operations-Title Bureau	SUBFUND 20A658	Other Expenses	1,271,782	1,292,957
Total Operations-Title Bureau					4,277,451	4,319,394
FS109652 Operations-Contractual Svcs						
INDEX	FS109652	Operations-Contractual Svcs	SUBFUND 01A001	Personal Services	601,658	604,183
INDEX	FS109652	Operations-Contractual Svcs	SUBFUND 01A001	Other Expenses	1,098,826	1,122,926
INDEX	FS109652	Operations-Contractual Svcs	SUBFUND 01A001	Capital Outlays	272,000	272,000
Total Operations-Contractual Svcs					1,972,484	1,999,109
FS109702 Operations-Tax Assessments						
INDEX	FS109702	Operations-Tax Assessments	SUBFUND 20A301	Personal Services	3,670,462	3,689,231
INDEX	FS109702	Operations-Tax Assessments	SUBFUND 20A301	Other Expenses	4,156,791	4,229,421
INDEX	FS109702	Operations-Tax Assessments	SUBFUND 20A301	Capital Outlays	270,845	270,845
Total Operations-Tax Assessments					8,098,098	8,189,497
FS109660 Treasury Management						
INDEX	FS109660	Treasury Management	SUBFUND 01A001	Personal Services	1,540,530	1,547,662

				2015	2016	
				Approved	Annual	
				Appropriation	Estimate	
County Fiscal Office						
FS109660 Treasury Management						
INDEX	FS109660	Treasury Management	SUBFUND 01A001	Other Expenses	738,658	751,256
Total Treasury Management					2,279,188	2,298,918
FS109710 Treasury DRETAC						
INDEX	FS109710	Treasury DRETAC	SUBFUND 20A322	Personal Services	1,155,752	1,162,500
INDEX	FS109710	Treasury DRETAC	SUBFUND 20A322	Other Expenses	1,087,031	1,107,866
INDEX	FS109710	Treasury DRETAC	SUBFUND 20A322	Capital Outlays	272,000	272,000
Total Treasury DRETAC					2,514,783	2,542,366
FS109728 Fiscal -Tax Prepayment Special Interest						
INDEX	FS109728	Fiscal -Tax Prepayment Special Interest	SUBFUND 20A325	Personal Services	155,241	156,328
INDEX	FS109728	Fiscal -Tax Prepayment Special Interest	SUBFUND 20A325	Other Expenses	213,674	217,936
Total Fiscal -Tax Prepayment Special Interest					368,915	374,264
FS109736 Fiscal -Tax Certificate Admin.						
INDEX	FS109736	Fiscal -Tax Certificate Admin.	SUBFUND 20A340	Personal Services	137,052	137,940
INDEX	FS109736	Fiscal -Tax Certificate Admin.	SUBFUND 20A340	Other Expenses	56,055	57,769
Total Fiscal -Tax Certificate Admin.					193,107	195,709
FS109744 Fiscal-County Land Reutilization Corporation						
INDEX	FS109744	Fiscal-County Land Reutilization Corporation	SUBFUND 20AA03	Other Expenses	7,000,000	7,000,000
Total Fiscal-County Land Reutilization Corporation					7,000,000	7,000,000
FS109678 Office of Procurement and Diversity						
INDEX	FS109678	Office of Procurement and Diversity	SUBFUND 01A001	Personal Services	1,359,817	1,365,802
INDEX	FS109678	Office of Procurement and Diversity	SUBFUND 01A001	Other Expenses	58,629	62,257
Total Office of Procurement and Diversity					1,418,446	1,428,059
FS109751 Fiscal- Office Supply Contract						
INDEX	FS109751	Fiscal- Office Supply Contract	SUBFUND 64A601	Other Expenses	845,000	860,976
Total Fiscal- Office Supply Contract					845,000	860,976
FS109942 Consumer Affairs						
INDEX	FS109942	Consumer Affairs	SUBFUND 01A001	Personal Services	757,942	761,554
INDEX	FS109942	Consumer Affairs	SUBFUND 01A001	Other Expenses	41,258	41,878
Total Consumer Affairs					799,200	803,432
Total County Fiscal Office					39,898,779	40,222,937
Information Technology						
IT601021 Information Technology Admin						
INDEX	IT601021	Information Technology Admin	SUBFUND 01A001	Personal Services	1,296,032	1,317,108
INDEX	IT601021	Information Technology Admin	SUBFUND 01A001	Other Expenses	962,415	981,734
Total Information Technology Admin					2,258,447	2,298,842
IT601039 Project Management						
INDEX	IT601039	Project Management	SUBFUND 01A001	Personal Services	215,904	215,904
Total Project Management					215,904	215,904
IT601047 Web & Multi-Media Development						
INDEX	IT601047	Web & Multi-Media Development	SUBFUND 01A001	Personal Services	1,998,160	2,006,045
INDEX	IT601047	Web & Multi-Media Development	SUBFUND 01A001	Other Expenses	1,149,611	1,189,680
INDEX	IT601047	Web & Multi-Media Development	SUBFUND 01A001	Capital Outlays	10,498	10,498
Total Web & Multi-Media Development					3,158,269	3,206,223
IT601088 Security and Disaster Recovery						
INDEX	IT601088	Security and Disaster Recovery	SUBFUND 01A001	Personal Services	141,233	141,584
INDEX	IT601088	Security and Disaster Recovery	SUBFUND 01A001	Other Expenses	204,736	212,261
Total Security and Disaster Recovery					344,959	353,845

				2015	2016	
				Approved	Annual	
				Appropriation	Estimate	
Information Technology						
IT601096 Engineering Services						
INDEX	IT601096	Engineering Services	SUBFUND 01A001	Personal Services	2,246,164	2,246,164
INDEX	IT601096	Engineering Services	SUBFUND 01A001	Other Expenses	1,128,276	1,146,902
INDEX	IT601096	Engineering Services	SUBFUND 01A001	Capital Outlays	20,431	20,431
Total Engineering Services					3,394,871	3,413,497
IT601104 Mainframe Operation Services						
INDEX	IT601104	Mainframe Operation Services	SUBFUND 01A001	Personal Services	1,131,357	1,137,180
INDEX	IT601104	Mainframe Operation Services	SUBFUND 01A001	Other Expenses	1,284,231	1,307,759
INDEX	IT601104	Mainframe Operation Services	SUBFUND 01A001	Capital Outlays	7,286	7,286
Total Mainframe Operation Services					2,422,874	2,452,225
IT601179 User Supply						
INDEX	IT601179	User Supply	SUBFUND 01A001	Other Expenses	230,076	239,852
Total User Supply					230,076	239,852
IT601138 WAN Services						
INDEX	IT601138	WAN Services	SUBFUND 01A001	Personal Services	489,233	491,011
INDEX	IT601138	WAN Services	SUBFUND 01A001	Other Expenses	1,524,892	1,559,399
INDEX	IT601138	WAN Services	SUBFUND 01A001	Capital Outlays	16,211	16,211
Total WAN Services					2,030,336	2,066,621
IT601161 Communications Services						
INDEX	IT601161	Communications Services	SUBFUND 01A001	Personal Services	639,908	643,453
INDEX	IT601161	Communications Services	SUBFUND 01A001	Other Expenses	1,615,114	1,669,896
INDEX	IT601161	Communications Services	SUBFUND 01A001	Capital Outlays	5,821	5,821
Total Communications Services					2,260,843	2,319,170
IT470591 Geographic Information System						
INDEX	IT470591	Geographic Information System	SUBFUND 20A819	Personal Services	405,645	406,914
INDEX	IT470591	Geographic Information System	SUBFUND 20A819	Other Expenses	668,645	681,704
INDEX	IT470591	Geographic Information System	SUBFUND 20A819	Capital Outlays	1,984	1,984
Total Geographic Information System					1,076,274	1,090,602
IT601310 IT Reg Ent. Data Shar. System						
INDEX	IT601310	IT Reg Ent. Data Shar. System	SUBFUND 01A001	Personal Services	449,558	451,652
Total IT Reg Ent. Data Shar. System					449,558	451,652
HS157396 Human Services Applications						
INDEX	HS157396	Human Services Applications	SUBFUND 24A430	Personal Services	3,727,403	3,744,280
INDEX	HS157396	Human Services Applications	SUBFUND 24A430	Other Expenses	999,560	1,015,153
INDEX	HS157396	Human Services Applications	SUBFUND 24A430	Capital Outlays	115,282	115,282
Total Human Services Applications					4,842,245	4,874,715
IS821009 ISC Administration						
INDEX	IS821009	ISC Administration	SUBFUND 63A100	Other Expenses	0	0
Total ISC Administration					0	0
Total Information Technology					22,684,656	22,983,148
Public Works - Facilities Management						
CT571000 Central Services Admin.						
INDEX	CT571000	Central Services Admin.	SUBFUND 61A607	Personal Services	2,179,363	2,187,491
INDEX	CT571000	Central Services Admin.	SUBFUND 61A607	Other Expenses	582,907	643,943
Total Central Services Admin.					2,762,270	2,831,434
CT575001 Maintenance Garage						
INDEX	CT575001	Maintenance Garage	SUBFUND 62A603	Personal Services	379,151	381,276
INDEX	CT575001	Maintenance Garage	SUBFUND 62A603	Other Expenses	422,800	842,566

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Public Works - Facilities Management					
CT575001 Maintenance Garage					
INDEX CT575001	Maintenance Garage	SUBFUND 62A603	Capital Outlays	1,000,000	325,000
Total Maintenance Garage				2,205,951	1,548,842
CT577106 Risk & Property Management					
INDEX CT577106	Risk & Property Management	SUBFUND 01A001	Personal Services	88,592	88,611
INDEX CT577106	Risk & Property Management	SUBFUND 01A001	Other Expenses	1,225,623	1,183,535
Total Risk & Property Management				1,314,215	1,272,146
CT577353 County Mailroom					
INDEX CT577353	County Mailroom	SUBFUND 65A604	Personal Services	494,343	497,950
INDEX CT577353	County Mailroom	SUBFUND 65A604	Other Expenses	1,323,526	1,336,606
Total County Mailroom				1,817,869	1,834,556
CT577551 Fast Copy					
INDEX CT577551	Fast Copy	SUBFUND 64A606	Personal Services	617,305	620,652
INDEX CT577551	Fast Copy	SUBFUND 64A606	Other Expenses	2,307,625	2,456,791
Total Fast Copy				2,924,930	3,077,443
CT577601 Archives					
INDEX CT577601	Archives	SUBFUND 01A001	Personal Services	334,414	336,215
INDEX CT577601	Archives	SUBFUND 01A001	Other Expenses	573,304	573,815
Total Archives				907,718	910,030
CT577379 Custodial Services					
INDEX CT577379	Custodial Services	SUBFUND 61A607	Personal Services	6,491,887	6,530,056
INDEX CT577379	Custodial Services	SUBFUND 61A607	Other Expenses	477,082	486,077
INDEX CT577379	Custodial Services	SUBFUND 61A607	Capital Outlays	15,366	15,366
Total Custodial Services				6,984,335	7,031,499
CT577395 Trades Services					
INDEX CT577395	Trades Services	SUBFUND 61A607	Personal Services	8,544,863	8,577,860
INDEX CT577395	Trades Services	SUBFUND 61A607	Other Expenses	1,499,048	1,551,884
INDEX CT577395	Trades Services	SUBFUND 61A607	Capital Outlays	24,388	24,388
Total Trades Services				10,068,299	10,154,132
CT577411 Other Services					
INDEX CT577411	Other Services	SUBFUND 61A607	Other Expenses	16,098,617	16,984,691
Total Other Services				16,098,617	16,984,691
CT571034 Special Trades					
INDEX CT571034	Special Trades	SUBFUND 61A607	Personal Services	638,259	638,259
Total Special Trades				638,259	638,259
CT050047 Dog Kennel Operations					
INDEX CT050047	Dog Kennel Operations	SUBFUND 20A302	Personal Services	1,040,607	1,045,986
INDEX CT050047	Dog Kennel Operations	SUBFUND 20A302	Other Expenses	792,118	821,027
Total Dog Kennel Operations				1,832,725	1,867,013
CT571125 Huntington Park Garage					
INDEX CT571125	Huntington Park Garage	SUBFUND 51A404	Personal Services	606,170	609,984
INDEX CT571125	Huntington Park Garage	SUBFUND 51A404	Other Expenses	1,918,590	1,738,508
INDEX CT571125	Huntington Park Garage	SUBFUND 51A404	Capital Outlays	61,750	0
Total Huntington Park Garage				2,586,510	2,348,492
Total Public Works - Facilities Management				50,141,698	50,498,537

County Headquarters

HQ010009 County Headquarters

INDEX HQ010009	County Headquarters	SUBFUND 01A001	Personal Services	0	0
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County Headquarters					
HQ010009 County Headquarters					
INDEX	HQ010009 County Headquarters	SUBFUND	01A001 Other Expenses	6,289,393	6,491,987
Total County Headquarters				6,289,393	6,491,987
Total County Headquarters				6,289,393	6,491,987
Public Works - County Road & Bridge					
CE835025 County Engineer Admin					
INDEX	CE835025 County Engineer Admin	SUBFUND	26A601 Personal Services	4,979,191	5,003,608
INDEX	CE835025 County Engineer Admin	SUBFUND	26A601 Other Expenses	1,087,289	1,151,729
INDEX	CE835025 County Engineer Admin	SUBFUND	26A601 Capital Outlays	75,000	75,000
Total County Engineer Admin				6,141,480	6,230,337
CE835249 Cnty Engineer Maintenance Eng					
INDEX	CE835249 Cnty Engineer Maintenance Eng	SUBFUND	26A601 Personal Services	3,479,465	3,497,479
INDEX	CE835249 Cnty Engineer Maintenance Eng	SUBFUND	26A601 Other Expenses	1,925,455	1,927,822
INDEX	CE835249 Cnty Engineer Maintenance Eng	SUBFUND	26A601 Capital Outlays	324,343	324,343
Total Cnty Engineer Maintenance Eng				5,729,263	5,749,644
CE418053 \$5.00 Fund Road Improvements					
INDEX	CE418053 \$5.00 Fund Road Improvements	SUBFUND	26A650 Other Expenses	5,791,808	5,839,077
INDEX	CE418053 \$5.00 Fund Road Improvements	SUBFUND	26A650 Capital Outlays	3,000,000	3,000,000
Total \$5.00 Fund Road Improvements				8,791,808	8,839,077
CE417477 \$7.50 Fund Road Improvements					
INDEX	CE417477 \$7.50 Fund Road Improvements	SUBFUND	26A651 Other Expenses	3,015,877	3,025,866
INDEX	CE417477 \$7.50 Fund Road Improvements	SUBFUND	26A651 Capital Outlays	7,000,000	7,000,000
Total \$7.50 Fund Road Improvements				10,015,877	10,025,866
Total Public Works - County Road & Bridge				30,678,428	30,844,924
Public Works - Sanitary Engineer					
ST540252 Sanitary Engineer Operations					
INDEX	ST540252 Sanitary Engineer Operations	SUBFUND	54A100 Personal Services	10,000,566	10,045,723
INDEX	ST540252 Sanitary Engineer Operations	SUBFUND	54A100 Other Expenses	3,367,151	3,407,449
INDEX	ST540252 Sanitary Engineer Operations	SUBFUND	54A100 Capital Outlays	2,254,000	1,254,000
Total Sanitary Engineer Operations				15,621,717	14,707,172
ST540427 Sanitary Sewer Districts					
INDEX	ST540427 Sanitary Sewer Districts	SUBFUND	54A500 Other Expenses	15,300,000	15,600,000
Total Sanitary Sewer Districts				15,300,000	15,600,000
ST540583 Sanitary Engineer Debt Service					
INDEX	ST540583 Sanitary Engineer Debt Service	SUBFUND	54A100 Other Expenses	1,079,639	1,100,808
Total Sanitary Engineer Debt Service				1,079,639	1,100,808
ST540625 Sanitary Eng. Note Retirement					
INDEX	ST540625 Sanitary Eng. Note Retirement	SUBFUND	54A901 Other Expenses	323,050	323,050
Total Sanitary Eng. Note Retirement				323,050	323,050
Total Public Works - Sanitary Engineer				32,324,406	31,731,030
Public Works - County Airport					
AP520890 Airport Operations					
INDEX	AP520890 Airport Operations	SUBFUND	52A100 Personal Services	556,489	559,329
INDEX	AP520890 Airport Operations	SUBFUND	52A100 Other Expenses	916,935	957,677
INDEX	AP520890 Airport Operations	SUBFUND	52A100 Capital Outlays	8,407	8,407
Total Airport Operations				1,481,831	1,525,413

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Public Works - County Airport						
DV520031 County Airport						
INDEX	DV520031	County Airport	SUBFUND 52A100	Other Expenses	0	0
Total County Airport				0	0	
Total Public Works - County Airport				1,481,831	1,525,413	
County Sheriff						
SH350058 Sheriff						
INDEX	SH350058	Sheriff	SUBFUND 01A001	Personal Services	0	0
Total Sheriff				0	0	
SH586115 Sheriff - Home Detention Fees						
INDEX	SH586115	Sheriff - Home Detention Fees	SUBFUND 20A630	Other Expenses	47,111	48,053
Total Sheriff - Home Detention Fees				47,111	48,053	
SH350108 Carrying Concealed Weapons App						
INDEX	SH350108	Carrying Concealed Weapons App	SUBFUND 20A806	Personal Services	99,618	100,180
INDEX	SH350108	Carrying Concealed Weapons App	SUBFUND 20A806	Other Expenses	93,368	95,095
Total Carrying Concealed Weapons App				192,986	195,275	
SH456483 Sheriff Dept Special Project I						
INDEX	SH456483	Sheriff Dept Special Project I	SUBFUND 20A812	Personal Services	191,007	191,373
Total Sheriff Dept Special Project I				191,007	191,373	
SH456608 State Alien Criminal Asst Prog						
INDEX	SH456608	State Alien Criminal Asst Prog	SUBFUND 20A821	Personal Services	54,519	54,683
INDEX	SH456608	State Alien Criminal Asst Prog	SUBFUND 20A821	Other Expenses	36,408	37,136
Total State Alien Criminal Asst Prog				90,927	91,819	
SH350272 Law Enforcement						
INDEX	SH350272	Law Enforcement	SUBFUND 01A001	Personal Services	16,568,631	16,631,008
INDEX	SH350272	Law Enforcement	SUBFUND 01A001	Other Expenses	1,200,483	1,219,986
Total Law Enforcement				17,769,114	17,850,994	
SH350470 Jail Operations						
INDEX	SH350470	Jail Operations	SUBFUND 01A001	Personal Services	45,184,159	45,410,175
INDEX	SH350470	Jail Operations	SUBFUND 01A001	Other Expenses	16,689,660	15,491,249
Total Jail Operations				61,873,819	60,901,424	
SH350579 Sheriff Operations						
INDEX	SH350579	Sheriff Operations	SUBFUND 01A001	Personal Services	5,147,941	5,175,290
INDEX	SH350579	Sheriff Operations	SUBFUND 01A001	Other Expenses	714,313	1,483,529
Total Sheriff Operations				5,862,254	6,658,819	
SH351080 Impact Unit/Community Policing						
INDEX	SH351080	Impact Unit/Community Policing	SUBFUND 01A001	Personal Services	1,002,892	1,006,822
INDEX	SH351080	Impact Unit/Community Policing	SUBFUND 01A001	Other Expenses	38,389	39,157
Total Impact Unit/Community Policing				1,041,281	1,045,979	
SH352005 Building Security Services						
INDEX	SH352005	Building Security Services	SUBFUND 61A608	Personal Services	9,431,210	9,483,047
INDEX	SH352005	Building Security Services	SUBFUND 61A608	Other Expenses	479,051	489,215
Total Building Security Services				9,910,261	9,972,262	
SH350140 Euclid Jail						
INDEX	SH350140	Euclid Jail	SUBFUND 20A900	Personal Services	1,551,732	1,560,358
INDEX	SH350140	Euclid Jail	SUBFUND 20A900	Other Expenses	135,000	137,754
Total Euclid Jail				1,686,732	1,698,112	
Total County Sheriff				98,654,110	98,654,110	

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Board & Care Of Prisoners						
AE511451 Board & Care Of Prisoners						
INDEX	AE511451	Board & Care Of Prisoners	SUBFUND 01A001	Other Expenses	186,811	186,811
Total Board & Care Of Prisoners					186,811	186,811
Total Board & Care Of Prisoners					186,811	186,811
Public Safety & Justice Services						
JA050088 Justice Affairs Admin						
INDEX	JA050088	Justice Affairs Admin	SUBFUND 01A001	Personal Services	990,978	993,749
INDEX	JA050088	Justice Affairs Admin	SUBFUND 01A001	Other Expenses	61,700	62,771
Total Justice Affairs Admin					1,052,678	1,056,520
JA108118 Custody Mediation						
INDEX	JA108118	Custody Mediation	SUBFUND 20A822	Personal Services	641,875	644,854
INDEX	JA108118	Custody Mediation	SUBFUND 20A822	Other Expenses	183,312	254,798
Total Custody Mediation					825,187	899,652
JA107441 Family Justice Center						
INDEX	JA107441	Family Justice Center	SUBFUND 20A824	Personal Services	78,807	78,805
INDEX	JA107441	Family Justice Center	SUBFUND 20A824	Other Expenses	271,193	271,195
Total Family Justice Center					350,000	350,000
JA107425 Witness Victim HHS						
INDEX	JA107425	Witness Victim HHS	SUBFUND 20A809	Personal Services	1,130,327	1,135,544
INDEX	JA107425	Witness Victim HHS	SUBFUND 20A809	Other Expenses	810,071	1,001,666
Total Witness Victim HHS					1,940,398	2,137,210
JA100123 Emergency Management						
INDEX	JA100123	Emergency Management	SUBFUND 20A390	Personal Services	853,043	856,726
INDEX	JA100123	Emergency Management	SUBFUND 20A390	Other Expenses	564,643	613,111
Total Emergency Management					1,417,686	1,469,837
JA090068 Cuyahoga Regional Information System						
INDEX	JA090068	Cuyahoga Regional Information System	SUBFUND 50A410	Personal Services	215,420	216,309
INDEX	JA090068	Cuyahoga Regional Information System	SUBFUND 50A410	Other Expenses	1,866,942	2,046,071
Total Cuyahoga Regional Information System					2,082,362	2,262,380
JA100354 CECOMS						
INDEX	JA100354	CECOMS	SUBFUND 01A001	Personal Services	195,113	195,731
INDEX	JA100354	CECOMS	SUBFUND 01A001	Other Expenses	260,954	266,893
Total CECOMS					456,067	462,624
JA106773 Wireless 9-1-1 Government Asst						
INDEX	JA106773	Wireless 9-1-1 Government Asst	SUBFUND 20A814	Personal Services	1,096,346	1,101,873
INDEX	JA106773	Wireless 9-1-1 Government Asst	SUBFUND 20A814	Other Expenses	2,145,974	2,499,837
Total Wireless 9-1-1 Government Asst					3,242,320	3,601,710
JA106781 9-1-1 Consolidation Shared Svc						
INDEX	JA106781	9-1-1 Consolidation Shared Svc	SUBFUND 20A825	Other Expenses	1,700,000	0
Total 9-1-1 Consolidation Shared Svc					1,700,000	0
JA302224 Public Safety Grants Admin.						
INDEX	JA302224	Public Safety Grants Admin.	SUBFUND 01A001	Personal Services	284,153	285,557
INDEX	JA302224	Public Safety Grants Admin.	SUBFUND 01A001	Other Expenses	266,842	271,779
Total Public Safety Grants Admin.					550,995	557,336
JA302232 Fusion Center						
INDEX	JA302232	Fusion Center	SUBFUND 01A001	Personal Services	182,678	183,601

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Public Safety & Justice Services				
JA302232 Fusion Center				
INDEX	JA302232 Fusion Center	SUBFUND 01A001	Other Expenses	99,744 102,031
Total Fusion Center			282,422	285,632
Total Public Safety & Justice Services			13,900,115	13,082,901
Domestic Violence				
AE511550 Domestic Violence				
INDEX	AE511550 Domestic Violence	SUBFUND 20A330	Other Expenses	233,983 241,339
Total Domestic Violence			233,983	241,339
Total Domestic Violence			233,983	241,339
Clerk of Courts				
CL200055 Clerk of Courts-Admin.				
INDEX	CL200055 Clerk of Courts-Admin.	SUBFUND 01A001	Personal Services	5,607,324 5,638,024
INDEX	CL200055 Clerk of Courts-Admin.	SUBFUND 01A001	Other Expenses	4,347,367 4,455,777
Total Clerk of Courts-Admin.			9,954,691	10,093,801
CL456491 Clerk Courts Special Project I				
INDEX	CL456491 Clerk Courts Special Project I	SUBFUND 20A812	Personal Services	421,905 423,631
INDEX	CL456491 Clerk Courts Special Project I	SUBFUND 20A812	Other Expenses	0 4,598
Total Clerk Courts Special Project I			421,905	428,229
CL576124 Clerk Of Courts-Computers				
INDEX	CL576124 Clerk Of Courts-Computers	SUBFUND 20A695	Other Expenses	350,712 357,726
Total Clerk Of Courts-Computers			350,712	357,726
Total Clerk of Courts			10,727,308	10,879,756
County Medical Examiner				
CR180026 Medical Examiner-Operations				
INDEX	CR180026 Medical Examiner-Operations	SUBFUND 01A001	Personal Services	3,776,392 3,792,831
INDEX	CR180026 Medical Examiner-Operations	SUBFUND 01A001	Other Expenses	1,946,285 1,964,770
Total Medical Examiner-Operations			5,722,677	5,757,601
CR180034 Medical Examiner -Lab Fund				
INDEX	CR180034 Medical Examiner -Lab Fund	SUBFUND 20A312	Personal Services	459,498 461,185
INDEX	CR180034 Medical Examiner -Lab Fund	SUBFUND 20A312	Other Expenses	130,578 133,863
INDEX	CR180034 Medical Examiner -Lab Fund	SUBFUND 20A312	Capital Outlays	25,000 25,000
Total Medical Examiner -Lab Fund			615,076	620,048
CR180265 Cuyahoga Co. Regional Crime Lab				
INDEX	CR180265 Cuyahoga Co. Regional Crime Lab	SUBFUND 20A076	Personal Services	3,299,892 3,311,139
INDEX	CR180265 Cuyahoga Co. Regional Crime Lab	SUBFUND 20A076	Other Expenses	489,602 495,065
Total Cuyahoga Co. Regional Crime Lab			3,789,494	3,806,204
Total County Medical Examiner			10,127,247	10,183,853
Office of Health and Human Services				
HS157289 Office of Health and Human Svc				
INDEX	HS157289 Office of Health and Human Svc	SUBFUND 24A430	Personal Services	737,856 739,953
INDEX	HS157289 Office of Health and Human Svc	SUBFUND 24A430	Other Expenses	1,173,323 1,195,193
Total Office of Health and Human Svc			1,911,179	1,935,146
Total Office of Health and Human Services			1,911,179	1,935,146

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HHS Children and Family Services						
CF135467 CFS Administrative Services						
INDEX	CF135467	CFS Administrative Services	SUBFUND 24A301	Personal Services	5,485,304	5,514,980
INDEX	CF135467	CFS Administrative Services	SUBFUND 24A301	Other Expenses	10,759,226	9,268,877
INDEX	CF135467	CFS Administrative Services	SUBFUND 24A301	Capital Outlays	1,306,000	0
Total CFS Administrative Services					17,550,530	14,783,857
CF135483 Training						
INDEX	CF135483	Training	SUBFUND 24A301	Personal Services	703,983	706,775
INDEX	CF135483	Training	SUBFUND 24A301	Other Expenses	155,764	158,327
Total Training					859,747	865,102
CF135491 Information Services						
INDEX	CF135491	Information Services	SUBFUND 24A301	Personal Services	1,447,730	1,456,479
INDEX	CF135491	Information Services	SUBFUND 24A301	Other Expenses	1,081,005	1,963,080
Total Information Services					2,528,735	3,419,559
CF135509 Direct Services						
INDEX	CF135509	Direct Services	SUBFUND 24A301	Personal Services	37,218,130	37,423,755
INDEX	CF135509	Direct Services	SUBFUND 24A301	Other Expenses	1,251,473	1,025,703
Total Direct Services					38,469,603	38,449,458
CF135525 Supportive Services						
INDEX	CF135525	Supportive Services	SUBFUND 24A301	Personal Services	2,757,706	2,773,918
INDEX	CF135525	Supportive Services	SUBFUND 24A301	Other Expenses	1,391,725	1,393,550
Total Supportive Services					4,149,431	4,167,468
CF135442 Caregiver Parent Recruitment						
INDEX	CF135442	Caregiver Parent Recruitment	SUBFUND 24A301	Personal Services	346,628	347,357
INDEX	CF135442	Caregiver Parent Recruitment	SUBFUND 24A301	Other Expenses	204,711	208,365
Total Caregiver Parent Recruitment					551,339	555,722
CF134015 Client Supportive Services						
INDEX	CF134015	Client Supportive Services	SUBFUND 20A303	Other Expenses	7,706,077	7,767,813
Total Client Supportive Services					7,706,077	7,767,813
CF135541 Multi-Systemic Therapy Unit						
INDEX	CF135541	Multi-Systemic Therapy Unit	SUBFUND 24A301	Personal Services	895,968	900,524
INDEX	CF135541	Multi-Systemic Therapy Unit	SUBFUND 24A301	Other Expenses	183,015	186,897
Total Multi-Systemic Therapy Unit					1,078,983	1,087,421
CF135608 Contracted Placements						
INDEX	CF135608	Contracted Placements	SUBFUND 24A301	Personal Services	1,635,429	1,644,750
INDEX	CF135608	Contracted Placements	SUBFUND 24A301	Other Expenses	18,363	18,678
Total Contracted Placements					1,653,792	1,663,428
CF135616 CFS Foster Homes/Resource Mgt						
INDEX	CF135616	CFS Foster Homes/Resource Mgt	SUBFUND 24A301	Personal Services	3,301,603	3,319,854
INDEX	CF135616	CFS Foster Homes/Resource Mgt	SUBFUND 24A301	Other Expenses	139,281	141,899
Total CFS Foster Homes/Resource Mgt					3,440,884	3,461,753
CF134031 CFS Foster Care						
INDEX	CF134031	CFS Foster Care	SUBFUND 20A303	Other Expenses	3,781,700	3,804,295
Total CFS Foster Care					3,781,700	3,804,295
CF134049 Purchased Congregate & Foster						
INDEX	CF134049	Purchased Congregate & Foster	SUBFUND 20A303	Other Expenses	48,048,734	48,048,938
Total Purchased Congregate & Foster					48,048,734	48,048,938
CF135582 Permanent Custody Adoptions						
INDEX	CF135582	Permanent Custody Adoptions	SUBFUND 24A301	Personal Services	4,264,772	4,288,173

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HHS Children and Family Services						
CF135582 Permanent Custody Adoptions						
INDEX	CF135582	Permanent Custody Adoptions	SUBFUND 24A301	Other Expenses	205,313	223,582
Total Permanent Custody Adoptions					4,470,086	4,511,755
CF134023 Adoption Services						
INDEX	CF134023	Adoption Services	SUBFUND 20A303	Other Expenses	8,138,869	7,978,869
Total Adoption Services					8,138,869	7,978,869
CF135004 Cuyahoga Tapestry System of Care						
INDEX	CF135004	Cuyahoga Tapestry System of Care	SUBFUND 24A435	Personal Services	416,650	419,141
INDEX	CF135004	Cuyahoga Tapestry System of Care	SUBFUND 24A435	Other Expenses	4,471,445	4,504,993
Total Cuyahoga Tapestry System of Care					4,888,095	4,924,134
Total HHS Children and Family Services					147,316,605	145,489,572
HHS Senior and Adult Services						
SA138321 SAS Administrative Services						
INDEX	SA138321	SAS Administrative Services	SUBFUND 24A601	Personal Services	769,681	773,267
INDEX	SA138321	SAS Administrative Services	SUBFUND 24A601	Other Expenses	1,726,333	1,841,423
INDEX	SA138321	SAS Administrative Services	SUBFUND 24A601	Capital Outlays	151,325	0
Total SAS Administrative Services					2,647,339	2,614,690
SA138354 SAS Management Services						
INDEX	SA138354	SAS Management Services	SUBFUND 24A601	Personal Services	1,000,676	1,006,294
INDEX	SA138354	SAS Management Services	SUBFUND 24A601	Other Expenses	95,812	96,295
Total SAS Management Services					1,096,488	1,102,589
SA138305 Community Social Serv Programs						
INDEX	SA138305	Community Social Serv Programs	SUBFUND 24A601	Other Expenses	1,509,068	1,309,068
Total Community Social Serv Programs					1,509,068	1,309,068
SA138420 Home Support						
INDEX	SA138420	Home Support	SUBFUND 24A601	Personal Services	1,466,031	1,473,549
INDEX	SA138420	Home Support	SUBFUND 24A601	Other Expenses	253,309	232,088
Total Home Support					1,719,340	1,705,637
SA138479 Adult Protective Services						
INDEX	SA138479	Adult Protective Services	SUBFUND 24A601	Personal Services	2,748,843	2,761,433
INDEX	SA138479	Adult Protective Services	SUBFUND 24A601	Other Expenses	701,148	680,610
Total Adult Protective Services					3,449,991	3,442,043
SA138503 Information and Outreach Unit						
INDEX	SA138503	Information and Outreach Unit	SUBFUND 24A601	Personal Services	630,170	633,606
INDEX	SA138503	Information and Outreach Unit	SUBFUND 24A601	Other Expenses	29,336	29,336
Total Information and Outreach Unit					659,506	662,942
SA138602 Home Based Services						
INDEX	SA138602	Home Based Services	SUBFUND 24A601	Personal Services	2,814,827	2,847,369
INDEX	SA138602	Home Based Services	SUBFUND 24A601	Other Expenses	195,354	195,354
Total Home Based Services					3,010,181	3,042,723
SA138610 Care Management Support						
INDEX	SA138610	Care Management Support	SUBFUND 24A601	Personal Services	513,724	515,917
INDEX	SA138610	Care Management Support	SUBFUND 24A601	Other Expenses	9,761	9,761
Total Care Management Support					523,485	525,678
SA138701 SAS Options Program						
INDEX	SA138701	SAS Options Program	SUBFUND 24A601	Personal Services	1,500,849	1,507,520

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HHS Senior and Adult Services					
SA138701 SAS Options Program					
INDEX	SA138701 SAS Options Program	SUBFUND	24A601 Other Expenses	2,157,151	2,157,151
Total SAS Options Program				3,658,000	3,664,671
Total HHS Senior and Adult Services				18,273,398	18,070,041
HHS Cuyahoga Job & Family Services					
WT137109 Administrative Operations					
INDEX	WT137109 Administrative Operations	SUBFUND	24A510 Personal Services	1,686,374	1,694,785
INDEX	WT137109 Administrative Operations	SUBFUND	24A510 Other Expenses	8,276,153	7,222,276
INDEX	WT137109 Administrative Operations	SUBFUND	24A510 Capital Outlays	20,000	20,000
Total Administrative Operations				9,982,527	8,937,061
WT137315 Work First Services					
INDEX	WT137315 Work First Services	SUBFUND	24A510 Personal Services	1,612,018	1,621,190
INDEX	WT137315 Work First Services	SUBFUND	24A510 Other Expenses	9,878,825	9,878,195
Total Work First Services				11,490,843	11,499,385
WT137414 Southgate NFSC					
INDEX	WT137414 Southgate NFSC	SUBFUND	24A510 Personal Services	4,627,272	4,652,248
INDEX	WT137414 Southgate NFSC	SUBFUND	24A510 Other Expenses	581,707	582,932
Total Southgate NFSC				5,208,979	5,235,180
WT137430 Old Brooklyn NFSC					
INDEX	WT137430 Old Brooklyn NFSC	SUBFUND	24A510 Personal Services	3,992,515	4,013,740
INDEX	WT137430 Old Brooklyn NFSC	SUBFUND	24A510 Other Expenses	784,124	798,906
Total Old Brooklyn NFSC				4,776,639	4,812,646
WT137455 Quincy Place NFSC					
INDEX	WT137455 Quincy Place NFSC	SUBFUND	24A510 Personal Services	5,223,535	5,253,165
INDEX	WT137455 Quincy Place NFSC	SUBFUND	24A510 Other Expenses	1,850,692	1,850,661
Total Quincy Place NFSC				7,074,227	7,103,826
WT137463 Virgil Brown NFSC					
INDEX	WT137463 Virgil Brown NFSC	SUBFUND	24A510 Personal Services	20,653,413	20,773,361
INDEX	WT137463 Virgil Brown NFSC	SUBFUND	24A510 Other Expenses	1,168,171	1,168,171
Total Virgil Brown NFSC				21,821,584	21,941,532
WT137539 West Shore NFSC					
INDEX	WT137539 West Shore NFSC	SUBFUND	24A510 Personal Services	4,488,395	4,512,052
INDEX	WT137539 West Shore NFSC	SUBFUND	24A510 Other Expenses	1,023,877	1,023,877
Total West Shore NFSC				5,512,272	5,535,929
WT137141 Client Support Services					
INDEX	WT137141 Client Support Services	SUBFUND	24A510 Personal Services	5,961,312	5,995,360
INDEX	WT137141 Client Support Services	SUBFUND	24A510 Other Expenses	5,019,992	5,021,492
Total Client Support Services				10,981,304	11,016,852
WT137935 Children With Medical Handicap					
INDEX	WT137935 Children With Medical Handicap	SUBFUND	24A530 Other Expenses	2,764,307	2,764,307
Total Children With Medical Handicap				2,764,307	2,764,307
Total HHS Cuyahoga Job & Family Services				79,612,682	78,846,718
Cuyahoga Support Enforcement Agency					
SE496000 Cuyahoga Support Enforcement Agency					
INDEX	SE496000 Cuyahoga Support Enforcement Agency	SUBFUND	20A600 Personal Services	20,562,514	20,682,711
INDEX	SE496000 Cuyahoga Support Enforcement Agency	SUBFUND	20A600 Other Expenses	11,664,588	11,659,839

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Cuyahoga Support Enforcement Agency						
SE496000 Cuyahoga Support Enforcement Agency						
INDEX	SE496000	Cuyahoga Support Enforcement Agency	SUBFUND 20A600	Capital Outlays	54,000	0
Total Cuyahoga Support Enforcement Agency					32,281,102	32,342,550
SE507152 Fatherhood Initiative						
INDEX	SE507152	Fatherhood Initiative	SUBFUND 20A606	Personal Services	139,076	139,728
INDEX	SE507152	Fatherhood Initiative	SUBFUND 20A606	Other Expenses	893,649	893,649
Total Fatherhood Initiative					1,032,725	1,033,377
Total Cuyahoga Support Enforcement Agency					33,313,827	33,375,927
Early Childhood Invest In Children						
EC451484 EC Administrative Services						
INDEX	EC451484	EC Administrative Services	SUBFUND 24A635	Personal Services	659,206	661,168
INDEX	EC451484	EC Administrative Services	SUBFUND 24A635	Other Expenses	232,318	226,190
Total EC Administrative Services					891,524	887,358
EC451427 Early Childhood Mental Health						
INDEX	EC451427	Early Childhood Mental Health	SUBFUND 20A807	Other Expenses	941,696	960,087
Total Early Childhood Mental Health					941,696	960,087
EC451435 Early Start						
INDEX	EC451435	Early Start	SUBFUND 24A635	Other Expenses	1,838,667	1,875,440
Total Early Start					1,838,667	1,875,440
EC451443 Health & Safety						
INDEX	EC451443	Health & Safety	SUBFUND 24A635	Other Expenses	207,062	211,122
Total Health & Safety					207,062	211,122
EC451450 Quality Child Care						
INDEX	EC451450	Quality Child Care	SUBFUND 24A635	Other Expenses	9,200,944	9,380,621
Total Quality Child Care					9,200,944	9,380,621
Total Early Childhood Invest In Children					13,079,893	13,314,628
Family & Children First Council						
FC451492 FCFC Public Assistance						
INDEX	FC451492	FCFC Public Assistance	SUBFUND 24A640	Personal Services	748,207	751,366
INDEX	FC451492	FCFC Public Assistance	SUBFUND 24A640	Other Expenses	4,003,049	3,943,645
Total FCFC Public Assistance					4,751,256	4,695,011
Total Family & Children First Council					4,751,256	4,695,011
HHS Office of Reentry						
HS749069 HHS Office of Reentry						
INDEX	HS749069	HHS Office of Reentry	SUBFUND 24A878	Personal Services	506,845	509,435
INDEX	HS749069	HHS Office of Reentry	SUBFUND 24A878	Other Expenses	2,010,599	2,099,087
Total HHS Office of Reentry					2,517,444	2,608,522
Total HHS Office of Reentry					2,517,444	2,608,522
Office of Homeless Services						
HS507301 Office of Homeless Services						
INDEX	HS507301	Office of Homeless Services	SUBFUND 20A615	Other Expenses	0	0
Total Office of Homeless Services					0	0
HS158097 Office of Homeless Services PA						
INDEX	HS158097	Office of Homeless Services PA	SUBFUND 24A641	Personal Services	429,112	432,279

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Office of Homeless Services						
HS158097 Office of Homeless Services PA						
INDEX	HS158097	Office of Homeless Services PA	SUBFUND 24A641	Other Expenses	5,254,192	5,406,369
Total Office of Homeless Services PA					5,683,304	5,838,648
Total Office of Homeless Services					5,683,304	5,838,648
Workforce Development						
WI140905 WIA Executive & Financial Operations						
INDEX	WI140905	WIA Executive & Financial Operations	SUBFUND 28W036	Personal Services	478,031	480,242
INDEX	WI140905	WIA Executive & Financial Operations	SUBFUND 28W036	Other Expenses	6,681,733	6,965,934
Total WIA Executive & Financial Operations					7,159,764	7,446,176
WI140913 Workforce Other Programs						
INDEX	WI140913	Workforce Other Programs	SUBFUND 28W037	Personal Services	340,130	342,195
INDEX	WI140913	Workforce Other Programs	SUBFUND 28W037	Other Expenses	1,600,000	1,628,969
Total Workforce Other Programs					1,940,130	1,971,164
WI141622 County Educational Asst Prog.						
INDEX	WI141622	County Educational Asst Prog.	SUBFUND 20A064	Other Expenses	1,100,000	1,120,000
Total County Educational Asst Prog.					1,100,000	1,120,000
Total Workforce Development					10,199,894	10,537,340
GF / HHS Subsidy Accounts						
SU513101 Civil Defense						
INDEX	SU513101	Civil Defense	SUBFUND 01A001	Other Expenses	1,064,089	1,116,240
Total Civil Defense					1,064,089	1,116,240
SU513150 Soil Conservation						
INDEX	SU513150	Soil Conservation	SUBFUND 01A001	Other Expenses	75,000	75,000
Total Soil Conservation					75,000	75,000
SU513200 County Airport						
INDEX	SU513200	County Airport	SUBFUND 01A001	Other Expenses	531,302	574,883
Total County Airport					531,302	574,883
SU513457 County Planning Comm						
INDEX	SU513457	County Planning Comm	SUBFUND 01A001	Other Expenses	1,246,574	1,250,360
Total County Planning Comm					1,246,574	1,250,360
SU514174 Social Service Subsidy						
INDEX	SU514174	Social Service Subsidy	SUBFUND 01A001	Other Expenses	1,100,000	1,100,000
Total Social Service Subsidy					1,100,000	1,100,000
SU514422 Health and Human Svcs Subsidy						
INDEX	SU514422	Health and Human Svcs Subsidy	SUBFUND 29A391	Other Expenses	3,492,695	3,553,005
Total Health and Human Svcs Subsidy					3,492,695	3,553,005
SU514372 Tapestry System of Care Sub						
INDEX	SU514372	Tapestry System of Care Sub	SUBFUND 29A391	Other Expenses	4,444,650	4,480,689
Total Tapestry System of Care Sub					4,444,650	4,480,689
SU513754 CRIS Subsidy						
INDEX	SU513754	CRIS Subsidy	SUBFUND 01A001	Other Expenses	337,214	517,232
Total CRIS Subsidy					337,214	517,232
SU515296 Social Impact Fin Fund Subsidy						
INDEX	SU515296	Social Impact Fin Fund Subsidy	SUBFUND 29A391	Other Expenses	1,000,000	1,000,000
Total Social Impact Fin Fund Subsidy					1,000,000	1,000,000

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GF / HHS Subsidy Accounts						
SU514273 CSEA HHS 4.8 Mill Subsidy						
INDEX	SU514273	CSEA HHS 4.8 Mill Subsidy	SUBFUND 29A391	Other Expenses	2,726,484	2,747,376
Total CSEA HHS 4.8 Mill Subsidy					2,726,484	2,747,376
SU514711 Gateway Arena Pledge						
INDEX	SU514711	Gateway Arena Pledge	SUBFUND 01A001	Other Expenses	3,218,437	3,152,176
Total Gateway Arena Pledge					3,218,437	3,152,176
SU514299 Children and Family Svcs Sub						
INDEX	SU514299	Children and Family Svcs Sub	SUBFUND 29A391	Other Expenses	19,064,123	18,775,942
Total Children and Family Svcs Sub					19,064,123	18,775,942
SU515098 Children & Family Srv Subs 3.9						
INDEX	SU515098	Children & Family Srv Subs 3.9	SUBFUND 29A392	Other Expenses	15,037,124	17,275,943
Total Children & Family Srv Subs 3.9					15,037,124	17,275,943
SU514315 Children Svcs Fund Subsidy						
INDEX	SU514315	Children Svcs Fund Subsidy	SUBFUND 29A391	Other Expenses	20,921,271	20,883,538
Total Children Svcs Fund Subsidy					20,921,271	20,883,538
SU514620 Children Services Fund Sub 3.9						
INDEX	SU514620	Children Services Fund Sub 3.9	SUBFUND 29A392	Other Expenses	18,171,271	19,383,539
Total Children Services Fund Sub 3.9					18,171,271	19,383,539
SU514323 Children w/Medical Handicaps						
INDEX	SU514323	Children w/Medical Handicaps	SUBFUND 29A391	Other Expenses	2,764,307	2,764,307
Total Children w/Medical Handicaps					2,764,307	2,764,307
SU514398 EC-Invest In Children Subsidy						
INDEX	SU514398	EC-Invest In Children Subsidy	SUBFUND 29A391	Other Expenses	13,057,749	13,274,093
Total EC-Invest In Children Subsidy					13,057,749	13,274,093
SU514414 Senior and Adult Svcs Subsidy						
INDEX	SU514414	Senior and Adult Svcs Subsidy	SUBFUND 29A391	Other Expenses	8,066,538	7,964,859
Total Senior and Adult Svcs Subsidy					8,066,538	7,964,859
SU514638 Senior & Adult Subsidy 3.9						
INDEX	SU514638	Senior & Adult Subsidy 3.9	SUBFUND 29A392	Other Expenses	5,775,213	7,914,860
Total Senior & Adult Subsidy 3.9					5,775,213	7,914,860
SU514281 Office of Homeless Svc Subsidy						
INDEX	SU514281	Office of Homeless Svc Subsidy	SUBFUND 29A391	Other Expenses	5,472,912	5,628,256
Total Office of Homeless Svc Subsidy					5,472,912	5,628,256
SU514349 Family & Children First Cncl						
INDEX	SU514349	Family & Children First Cncl	SUBFUND 29A391	Other Expenses	3,542,326	3,468,900
Total Family & Children First Cncl					3,542,326	3,468,900
SU515999 Fatherhood Initiative Subsidy						
INDEX	SU515999	Fatherhood Initiative Subsidy	SUBFUND 29A391	Other Expenses	1,012,725	1,013,377
Total Fatherhood Initiative Subsidy					1,012,725	1,013,377
SU513762 Brownfield Redevelopment						
INDEX	SU513762	Brownfield Redevelopment	SUBFUND 01A001	Other Expenses	647,567	647,655
Total Brownfield Redevelopment					647,567	647,655
SU514430 Employment & Family Svc Sub						
INDEX	SU514430	Employment & Family Svc Sub	SUBFUND 29A391	Other Expenses	6,129,577	5,746,595
Total Employment & Family Svc Sub					6,129,577	5,746,595
SU514737 Employment & Family Svc. Sub						

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GF / HHS Subsidy Accounts						
SU514737 Employment & Family Svc. Sub						
INDEX	SU514737	Employment & Family Svc. Sub	SUBFUND 29A392	Other Expenses	2,408,997	5,746,595
Total Employment & Family Svc. Sub					2,408,997	5,746,595
SU515676 Shaker Square 2000 Pldg GF						
INDEX	SU515676	Shaker Square 2000 Pldg GF	SUBFUND 01A001	Other Expenses	125,089	123,962
Total Shaker Square 2000 Pldg GF					125,089	123,962
SU514224 HHS JC Plcmnt & Trmt Sub						
INDEX	SU514224	HHS JC Plcmnt & Trmt Sub	SUBFUND 29A391	Other Expenses	19,764,255	19,973,559
Total HHS JC Plcmnt & Trmt Sub					19,764,255	19,973,559
SU513515 Custody Mediation HHS						
INDEX	SU513515	Custody Mediation HHS	SUBFUND 01A001	Other Expenses	128,198	297,652
Total Custody Mediation HHS					128,198	297,652
SU514331 Family Justice Center						
INDEX	SU514331	Family Justice Center	SUBFUND 29A391	Other Expenses	175,000	175,000
Total Family Justice Center					175,000	175,000
SU514125 Comm. Redevelopment Fund Sub.						
INDEX	SU514125	Comm. Redevelopment Fund Sub.	SUBFUND 01A001	Other Expenses	832,868	825,526
Total Comm. Redevelopment Fund Sub.					832,868	825,526
SU514521 JC HHS Community Partnership						
INDEX	SU514521	JC HHS Community Partnership	SUBFUND 29A391	Other Expenses	0	47,465
Total JC HHS Community Partnership					0	47,465
SU514547 JA Office of Re-Entry Subsidy						
INDEX	SU514547	JA Office of Re-Entry Subsidy	SUBFUND 29A391	Other Expenses	2,517,444	2,608,522
Total JA Office of Re-Entry Subsidy					2,517,444	2,608,522
SU511535 Medical Mart Series 2010 Pledg						
INDEX	SU511535	Medical Mart Series 2010 Pledg	SUBFUND 01A001	Other Expenses	32,142,415	32,143,236
Total Medical Mart Series 2010 Pledg					32,142,415	32,143,236
SU514885 Regional Crime Lab GF Subsidy						
INDEX	SU514885	Regional Crime Lab GF Subsidy	SUBFUND 01A001	Other Expenses	3,539,494	3,556,204
Total Regional Crime Lab GF Subsidy					3,539,494	3,556,204
SU514661 Witness Victim Subsidy						
INDEX	SU514661	Witness Victim Subsidy	SUBFUND 01A001	Other Expenses	1,940,398	2,137,210
Total Witness Victim Subsidy					1,940,398	2,137,210
SU514679 TASC - County Subsidy						
INDEX	SU514679	TASC - County Subsidy	SUBFUND 01A001	Other Expenses	438,643	127,683
Total TASC - County Subsidy					438,643	127,683
SU514695 9-1-1 Consolidation Shared Svc						
INDEX	SU514695	9-1-1 Consolidation Shared Svc	SUBFUND 01A001	Other Expenses	1,700,000	0
Total 9-1-1 Consolidation Shared Svc					1,700,000	0
SU513481 Euclid Jail GF Subsidy						
INDEX	SU513481	Euclid Jail GF Subsidy	SUBFUND 01A001	Other Expenses	1,286,732	1,298,112
Total Euclid Jail GF Subsidy					1,286,732	1,298,112
SU511568 County Hotel DS GF Subsidy						
INDEX	SU511568	County Hotel DS GF Subsidy	SUBFUND 01A001	Other Expenses	0	3,769,817
Total County Hotel DS GF Subsidy					0	3,769,817
SU514760 County Security SVC GF Subsidy						

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GF / HHS Subsidy Accounts						
SU514760 County Security SVC GF Subsidy						
INDEX	SU514760	County Security SVC GF Subsidy	SUBFUND 01A001	Other Expenses	2,000,000	2,000,000
Total County Security SVC GF Subsidy					2,000,000	2,000,000
Total GF / HHS Subsidy Accounts					207,898,681	219,139,368
College Savings Account Program						
SV102053 College Savings Account Program						
INDEX	SV102053	College Savings Account Program	SUBFUND 01A001	Other Expenses	1,680,000	1,713,613
Total College Savings Account Program					1,680,000	1,713,613
Total College Savings Account Program					1,680,000	1,713,613
Department of Sustainability						
SY302240 Sustainability						
INDEX	SY302240	Sustainability	SUBFUND 01A001	Personal Services	200,000	200,000
INDEX	SY302240	Sustainability	SUBFUND 01A001	Other Expenses	20,000	20,000
Total Sustainability					220,000	220,000
Total Department of Sustainability					220,000	220,000
Employee Health and Wellness						
CC499509 Self Insurance-Regionalization						
INDEX	CC499509	Self Insurance-Regionalization	SUBFUND 20A195	Other Expenses	16,034,696	16,296,622
Total Self Insurance-Regionalization					16,034,696	16,296,622
CC499202 Benefits Administration						
INDEX	CC499202	Benefits Administration	SUBFUND 68A100	Personal Services	566,533	569,215
INDEX	CC499202	Benefits Administration	SUBFUND 68A100	Other Expenses	1,001,947	1,036,778
Total Benefits Administration					1,568,480	1,605,993
CC499004 Hospitalization Self Insurance						
INDEX	CC499004	Hospitalization Self Insurance	SUBFUND 68A100	Other Expenses	68,717,015	70,178,909
Total Hospitalization Self Insurance					68,717,015	70,178,909
CC499012 Hosp. Regular Insurance						
INDEX	CC499012	Hosp. Regular Insurance	SUBFUND 68A200	Other Expenses	8,539,608	8,723,208
Total Hosp. Regular Insurance					8,539,608	8,723,208
Total Employee Health and Wellness					94,859,799	96,804,732
Workers Compensation Retrospective						
CC498816 Workers Comp Retro 2004						
INDEX	CC498816	Workers Comp Retro 2004	SUBFUND 67A004	Other Expenses	0	0
Total Workers Comp Retro 2004					0	0
CC498824 Workers Comp Retro 2005						
INDEX	CC498824	Workers Comp Retro 2005	SUBFUND 67A005	Other Expenses	758,611	759,080
Total Workers Comp Retro 2005					758,611	759,080
CC498832 Workers Comp Retro 2006						
INDEX	CC498832	Workers Comp Retro 2006	SUBFUND 67A006	Other Expenses	113,126	115,149
Total Workers Comp Retro 2006					113,126	115,149
CC498840 Workers Comp Retro 2007						
INDEX	CC498840	Workers Comp Retro 2007	SUBFUND 67A007	Other Expenses	133,428	135,812
Total Workers Comp Retro 2007					133,428	135,812

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Workers Compensation Retrospective						
CC498857 Workers Comp Retro 2008						
INDEX	CC498857	Workers Comp Retro 2008	SUBFUND 67A008	Other Expenses	183,868	186,868
Total Workers Comp Retro 2008					183,868	186,868
CC498865 Workers Comp Retro 2009						
INDEX	CC498865	Workers Comp Retro 2009	SUBFUND 67A009	Other Expenses	164,323	168,174
Total Workers Comp Retro 2009					164,323	168,174
CC498873 Worker's Comp Retro 2010						
INDEX	CC498873	Worker's Comp Retro 2010	SUBFUND 67A010	Other Expenses	176,964	180,964
Total Worker's Comp Retro 2010					176,964	180,964
CC498881 Worker's Comp Retroactive 2011						
INDEX	CC498881	Worker's Comp Retroactive 2011	SUBFUND 67A011	Other Expenses	196,439	198,630
Total Worker's Comp Retroactive 2011					196,439	198,630
CC498899 Worker's Comp Retorative 2012						
INDEX	CC498899	Worker's Comp Retorative 2012	SUBFUND 67A012	Other Expenses	353,479	450,137
Total Worker's Comp Retorative 2012					353,479	450,137
CC498915 Worker's Comp Retroactive 2013						
INDEX	CC498915	Worker's Comp Retroactive 2013	SUBFUND 67A013	Other Expenses	765,959	765,954
Total Worker's Comp Retroactive 2013					765,959	765,954
HR498006 Workers' Comp Admin						
INDEX	HR498006	Workers' Comp Admin	SUBFUND 67A100	Personal Services	118,465	118,781
INDEX	HR498006	Workers' Comp Admin	SUBFUND 67A100	Other Expenses	2,447,299	2,492,787
Total Workers' Comp Admin					2,565,764	2,611,568
Total Workers Compensation Retrospective					5,411,961	5,572,336
Debt Service						
DS039990 DS Rev-Bond Retirement GF						
INDEX	DS039990	DS Rev-Bond Retirement GF	SUBFUND 30A900	Other Expenses	31,879,100	30,827,430
Total DS Rev-Bond Retirement GF					31,879,100	30,827,430
DS100370 Gateway Arena Project						
INDEX	DS100370	Gateway Arena Project	SUBFUND 30A905	Other Expenses	3,218,437	3,152,176
Total Gateway Arena Project					3,218,437	3,152,176
DS039966 Brownfield Debt Service						
INDEX	DS039966	Brownfield Debt Service	SUBFUND 30A910	Other Expenses	647,567	647,655
Total Brownfield Debt Service					647,567	647,655
DS039974 Shaker Square Series 2000						
INDEX	DS039974	Shaker Square Series 2000	SUBFUND 30A912	Other Expenses	125,089	123,962
Total Shaker Square Series 2000					125,089	123,962
DS040121 Commercial Redevelopment Debt						
INDEX	DS040121	Commercial Redevelopment Debt	SUBFUND 30A913	Other Expenses	832,868	825,526
Total Commercial Redevelopment Debt					832,868	825,526
DS040154 DS - Rock & Roll Hall of Fame						
INDEX	DS040154	DS - Rock & Roll Hall of Fame	SUBFUND 30A914	Other Expenses	2,909,599	869,271
Total DS - Rock & Roll Hall of Fame					2,909,599	869,271
DS039115 Medical Mart Debt Service						
INDEX	DS039115	Medical Mart Debt Service	SUBFUND 30A915	Other Expenses	32,660,239	32,661,060
Total Medical Mart Debt Service					32,660,239	32,661,060
DS039198 Steelyard/Westin DS						

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Debt Service						
DS039198 Steelyard/Westin DS						
INDEX	DS039198	Steelyard/Westin DS	SUBFUND 30A916	Other Expenses	286,959	570,434
Total Steelyard/Westin DS					286,959	570,434
DS511543 Debt Service County Hotel						
INDEX	DS511543	Debt Service County Hotel	SUBFUND 30A919	Other Expenses	0	3,769,817
Total Debt Service County Hotel					0	3,769,817
Total Debt Service					72,559,858	73,447,331
Global Center Operating Account						
MC001016 Medical Mart Operating Account						
INDEX	MC001016	Medical Mart Operating Account	SUBFUND 01A001	Other Expenses	4,525,104	4,615,606
Total Medical Mart Operating Account					4,525,104	4,615,606
Total Global Center Operating Account					4,525,104	4,615,606
Capital Improvement GF Subsidy						
SU514141 Capital Improvement GF Subsidy						
INDEX	SU514141	Capital Improvement GF Subsidy	SUBFUND 01A001	Other Expenses	250,000	255,000
Total Capital Improvement GF Subsidy					250,000	255,000
Total Capital Improvement GF Subsidy					250,000	255,000
General Fund/Self Insurance Fund						
MI100594 GF-Self Insurance Fund						
INDEX	MI100594	GF-Self Insurance Fund	SUBFUND 01A001	Other Expenses	593,662	401,535
Total GF-Self Insurance Fund					593,662	401,535
Total General Fund/Self Insurance Fund					593,662	401,535
Social Impact						
SF515288 Social Impact Financing Fund						
INDEX	SF515288	Social Impact Financing Fund	SUBFUND 20A288	Other Expenses	1,000,000	1,000,000
Total Social Impact Financing Fund					1,000,000	1,000,000
Total Social Impact					1,000,000	1,000,000
Info. Technology Automation & Enterprise						
MI512780 Information Technology Capital						
INDEX	MI512780	Information Technology Capital	SUBFUND 01A001	Capital Outlays	940,000	0
Total Information Technology Capital					940,000	0
Total Info. Technology Automation & Enterprise					940,000	0
Miscellaneous Obligations & Payments						
MI512459 Risk Management - Contracts						
INDEX	MI512459	Risk Management - Contracts	SUBFUND 01A001	Other Expenses	1,200,000	1,222,796
Total Risk Management - Contracts					1,200,000	1,222,796
MI512657 Miscellaneous Obligations						
INDEX	MI512657	Miscellaneous Obligations	SUBFUND 01A001	Other Expenses	2,090,171	2,105,651
Total Miscellaneous Obligations					2,090,171	2,105,651

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Miscellaneous Obligations & Payments						
MI512715 GF-Reserve/Contingencies						
INDEX	MI512715	GF-Reserve/Contingencies	SUBFUND 01A002	Other Expenses	3,605,000	0
Total GF-Reserve/Contingencies					3,605,000	0
Total Miscellaneous Obligations & Payments					6,895,171	3,328,447
Statutory Expenditures						
AE511055 Agricultural Society						
INDEX	AE511055	Agricultural Society	SUBFUND 01A001	Other Expenses	3,300	3,366
Total Agricultural Society					3,300	3,366
AE511253 Registrar-Vital Statistics						
INDEX	AE511253	Registrar-Vital Statistics	SUBFUND 01A001	Other Expenses	10,976	11,196
Total Registrar-Vital Statistics					10,976	11,196
AE511352 Memorial Day Allowance						
INDEX	AE511352	Memorial Day Allowance	SUBFUND 01A001	Other Expenses	69,127	70,350
Total Memorial Day Allowance					69,127	70,350
Total Statutory Expenditures					83,403	84,912
County Council						
CN017004 County Council						
INDEX	CN017004	County Council	SUBFUND 01A001	Personal Services	1,513,225	1,516,548
INDEX	CN017004	County Council	SUBFUND 01A001	Other Expenses	283,187	284,770
Total County Council					1,796,412	1,801,318
Total County Council					1,796,412	1,801,318
County Prosecutor						
PR191056 General Office						
INDEX	PR191056	General Office	SUBFUND 01A001	Personal Services	20,520,636	20,597,477
INDEX	PR191056	General Office	SUBFUND 01A001	Other Expenses	2,875,803	3,109,589
INDEX	PR191056	General Office	SUBFUND 01A001	Capital Outlays	9,182	9,182
Total General Office					23,405,621	23,716,248
PR200071 Prosecutor-Child Support						
INDEX	PR200071	Prosecutor-Child Support	SUBFUND 01A001	Personal Services	3,205,391	3,221,179
INDEX	PR200071	Prosecutor-Child Support	SUBFUND 01A001	Other Expenses	418,067	501,639
Total Prosecutor-Child Support					3,623,458	3,722,818
PR495572 Prosecutor-DTAC						
INDEX	PR495572	Prosecutor-DTAC	SUBFUND 20A820	Personal Services	1,407,207	1,415,695
INDEX	PR495572	Prosecutor-DTAC	SUBFUND 20A820	Other Expenses	1,675,223	1,699,654
Total Prosecutor-DTAC					3,082,430	3,115,349
PR194720 Prosecutor-Children & Family						
INDEX	PR194720	Prosecutor-Children & Family	SUBFUND 01A001	Personal Services	2,282,650	2,292,333
INDEX	PR194720	Prosecutor-Children & Family	SUBFUND 01A001	Other Expenses	64,553	107,529
INDEX	PR194720	Prosecutor-Children & Family	SUBFUND 01A001	Capital Outlays	1,000	1,000
Total Prosecutor-Children & Family					2,348,203	2,400,862
Total County Prosecutor					32,459,712	32,955,277
Court of Common Pleas						
CO456541 Legal Research Computerization						

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Court of Common Pleas						
CO456541 Legal Research Computerization						
INDEX	CO456541	Legal Research Computerization	SUBFUND 20A586	Other Expenses	80,991	81,970
Total Legal Research Computerization					80,991	81,970
CO380121 Common Pleas Judicial Admin						
INDEX	CO380121	Common Pleas Judicial Admin	SUBFUND 01A001	Personal Services	7,982,721	8,020,742
INDEX	CO380121	Common Pleas Judicial Admin	SUBFUND 01A001	Other Expenses	16,129,190	15,157,911
INDEX	CO380121	Common Pleas Judicial Admin	SUBFUND 01A001	Capital Outlays	48,415	48,415
Total Common Pleas Judicial Admin					24,160,326	23,227,068
CO456111 Special Project II						
INDEX	CO456111	Special Project II	SUBFUND 20A058	Other Expenses	55,000	55,452
INDEX	CO456111	Special Project II	SUBFUND 20A058	Capital Outlays	2,403	2,403
Total Special Project II					57,403	57,855
CO456475 Common Pleas Special Projects						
INDEX	CO456475	Common Pleas Special Projects	SUBFUND 20A812	Personal Services	1,361,986	1,366,417
INDEX	CO456475	Common Pleas Special Projects	SUBFUND 20A812	Other Expenses	215,173	215,347
Total Common Pleas Special Projects					1,577,159	1,581,764
CO380196 Magistrates						
INDEX	CO380196	Magistrates	SUBFUND 01A001	Personal Services	1,226,264	1,231,606
INDEX	CO380196	Magistrates	SUBFUND 01A001	Other Expenses	261,630	194,576
Total Magistrates					1,487,894	1,426,182
CO380220 Court Services						
INDEX	CO380220	Court Services	SUBFUND 01A001	Personal Services	7,187,211	7,218,375
INDEX	CO380220	Court Services	SUBFUND 01A001	Other Expenses	873,138	890,976
Total Court Services					8,060,349	8,109,351
CO380410 Common Pleas-Probation						
INDEX	CO380410	Common Pleas-Probation	SUBFUND 01A001	Personal Services	11,188,009	11,802,399
INDEX	CO380410	Common Pleas-Probation	SUBFUND 01A001	Other Expenses	1,734,594	1,767,150
Total Common Pleas-Probation					12,922,603	13,569,549
CO507228 Probation Supervision Fees						
INDEX	CO507228	Probation Supervision Fees	SUBFUND 20A377	Other Expenses	454,742	493,347
Total Probation Supervision Fees					454,742	493,347
CO446070 Urinalysis Testing Fees						
INDEX	CO446070	Urinalysis Testing Fees	SUBFUND 20A720	Other Expenses	130,290	131,159
Total Urinalysis Testing Fees					130,290	131,159
CO456525 TASC Medicaid Fund CO						
INDEX	CO456525	TASC Medicaid Fund CO	SUBFUND 20A099	Other Expenses	53,450	64,802
Total TASC Medicaid Fund CO					53,450	64,802
CO456533 TASC Common Pleas						
INDEX	CO456533	TASC Common Pleas	SUBFUND 20A192	Personal Services	366,583	368,559
INDEX	CO456533	TASC Common Pleas	SUBFUND 20A192	Other Expenses	72,060	179,124
Total TASC Common Pleas					438,643	547,683
Total Court of Common Pleas					49,423,850	49,290,730
Domestic Relations Court						
DR391052 Domestic Relations						
INDEX	DR391052	Domestic Relations	SUBFUND 01A001	Personal Services	2,774,442	2,787,579
INDEX	DR391052	Domestic Relations	SUBFUND 01A001	Other Expenses	453,137	461,228
INDEX	DR391052	Domestic Relations	SUBFUND 01A001	Capital Outlays	2,308	3,308
Total Domestic Relations					3,230,887	3,252,115

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Domestic Relations Court						
DR495697 Domestic Relations Legal Research						
INDEX	DR495697	Domestic Relations Legal Research	SUBFUND 20A337	Other Expenses	9,889	10,028
Total Domestic Relations Legal Research					9,889	10,028
DR495515 Bureau Of Support						
INDEX	DR495515	Bureau Of Support	SUBFUND 01A001	Personal Services	3,300,905	3,318,356
INDEX	DR495515	Bureau Of Support	SUBFUND 01A001	Other Expenses	1,492,977	1,494,515
INDEX	DR495515	Bureau Of Support	SUBFUND 01A001	Capital Outlays	19,793	19,793
Total Bureau Of Support					4,813,675	4,832,664
Total Domestic Relations Court					8,054,451	8,094,807
Juvenile Court						
JC372052 Juvenile Court Judicial						
INDEX	JC372052	Juvenile Court Judicial	SUBFUND 01A001	Personal Services	1,689,931	1,698,911
INDEX	JC372052	Juvenile Court Judicial	SUBFUND 01A001	Other Expenses	5,816,054	5,836,711
Total Juvenile Court Judicial					7,505,985	7,535,622
JC372060 Juvenile Court-Legal						
INDEX	JC372060	Juvenile Court-Legal	SUBFUND 01A001	Personal Services	7,711,100	7,749,937
INDEX	JC372060	Juvenile Court-Legal	SUBFUND 01A001	Other Expenses	2,963,889	3,025,687
Total Juvenile Court-Legal					10,674,989	10,775,624
JC510925 Alternate Dispute Resolution						
INDEX	JC510925	Alternate Dispute Resolution	SUBFUND 20A334	Other Expenses	26,000	26,530
Total Alternate Dispute Resolution					26,000	26,530
JC514919 Legal Computerization						
INDEX	JC514919	Legal Computerization	SUBFUND 20A585	Other Expenses	1,500	1,500
Total Legal Computerization					1,500	1,500
JC515189 Juvenile Court Incentives						
INDEX	JC515189	Juvenile Court Incentives	SUBFUND 20A590	Other Expenses	1,000	1,000
Total Juvenile Court Incentives					1,000	1,000
JC107532 JC Legal Services HHS						
INDEX	JC107532	JC Legal Services HHS	SUBFUND 20A811	Personal Services	168,412	169,830
INDEX	JC107532	JC Legal Services HHS	SUBFUND 20A811	Other Expenses	2,348,572	2,390,104
Total JC Legal Services HHS					2,516,984	2,559,934
JC107516 JC Probation Services HHS						
INDEX	JC107516	JC Probation Services HHS	SUBFUND 20A811	Personal Services	6,539,076	6,568,599
INDEX	JC107516	JC Probation Services HHS	SUBFUND 20A811	Other Expenses	7,408,458	7,487,016
Total JC Probation Services HHS					13,947,534	14,055,615
JC108092 Youth and Family Community Partnership						
INDEX	JC108092	Youth and Family Community Partnership	SUBFUND 20A823	Personal Services	0	0
INDEX	JC108092	Youth and Family Community Partnership	SUBFUND 20A823	Other Expenses	0	47,465
Total Youth and Family Community Partnership					0	47,465
JC375055 Juvenile Court-Child Support						
INDEX	JC375055	Juvenile Court-Child Support	SUBFUND 01A001	Personal Services	3,670,136	3,690,378
INDEX	JC375055	Juvenile Court-Child Support	SUBFUND 01A001	Other Expenses	1,053,661	1,122,551
Total Juvenile Court-Child Support					4,723,797	4,812,929
JC517318 Title IV-E Juvenile Court						
INDEX	JC517318	Title IV-E Juvenile Court	SUBFUND 20A635	Other Expenses	1,758,037	1,761,756
Total Title IV-E Juvenile Court					1,758,037	1,761,756
JC517326 Title IV-E Admin. Juv. Ct.						

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Juvenile Court							
JC517326 Title IV-E Admin. Juv. Ct.							
INDEX	JC517326	Title IV-E Admin. Juv. Ct.	SUBFUND	20A635	Personal Services	363,387	364,336
INDEX	JC517326	Title IV-E Admin. Juv. Ct.	SUBFUND	20A635	Other Expenses	700,000	707,832
Total Title IV-E Admin. Juv. Ct.						1,063,387	1,072,168
JC370056 Juvenile Court-Detention Home							
INDEX	JC370056	Juvenile Court-Detention Home	SUBFUND	01A001	Personal Services	10,238,492	10,289,907
INDEX	JC370056	Juvenile Court-Detention Home	SUBFUND	01A001	Other Expenses	2,697,900	2,712,715
Total Juvenile Court-Detention Home						12,936,392	13,002,622
JC372300 Operation Detention Home-State Subsidy							
INDEX	JC372300	Operation Detention Home-State Subsidy	SUBFUND	20A800	Other Expenses	44,970	45,753
Total Operation Detention Home-State Subsidy						44,970	45,753
JC107524 JC Detention Services HHS							
INDEX	JC107524	JC Detention Services HHS	SUBFUND	20A811	Personal Services	402,189	404,559
INDEX	JC107524	JC Detention Services HHS	SUBFUND	20A811	Other Expenses	3,221,532	3,277,435
Total JC Detention Services HHS						3,623,721	3,681,994
Total Juvenile Court						58,824,296	59,380,512
Probate Court							
PC400051 Probate Court							
INDEX	PC400051	Probate Court	SUBFUND	01A001	Personal Services	4,641,995	4,666,526
INDEX	PC400051	Probate Court	SUBFUND	01A001	Other Expenses	1,224,635	1,314,377
Total Probate Court						5,866,630	5,980,903
PC404632 Probate Computerization \$10 Fund							
INDEX	PC404632	Probate Computerization \$10 Fund	SUBFUND	20A602	Other Expenses	673,094	682,930
Total Probate Computerization \$10 Fund						673,094	682,930
PC404665 Indigent Guardianship							
INDEX	PC404665	Indigent Guardianship	SUBFUND	20A331	Other Expenses	184,532	188,657
Total Indigent Guardianship						184,532	188,657
PC404608 Conduct of Business Fund							
INDEX	PC404608	Conduct of Business Fund	SUBFUND	20A610	Other Expenses	2,219	2,263
Total Conduct of Business Fund						2,219	2,263
PC404624 Probate Court Dispute Res Prog							
INDEX	PC404624	Probate Court Dispute Res Prog	SUBFUND	20A604	Other Expenses	45,097	45,999
Total Probate Court Dispute Res Prog						45,097	45,999
PC404616 Probate Court Special Projects							
INDEX	PC404616	Probate Court Special Projects	SUBFUND	20A603	Other Expenses	61,526	61,757
Total Probate Court Special Projects						61,526	61,757
Total Probate Court						6,833,098	6,962,509
8th District Court of Appeals							
CA360057 Court Of Appeals							
INDEX	CA360057	Court Of Appeals	SUBFUND	01A001	Other Expenses	721,640	710,540
Total Court Of Appeals						721,640	710,540
Total 8th District Court of Appeals						721,640	710,540
Municipal Judicial Costs							
MT805432 Municipal Judicial Costs							
INDEX	MT805432	Municipal Judicial Costs	SUBFUND	01A001	Personal Services	123,052	126,744

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Municipal Judicial Costs						
MT805432 Municipal Judicial Costs						
INDEX	MT805432	Municipal Judicial Costs	SUBFUND 01A001	Other Expenses	3,027,001	3,087,541
Total Municipal Judicial Costs					3,150,053	3,214,285
Total Municipal Judicial Costs					3,150,053	3,214,285
Inspector General						
IG030411 Office of Inspector General						
INDEX	IG030411	Office of Inspector General	SUBFUND 01A001	Personal Services	723,088	726,124
INDEX	IG030411	Office of Inspector General	SUBFUND 01A001	Other Expenses	60,508	61,579
Total Office of Inspector General					783,596	787,703
IG030429 Inspector General Vendor Fees						
INDEX	IG030429	Inspector General Vendor Fees	SUBFUND 20A378	Personal Services	26,180	26,180
INDEX	IG030429	Inspector General Vendor Fees	SUBFUND 20A378	Other Expenses	15,100	15,100
Total Inspector General Vendor Fees					41,280	41,280
Total Inspector General					824,876	828,983
Department of Internal Audit						
IA018002 Internal Audit Department						
INDEX	IA018002	Internal Audit Department	SUBFUND 01A001	Personal Services	455,808	457,768
INDEX	IA018002	Internal Audit Department	SUBFUND 01A001	Other Expenses	44,188	44,531
Total Internal Audit Department					499,996	502,299
Total Department of Internal Audit					499,996	502,299
Personnel Review Commission						
HC019018 Personnel Review Commission						
INDEX	HC019018	Personnel Review Commission	SUBFUND 01A001	Personal Services	971,145	972,607
INDEX	HC019018	Personnel Review Commission	SUBFUND 01A001	Other Expenses	218,612	220,960
INDEX	HC019018	Personnel Review Commission	SUBFUND 01A001	Capital Outlays	30,650	30,650
Total Personnel Review Commission					1,220,407	1,224,217
Total Personnel Review Commission					1,220,407	1,224,217
Alcohol & Drug Addiction Mental Health Board						
SU514646 Alcohol Drug Addiction Mental Health Board 2.9						
INDEX	SU514646	Alcohol Drug Addiction Mental Health Board	SUBFUND 29A390	Other Expenses	0	0
Total Alcohol Drug Addiction Mental Health Board 2.9					0	0
SU514596 Alcohol Drug Addiction Mental Health Board 4.8						
INDEX	SU514596	Alcohol Drug Addiction Mental Health Board	SUBFUND 29A391	Other Expenses	19,681,829	17,181,829
Total Alcohol Drug Addiction Mental Health Board 4.8					19,681,829	17,181,829
SU514729 Alcohol Drug Addict. MH 3.9						
INDEX	SU514729	Alcohol Drug Addict. MH 3.9	SUBFUND 29A392	Other Expenses	19,681,828	17,181,828
Total Alcohol Drug Addict. MH 3.9					19,681,828	17,181,828
Total Alcohol & Drug Addiction Mental Health Board					39,363,657	34,363,657
MetroHealth System						
SU513937 MetroHealth Subsidy						
INDEX	SU513937	MetroHealth Subsidy	SUBFUND 29A390	Other Expenses	0	0
Total MetroHealth Subsidy					0	0
SU514463 Hospital Operations Subsidy						

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MetroHealth System						
SU514463 Hospital Operations Subsidy						
INDEX	SU514463	Hospital Operations Subsidy	SUBFUND 29A391	Other Expenses	20,040,000	18,063,000
Total Hospital Operations Subsidy					20,040,000	18,063,000
SU514687 MetroHealth Subsidy 3.9						
INDEX	SU514687	MetroHealth Subsidy 3.9	SUBFUND 29A392	Other Expenses	20,040,000	18,063,000
Total MetroHealth Subsidy 3.9					20,040,000	18,063,000
Total MetroHealth System					40,080,000	36,126,000
Board of Elections						
BE474064 Election Administration						
INDEX	BE474064	Election Administration	SUBFUND 01A001	Personal Services	6,514,535	6,546,153
INDEX	BE474064	Election Administration	SUBFUND 01A001	Other Expenses	2,055,029	1,922,064
INDEX	BE474064	Election Administration	SUBFUND 01A001	Capital Outlays	120,000	120,000
Total Election Administration					8,689,564	8,588,217
BE472050 Primary Election						
INDEX	BE472050	Primary Election	SUBFUND 01A001	Personal Services	409,489	585,089
INDEX	BE472050	Primary Election	SUBFUND 01A001	Other Expenses	1,448,521	2,773,343
Total Primary Election					1,858,010	3,358,432
BE473058 General Election						
INDEX	BE473058	General Election	SUBFUND 01A001	Personal Services	739,337	970,237
INDEX	BE473058	General Election	SUBFUND 01A001	Other Expenses	3,065,952	3,329,271
Total General Election					3,805,289	4,299,508
BE474056 Special Election						
INDEX	BE474056	Special Election	SUBFUND 01A001	Personal Services	10,000	10,000
INDEX	BE474056	Special Election	SUBFUND 01A001	Other Expenses	205,977	206,452
Total Special Election					215,977	216,452
BE475095 Electronic Voting Consultation						
INDEX	BE475095	Electronic Voting Consultation	SUBFUND 01A001	Other Expenses	615,639	629,276
Total Electronic Voting Consultation					615,639	629,276
Total Board of Elections					15,184,479	17,091,885
Board of Revision						
BR420067 Brd of Revision-Assessment Fnd						
INDEX	BR420067	Brd of Revision-Assessment Fnd	SUBFUND 20A301	Personal Services	2,486,407	2,497,890
INDEX	BR420067	Brd of Revision-Assessment Fnd	SUBFUND 20A301	Other Expenses	1,039,782	1,044,621
Total Brd of Revision-Assessment Fnd					3,526,189	3,542,511
Total Board of Revision					3,526,189	3,542,511
County Planning Commission						
CP522110 County Planning Commission						
INDEX	CP522110	County Planning Commission	SUBFUND 20A307	Personal Services	1,297,838	1,302,484
INDEX	CP522110	County Planning Commission	SUBFUND 20A307	Other Expenses	234,922	234,062
Total County Planning Commission					1,532,760	1,536,546
Total County Planning Commission					1,532,760	1,536,546
County Board of Developmental Disabilities						
MR845024 County Board Of Developmental Disabilities						
INDEX	MR845024	County Board Of Developmental Disabilities	SUBFUND 20R320	Personal Services	86,423,479	86,423,479
INDEX	MR845024	County Board Of Developmental Disabilities	SUBFUND 20R320	Other Expenses	111,845,942	113,769,643

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County Board of Developmental Disabilities						
MR845024 County Board Of Developmental Disabilities						
INDEX	MR845024	County Board Of Developmental Disabilities	SUBFUND 20R320	Capital Outlays	3,621,692	3,621,692
Total County Board Of Developmental Disabilities					201,253,967	203,814,814
Total County Board of Developmental Disabilities					201,253,967	203,814,814
County Law Library Resource Board						
LL440008 County Law Library Resource Board						
INDEX	LL440008	County Law Library Resource Board	SUBFUND 20A264	Personal Services	241,856	242,983
INDEX	LL440008	County Law Library Resource Board	SUBFUND 20A264	Other Expenses	324,389	330,166
Total County Law Library Resource Board					566,245	573,149
Total County Law Library Resource Board					566,245	573,149
NOACA						
MI512103 NOACA						
INDEX	MI512103	NOACA	SUBFUND 01A001	Other Expenses	168,950	172,329
Total NOACA					168,950	172,329
Total NOACA					168,950	172,329
Ohio State University Extension						
AE511105 Ohio State University Extension						
INDEX	AE511105	Ohio State University Extension	SUBFUND 01A001	Other Expenses	247,000	247,000
Total Ohio State University Extension					247,000	247,000
AE514570 Ohio Cooperative Extension HHS						
INDEX	AE514570	Ohio Cooperative Extension HHS	SUBFUND 29A391	Other Expenses	0	0
Total Ohio Cooperative Extension HHS					0	0
Total Ohio State University Extension					247,000	247,000
Public Defender						
PD140053 Public Defender						
INDEX	PD140053	Public Defender	SUBFUND 01A001	Personal Services	7,253,327	7,280,445
INDEX	PD140053	Public Defender	SUBFUND 01A001	Other Expenses	1,799,485	1,829,283
Total Public Defender					9,052,812	9,109,728
PD141028 Public Defender-Cleveland Municipal						
INDEX	PD141028	Public Defender-Cleveland Municipal	SUBFUND 20A804	Personal Services	1,774,949	1,780,845
INDEX	PD141028	Public Defender-Cleveland Municipal	SUBFUND 20A804	Other Expenses	393,444	418,771
Total Public Defender-Cleveland Municipal					2,168,393	2,199,616
Total Public Defender					11,221,205	11,309,344
Soldiers' and Sailors' Monument						
AE210005 Soldiers & Sailors Monument						
INDEX	AE210005	Soldiers & Sailors Monument	SUBFUND 01A001	Personal Services	161,805	162,671
INDEX	AE210005	Soldiers & Sailors Monument	SUBFUND 01A001	Other Expenses	59,906	60,312
Total Soldiers & Sailors Monument					221,711	222,983
Total Soldiers' and Sailors' Monument					221,711	222,983
Solid Waste Management District						
SM522466 Solid Waste Mgmt Distrct						
INDEX	SM522466	Solid Waste Mgmt Distrct	SUBFUND 20A625	Personal Services	541,407	543,977

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Solid Waste Management District							
SM522466 Solid Waste Mgmt Distrct							
INDEX	SM522466	Solid Waste Mgmt Distrct	SUBFUND	20A625	Other Expenses	667,099	697,879
INDEX	SM522466	Solid Waste Mgmt Distrct	SUBFUND	20A625	Capital Outlays	2,600	2,600
Total Solid Waste Mgmt District						1,211,106	1,244,456
SM522516 District Boards Of Health							
INDEX	SM522516	District Boards Of Health	SUBFUND	20A625	Other Expenses	249,900	255,000
Total District Boards Of Health						249,900	255,000
SM522599 Solid Waste Municipal Grants							
INDEX	SM522599	Solid Waste Municipal Grants	SUBFUND	20A817	Other Expenses	246,000	250,000
Total Solid Waste Municipal Grants						246,000	250,000
SM522581 Solid Waste Plan Update 2012							
INDEX	SM522581	Solid Waste Plan Update 2012	SUBFUND	20A816	Other Expenses	12,333	13,480
Total Solid Waste Plan Update 2012						12,333	13,480
SM522573 Solid Waste Convenience Center							
INDEX	SM522573	Solid Waste Convenience Center	SUBFUND	20A815	Other Expenses	479,253	494,700
Total Solid Waste Convenience Center						479,253	494,700
Total Solid Waste Management District						<u>2,198,592</u>	<u>2,257,636</u>
Soil & Water Conservation							
SW500058 Soil & Water Conservation							
INDEX	SW500058	Soil & Water Conservation	SUBFUND	20N306	Personal Services	725,294	728,300
INDEX	SW500058	Soil & Water Conservation	SUBFUND	20N306	Other Expenses	104,267	105,904
INDEX	SW500058	Soil & Water Conservation	SUBFUND	20N306	Capital Outlays	12,500	25,000
Total Soil & Water Conservation						842,061	859,204
Total Soil & Water Conservation						<u>842,061</u>	<u>859,204</u>
Veterans Service Commission							
VS490052 Veterans Service Commission							
INDEX	VS490052	Veterans Service Commission	SUBFUND	01A001	Personal Services	2,584,477	2,596,912
INDEX	VS490052	Veterans Service Commission	SUBFUND	01A001	Other Expenses	4,356,641	4,491,088
INDEX	VS490052	Veterans Service Commission	SUBFUND	01A001	Capital Outlays	10,000	10,000
Total Veterans Service Commission						6,951,118	7,098,000
Total Veterans Service Commission						<u>6,951,118</u>	<u>7,098,000</u>
TOTAL APPROPRIATION						<u>1,545,109,506</u>	<u>1,534,998,584</u>

**Cuyahoga County Fiscal Office - OBM
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The following report provides a statement of proposed expenditures, shown by department, office, agency, authority, board and commission, and by activity, character and object

**2014 OBM
3rd Quarter
Projection**

**2015
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Office of the County Executive					
EX016006	Office of the County Executive	Division /Section	EX	Fund /Subfund 01A001	
	Personal Services	798,647	890,580	(47,869)	842,711
	Personal Benefits	218,972	253,324	(16,294)	237,030
	Commodities	75	182	(107)	75
	Contracts & Prof. Services	253,503	178,609	74,894	253,503
	Controlled Services	0	0	0	0
	Other Operating	117,159	92,574	(415)	92,159
Total Office of the County Executive		1,388,356	1,415,269	10,209	1,425,478
Total Office of the County Executive		1,388,356	1,415,269	10,209	1,425,478
Department of Communications					
CX016014	Communications	Division /Section	CX	Fund /Subfund 01A001	
	Personal Services	325,555	335,485	965	336,450
	Personal Benefits	90,511	102,398	(5,624)	96,774
	Commodities	500	510	(10)	500
	Contracts & Prof. Services	14,413	14,569	(14,179)	390
	Other Operating	12,640	13,025	13,638	26,663
	Capital Outlays	7,087	0	3,800	3,800
Total Communications		450,706	465,987	(1,410)	464,577
Total Department of Communications		450,706	465,987	(1,410)	464,577
County Law Department					
LA000794	County Law Department	Division /Section	LA	Fund /Subfund 01A001	
	Personal Services	1,309,840	1,270,554	176,847	1,447,401
	Personal Benefits	380,091	385,475	47,385	432,860
	Contracts & Prof. Services	152,292	19,005	233,132	252,137
	Other Operating	20,242	31,228	0	31,228
	Capital Outlays	3,668	40,000	(40,000)	0
Total County Law Department		1,866,133	1,746,262	417,364	2,163,626
Total County Law Department		1,866,133	1,746,262	417,364	2,163,626
Human Resources					
HR018010	Human Resources Administration	Division /Section	HR01	Fund /Subfund 01A001	
	Personal Services	2,396,558	2,561,280	(75,020)	2,486,260
	Personal Benefits	834,621	951,295	(59,241)	892,054
	Commodities	1,673	836	0	836
	Contracts & Prof. Services	114,781	135,927	0	135,927
	Controlled Services	61,962	0	0	0
	Other Operating	94,873	386,880	(291,494)	95,386
Total Human Resources Administration		3,504,468	4,036,218	(425,755)	3,610,463

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Human Resources					
HS157362	HHS Human Resources	<i>Division /Section HS0102 Fund /Subfund 24A430</i>			
	Personal Services	510,053	510,069	39,602	549,671
	Personal Benefits	183,139	192,023	21,987	214,010
Total HHS Human Resources		693,192	702,092	61,589	763,681
HR018028	Employee Benefits-General Fund	<i>Division /Section HR03 Fund /Subfund 01A001</i>			
	Other Operating	180,000	0	372,000	372,000
Total Employee Benefits-General Fund		180,000	0	372,000	372,000
ND570002	County Wellness Program	<i>Division /Section CC0204 Fund /Subfund 20A550</i>			
	Contracts & Prof. Services	24,900	50,000	0	50,000
Total County Wellness Program		24,900	50,000	0	50,000
Total Human Resources		4,402,560	4,788,310	7,834	4,796,144
Development					
DV014100	Economic Development	<i>Division /Section DV03 Fund /Subfund 01A001</i>			
	Personal Services	801,632	872,725	0	872,725
	Personal Benefits	271,016	297,454	5,203	302,657
	Commodities	4,212	1,049	(621)	428
	Contracts & Prof. Services	1,556,751	1,951,344	(1,000,000)	951,344
	Controlled Services	0	0	101,143	101,143
	Other Operating	47,458	46,809	4,848	51,657
Total Economic Development		2,681,069	3,169,381	(889,427)	2,279,954
DV520692	Development-Revolving Loan Fund	<i>Division /Section DV03 Fund /Subfund 20D445</i>			
	Contracts & Prof. Services	1,674,320	0	0	0
	Other Operating	367,619	0	612,000	612,000
Total Development-Revolving Loan Fund		2,041,939	0	612,000	612,000
DV520726	Brownfield Revolving Loan Fund	<i>Division /Section DV03 Fund /Subfund 20D446</i>			
	Contracts & Prof. Services	433,703	0	0	0
Total Brownfield Revolving Loan Fund		433,703	0	0	0
DV520676	Cuy. Cty. Western Reserve Fund	<i>Division /Section DV03 Fund /Subfund 20D447</i>			
	Contracts & Prof. Services	5,059,743	15,000,000	0	15,000,000
Total Cuy. Cty. Western Reserve Fund		5,059,743	15,000,000	0	15,000,000
DV520791	Casino Tax Revenue Fund	<i>Division /Section DV03 Fund /Subfund 20D448</i>			
	Contracts & Prof. Services	5,500,000	0	0	0
	Other Operating	1,500,000	0	0	0
Total Casino Tax Revenue Fund		7,000,000	0	0	0
Total Development		17,216,454	18,169,381	(277,427)	17,891,954
Regional Collaboration					
DV014225	Regional Collaboration	<i>Division /Section DV11 Fund /Subfund 01A001</i>			
	Personal Services	116,792	179,027	21,053	21,053

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Regional Collaboration					
DV014225	Regional Collaboration	<i>Division /Section</i>	<i>DV11</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Personal Benefits	45,350	43,946	23,984	67,930
	Contracts & Prof. Services	24,130	0	0	0
	Other Operating	1,200	5,624	100	5,724
Total Regional Collaboration		187,472	228,597	55,137	283,734
Total Regional Collaboration		187,472	228,597	55,137	283,734
County Fiscal Office					
FS109611	Fiscal Office Administration	<i>Division /Section</i>	<i>FS01</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Personal Services	647,553	597,239	218,970	816,209
	Personal Benefits	217,576	183,507	129,581	313,088
	Commodities	63,233	0	0	0
	Contracts & Prof. Services	129,812	0	0	0
	Controlled Services	(63,494)	0	0	0
	Other Operating	26,594	38,208	(11,614)	26,594
Total Fiscal Office Administration		1,021,274	818,954	336,937	1,155,891
FS109629	Office of Budget & Management	<i>Division /Section</i>	<i>FS02</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Personal Services	527,742	745,110	885	745,995
	Personal Benefits	168,532	259,151	1,035	260,186
	Contracts & Prof. Services	35,000	19,596	(596)	19,000
	Controlled Services	(41,395)	0	0	0
	Other Operating	10,854	17,134	(1,980)	15,154
	Capital Outlays	2,000	0	0	0
Total Office of Budget & Management		702,733	1,040,991	(656)	1,040,335
FS109637	Financial Reporting	<i>Division /Section</i>	<i>FS03</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Personal Services	1,377,181	1,529,149	107,237	1,636,386
	Personal Benefits	477,853	538,227	42,269	580,496
	Commodities	194	102	92	194
	Contracts & Prof. Services	346,598	349,544	580,681	930,225
	Controlled Services	(69,767)	0	0	0
	Other Operating	854,685	794,049	(670,255)	123,794
Total Financial Reporting		2,986,744	3,211,071	60,024	3,271,095
FS109686	Operations-Property Valuation	<i>Division /Section</i>	<i>FS0401</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Personal Services	166,842	194,476	0	194,476
	Personal Benefits	59,833	82,222	73	82,295
	Other Operating	14,351	20,628	(6,277)	14,351
Total Operations-Property Valuation		241,026	297,326	(6,204)	291,122
FS109645	Operations-Records & Licenses	<i>Division /Section</i>	<i>FS0402</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Personal Services	2,656,261	2,704,396	(7,345)	2,697,051

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County Fiscal Office				
FS109645 Operations-Records & Licenses	<i>Division /Section FS0402 Fund /Subfund 01A001</i>			
Personal Benefits	1,208,936	1,309,889	3,396	1,313,285
Commodities	181,937	48,824	73,340	122,164
Contracts & Prof. Services	63,983	108,712	21,768	130,480
Controlled Services	279,048	0	0	0
Other Operating	161,123	76,839	33,846	110,685
Capital Outlays	72,545	0	0	0
Total Operations-Records & Licenses	4,623,833	4,248,659	125,006	4,373,665
FS109694 Operations-Title Bureau	<i>Division /Section FS0402 Fund /Subfund 20A658</i>			
Personal Services	1,897,259	2,038,213	(62,536)	1,975,677
Personal Benefits	947,057	1,090,875	(60,883)	1,029,992
Commodities	25,713	76,214	(50,501)	25,713
Contracts & Prof. Services	721,316	333,117	96,376	429,493
Controlled Services	509,021	229,280	(34,084)	195,196
Other Operating	610,576	613,788	7,592	621,380
Capital Outlays	4,110	0	0	0
Total Operations-Title Bureau	4,715,052	4,381,487	(104,037)	4,277,451
FS109652 Operations-Contractual Svcs	<i>Division /Section FS0403 Fund /Subfund 01A001</i>			
Personal Services	348,917	475,227	(30,558)	444,669
Personal Benefits	127,473	209,693	(52,704)	156,989
Contracts & Prof. Services	1,200,206	262,078	804,821	1,066,899
Controlled Services	105,917	0	0	0
Other Operating	32,805	1,004,834	(972,907)	31,927
Capital Outlays	0	0	272,000	272,000
Total Operations-Contractual Svcs	1,815,318	1,951,832	20,652	1,972,484
FS109702 Operations-Tax Assessments	<i>Division /Section FS0403 Fund /Subfund 20A301</i>			
Personal Services	2,680,797	2,442,280	160,674	2,602,954
Personal Benefits	1,046,768	975,804	91,704	1,067,508
Commodities	479	15,120	(14,641)	479
Contracts & Prof. Services	1,591,961	123,986	1,760,590	1,884,576
Controlled Services	840,724	1,393,200	(475,520)	917,680
Other Operating	1,013,626	2,478,531	(1,124,475)	1,354,056
Other Financing Uses	0	690,787	(690,787)	0
Capital Outlays	1,576	0	270,845	270,845
Total Operations-Tax Assessments	7,175,931	8,119,708	(21,610)	8,098,098
FS109660 Treasury Management	<i>Division /Section FS0501 Fund /Subfund 01A001</i>			
Personal Services	927,307	975,386	146,667	1,122,053
Personal Benefits	342,837	370,477	48,000	418,477

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County Fiscal Office				
FS109660 Treasury Management	<i>Division /Section FS0501</i>		<i>Fund /Subfund 01A001</i>	
Commodities	91	449	(358)	91
Contracts & Prof. Services	369,796	482,954	(162,119)	320,835
Controlled Services	(26,392)	0	0	0
Other Operating	417,732	409,569	8,163	417,732
Total Treasury Management	2,031,371	2,238,835	40,353	2,279,188
FS109710 Treasury DRETAC	<i>Division /Section FS0502</i>		<i>Fund /Subfund 20A322</i>	
Personal Services	604,556	704,534	93,573	798,107
Personal Benefits	260,870	326,170	31,474	357,644
Contracts & Prof. Services	1,066,552	99,860	951,305	1,051,165
Controlled Services	27,765	53,500	(18,883)	34,617
Other Operating	249	964,454	(963,205)	1,249
Capital Outlays	0	0	272,000	272,000
Total Treasury DRETAC	1,959,992	2,148,518	366,264	2,514,782
FS109728 Fiscal -Tax Prepayment Special Interest	<i>Division /Section FS0502</i>		<i>Fund /Subfund 20A325</i>	
Personal Services	76,366	117,124	(15,957)	101,167
Personal Benefits	36,953	58,299	(4,225)	54,074
Contracts & Prof. Services	75,012	75,969	(10,969)	65,000
Other Operating	146,053	180,050	(31,376)	148,674
Total Fiscal -Tax Prepayment Special Interest	334,384	431,442	(62,527)	368,915
FS109736 Fiscal -Tax Certificate Admin.	<i>Division /Section FS0502</i>		<i>Fund /Subfund 20A340</i>	
Personal Services	74,960	91,436	299	91,735
Personal Benefits	32,255	43,563	1,754	45,317
Controlled Services	10,336	10,336	0	10,336
Other Operating	45,719	46,021	(302)	45,719
Total Fiscal -Tax Certificate Admin.	163,270	191,356	1,751	193,107
FS109744 Fiscal-County Land Reutilization Corporation	<i>Division /Section FS0502</i>		<i>Fund /Subfund 20AA03</i>	
Controlled Services	3,600	3,600	0	3,600
Other Operating	6,996,400	6,996,400	0	6,996,400
Total Fiscal-County Land Reutilization Corporation	7,000,000	7,000,000	0	7,000,000
FS109678 Office of Procurement and Diversity	<i>Division /Section FS06</i>		<i>Fund /Subfund 01A001</i>	
Personal Services	878,396	995,606	(27,647)	967,959
Personal Benefits	326,178	401,811	(9,953)	391,858
Contracts & Prof. Services	155,363	182,144	(148,809)	33,335
Controlled Services	(39,304)	0	0	0
Other Operating	25,294	32,427	(7,133)	25,294
Total Office of Procurement and Diversity	1,345,927	1,611,988	(193,542)	1,418,446
FS109751 Fiscal- Office Supply Contract	<i>Division /Section FS06</i>		<i>Fund /Subfund 64A601</i>	

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County Fiscal Office					
FS109751	Fiscal- Office Supply Contract	<i>Division /Section</i>	<i>FS06</i>	<i>Fund /Subfund</i>	<i>64A601</i>
	Commodities	745,001	870,792	(25,792)	845,000
	Other Operating	0	51	(51)	0
Total Fiscal- Office Supply Contract		745,001	870,843	(25,843)	845,000
FS109942	Consumer Affairs	<i>Division /Section</i>	<i>FS07</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Personal Services	245,481	471,158	48,294	519,452
	Personal Benefits	115,803	247,681	(9,190)	238,491
	Commodities	302	0	3,635	3,635
	Controlled Services	(8,019)	0	0	0
	Other Operating	20,721	30,823	6,800	37,623
	Capital Outlays	12,952	0	0	0
Total Consumer Affairs		387,240	749,662	49,539	799,201
Total County Fiscal Office		37,249,096	39,312,673	586,107	39,898,780
Information Technology					
IT601021	Information Technology Admin	<i>Division /Section</i>	<i>IT01</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Personal Services	1,041,454	1,215,785	(129,907)	1,085,878
	Personal Benefits	333,528	390,490	(180,337)	210,154
	Commodities	265,569	72,307	193,263	265,569
	Contracts & Prof. Services	1,208,120	219,771	442,715	662,486
	Controlled Services	74,675	37,400	(37,400)	0
	Other Operating	61,402	75,796	(41,436)	34,360
	Capital Outlays	6,135	0	0	0
Total Information Technology Admin		2,990,883	2,011,549	246,898	2,258,447
IT601039	Project Management	<i>Division /Section</i>	<i>IT02</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Personal Services	0	0	138,849	138,849
	Personal Benefits	0	0	77,055	77,055
Total Project Management		0	0	215,904	215,904
IT601047	Web & Multi-Media Development	<i>Division /Section</i>	<i>IT03</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Personal Services	1,438,542	1,450,500	44,019	1,494,519
	Personal Benefits	473,867	519,521	(15,880)	503,641
	Commodities	21,457	0	0	0
	Contracts & Prof. Services	859,162	1,709,862	(657,735)	1,052,127
	Other Operating	97,484	27,837	69,647	97,484
	Capital Outlays	17,168	0	10,498	10,498
Total Web & Multi-Media Development		2,907,680	3,707,720	(549,451)	3,158,269
IT601088	Security and Disaster Recovery	<i>Division /Section</i>	<i>IT04</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Personal Services	111,150	107,678	4,144	111,822
	Personal Benefits	28,734	36,693	(7,283)	29,411

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Information Technology					
IT601088	Security and Disaster Recovery	<i>Division /Section</i>	<i>IT04</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Contracts & Prof. Services	58,542	72,446	0	72,446
	Other Operating	32,113	0	131,280	131,280
	Capital Outlays	131,930	0	0	0
	Total Security and Disaster Recovery	362,469	216,817	128,142	344,959
IT601096	Engineering Services	<i>Division /Section</i>	<i>IT05</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Personal Services	1,526,835	1,383,429	320,058	1,703,487
	Personal Benefits	480,065	490,261	52,416	542,676
	Contracts & Prof. Services	311,483	449,713	(167,511)	282,202
	Other Operating	771,074	844,447	1,627	846,074
	Capital Outlays	46,239	20,431	0	20,431
	Total Engineering Services	3,135,696	3,188,281	206,589	3,394,870
IT601104	Mainframe Operation Services	<i>Division /Section</i>	<i>IT06</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Personal Services	746,463	762,450	43,423	805,873
	Personal Benefits	294,750	334,356	(8,871)	325,485
	Commodities	36,943	24,703	12,240	36,943
	Contracts & Prof. Services	1,270,101	1,042,830	204,109	1,246,939
	Other Operating	349	114,922	(114,573)	349
	Capital Outlays	7,286	0	7,286	7,286
	Total Mainframe Operation Services	2,355,892	2,279,261	143,614	2,422,875
IT601179	User Supply	<i>Division /Section</i>	<i>IT07</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Contracts & Prof. Services	306,063	238,181	(12,151)	226,030
	Other Operating	19,993	4,046	(0)	4,046
	Capital Outlays	0	1,000,000	(1,000,000)	0
	Total User Supply	326,056	1,242,227	(1,012,151)	230,076
IT601138	WAN Services	<i>Division /Section</i>	<i>IT08</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Personal Services	385,696	412,319	(39,927)	372,392
	Personal Benefits	121,324	147,744	(30,903)	116,841
	Contracts & Prof. Services	693,520	171,807	432,994	604,801
	Other Operating	617,201	1,478,741	(558,650)	920,091
	Capital Outlays	471,211	0	16,211	16,211
	Total WAN Services	2,288,952	2,210,611	(180,275)	2,030,336
IT601161	Communications Services	<i>Division /Section</i>	<i>IT09</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Personal Services	440,843	507,642	(60,238)	447,404
	Personal Benefits	184,637	220,128	(27,624)	192,504
	Contracts & Prof. Services	0	156,661	(156,661)	0
	Other Operating	862,083	1,322,031	293,083	1,615,114

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Information Technology					
IT601161	Communications Services	<i>Division /Section</i>	<i>IT09</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Capital Outlays	5,821	0	5,821	5,821
Total Communications Services		1,493,384	2,206,462	54,381	2,260,843
IT470591	Geographic Information System	<i>Division /Section</i>	<i>IT10</i>	<i>Fund /Subfund</i>	<i>20A819</i>
	Personal Services	276,015	258,814	54,287	313,101
	Personal Benefits	76,524	75,484	17,061	92,545
	Contracts & Prof. Services	258,942	420,753	(117,459)	303,294
	Controlled Services	148,043	0	148,043	148,043
	Other Operating	217,308	200,883	16,425	217,308
	Capital Outlays	1,984	0	1,984	1,984
Total Geographic Information System		978,816	955,934	120,341	1,076,275
IT601310	IT Reg Ent. Data Shar. System	<i>Division /Section</i>	<i>IT13</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Personal Services	313,479	0	327,571	327,571
	Personal Benefits	114,414	0	121,987	121,987
Total IT Reg Ent. Data Shar. System		427,893	0	449,558	449,558
HS157396	Human Services Applications	<i>Division /Section</i>	<i>HS0103</i>	<i>Fund /Subfund</i>	<i>24A430</i>
	Personal Services	2,522,359	2,595,748	127,891	2,723,639
	Personal Benefits	906,863	937,567	66,197	1,003,764
	Commodities	0	0	25,000	25,000
	Contracts & Prof. Services	642,299	0	754,930	754,930
	Controlled Services	774,995	0	205,737	205,737
	Other Operating	13,893	0	13,893	13,893
	Capital Outlays	428,469	0	115,282	115,282
Total Human Services Applications		5,288,878	3,533,315	1,308,930	4,842,245
IS821009	ISC Administration	<i>Division /Section</i>	<i>IS0101</i>	<i>Fund /Subfund</i>	<i>63A100</i>
	Controlled Services	0	0	0	0
Total ISC Administration		0	0	0	0
Total Information Technology		22,556,599	21,552,177	1,132,480	22,684,656
Public Works - Facilities Management					
CT571000	Central Services Admin.	<i>Division /Section</i>	<i>CT01</i>	<i>Fund /Subfund</i>	<i>61A607</i>
	Personal Services	1,309,577	1,320,001	300,000	1,620,001
	Personal Benefits	512,580	529,884	29,478	559,362
	Commodities	54,456	59,323	0	59,323
	Contracts & Prof. Services	802,270	770,734	(700,000)	70,734
	Controlled Services	331,153	43,000	325,864	368,864
	Other Operating	43,008	71,514	12,472	83,986
	Capital Outlays	136	0	0	0
Total Central Services Admin.		3,053,180	2,794,456	(32,186)	2,762,270

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Public Works - Facilities Management					
CT575001	Maintenance Garage	<i>Division /Section CT04</i>	<i>Fund /Subfund 62A603</i>		
	Personal Services	244,886	245,478	16,640	262,118
	Personal Benefits	109,395	103,053	13,980	117,033
	Commodities	607,634	492,086	0	492,086
	Contracts & Prof. Services	222,887	72,828	25,559	98,387
	Controlled Services	85,558	82,638	135,433	218,071
	Other Operating	5,776	18,256	0	18,256
	Capital Outlays	528,751	200,000	800,000	1,000,000
	Total Maintenance Garage	1,804,887	1,214,339	991,612	2,205,951
CT577106	Risk & Property Management	<i>Division /Section CT06</i>	<i>Fund /Subfund 01A001</i>		
	Personal Services	75,238	111,493	(36,717)	74,776
	Personal Benefits	14,057	31,207	(17,391)	13,816
	Commodities	4,566	13,641	6,000	19,641
	Contracts & Prof. Services	1,332,510	580,505	119,036	699,541
	Controlled Services	42,519	0	62,919	62,919
	Other Operating	450,761	500,563	(57,041)	443,522
	Total Risk & Property Management	1,919,651	1,237,410	76,805	1,314,215
CT577353	County Mailroom	<i>Division /Section CT0802</i>	<i>Fund /Subfund 65A604</i>		
	Personal Services	304,297	340,956	(23,352)	317,604
	Personal Benefits	168,837	195,181	(18,442)	176,739
	Commodities	79	1,676	0	1,676
	Contracts & Prof. Services	82,502	132,034	(12,348)	119,686
	Controlled Services	165,136	138,120	114,044	252,164
	Other Operating	968,848	950,000	0	950,000
	Total County Mailroom	1,689,699	1,757,967	59,902	1,817,869
CT577551	Fast Copy	<i>Division /Section CT09</i>	<i>Fund /Subfund 64A606</i>		
	Personal Services	412,829	371,443	58,549	429,992
	Personal Benefits	181,114	166,056	21,257	187,313
	Commodities	714,354	955,179	(79,085)	876,094
	Contracts & Prof. Services	867,943	646,413	702,437	1,348,850
	Controlled Services	300,424	294,056	(218,469)	75,587
	Other Operating	3,922	8,704	(1,610)	7,094
	Total Fast Copy	2,480,586	2,441,851	483,079	2,924,930
CT577601	Archives	<i>Division /Section CT10</i>	<i>Fund /Subfund 01A001</i>		
	Personal Services	203,413	168,328	69,333	237,661
	Personal Benefits	84,470	86,064	10,689	96,753
	Commodities	433	31,553	247,943	279,495
	Contracts & Prof. Services	52,693	61,342	22,652	106,444

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Public Works - Facilities Management					
CT577601	Archives	<i>Division /Section CT10</i>	<i>Fund /Subfund 01A001</i>		
	Controlled Services	0	0	0	0
	Other Operating	2,454	6,870	(5,005)	1,865
	Total Archives	343,463	354,156	553,562	907,718
CT577379	Custodial Services	<i>Division /Section CT1102</i>	<i>Fund /Subfund 61A607</i>		
	Personal Services	4,367,694	4,450,604	(151,547)	4,299,057
	Personal Benefits	2,047,961	2,176,954	15,876	2,192,830
	Commodities	124,641	524,266	(133,788)	390,478
	Other Operating	56,552	66,930	19,674	86,604
	Capital Outlays	11,434	0	15,366	15,366
	Total Custodial Services	6,608,282	7,218,754	(234,419)	6,984,335
CT577395	Trades Services	<i>Division /Section CT1104</i>	<i>Fund /Subfund 61A607</i>		
	Personal Services	6,638,081	6,192,799	136,729	6,329,528
	Personal Benefits	2,193,061	2,195,384	19,951	2,215,335
	Commodities	1,326,725	1,042,562	334,025	1,376,587
	Controlled Services	30,000	30,000	(30,000)	0
	Other Operating	78,448	94,233	28,228	122,461
	Capital Outlays	12,194	0	24,388	24,388
	Total Trades Services	10,278,509	9,554,978	513,321	10,068,299
CT577411	Other Services	<i>Division /Section CT1105</i>	<i>Fund /Subfund 61A607</i>		
	Commodities	11,179,126	6,088,438	4,985,963	11,074,400
	Contracts & Prof. Services	2,256,986	1,993,585	84,136	2,077,721
	Controlled Services	2,881,736	3,521,736	(639,800)	2,881,936
	Other Operating	61,844	64,560	0	64,560
	Total Other Services	16,379,692	11,668,319	4,430,299	16,098,617
CT571034	Special Trades	<i>Division /Section CT1106</i>	<i>Fund /Subfund 61A607</i>		
	Personal Services	269,724	370,000	0	370,000
	Personal Benefits	149,282	293,965	(25,706)	268,259
	Total Special Trades	419,006	663,965	(25,706)	638,259
CT050047	Dog Kennel Operations	<i>Division /Section CT12</i>	<i>Fund /Subfund 20A302</i>		
	Personal Services	660,119	757,842	(26,439)	731,403
	Personal Benefits	266,843	324,590	(15,386)	309,204
	Commodities	149,053	243,810	0	243,810
	Contracts & Prof. Services	10,005	111,275	0	111,275
	Controlled Services	353,721	353,727	(42,841)	310,886
	Other Operating	133,338	123,272	2,875	126,147
	Capital Outlays	68,666	0	0	0
	Total Dog Kennel Operations	1,641,745	1,914,516	(81,790)	1,832,726

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Public Works - Facilities Management					
CT571125	Huntington Park Garage	<i>Division /Section CT1401</i>		<i>Fund /Subfund 51A404</i>	
	Personal Services	387,115	477,657	(88,268)	389,389
	Personal Benefits	193,719	252,987	(36,206)	216,781
	Commodities	30,433	26,136	(2,736)	23,400
	Contracts & Prof. Services	246,545	228,550	(2,575)	225,975
	Controlled Services	681,345	681,345	216,488	897,833
	Other Operating	816,374	1,267,192	(683,698)	583,494
	Debt Services	187,130	187,888	0	187,888
	Capital Outlays	119,064	0	61,750	61,750
Total Huntington Park Garage		2,661,725	3,121,755	(535,244)	2,586,510
Total Public Works - Facilities Management		49,280,425	43,942,465	6,199,234	50,141,699
County Headquarters					
HQ010009	County Headquarters	<i>Division /Section HQ</i>		<i>Fund /Subfund 01A001</i>	
	Personal Services	200,000	406,000	(406,000)	0
	Personal Benefits	58,900	62,727	(62,727)	0
	Commodities	251,304	515,173	0	515,173
	Contracts & Prof. Services	912,206	5,866,837	(92,617)	5,774,220
Total County Headquarters		1,422,410	6,850,737	(561,344)	6,289,393
Total County Headquarters		1,422,410	6,850,737	(561,344)	6,289,393
Public Works - County Road & Bridge					
CE835025	County Engineer Admin	<i>Division /Section CE01</i>		<i>Fund /Subfund 26A601</i>	
	Personal Services	3,629,841	3,691,931	(107,812)	3,584,119
	Personal Benefits	1,363,599	1,276,218	118,854	1,395,072
	Commodities	12,096	25,233	(559)	24,674
	Contracts & Prof. Services	30,009	66,138	35,000	101,138
	Controlled Services	734,406	734,406	(317,513)	416,893
	Other Operating	10,505,270	515,375	29,209	544,584
	Capital Outlays	46,208	80,000	(5,000)	75,000
Total County Engineer Admin		16,321,429	6,389,301	(247,821)	6,141,480
CE835249	Cnty Engineer Maintenance Eng	<i>Division /Section CE12</i>		<i>Fund /Subfund 26A601</i>	
	Personal Services	2,269,463	3,482,091	(1,014,030)	2,468,061
	Personal Benefits	898,275	1,520,437	(509,033)	1,011,404
	Commodities	364,076	689,890	0	689,890
	Contracts & Prof. Services	583,007	731,517	0	731,517
	Controlled Services	283,379	284,964	170,851	455,815
	Other Operating	26,427	48,233	0	48,233

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Public Works - County Road & Bridge					
CE835249	Cnty Engineer Maintenance Eng	<i>Division /Section</i>	<i>CE12</i>	<i>Fund /Subfund</i>	<i>26A601</i>
	Capital Outlays	215,657	425,000	(100,657)	324,343
Total Cnty Engineer Maintenance Eng		4,640,284	7,182,132	(1,452,869)	5,729,263
CE418053	\$5.00 Fund Road Improvements	<i>Division /Section</i>	<i>CE1302</i>	<i>Fund /Subfund</i>	<i>26A650</i>
	Other Operating	5,317,100	5,791,808	0	5,791,808
	Capital Outlays	4,000,000	3,000,000	0	3,000,000
Total \$5.00 Fund Road Improvements		9,317,100	8,791,808	0	8,791,808
CE417477	\$7.50 Fund Road Improvements	<i>Division /Section</i>	<i>CE1302</i>	<i>Fund /Subfund</i>	<i>26A651</i>
	Other Operating	1,889,654	2,197,315	0	2,197,315
	Debt Services	818,562	818,562	0	818,562
	Capital Outlays	13,116,463	7,000,000	0	7,000,000
Total \$7.50 Fund Road Improvements		15,824,679	10,015,877	0	10,015,877
Total Public Works - County Road & Bridge		46,103,492	32,379,118	(1,700,690)	30,678,428
Public Works - Sanitary Engineer					
ST540252	Sanitary Engineer Operations	<i>Division /Section</i>	<i>ST01</i>	<i>Fund /Subfund</i>	<i>54A100</i>
	Personal Services	6,757,020	7,284,112	(24,265)	7,259,847
	Personal Benefits	2,534,443	3,371,999	(631,280)	2,740,719
	Commodities	1,827,964	1,355,735	0	1,355,735
	Contracts & Prof. Services	747,642	1,056,502	0	1,056,502
	Controlled Services	356,223	356,223	423,887	780,110
	Other Operating	166,544	434,321	(259,517)	174,804
	Capital Outlays	2,030,868	2,254,000	0	2,254,000
Total Sanitary Engineer Operations		14,420,704	16,112,892	(491,175)	15,621,717
ST540427	Sanitary Sewer Districts	<i>Division /Section</i>	<i>ST02</i>	<i>Fund /Subfund</i>	<i>54A500</i>
	Other Operating	15,000,000	15,300,000	0	15,300,000
Total Sanitary Sewer Districts		15,000,000	15,300,000	0	15,300,000
ST540583	Sanitary Engineer Debt Service	<i>Division /Section</i>	<i>ST04</i>	<i>Fund /Subfund</i>	<i>54A100</i>
	Contracts & Prof. Services	1,500,000	1,521,169	(441,530)	1,079,639
Total Sanitary Engineer Debt Service		1,500,000	1,521,169	(441,530)	1,079,639
ST540625	Sanitary Eng. Note Retirement	<i>Division /Section</i>	<i>ST04</i>	<i>Fund /Subfund</i>	<i>54A901</i>
	Debt Services	323,050	323,050	0	323,050
Total Sanitary Eng. Note Retirement		323,050	323,050	0	323,050
Total Public Works - Sanitary Engineer		31,243,754	33,257,111	(932,705)	32,324,406
Public Works - County Airport					
AP520890	Airport Operations	<i>Division /Section</i>	<i>AP01</i>	<i>Fund /Subfund</i>	<i>52A100</i>
	Personal Services	316,941	500,054	(116,616)	383,438
	Personal Benefits	154,379	232,483	(59,432)	173,051

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Public Works - County Airport				
AP520890 Airport Operations	<i>Division /Section</i>	<i>AP01</i>	<i>Fund /Subfund</i>	<i>52A100</i>
Commodities	247,492	182,433	58,460	240,893
Contracts & Prof. Services	23,920	52,909	0	52,909
Controlled Services	557,981	313,289	118,560	431,849
Other Operating	183,935	181,530	9,754	191,284
Capital Outlays	10,073	0	8,407	8,407
Total Airport Operations	1,494,721	1,462,698	19,133	1,481,831
DV520031 County Airport	<i>Division /Section</i>	<i>DV06</i>	<i>Fund /Subfund</i>	<i>52A100</i>
Controlled Services	0	0	0	0
Total County Airport	0	0	0	0
Total Public Works - County Airport	1,494,721	1,462,698	19,133	1,481,831
County Sheriff				
SH350058 Sheriff	<i>Division /Section</i>	<i>SH01</i>	<i>Fund /Subfund</i>	<i>01A001</i>
Personal Services	0	0	0	0
Personal Benefits	0	0	0	0
Total Sheriff	0	0	0	0
SH586115 Sheriff - Home Detention Fees	<i>Division /Section</i>	<i>SH01</i>	<i>Fund /Subfund</i>	<i>20A630</i>
Commodities	3,517	2,325	1,262	3,587
Contracts & Prof. Services	42,076	76,723	(34,219)	42,504
Other Operating	39	1,121	(101)	1,020
Total Sheriff - Home Detention Fees	45,632	80,169	(33,058)	47,111
SH350108 Carrying Concealed Weapons App	<i>Division /Section</i>	<i>SH01</i>	<i>Fund /Subfund</i>	<i>20A806</i>
Personal Services	63,708	63,708	3,138	66,846
Personal Benefits	30,321	32,401	371	32,772
Commodities	2,670	4,578	(1,855)	2,723
Contracts & Prof. Services	72,634	104,597	(30,650)	73,947
Controlled Services	7,004	7,004	0	7,004
Other Operating	4,852	12,239	(2,545)	9,694
Total Carrying Concealed Weapons App	181,189	224,527	(31,541)	192,986
SH456483 Sheriff Dept Special Project I	<i>Division /Section</i>	<i>SH01</i>	<i>Fund /Subfund</i>	<i>20A812</i>
Personal Services	66,587	116,910	13,906	130,816
Personal Benefits	25,164	58,212	1,979	60,191
Total Sheriff Dept Special Project I	91,751	175,122	15,885	191,007
SH456608 State Alien Criminal Asst Prog	<i>Division /Section</i>	<i>SH01</i>	<i>Fund /Subfund</i>	<i>20A821</i>
Personal Services	38,988	28,770	11,816	40,586
Personal Benefits	12,428	12,766	1,167	13,933
Other Operating	35,694	1,095	35,313	36,408
Total State Alien Criminal Asst Prog	87,110	42,631	48,266	109,927

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County Sheriff					
SH456616	Law Enforcement CPT	<i>Division /Section</i>	<i>SH01</i>	<i>Fund /Subfund</i>	<i>20AA05</i>
	Other Operating	280	0	0	0
Total Law Enforcement CPT		280	0	0	0
SH350272	Law Enforcement	<i>Division /Section</i>	<i>SH03</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Personal Services	10,712,536	11,657,533	0	11,657,533
	Personal Benefits	4,154,447	4,900,835	10,263	4,911,098
	Commodities	46,384	37,650	0	37,650
	Contracts & Prof. Services	287,347	111,090	119,076	230,166
	Other Operating	851,650	932,667	0	932,667
	Capital Outlays	269,877	86,200	(86,200)	0
Total Law Enforcement		16,322,241	17,725,975	43,139	17,769,114
SH350470	Jail Operations	<i>Division /Section</i>	<i>SH04</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Personal Services	33,228,736	30,826,270	686,279	31,512,549
	Personal Benefits	13,272,574	13,570,041	101,569	13,671,610
	Commodities	1,909,384	2,269,453	0	2,269,453
	Contracts & Prof. Services	4,574,164	2,903,403	0	2,903,403
	Controlled Services	10,325,716	7,317,955	3,007,761	10,325,716
	Client Services	1,347,654	1,078,280	0	1,078,280
	Other Operating	103,557	112,808	0	112,808
	Capital Outlays	1,817,632	0	0	0
Total Jail Operations		66,579,417	58,078,210	3,795,609	61,873,819
SH350579	Sheriff Operations	<i>Division /Section</i>	<i>SH05</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Personal Services	3,482,907	3,492,317	68,065	3,560,382
	Personal Benefits	1,521,034	1,734,625	(147,066)	1,587,559
	Commodities	24,457	23,338	(15,741)	7,597
	Contracts & Prof. Services	85,201	134,285	0	134,285
	Controlled Services	186,049	691,969	(505,919)	186,050
	Other Operating	339,058	386,381	0	386,381
	Capital Outlays	53,848	0	0	0
Total Sheriff Operations		5,692,554	6,462,915	(600,661)	5,862,254
SH351080	Impact Unit/Community Policing	<i>Division /Section</i>	<i>SH07</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Personal Services	662,907	640,427	68,228	708,655
	Personal Benefits	264,619	283,781	10,456	294,237
	Commodities	0	1,615	(26)	1,589
	Contracts & Prof. Services	0	9,614	(6,101)	3,513
	Other Operating	10,488	59,478	(26,191)	33,287
Total Impact Unit/Community Policing		938,014	994,915	46,366	1,041,281
SH352005	Building Security Services	<i>Division /Section</i>	<i>SH06</i>	<i>Fund /Subfund</i>	<i>61A608</i>

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County Sheriff					
SH352005	Building Security Services	<i>Division /Section</i>	<i>SH06</i>	<i>Fund /Subfund</i>	<i>61A608</i>
	Personal Services	6,693,695	6,672,429	0	6,672,429
	Personal Benefits	2,845,934	3,003,785	(245,004)	2,758,781
	Commodities	107,045	70,208	0	70,208
	Contracts & Prof. Services	27,381	50,901	0	50,901
	Other Operating	359,188	492,922	(134,980)	357,942
	Capital Outlays	89,813	42,840	(42,840)	0
	Total Building Security Services	10,123,056	10,333,085	(422,824)	9,910,261
SH350140	Euclid Jail	<i>Division /Section</i>	<i>SH0801</i>	<i>Fund /Subfund</i>	<i>20A900</i>
	Personal Services	364,756	0	1,094,268	1,094,268
	Personal Benefits	152,488	0	457,464	457,464
	Commodities	40,000	0	120,000	120,000
	Other Operating	5,000	0	15,000	15,000
	Total Euclid Jail	562,244	0	1,686,732	1,686,732
Total County Sheriff		100,623,488	94,117,549	4,547,943	98,665,492
Board & Care Of Prisoners					
AE511451	Board & Care Of Prisoners	<i>Division /Section</i>	<i>BP</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Client Services	11,004	43,093	(35,329)	7,764
	Other Operating	1,309,264	993,718	(814,671)	179,047
	Total Board & Care Of Prisoners	1,320,268	1,036,811	(850,000)	186,811
Total Board & Care Of Prisoners		1,320,268	1,036,811	(850,000)	186,811
Public Safety & Justice Services					
JA050088	Justice Affairs Admin	<i>Division /Section</i>	<i>JA0100</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Personal Services	606,600	734,921	(8,667)	726,254
	Personal Benefits	198,813	253,589	11,135	264,724
	Contracts & Prof. Services	70,722	51,597	(17,517)	34,080
	Controlled Services	235,403	0	0	0
	Other Operating	26,964	32,933	(5,313)	27,620
	Capital Outlays	18,425	0	0	0
	Total Justice Affairs Admin	1,156,927	1,073,040	(20,362)	1,052,678
JA108118	Custody Mediation	<i>Division /Section</i>	<i>JA02</i>	<i>Fund /Subfund</i>	<i>20A822</i>
	Personal Services	373,824	438,786	28,296	467,082
	Personal Benefits	126,865	141,563	33,230	174,793
	Controlled Services	69,225	47,727	130,019	177,746
	Other Operating	4,452	4,072	1,494	5,566
	Total Custody Mediation	574,366	632,148	193,039	825,187
JA107441	Family Justice Center	<i>Division /Section</i>	<i>JA02</i>	<i>Fund /Subfund</i>	<i>20A824</i>

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Public Safety & Justice Services					
JA107441	Family Justice Center	<i>Division /Section</i>	<i>JA02</i>	<i>Fund /Subfund</i>	<i>20A824</i>
	Personal Services	54,193	54,055	1,299	55,354
	Personal Benefits	23,225	26,227	(2,774)	23,453
	Contracts & Prof. Services	234,000	0	250,000	250,000
	Controlled Services	0	0	0	0
	Other Operating	94,799	94,718	(73,525)	21,193
	Total Family Justice Center	406,217	175,000	175,000	350,000
JA107425	Witness Victim HHS	<i>Division /Section</i>	<i>JA03</i>	<i>Fund /Subfund</i>	<i>20A809</i>
	Personal Services	694,608	811,548	8,502	820,050
	Personal Benefits	271,785	353,462	(43,185)	310,277
	Contracts & Prof. Services	516,226	512,009	0	512,009
	Controlled Services	169,996	169,996	45,196	215,192
	Other Operating	78,998	85,050	(2,180)	82,870
	Capital Outlays	94,353	0	0	0
	Total Witness Victim HHS	1,825,966	1,932,065	8,333	1,940,398
JA107433	Criminal Justice Intervent HHS	<i>Division /Section</i>	<i>JA08</i>	<i>Fund /Subfund</i>	<i>20A810</i>
	Other Operating	250,000	0	0	0
	Total Criminal Justice Intervent HHS	250,000	0	0	0
JA100123	Emergency Management	<i>Division /Section</i>	<i>JA09</i>	<i>Fund /Subfund</i>	<i>20A390</i>
	Personal Services	492,487	519,498	106,683	626,181
	Personal Benefits	167,779	202,034	24,828	226,862
	Contracts & Prof. Services	172,368	170,030	5,603	175,633
	Controlled Services	244,966	197,299	145,428	342,727
	Other Operating	52,275	53,939	(7,656)	46,283
	Capital Outlays	6,380	0	0	0
	Total Emergency Management	1,136,255	1,142,800	274,886	1,417,686
JA090068	Cuyahoga Regional Information System	<i>Division /Section</i>	<i>JA10</i>	<i>Fund /Subfund</i>	<i>50A410</i>
	Personal Services	104,926	567,710	(426,825)	140,885
	Personal Benefits	45,868	218,215	(143,680)	74,535
	Commodities	0	520	(520)	0
	Contracts & Prof. Services	564,488	526,611	394,288	920,899
	Controlled Services	201,180	201,180	(150,685)	50,495
	Other Operating	951,947	279,711	615,837	895,548
	Total Cuyahoga Regional Information System	1,868,409	1,793,947	288,415	2,082,362
JA100354	CECOMS	<i>Division /Section</i>	<i>JA11</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Personal Services	89,795	132,425	0	132,425
	Personal Benefits	35,265	58,207	4,481	62,688
	Commodities	4,145	7,835	(3,732)	4,103

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Public Safety & Justice Services					
JA100354	CECOMS	<i>Division /Section</i>	<i>JA11</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Contracts & Prof. Services	165,506	105,536	0	105,536
	Controlled Services	0	0	20,443	20,443
	Other Operating	126,036	130,872	0	130,872
	Capital Outlays	6,000	0	0	0
Total CECOMS		426,747	434,875	21,192	456,067
JA106773	Wireless 9-1-1 Government Asst	<i>Division /Section</i>	<i>JA11</i>	<i>Fund /Subfund</i>	<i>20A814</i>
	Personal Services	782,043	843,382	(61,386)	781,996
	Personal Benefits	314,746	491,483	(177,133)	314,350
	Commodities	4,539	12,381	0	12,381
	Contracts & Prof. Services	4,853,610	1,329,135	560,440	1,889,575
	Controlled Services	341,438	341,438	(305,648)	35,790
	Other Operating	3,204,063	311,159	(102,931)	208,228
	Capital Outlays	19,151	0	0	0
Total Wireless 9-1-1 Government Asst		9,519,590	3,328,978	(86,658)	3,242,320
JA106781	9-1-1 Consolidation Shared Svc	<i>Division /Section</i>	<i>JA11</i>	<i>Fund /Subfund</i>	<i>20A825</i>
	Contracts & Prof. Services	1,546,667	1,734,000	(34,000)	1,700,000
Total 9-1-1 Consolidation Shared Svc		1,546,667	1,734,000	(34,000)	1,700,000
JA302224	Public Safety Grants Admin.	<i>Division /Section</i>	<i>JA16</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Personal Services	139,821	199,290	6,294	205,584
	Personal Benefits	64,196	70,240	8,329	78,569
	Contracts & Prof. Services	275,183	237,380	(26,096)	211,284
	Other Operating	63,533	39,780	15,778	55,558
	Capital Outlays	25,048	0	0	0
Total Public Safety Grants Admin.		567,781	546,690	4,305	550,995
JA302232	Fusion Center	<i>Division /Section</i>	<i>JA18</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Personal Services	45,416	101,300	30,286	131,586
	Personal Benefits	17,376	54,022	(2,930)	51,092
	Contracts & Prof. Services	65,600	59,100	(6,786)	52,314
	Other Operating	46,500	63,000	(15,570)	47,430
	Capital Outlays	5,000	5,000	(5,000)	0
Total Fusion Center		179,892	282,422	0	282,422
Total Public Safety & Justice Services		19,458,817	13,075,965	824,150	13,900,115
Domestic Violence					
AE511550	Domestic Violence	<i>Division /Section</i>	<i>VI</i>	<i>Fund /Subfund</i>	<i>20A330</i>
	Other Operating	197,724	233,983	0	233,983
Total Domestic Violence		197,724	233,983	0	233,983
Total Domestic Violence		197,724	233,983	0	233,983

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Clerk of Courts					
CL200055	Clerk of Courts-Admin.	<i>Division /Section</i>	<i>CL00</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Personal Services	3,880,485	3,861,169	41,117	3,902,286
	Personal Benefits	1,600,619	1,819,114	(114,076)	1,705,038
	Commodities	10,822	26,716	0	26,716
	Contracts & Prof. Services	1,532,009	1,750,080	0	1,750,080
	Controlled Services	772,511	772,511	(22,861)	749,650
	Other Operating	1,802,156	1,820,921	0	1,820,921
	Capital Outlays	144,447	0	0	0
	Total Clerk of Courts-Admin.	9,743,049	10,050,511	(95,820)	9,954,691
CL456491	Clerk Courts Special Project I	<i>Division /Section</i>	<i>CL00</i>	<i>Fund /Subfund</i>	<i>20A812</i>
	Personal Services	258,043	292,411	0	292,411
	Personal Benefits	115,959	138,422	(8,928)	129,494
	Controlled Services	4,598	4,598	(4,598)	0
	Total Clerk Courts Special Project I	378,600	435,431	(13,526)	421,905
CL576124	Clerk Of Courts-Computers	<i>Division /Section</i>	<i>CL01</i>	<i>Fund /Subfund</i>	<i>20A695</i>
	Contracts & Prof. Services	765,509	471,100	(120,388)	350,712
	Other Operating	0	32,725	(32,725)	0
	Capital Outlays	14,312	0	0	0
	Total Clerk Of Courts-Computers	779,821	503,825	(153,113)	350,712
	Total Clerk of Courts	10,901,470	10,989,767	(262,459)	10,727,308
County Medical Examiner					
CR180026	Medical Examiner-Operations	<i>Division /Section</i>	<i>CR01</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Personal Services	2,720,161	3,091,762	(270,238)	2,821,524
	Personal Benefits	899,132	1,085,663	(130,795)	954,868
	Commodities	31,754	115,674	(30,590)	85,084
	Contracts & Prof. Services	494,171	504,032	140,968	645,000
	Controlled Services	1,272,405	1,272,405	(244,166)	1,028,239
	Other Operating	205,730	141,814	46,148	187,962
	Total Medical Examiner-Operations	5,623,353	6,211,350	(488,673)	5,722,677
CR180034	Medical Examiner -Lab Fund	<i>Division /Section</i>	<i>CR11</i>	<i>Fund /Subfund</i>	<i>20A312</i>
	Personal Services	458,710	194,188	226,534	420,722
	Personal Benefits	136,533	56,210	(17,434)	38,776
	Commodities	44,665	41,234	4,325	45,559
	Contracts & Prof. Services	43,675	37,828	(12,809)	25,019
	Other Operating	110,513	3,042	56,958	60,000
	Capital Outlays	591,781	0	25,000	25,000
	Total Medical Examiner -Lab Fund	1,385,877	332,502	282,574	615,076

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County Medical Examiner					
CR180265	Cuyahoga Co. Regional Crime Lab	<i>Division /Section</i>	<i>CR12</i>	<i>Fund /Subfund</i>	<i>20A076</i>
	Personal Services	1,968,999	1,985,016	415,297	2,400,313
	Personal Benefits	704,106	683,881	215,698	899,579
	Commodities	262,381	307,750	(57,750)	250,000
	Contracts & Prof. Services	21,635	300,387	(120,387)	180,000
	Other Operating	16,045	59,602	0	59,602
Total Cuyahoga Co. Regional Crime Lab		2,973,166	3,336,636	452,858	3,789,494
Total County Medical Examiner		9,982,396	9,880,488	246,759	10,127,247
Office of Health and Human Services					
HS157289	Office of Health and Human Svc	<i>Division /Section</i>	<i>HS0101</i>	<i>Fund /Subfund</i>	<i>24A430</i>
	Personal Services	669,735	841,941	(268,344)	573,597
	Personal Benefits	200,213	288,493	(124,234)	164,259
	Commodities	657	803	0	803
	Contracts & Prof. Services	866,990	821,277	5,081	826,358
	Controlled Services	240,841	313,185	25,083	338,268
	Other Operating	7,706	7,894	0	7,894
	Capital Outlays	13,259	0	0	0
Total Office of Health and Human Svc		1,999,401	2,273,593	(362,414)	1,911,179
Total Office of Health and Human Services		1,999,401	2,273,593	(362,414)	1,911,179
HHS Children and Family Services					
CF135467	CFS Administrative Services	<i>Division /Section</i>	<i>CF0101</i>	<i>Fund /Subfund</i>	<i>24A301</i>
	Personal Services	3,597,169	3,550,155	330,660	3,880,815
	Personal Benefits	1,410,837	1,521,942	82,547	1,604,489
	Commodities	399,048	467,800	(100,447)	367,353
	Contracts & Prof. Services	4,386,554	3,849,873	994,905	4,844,778
	Controlled Services	4,180,801	3,805,909	918,002	4,723,911
	Other Operating	657,133	623,200	199,984	823,184
	Capital Outlays	657,694	1,306,000	0	1,306,000
Total CFS Administrative Services		15,289,236	15,124,879	2,425,651	17,550,530
CF135483	Training	<i>Division /Section</i>	<i>CF0102</i>	<i>Fund /Subfund</i>	<i>24A301</i>
	Personal Services	395,632	535,908	(27,706)	508,202
	Personal Benefits	127,672	206,024	(10,244)	195,780
	Commodities	4,766	9,329	(4,692)	4,637
	Contracts & Prof. Services	47,537	27,260	40,611	67,871
	Other Operating	55,659	83,256	0	83,256
Total Training		631,266	861,777	(2,031)	859,746
CF135491	Information Services	<i>Division /Section</i>	<i>CF0103</i>	<i>Fund /Subfund</i>	<i>24A301</i>

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HHS Children and Family Services					
CF135491	Information Services	<i>Division /Section CF0103 Fund /Subfund 24A301</i>			
	Personal Services	829,590	908,408	72,280	980,688
	Personal Benefits	393,661	462,589	4,453	467,042
	Commodities	825	1,331	(100)	1,231
	Contracts & Prof. Services	350,477	277,188	184,745	461,933
	Controlled Services	907,680	873,422	(347,583)	525,839
	Other Operating	77,756	26,563	65,439	92,002
	Total Information Services	2,559,989	2,549,501	(20,766)	2,528,736
CF135509	Direct Services	<i>Division /Section CF0201 Fund /Subfund 24A301</i>			
	Personal Services	25,348,599	26,056,352	204,269	26,260,621
	Personal Benefits	10,350,559	10,915,022	42,487	10,957,509
	Commodities	4,394	919	0	919
	Contracts & Prof. Services	364,553	359,227	8,904	368,131
	Controlled Services	0	0	0	0
	Other Operating	902,423	1,038,320	(155,897)	882,423
	Total Direct Services	36,970,528	38,369,840	99,763	38,469,603
CF135525	Supportive Services	<i>Division /Section CF0301 Fund /Subfund 24A301</i>			
	Personal Services	1,808,505	1,745,816	172,892	1,918,708
	Personal Benefits	785,012	746,438	92,560	838,998
	Commodities	5,066	4,732	(1,127)	3,605
	Client Services	1,295,991	1,288,000	0	1,288,000
	Other Operating	87,631	100,120	0	100,120
	Total Supportive Services	3,982,205	3,885,106	264,325	4,149,431
CF135442	Caregiver Parent Recruitment	<i>Division /Section CF0302 Fund /Subfund 24A301</i>			
	Personal Services	225,407	236,874	(3,058)	233,816
	Personal Benefits	104,519	97,960	14,852	112,812
	Commodities	500	1,151	(641)	510
	Other Operating	184,329	204,201	0	204,201
	Total Caregiver Parent Recruitment	514,755	540,186	11,152	551,338
CF134015	Client Supportive Services	<i>Division /Section CF0303 Fund /Subfund 20A303</i>			
	Contracts & Prof. Services	2,537,418	4,688,140	0	4,688,140
	Client Services	2,080,526	1,917,937	1,100,000	3,017,937
	Total Client Supportive Services	4,617,944	6,606,077	1,100,000	7,706,077
CF135541	Multi-Systemic Therapy Unit	<i>Division /Section CF05 Fund /Subfund 24A301</i>			
	Personal Services	604,790	564,010	66,655	630,665
	Personal Benefits	236,313	232,111	33,191	265,302
	Contracts & Prof. Services	22,418	162,903	(0)	162,903

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HHS Children and Family Services					
CF135541	Multi-Systemic Therapy Unit	<i>Division /Section CF05</i>	<i>Fund /Subfund 24A301</i>		
	Other Operating	20,112	9,388	10,724	20,112
	Total Multi-Systemic Therapy Unit	883,633	968,412	110,570	1,078,982
CF135608	Contracted Placements	<i>Division /Section CF0603</i>	<i>Fund /Subfund 24A301</i>		
	Personal Services	1,123,641	1,045,984	122,724	1,168,708
	Personal Benefits	448,168	444,947	21,774	466,721
	Other Operating	15,745	18,363	0	18,363
	Total Contracted Placements	1,587,554	1,509,294	144,498	1,653,792
CF135616	CFS Foster Homes/Resource Mgt	<i>Division /Section CF0604</i>	<i>Fund /Subfund 24A301</i>		
	Personal Services	2,370,717	2,465,984	(159,523)	2,306,461
	Personal Benefits	1,001,768	1,057,798	(62,656)	995,142
	Commodities	2,780	1,450	0	1,450
	Contracts & Prof. Services	186,000	0	68,000	68,000
	Other Operating	61,623	69,831	0	69,831
	Total CFS Foster Homes/Resource Mgt	3,622,888	3,595,063	(154,179)	3,440,884
CF134031	CFS Foster Care	<i>Division /Section CF0605</i>	<i>Fund /Subfund 20A303</i>		
	Contracts & Prof. Services	144,369	44,361	1,085,395	1,129,756
	Client Services	1,891,462	2,651,944	0	2,651,944
	Total CFS Foster Care	2,035,831	2,696,305	1,085,395	3,781,700
CF134049	Purchased Congregate & Foster	<i>Division /Section CF0606</i>	<i>Fund /Subfund 20A303</i>		
	Client Services	45,788,534	50,887,716	(2,849,182)	48,038,534
	Other Operating	10,000	10,492	(292)	10,200
	Total Purchased Congregate & Foster	45,798,534	50,898,208	(2,849,474)	48,048,734
CF135582	Permanent Custody Adoptions	<i>Division /Section CF0700</i>	<i>Fund /Subfund 24A301</i>		
	Personal Services	3,005,237	3,018,932	(2,572)	3,016,360
	Personal Benefits	1,250,929	1,246,528	1,886	1,248,414
	Commodities	5,451	3,376	(200)	3,176
	Contracts & Prof. Services	63,397	0	50,000	50,000
	Other Operating	147,059	157,765	(5,628)	152,137
	Total Permanent Custody Adoptions	4,472,073	4,426,601	43,486	4,470,087
CF134023	Adoption Services	<i>Division /Section CF0701</i>	<i>Fund /Subfund 20A303</i>		
	Client Services	7,702,784	7,978,869	160,000	8,138,869
	Total Adoption Services	7,702,784	7,978,869	160,000	8,138,869
CF135004	Cuyahoga Tapestry System of Care	<i>Division /Section CF08</i>	<i>Fund /Subfund 24A435</i>		
	Personal Services	289,371	285,480	3,276	288,756
	Personal Benefits	126,635	112,780	15,114	127,894
	Contracts & Prof. Services	1,608,104	1,673,061	2,161	1,675,221
	Client Services	2,573,063	2,794,035	(9)	2,794,026

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HHS Children and Family Services					
CF135004	Cuyahoga Tapestry System of Care	<i>Division /Section CF08</i>	<i>Fund /Subfund 24A435</i>		
	Other Operating	1,574	0	2,189	2,189
Total Cuyahoga Tapestry System of Care		4,598,747	4,865,356	22,739	4,888,095
Total HHS Children and Family Services		135,267,967	144,875,474	2,441,129	147,316,603
HHS Senior and Adult Services					
SA138321	SAS Administrative Services	<i>Division /Section SA0101</i>	<i>Fund /Subfund 24A601</i>		
	Personal Services	453,459	436,488	118,856	555,344
	Personal Benefits	169,685	180,957	33,380	214,337
	Commodities	34,079	53,009	0	53,009
	Contracts & Prof. Services	453,759	590,391	0	590,391
	Controlled Services	982,603	873,832	65,745	939,577
	Other Operating	111,524	124,390	18,966	143,356
	Capital Outlays	170,288	151,325	0	151,325
Total SAS Administrative Services		2,375,397	2,410,392	236,947	2,647,339
SA138354	SAS Management Services	<i>Division /Section SA0103</i>	<i>Fund /Subfund 24A601</i>		
	Personal Services	666,334	628,779	65,767	694,546
	Personal Benefits	286,829	268,363	37,767	306,130
	Commodities	8,051	8,353	0	8,353
	Contracts & Prof. Services	3,084	1,869	444	2,313
	Other Operating	13,133	10,737	74,409	85,146
Total SAS Management Services		977,431	918,101	178,387	1,096,488
SA138305	Community Social Serv Programs	<i>Division /Section SA0201</i>	<i>Fund /Subfund 24A601</i>		
	Client Services	1,223,618	1,509,068	0	1,509,068
Total Community Social Serv Programs		1,223,618	1,509,068	0	1,509,068
SA138420	Home Support	<i>Division /Section SA03</i>	<i>Fund /Subfund 24A601</i>		
	Personal Services	973,924	1,013,061	26,169	1,039,230
	Personal Benefits	402,776	442,966	(16,165)	426,801
	Commodities	15,208	18,296	(614)	17,682
	Contracts & Prof. Services	114,107	118,474	51,722	170,196
	Other Operating	63,531	48,725	16,706	65,431
Total Home Support		1,569,546	1,641,522	77,818	1,719,340
SA138479	Adult Protective Services	<i>Division /Section SA04</i>	<i>Fund /Subfund 24A601</i>		
	Personal Services	1,907,035	1,902,529	82,969	1,985,498
	Personal Benefits	745,054	791,737	(28,392)	763,345
	Commodities	19,465	21,277	0	21,277
	Contracts & Prof. Services	0	0	5,355	5,355
	Client Services	676,645	571,538	(5,355)	566,183

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HHS Senior and Adult Services					
SA138479	Adult Protective Services	<i>Division /Section SA04</i>	<i>Fund /Subfund 24A601</i>		
	Other Operating	120,845	106,133	2,200	108,333
Total Adult Protective Services		3,469,044	3,393,214	56,777	3,449,991
SA138503	Information and Outreach Unit	<i>Division /Section SA05</i>	<i>Fund /Subfund 24A601</i>		
	Personal Services	412,551	427,326	13,019	440,345
	Personal Benefits	182,041	179,611	10,214	189,825
	Commodities	3,215	2,594	621	3,215
	Client Services	16,530	15,116	0	15,116
	Other Operating	11,509	9,790	1,215	11,005
Total Information and Outreach Unit		625,846	634,437	25,069	659,506
SA138602	Home Based Services	<i>Division /Section SA09</i>	<i>Fund /Subfund 24A601</i>		
	Personal Services	1,742,742	2,033,720	(129,458)	1,904,262
	Personal Benefits	837,153	842,798	67,767	910,565
	Commodities	38,644	38,787	2,200	40,987
	Client Services	14,625	513	0	513
	Other Operating	139,936	150,944	2,910	153,854
Total Home Based Services		2,773,100	3,066,762	(56,581)	3,010,181
SA138610	Care Management Support	<i>Division /Section SA10</i>	<i>Fund /Subfund 24A601</i>		
	Personal Services	366,358	367,120	7,981	375,101
	Personal Benefits	136,791	146,043	(7,420)	138,623
	Commodities	3,620	3,139	482	3,621
	Client Services	0	1,444	(1,444)	0
	Other Operating	4,729	6,140	0	6,140
Total Care Management Support		511,498	523,886	(401)	523,485
SA138701	SAS Options Program	<i>Division /Section SA11</i>	<i>Fund /Subfund 24A601</i>		
	Personal Services	1,039,376	1,098,878	(11,945)	1,086,933
	Personal Benefits	398,737	450,641	(36,725)	413,916
	Commodities	11,016	11,369	0	11,369
	Client Services	1,976,241	2,112,840	0	2,112,840
	Other Operating	31,510	30,401	2,541	32,942
Total SAS Options Program		3,456,880	3,704,129	(46,129)	3,658,000
Total HHS Senior and Adult Services		16,982,360	17,801,511	471,887	18,273,398
HHS Cuyahoga Job & Family Services					
WT137109	Administrative Operations	<i>Division /Section WT0101</i>	<i>Fund /Subfund 24A510</i>		
	Personal Services	1,153,625	1,179,518	7,756	1,187,274
	Personal Benefits	466,485	533,714	(34,614)	499,100
	Commodities	28,034	46,040	0	46,040

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HHS Cuyahoga Job & Family Services				
WT137109 Administrative Operations	<i>Division /Section WT0101 Fund /Subfund 24A510</i>			
Contracts & Prof. Services	1,176,775	1,121,654	128,950	1,250,604
Controlled Services	5,808,676	6,854,690	(832,485)	6,022,205
Other Operating	844,470	496,847	460,457	957,304
Capital Outlays	77,064	20,000	0	20,000
Total Administrative Operations	9,555,129	10,252,463	(269,936)	9,982,527
WT137943 Information Services	<i>Division /Section WT0102 Fund /Subfund 24A510</i>			
Personal Services	4,904	319,034	(319,034)	0
Personal Benefits	1,965	141,445	(141,445)	0
Contracts & Prof. Services	204,814	757,090	(757,090)	0
Other Operating	6,847	23,773	(23,773)	0
Capital Outlays	0	165,282	(165,282)	0
Total Information Services	218,530	1,406,624	(1,406,624)	0
WT137315 Work First Services	<i>Division /Section WT0103 Fund /Subfund 24A510</i>			
Personal Services	1,055,078	983,507	145,809	1,129,316
Personal Benefits	452,925	461,749	20,953	482,702
Commodities	42,132	31,184	11,578	42,762
Contracts & Prof. Services	12,267,891	9,775,463	0	9,775,463
Other Operating	60,577	50,496	10,104	60,600
Total Work First Services	13,878,603	11,302,399	188,444	11,490,843
WT137414 Southgate NFSC	<i>Division /Section WT0202 Fund /Subfund 24A510</i>			
Personal Services	3,320,461	2,859,578	346,712	3,206,290
Personal Benefits	1,380,387	1,303,028	117,954	1,420,982
Commodities	75,677	81,994	0	81,994
Contracts & Prof. Services	450,926	458,372	0	458,372
Other Operating	41,224	41,341	0	41,341
Total Southgate NFSC	5,268,675	4,744,313	464,666	5,208,979
WT137430 Old Brooklyn NFSC	<i>Division /Section WT0204 Fund /Subfund 24A510</i>			
Personal Services	3,018,530	2,572,176	258,899	2,831,075
Personal Benefits	1,189,257	1,108,533	52,907	1,161,440
Commodities	3,029	50,920	(45,920)	5,000
Contracts & Prof. Services	697,499	697,500	0	697,500
Other Operating	74,018	45,127	36,497	81,624
Total Old Brooklyn NFSC	4,982,333	4,474,256	302,383	4,776,639
WT137455 Quincy Place NFSC	<i>Division /Section WT0206 Fund /Subfund 24A510</i>			
Personal Services	3,843,101	3,201,914	442,785	3,644,699
Personal Benefits	1,621,482	1,498,853	79,983	1,578,836
Commodities	249,113	300,785		300,816

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HHS Cuyahoga Job & Family Services					
WT137455	Quincy Place NFSC	<i>Division /Section WT0206 Fund /Subfund 24A510</i>			
	Contracts & Prof. Services	1,346,993	1,509,110	0	1,509,110
	Other Operating	40,766	39,184	1,582	40,766
	Total Quincy Place NFSC	7,101,455	6,549,846	524,381	7,074,227
WT137463	Virgil Brown NFSC	<i>Division /Section WT0207 Fund /Subfund 24A510</i>			
	Personal Services	12,969,404	13,520,610	809,777	14,330,387
	Personal Benefits	5,449,333	6,113,825	209,201	6,323,026
	Commodities	173,167	96,449	0	96,449
	Contracts & Prof. Services	59,567	61,505	0	61,505
	Other Operating	903,440	1,010,217	0	1,010,217
	Total Virgil Brown NFSC	19,554,911	20,802,606	1,018,978	21,821,584
WT137539	West Shore NFSC	<i>Division /Section WT0212 Fund /Subfund 24A510</i>			
	Personal Services	3,444,611	3,010,286	177,745	3,188,031
	Personal Benefits	1,326,488	1,294,656	5,708	1,300,364
	Commodities	89,261	84,446	4,816	89,262
	Contracts & Prof. Services	862,875	883,346	0	883,346
	Other Operating	59,561	51,269	0	51,269
	Total West Shore NFSC	5,782,796	5,324,003	188,269	5,512,272
WT137141	Client Support Services	<i>Division /Section WT0301 Fund /Subfund 24A510</i>			
	Personal Services	4,245,823	4,106,303	25,840	4,132,143
	Personal Benefits	1,832,122	1,879,724	(50,555)	1,829,169
	Commodities	(26,793)	54,870	130	55,000
	Contracts & Prof. Services	400,290	407,925	0	407,925
	Client Services	4,650,484	3,702,223	700,000	4,402,223
	Other Operating	97,953	154,844	0	154,844
	Total Client Support Services	11,199,879	10,305,889	675,415	10,981,304
WT137935	Children With Medical Handicap	<i>Division /Section WT0305 Fund /Subfund 24A530</i>			
	Client Services	1,785,732	1,405,732	1,358,575	2,764,307
	Total Children With Medical Handicap	1,785,732	1,405,732	1,358,575	2,764,307
Total HHS Cuyahoga Job & Family Services		79,328,043	76,568,131	3,044,551	79,612,682
Cuyahoga Support Enforcement Agency					
SE496000	Cuyahoga Support Enforcement Agency	<i>Division /Section SE01 Fund /Subfund 20A600</i>			
	Personal Services	13,109,095	13,985,435	175,871	14,161,306
	Personal Benefits	5,880,503	6,067,802	333,406	6,401,208
	Commodities	14,451	30,215	0	30,215
	Contracts & Prof. Services	6,209,282	7,107,720	819,117	7,926,837
	Controlled Services	1,720,909	1,946,310	(166,558)	1,779,752

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Cuyahoga Support Enforcement Agency					
SE496000	Cuyahoga Support Enforcement Agency	<i>Division /Section</i>	<i>SE01</i>	<i>Fund /Subfund</i>	<i>20A600</i>
	Other Operating	1,661,902	1,917,290	10,494	1,927,784
	Capital Outlays	6,304	4,000	50,000	54,000
Total Cuyahoga Support Enforcement Agency		28,602,446	31,058,772	1,222,330	32,281,102
SE507152	Fatherhood Initiative	<i>Division /Section</i>	<i>SE0201</i>	<i>Fund /Subfund</i>	<i>20A606</i>
	Personal Services	99,225	97,187	2,630	99,817
	Personal Benefits	37,016	37,415	1,844	39,259
	Commodities	15	505	0	505
	Contracts & Prof. Services	907,749	868,054	0	868,054
	Controlled Services	9,549	446	10,442	10,888
	Other Operating	16,006	13,103	1,099	14,202
Total Fatherhood Initiative		1,069,560	1,016,710	16,015	1,032,725
Total Cuyahoga Support Enforcement Agency		29,672,006	32,075,482	1,238,345	33,313,827
Early Childhood Invest In Children					
EC451484	EC Administrative Services	<i>Division /Section</i>	<i>EC0101</i>	<i>Fund /Subfund</i>	<i>24A635</i>
	Personal Services	516,570	503,152	6,006	509,158
	Personal Benefits	148,791	149,542	506	150,048
	Commodities	302	308	0	308
	Contracts & Prof. Services	53,260	26,871	0	26,871
	Controlled Services	189,141	143,726	44,732	188,458
	Other Operating	11,343	16,681	0	16,681
Total EC Administrative Services		919,407	840,280	51,244	891,524
EC451427	Early Childhood Mental Health	<i>Division /Section</i>	<i>EC0203</i>	<i>Fund /Subfund</i>	<i>20A807</i>
	Contracts & Prof. Services	919,551	932,943	8,753	941,696
Total Early Childhood Mental Health		919,551	932,943	8,753	941,696
EC451435	Early Start	<i>Division /Section</i>	<i>EC0204</i>	<i>Fund /Subfund</i>	<i>24A635</i>
	Contracts & Prof. Services	1,703,618	1,860,811	(22,144)	1,838,667
Total Early Start		1,703,618	1,860,811	(22,144)	1,838,667
EC451443	Health & Safety	<i>Division /Section</i>	<i>EC0301</i>	<i>Fund /Subfund</i>	<i>24A635</i>
	Contracts & Prof. Services	202,968	207,062	0	207,062
Total Health & Safety		202,968	207,062	0	207,062
EC451450	Quality Child Care	<i>Division /Section</i>	<i>EC0401</i>	<i>Fund /Subfund</i>	<i>24A635</i>
	Contracts & Prof. Services	9,332,625	9,199,052	1,892	9,200,944
	Controlled Services	0	0	0	0
Total Quality Child Care		9,332,625	9,199,052	1,892	9,200,944
Total Early Childhood Invest In Children		13,078,169	13,040,148	39,745	13,079,893

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Family & Children First Council					
FC451492	FCFC Public Assistance	<i>Division /Section</i>	<i>FC01</i>	<i>Fund /Subfund</i>	<i>24A640</i>
	Personal Services	484,760	481,997	69,828	551,825
	Personal Benefits	158,534	174,037	22,345	196,382
	Commodities	247	520	0	520
	Contracts & Prof. Services	3,239,536	3,643,107	56,809	3,699,916
	Controlled Services	96,266	106,159	3,627	109,786
	Client Services	184,452	181,881	(2,571)	179,310
	Other Operating	13,212	13,517	0	13,517
	Capital Outlays	5,000	0	0	0
Total FCFC Public Assistance		4,182,007	4,601,218	150,038	4,751,256
Total Family & Children First Council		4,182,007	4,601,218	150,038	4,751,256
HHS Office of Reentry					
HS749069	HHS Office of Reentry	<i>Division /Section</i>	<i>HS03</i>	<i>Fund /Subfund</i>	<i>24A878</i>
	Personal Services	322,993	331,219	33,020	364,239
	Personal Benefits	123,555	142,061	545	142,606
	Contracts & Prof. Services	1,569,050	1,895,073	0	1,895,073
	Controlled Services	63,920	62,750	(13,721)	49,029
	Other Operating	25,821	66,497	0	66,497
Total HHS Office of Reentry		2,105,339	2,497,600	19,844	2,517,444
Total HHS Office of Reentry		2,105,339	2,497,600	19,844	2,517,444
Office of Homeless Services					
HS507301	Office of Homeless Services	<i>Division /Section</i>	<i>HS09</i>	<i>Fund /Subfund</i>	<i>20A615</i>
	Controlled Services	0	0	0	0
Total Office of Homeless Services		0	0	0	0
HS158097	Office of Homeless Services PA	<i>Division /Section</i>	<i>HS09</i>	<i>Fund /Subfund</i>	<i>24A641</i>
	Personal Services	286,463	235,082	45,178	280,260
	Personal Benefits	107,964	83,642	65,210	148,852
	Commodities	475	485	0	485
	Contracts & Prof. Services	5,393,933	5,130,448	0	5,130,448
	Controlled Services	116,633	133,295	(19,797)	113,498
	Other Operating	7,131	9,761	0	9,761
Total Office of Homeless Services PA		5,912,599	5,592,713	90,591	5,683,304
Total Office of Homeless Services		5,912,599	5,592,713	90,591	5,683,304
Workforce Development					
WI140905	WIA Executive & Financial Operations	<i>Division /Section</i>	<i>WI0101</i>	<i>Fund /Subfund</i>	<i>28W036</i>
	Personal Services	360,969	259,256	86,853	346,109
	Personal Benefits	97,214	277,165	(145,243)	131,922

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Workforce Development					
WI140905	WIA Executive & Financial Operations	<i>Division /Section</i> WI0101	<i>Fund /Subfund</i> 28W036		
	Commodities	430	489	0	489
	Contracts & Prof. Services	7,983,161	6,346,758	0	6,346,758
	Controlled Services	228,138	228,138	0	228,138
	Other Operating	107,599	106,348	0	106,348
	Total WIA Executive & Financial Operations	8,777,511	7,218,154	(58,390)	7,159,764
WI140913	Workforce Other Programs	<i>Division /Section</i> WI0101	<i>Fund /Subfund</i> 28W037		
	Personal Services	260,843	400,000	(166,996)	233,004
	Personal Benefits	202,199	0	107,126	107,126
	Contracts & Prof. Services	1,054,460	1,200,000	0	1,200,000
	Other Operating	394,005	400,000	0	400,000
	Total Workforce Other Programs	1,911,507	2,000,000	(59,870)	1,940,130
WI141622	County Educational Asst Prog.	<i>Division /Section</i> WI03	<i>Fund /Subfund</i> 20A064		
	Contracts & Prof. Services	0	1,000,000	(1,000,000)	0
	Other Operating	750,000	0	1,100,000	1,100,000
	Total County Educational Asst Prog.	750,000	1,000,000	100,000	1,100,000
	Total Workforce Development	11,439,018	10,218,154	(18,260)	10,199,894
GF / HHS Subsidy Accounts					
SU513101	Civil Defense	<i>Division /Section</i> SU01	<i>Fund /Subfund</i> 01A001		
	Other Financing Uses	773,404	749,639	314,450	1,064,089
	Total Civil Defense	773,404	749,639	314,450	1,064,089
SU513150	Soil Conservation	<i>Division /Section</i> SU02	<i>Fund /Subfund</i> 01A001		
	Other Financing Uses	0	75,000	0	75,000
	Total Soil Conservation	0	75,000	0	75,000
SU513200	County Airport	<i>Division /Section</i> SU03	<i>Fund /Subfund</i> 01A001		
	Other Financing Uses	84,799	606,881	(75,579)	531,302
	Total County Airport	84,799	606,881	(75,579)	531,302
SU513457	County Planning Comm	<i>Division /Section</i> SU08	<i>Fund /Subfund</i> 01A001		
	Other Financing Uses	1,058,683	1,191,583	54,991	1,246,574
	Total County Planning Comm	1,058,683	1,191,583	54,991	1,246,574
SU514174	Social Service Subsidy	<i>Division /Section</i> SU0902	<i>Fund /Subfund</i> 01A001		
	Other Financing Uses	1,000,000	1,000,000	100,000	1,100,000
	Total Social Service Subsidy	1,000,000	1,000,000	100,000	1,100,000
SU514422	Health and Human Svcs Subsidy	<i>Division /Section</i> SU0902	<i>Fund /Subfund</i> 29A391		
	Other Financing Uses	4,361,253	3,317,251	175,444	3,492,695
	Total Health and Human Svcs Subsidy	4,361,253	3,317,251	175,444	3,492,695
SU514372	Tapestry System of Care Sub	<i>Division /Section</i> SU0910	<i>Fund /Subfund</i> 29A391		

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GF / HHS Subsidy Accounts					
SU514372	Tapestry System of Care Sub	<i>Division /Section SU0910</i>		<i>Fund /Subfund 29A391</i>	
	Other Financing Uses	4,155,302	4,421,911	22,739	4,444,650
Total Tapestry System of Care Sub		4,155,302	4,421,911	22,739	4,444,650
SU513754	CRIS Subsidy	<i>Division /Section SU14</i>		<i>Fund /Subfund 01A001</i>	
	Other Financing Uses	314,523	0	337,214	337,214
Total CRIS Subsidy		314,523	0	337,214	337,214
SU515296	Social Impact Fin Fund Subsidy	<i>Division /Section SU1301</i>		<i>Fund /Subfund 29A391</i>	
	Other Operating	(1,000,000)	0	0	0
	Other Financing Uses	1,000,000	0	1,000,000	1,000,000
Total Social Impact Fin Fund Subsidy		0	0	1,000,000	1,000,000
SU514273	CSEA HHS 4.8 Mill Subsidy	<i>Division /Section SU15</i>		<i>Fund /Subfund 29A391</i>	
	Other Financing Uses	1,485,575	3,042,206	(315,722)	2,726,484
Total CSEA HHS 4.8 Mill Subsidy		1,485,575	3,042,206	(315,722)	2,726,484
SU514034	County Fast Copier Subsidy	<i>Division /Section SU22</i>		<i>Fund /Subfund 01A001</i>	
	Other Financing Uses	239,650	0	0	0
Total County Fast Copier Subsidy		239,650	0	0	0
SU514083	County Garage-Subsidy	<i>Division /Section SU26</i>		<i>Fund /Subfund 01A001</i>	
	Other Financing Uses	380,000	0	0	0
Total County Garage-Subsidy		380,000	0	0	0
SU514091	Space Maintenance	<i>Division /Section SU27</i>		<i>Fund /Subfund 01A001</i>	
	Other Financing Uses	17,101	0	0	0
Total Space Maintenance		17,101	0	0	0
SU514711	Gateway Arena Pledge	<i>Division /Section SU32</i>		<i>Fund /Subfund 01A001</i>	
	Other Financing Uses	5,518,839	5,800,000	(2,581,563)	3,218,437
Total Gateway Arena Pledge		5,518,839	5,800,000	(2,581,563)	3,218,437
SU514299	Children and Family Svcs Sub	<i>Division /Section SU3301</i>		<i>Fund /Subfund 29A391</i>	
	Other Financing Uses	34,385,465	17,224,369	1,839,754	19,064,123
Total Children and Family Svcs Sub		34,385,465	17,224,369	1,839,754	19,064,123
SU515098	Children & Family Srv Subs 3.9	<i>Division /Section SU3301</i>		<i>Fund /Subfund 29A392</i>	
	Other Financing Uses	(315,400)	17,767,489	(2,730,365)	15,037,124
Total Children & Family Srv Subs 3.9		(315,400)	17,767,489	(2,730,365)	15,037,124
SU514315	Children Svcs Fund Subsidy	<i>Division /Section SU3302</i>		<i>Fund /Subfund 29A391</i>	
	Other Financing Uses	36,547,255	28,961,463	(8,040,192)	20,921,271
Total Children Svcs Fund Subsidy		36,547,255	28,961,463	(8,040,192)	20,921,271
SU514620	Children Services Fund Sub 3.9	<i>Division /Section SU3302</i>		<i>Fund /Subfund 29A392</i>	
	Other Financing Uses	(25,000)	14,085,158	4,086,113	18,171,271
Total Children Services Fund Sub 3.9		(25,000)	14,085,158	4,086,113	18,171,271
SU514323	Children w/Medical Handicaps	<i>Division /Section SU3402</i>		<i>Fund /Subfund 29A391</i>	

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GF / HHS Subsidy Accounts					
SU514323	Children w/Medical Handicaps	<i>Division /Section SU3402</i>		<i>Fund /Subfund 29A391</i>	
	Other Financing Uses	1,785,732	1,405,732	1,358,575	2,764,307
	Total Children w/Medical Handicaps	1,785,732	1,405,732	1,358,575	2,764,307
SU514398	EC-Invest In Children Subsidy	<i>Division /Section SU3403</i>		<i>Fund /Subfund 29A391</i>	
	Other Financing Uses	13,078,170	13,040,102	17,647	13,057,749
	Total EC-Invest In Children Subsidy	13,078,170	13,040,102	17,647	13,057,749
SU514414	Senior and Adult Svcs Subsidy	<i>Division /Section SU3601</i>		<i>Fund /Subfund 29A391</i>	
	Other Financing Uses	14,351,953	8,431,720	(365,182)	8,066,538
	Total Senior and Adult Svcs Subsidy	14,351,953	8,431,720	(365,182)	8,066,538
SU514638	Senior & Adult Subsidy 3.9	<i>Division /Section SU3601</i>		<i>Fund /Subfund 29A392</i>	
	Other Financing Uses	(236,280)	0	5,775,213	5,775,213
	Total Senior & Adult Subsidy 3.9	(236,280)	0	5,775,213	5,775,213
SU514281	Office of Homeless Svc Subsidy	<i>Division /Section SU3603</i>		<i>Fund /Subfund 29A391</i>	
	Other Financing Uses	5,708,207	5,368,321	104,591	5,472,912
	Total Office of Homeless Svc Subsidy	5,708,207	5,368,321	104,591	5,472,912
SU514349	Family & Children First Cncl	<i>Division /Section SU4101</i>		<i>Fund /Subfund 29A391</i>	
	Other Financing Uses	2,705,926	3,125,137	417,189	3,542,326
	Total Family & Children First Cncl	2,705,926	3,125,137	417,189	3,542,326
SU515999	Fatherhood Initiative Subsidy	<i>Division /Section SU42</i>		<i>Fund /Subfund 29A391</i>	
	Other Financing Uses	1,047,060	996,710	16,015	1,012,725
	Total Fatherhood Initiative Subsidy	1,047,060	996,710	16,015	1,012,725
SU513762	Brownfield Redevelopment	<i>Division /Section SU43</i>		<i>Fund /Subfund 01A001</i>	
	Other Financing Uses	5,743,194	1,123,855	(476,288)	647,567
	Total Brownfield Redevelopment	5,743,194	1,123,855	(476,288)	647,567
SU514430	Employment & Family Svc Sub	<i>Division /Section SU4401</i>		<i>Fund /Subfund 29A391</i>	
	Other Financing Uses	7,363,002	5,693,276	436,301	6,129,577
	Total Employment & Family Svc Sub	7,363,002	5,693,276	436,301	6,129,577
SU514737	Employment & Family Svc. Sub	<i>Division /Section SU4401</i>		<i>Fund /Subfund 29A392</i>	
	Other Financing Uses	(510,298)	3,426,753	(1,017,756)	2,408,997
	Total Employment & Family Svc. Sub	(510,298)	3,426,753	(1,017,756)	2,408,997
SU515676	Shaker Square 2000 Pldg GF	<i>Division /Section SU48</i>		<i>Fund /Subfund 01A001</i>	
	Other Financing Uses	78,778	123,325	1,764	125,089
	Total Shaker Square 2000 Pldg GF	78,778	123,325	1,764	125,089
SU514224	HHS JC Plcmnt & Trmt Sub	<i>Division /Section SU52</i>		<i>Fund /Subfund 29A391</i>	
	Other Financing Uses	16,395,853	13,705,756	6,058,499	19,764,255
	Total HHS JC Plcmnt & Trmt Sub	16,395,853	13,705,756	6,058,499	19,764,255
SU513515	Custody Mediation HHS	<i>Division /Section SU70</i>		<i>Fund /Subfund 01A001</i>	

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GF / HHS Subsidy Accounts					
SU513515	Custody Mediation HHS	<i>Division /Section</i>	<i>SU70</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Other Financing Uses	0	30,148	98,050	128,198
	Total Custody Mediation HHS	0	30,148	98,050	128,198
SU514331	Family Justice Center	<i>Division /Section</i>	<i>SU55</i>	<i>Fund /Subfund</i>	<i>29A391</i>
	Other Financing Uses	156,217	175,000	0	175,000
	Total Family Justice Center	156,217	175,000	0	175,000
SU514125	Comm. Redevelopment Fund Sub.	<i>Division /Section</i>	<i>SU62</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Other Financing Uses	820,029	893,600	(60,732)	832,868
	Total Comm. Redevelopment Fund Sub.	820,029	893,600	(60,732)	832,868
SU514521	JC HHS Community Partnership	<i>Division /Section</i>	<i>SU63</i>	<i>Fund /Subfund</i>	<i>29A391</i>
	Other Financing Uses	3,184,083	3,521,803	(3,521,803)	0
	Total JC HHS Community Partnership	3,184,083	3,521,803	(3,521,803)	0
SU514547	JA Office of Re-Entry Subsidy	<i>Division /Section</i>	<i>SU65</i>	<i>Fund /Subfund</i>	<i>29A391</i>
	Other Financing Uses	2,005,339	1,997,600	519,844	2,517,444
	Total JA Office of Re-Entry Subsidy	2,005,339	1,997,600	519,844	2,517,444
SU519000	Criminal Justice Interv HHS	<i>Division /Section</i>	<i>SU68</i>	<i>Fund /Subfund</i>	<i>29A391</i>
	Other Financing Uses	250,000	0	0	0
	Total Criminal Justice Interv HHS	250,000	0	0	0
SU511535	Medical Mart Series 2010 Pledg	<i>Division /Section</i>	<i>SU69</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Other Financing Uses	32,136,229	32,102,239	40,176	32,142,415
	Total Medical Mart Series 2010 Pledg	32,136,229	32,102,239	40,176	32,142,415
SU514885	Regional Crime Lab GF Subsidy	<i>Division /Section</i>	<i>SU71</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Other Financing Uses	2,887,739	2,711,636	827,858	3,539,494
	Total Regional Crime Lab GF Subsidy	2,887,739	2,711,636	827,858	3,539,494
SU514661	Witness Victim Subsidy	<i>Division /Section</i>	<i>SU72</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Other Financing Uses	1,621,812	1,692,043	248,355	1,940,398
	Total Witness Victim Subsidy	1,621,812	1,692,043	248,355	1,940,398
SU514679	TASC - County Subsidy	<i>Division /Section</i>	<i>SU73</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Other Financing Uses	210,792	620,616	(181,973)	438,643
	Total TASC - County Subsidy	210,792	620,616	(181,973)	438,643
SU514695	9-1-1 Consolidation Shared Svc	<i>Division /Section</i>	<i>SU74</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Other Financing Uses	690,000	0	1,700,000	1,700,000
	Total 9-1-1 Consolidation Shared Svc	690,000	0	1,700,000	1,700,000
SU515015	Western Reserve Fund Subsidy	<i>Division /Section</i>	<i>SU75</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Other Financing Uses	0	1,400,000	(1,400,000)	0
	Total Western Reserve Fund Subsidy	0	1,400,000	(1,400,000)	0
SU513481	Euclid Jail GF Subsidy	<i>Division /Section</i>	<i>SU76</i>	<i>Fund /Subfund</i>	<i>01A001</i>

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GF / HHS Subsidy Accounts					
SU513481	Euclid Jail GF Subsidy	<i>Division /Section</i>	<i>SU76</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Other Financing Uses	362,244	0	1,286,732	1,286,732
	Total Euclid Jail GF Subsidy	362,244	0	1,286,732	1,286,732
SU515114	Western Reserve GF Subsidy	<i>Division /Section</i>	<i>SU78</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Other Financing Uses	1,250,000	0	0	0
	Total Western Reserve GF Subsidy	1,250,000	0	0	0
SU514760	County Security SVC GF Subsidy	<i>Division /Section</i>	<i>SU79</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Other Financing Uses	0	0	2,000,000	2,000,000
	Total County Security SVC GF Subsidy	0	0	2,000,000	2,000,000
	Total GF / HHS Subsidy Accounts	203,067,230	199,828,322	8,070,358	207,898,680
College Savings Account Program					
SV102053	College Savings Account Program	<i>Division /Section</i>	<i>SV</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Personal Services	0	58,000	(58,000)	0
	Personal Benefits	0	17,400	(17,400)	0
	Contracts & Prof. Services	28,340	0	57,500	57,500
	Other Operating	3,181,186	1,713,600	(91,100)	1,622,500
	Total College Savings Account Program	3,209,526	1,789,000	(109,000)	1,680,000
	Total College Savings Account Program	3,209,526	1,789,000	(109,000)	1,680,000
Department of Sustainability					
SY302240	Sustainability	<i>Division /Section</i>	<i>SY</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Personal Services	0	0	150,000	150,000
	Personal Benefits	0	0	50,000	50,000
	Commodities	0	0	1,000	1,000
	Contracts & Prof. Services	0	0	6,000	6,000
	Other Operating	0	0	13,000	13,000
	Total Sustainability	0	0	220,000	220,000
	Total Department of Sustainability	0	0	220,000	220,000
Employee Health and Wellness					
CC499509	Self Insurance-Regionalization	<i>Division /Section</i>	<i>HO</i>	<i>Fund /Subfund</i>	<i>20A195</i>
	Contracts & Prof. Services	16,034,723	11,009,782	5,024,913	16,034,696
	Total Self Insurance-Regionalization	16,034,723	11,009,782	5,024,913	16,034,696
CC499202	Benefits Administration	<i>Division /Section</i>	<i>HO</i>	<i>Fund /Subfund</i>	<i>68A100</i>
	Personal Services	358,873	351,951	52,743	404,694
	Personal Benefits	125,289	166,218	(4,379)	161,839
	Contracts & Prof. Services	40,267	64,560	(2,861)	61,699
	Controlled Services	670,702	295,186	643,580	938,766
	Other Operating	1,521	1,511	(29)	1,482
	Total Benefits Administration	1,196,652	879,426	689,054	1,568,480

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Employee Health and Wellness					
CC499004	Hospitalization Self Insurance	<i>Division /Section</i>	<i>HO</i>	<i>Fund /Subfund</i>	68A100
	Contracts & Prof. Services	75,611,337	67,019,394	1,697,499	68,716,893
	Other Operating	110	102	20	122
Total Hospitalization Self Insurance		75,611,447	67,019,496	1,697,519	68,717,015
CC499012	Hosp. Regular Insurance	<i>Division /Section</i>	<i>HO</i>	<i>Fund /Subfund</i>	68A200
	Contracts & Prof. Services	4,759,991	9,266,430	(726,822)	8,539,608
Total Hosp. Regular Insurance		4,759,991	9,266,430	(726,822)	8,539,608
Total Employee Health and Wellness		97,602,813	88,175,135	6,684,664	94,859,798
Workers Compensation Retrospective					
CC498816	Workers Comp Retro 2004	<i>Division /Section</i>	<i>WC</i>	<i>Fund /Subfund</i>	67A004
	Contracts & Prof. Services	224,731	0	0	0
	Other Operating	0	0	0	0
Total Workers Comp Retro 2004		224,731	0	0	0
CC498824	Workers Comp Retro 2005	<i>Division /Section</i>	<i>WC</i>	<i>Fund /Subfund</i>	67A005
	Contracts & Prof. Services	86,716	758,611	0	758,611
Total Workers Comp Retro 2005		86,716	758,611	0	758,611
CC498832	Workers Comp Retro 2006	<i>Division /Section</i>	<i>WC</i>	<i>Fund /Subfund</i>	67A006
	Contracts & Prof. Services	0	113,126	0	113,126
Total Workers Comp Retro 2006		0	113,126	0	113,126
CC498840	Workers Comp Retro 2007	<i>Division /Section</i>	<i>WC</i>	<i>Fund /Subfund</i>	67A007
	Contracts & Prof. Services	171,893	133,428	0	133,428
Total Workers Comp Retro 2007		171,893	133,428	0	133,428
CC498857	Workers Comp Retro 2008	<i>Division /Section</i>	<i>WC</i>	<i>Fund /Subfund</i>	67A008
	Contracts & Prof. Services	160,849	183,868	0	183,868
Total Workers Comp Retro 2008		160,849	183,868	0	183,868
CC498865	Workers Comp Retro 2009	<i>Division /Section</i>	<i>WC</i>	<i>Fund /Subfund</i>	67A009
	Contracts & Prof. Services	243,420	164,323	0	164,323
Total Workers Comp Retro 2009		243,420	164,323	0	164,323
CC498873	Worker's Comp Retro 2010	<i>Division /Section</i>	<i>WC</i>	<i>Fund /Subfund</i>	67A010
	Contracts & Prof. Services	200,402	176,964	0	176,964
Total Worker's Comp Retro 2010		200,402	176,964	0	176,964
CC498881	Worker's Comp Retroactive 2011	<i>Division /Section</i>	<i>WC</i>	<i>Fund /Subfund</i>	67A011
	Contracts & Prof. Services	312,599	196,439	0	196,439
Total Worker's Comp Retroactive 2011		312,599	196,439	0	196,439
CC498899	Worker's Comp Retorative 2012	<i>Division /Section</i>	<i>WC</i>	<i>Fund /Subfund</i>	67A012
	Personal Services	0	48,797	(48,797)	0
	Personal Benefits	0	21,540	(21,540)	0
	Contracts & Prof. Services	246,416	353,479	0	353,479

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Workers Compensation Retrospective					
CC498899	Worker's Comp Retroactive 2012	<i>Division /Section</i>	<i>WC</i>	<i>Fund /Subfund</i>	<i>67A012</i>
	Controlled Services	0	0	0	0
Total Worker's Comp Retroactive 2012		246,416	423,816	(70,337)	353,479
CC498915	Worker's Comp Retroactive 2013	<i>Division /Section</i>	<i>WC</i>	<i>Fund /Subfund</i>	<i>67A013</i>
	Personal Services	0	90,168	(90,168)	0
	Personal Benefits	0	47,244	(47,244)	0
	Contracts & Prof. Services	2,990,638	2,921,241	(2,155,282)	765,959
	Controlled Services	0	86,459	(86,459)	0
	Other Operating	1,868	3,452	(3,452)	0
Total Worker's Comp Retroactive 2013		2,992,506	3,148,564	(2,382,605)	765,959
HR498006	Workers' Comp Admin	<i>Division /Section</i>	<i>WC</i>	<i>Fund /Subfund</i>	<i>67A100</i>
	Personal Services	95,648	0	93,496	93,496
	Personal Benefits	25,000	0	24,969	24,969
	Contracts & Prof. Services	0	0	2,270,297	2,270,297
	Controlled Services	86,459	0	172,918	172,918
	Other Operating	0	0	4,084	4,084
Total Workers' Comp Admin		207,107	0	2,565,764	2,565,764
Total Workers Compensation Retrospective		4,846,639	5,299,139	112,822	5,411,961
Debt Service					
DS039990	DS Rev-Bond Retirement GF	<i>Division /Section</i>	<i>DS01</i>	<i>Fund /Subfund</i>	<i>30A900</i>
	Debt Services	32,114,629	32,282,601	(403,501)	31,879,100
Total DS Rev-Bond Retirement GF		32,114,629	32,282,601	(403,501)	31,879,100
DS100370	Gateway Arena Project	<i>Division /Section</i>	<i>DS01</i>	<i>Fund /Subfund</i>	<i>30A905</i>
	Debt Services	5,518,839	5,800,000	(2,581,563)	3,218,437
Total Gateway Arena Project		5,518,839	5,800,000	(2,581,563)	3,218,437
DS039966	Brownfield Debt Service	<i>Division /Section</i>	<i>DS01</i>	<i>Fund /Subfund</i>	<i>30A910</i>
	Debt Services	5,743,194	1,123,855	(476,288)	647,567
Total Brownfield Debt Service		5,743,194	1,123,855	(476,288)	647,567
DS039974	Shaker Square Series 2000	<i>Division /Section</i>	<i>DS01</i>	<i>Fund /Subfund</i>	<i>30A912</i>
	Debt Services	122,909	123,325	1,764	125,089
Total Shaker Square Series 2000		122,909	123,325	1,764	125,089
DS040121	Commercial Redevelopment Debt	<i>Division /Section</i>	<i>DS01</i>	<i>Fund /Subfund</i>	<i>30A913</i>
	Debt Services	820,029	893,600	(60,732)	832,868
Total Commercial Redevelopment Debt		820,029	893,600	(60,732)	832,868
DS040154	DS - Rock & Roll Hall of Fame	<i>Division /Section</i>	<i>DS01</i>	<i>Fund /Subfund</i>	<i>30A914</i>
	Debt Services	4,074,148	4,074,148	(1,164,549)	2,909,599
Total DS - Rock & Roll Hall of Fame		4,074,148	4,074,148	(1,164,549)	2,909,599
DS039115	Medical Mart Debt Service	<i>Division /Section</i>	<i>DS01</i>	<i>Fund /Subfund</i>	<i>30A915</i>

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Debt Service					
DS039115	Medical Mart Debt Service	<i>Division /Section</i>	<i>DS01</i>	<i>Fund /Subfund</i>	<i>30A915</i>
	Debt Services	32,658,238	32,611,693	48,546	32,660,239
	Total Medical Mart Debt Service	32,658,238	32,611,693	48,546	32,660,239
DS039198	Steelyard/Westin DS	<i>Division /Section</i>	<i>DS01</i>	<i>Fund /Subfund</i>	<i>30A916</i>
	Debt Services	548,956	740,000	(453,041)	286,959
	Total Steelyard/Westin DS	548,956	740,000	(453,041)	286,959
	Total Debt Service	81,600,942	77,649,222	(5,089,364)	72,559,858
Global Center Operating Account					
MC001016	Medical Mart Operating Account	<i>Division /Section</i>	<i>MC</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Contracts & Prof. Services	198,000	0	198,000	198,000
	Other Operating	7,344,168	9,150,000	(4,822,896)	4,327,104
	Total Medical Mart Operating Account	7,542,168	9,150,000	(4,624,896)	4,525,104
	Total Global Center Operating Account	7,542,168	9,150,000	(4,624,896)	4,525,104
Capital Improvement GF Subsidy					
SU514141	Capital Improvement GF Subsidy	<i>Division /Section</i>	<i>CI</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Other Operating	4,714,169	255,000	(5,000)	250,000
	Total Capital Improvement GF Subsidy	4,714,169	255,000	(5,000)	250,000
	Total Capital Improvement GF Subsidy	4,714,169	255,000	(5,000)	250,000
General Fund/Self Insurance Fund					
MI100594	GF-Self Insurance Fund	<i>Division /Section</i>	<i>SI</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Contracts & Prof. Services	50,000	0	7,719	7,719
	Other Operating	460,633	393,662	192,281	585,943
	Total GF-Self Insurance Fund	510,633	393,662	200,000	593,662
	Total General Fund/Self Insurance Fund	510,633	393,662	200,000	593,662
Social Impact					
SF515288	Social Impact Financing Fund	<i>Division /Section</i>	<i>SF01</i>	<i>Fund /Subfund</i>	<i>20A288</i>
	Other Operating	0	0	1,000,000	1,000,000
	Total Social Impact Financing Fund	0	0	1,000,000	1,000,000
	Total Social Impact	0	0	1,000,000	1,000,000
Info. Technology Automation & Enterprise					
MI512384	IT Enterprise Systems	<i>Division /Section</i>	<i>MI1303</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Contracts & Prof. Services	64,436	0	0	0
	Other Operating	58,143	0	0	0
	Total IT Enterprise Systems	122,579	0	0	0
MI512780	Information Technology Capital	<i>Division /Section</i>	<i>MI1302</i>	<i>Fund /Subfund</i>	<i>01A001</i>

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Info. Technology Automation & Enterprise				
MI512780 Information Technology Capital	<i>Division /Section MI1302 Fund /Subfund 01A001</i>			
Capital Outlays	866,912	0	940,000	940,000
Total Information Technology Capital	866,912	0	940,000	940,000
Total Info. Technology Automation & Enterprise	989,491	0	940,000	940,000
Miscellaneous Obligations & Payments				
MI512459 Risk Management - Contracts	<i>Division /Section MI06 Fund /Subfund 01A001</i>			
Contracts & Prof. Services	1,115,974	1,049,548	150,452	1,200,000
Total Risk Management - Contracts	1,115,974	1,049,548	150,452	1,200,000
MI512657 Miscellaneous Obligations	<i>Division /Section MI10 Fund /Subfund 01A001</i>			
Contracts & Prof. Services	1,856,506	769,359	1,000,000	1,769,359
Other Operating	54,421	70,812	0	70,812
Debt Services	250,000	250,000	0	250,000
Total Miscellaneous Obligations	2,160,927	1,090,171	1,000,000	2,090,171
Total Miscellaneous Obligations & Payments	3,276,901	2,139,719	1,150,452	3,290,171
Statutory Expenditures				
AE511055 Agricultural Society	<i>Division /Section AE01 Fund /Subfund 01A001</i>			
Other Operating	3,300	3,366	(66)	3,300
Total Agricultural Society	3,300	3,366	(66)	3,300
AE511253 Registrar-Vital Statistics	<i>Division /Section AE05 Fund /Subfund 01A001</i>			
Other Operating	10,976	11,196	(220)	10,976
Total Registrar-Vital Statistics	10,976	11,196	(220)	10,976
AE511352 Memorial Day Allowance	<i>Division /Section AE07 Fund /Subfund 01A001</i>			
Other Operating	59,590	69,127	0	69,127
Total Memorial Day Allowance	59,590	69,127	0	69,127
Total Statutory Expenditures	73,866	83,689	(286)	83,403
County Council				
CN017004 County Council	<i>Division /Section CN Fund /Subfund 01A001</i>			
Personal Services	1,147,886	1,198,928	0	1,198,928
Personal Benefits	273,935	314,297	0	314,297
Contracts & Prof. Services	112,935	178,015	0	178,015
Controlled Services	0	0	0	0
Other Operating	47,262	105,172	0	105,172
Capital Outlays	21,554	0	0	0
Total County Council	1,603,572	1,796,412	0	1,796,412
Total County Council	1,603,572	1,796,412	0	1,796,412

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Veterans Services Fund					
VF491001	Veterans Services Fund	<i>Division /Section</i>	<i>VF</i>	<i>Fund /Subfund</i>	<i>20A059</i>
	Contracts & Prof. Services	222,500	0	0	0
	Other Operating	10,000	0	0	0
Total Veterans Services Fund		232,500	0	0	0
Total Veterans Services Fund		232,500	0	0	0
County Prosecutor					
PR191056	General Office	<i>Division /Section</i>	<i>PR01</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Personal Services	14,259,651	14,642,444	397,954	15,040,398
	Personal Benefits	4,913,576	5,417,471	62,767	5,480,238
	Commodities	110,591	84,356	28,447	112,803
	Contracts & Prof. Services	1,421,524	404,687	30,456	435,143
	Controlled Services	824,810	660,133	(18,166)	641,967
	Other Operating	1,312,377	1,685,890	0	1,685,890
	Capital Outlays	275,176	30,000	(20,818)	9,182
Total General Office		23,117,705	22,924,981	480,640	23,405,621
PR200071	Prosecutor-Child Support	<i>Division /Section</i>	<i>PR02</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Personal Services	2,092,023	2,271,386	0	2,271,386
	Personal Benefits	816,241	929,553	4,452	934,005
	Commodities	983	1,724	(722)	1,002
	Contracts & Prof. Services	639	1,000	0	1,000
	Controlled Services	596,918	340,661	32,404	373,065
	Other Operating	39,413	35,024	7,976	43,000
	Capital Outlays	1,000	1,000	(1,000)	0
Total Prosecutor-Child Support		3,547,217	3,580,348	43,110	3,623,458
PR495572	Prosecutor-DTAC	<i>Division /Section</i>	<i>PR03</i>	<i>Fund /Subfund</i>	<i>20A820</i>
	Personal Services	973,964	930,126	34,656	964,782
	Personal Benefits	436,117	444,170	(1,745)	442,425
	Commodities	4,801	2,557	4,200	6,757
	Contracts & Prof. Services	1,550,461	1,530,951	19,510	1,550,461
	Controlled Services	45,528	45,528	31,273	76,801
	Other Operating	2,011,219	41,204	0	41,204
	Capital Outlays	1,000	1,000	(1,000)	0
Total Prosecutor-DTAC		5,023,090	2,995,536	86,894	3,082,430
PR194720	Prosecutor-Children & Family	<i>Division /Section</i>	<i>PR04</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Personal Services	1,565,340	1,630,490	46,375	1,676,865
	Personal Benefits	572,382	615,502	(9,717)	605,785
	Commodities	368	1,505	(829)	676
	Contracts & Prof. Services	1,628	2,014	0	3,642

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County Prosecutor					
PR194720	Prosecutor-Children & Family	<i>Division /Section</i>	<i>PR04</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Controlled Services	66,377	66,377	(34,656)	31,721
	Other Operating	22,470	29,065	755	29,820
	Capital Outlays	1,000	1,000	0	1,000
Total Prosecutor-Children & Family		2,229,565	2,345,953	2,250	2,348,203
Total County Prosecutor		33,917,577	31,846,818	612,894	32,459,712
Court of Common Pleas					
CO456541	Legal Research Computerization	<i>Division /Section</i>	<i>CO03</i>	<i>Fund /Subfund</i>	<i>20A586</i>
	Other Operating	10,389	42,656	38,335	80,991
Total Legal Research Computerization		10,389	42,656	38,335	80,991
CO380121	Common Pleas Judicial Admin	<i>Division /Section</i>	<i>CO04</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Personal Services	5,616,863	5,661,638	116,933	5,778,571
	Personal Benefits	2,103,512	2,148,675	55,475	2,204,150
	Commodities	0	67,197	0	67,197
	Contracts & Prof. Services	7,390,196	10,059,540	18,583	10,078,123
	Controlled Services	5,243,197	5,014,551	447,721	5,462,272
	Other Operating	514,312	460,737	60,861	521,598
	Capital Outlays	492,603	50,000	(1,585)	48,415
Total Common Pleas Judicial Admin		21,360,683	23,462,338	697,988	24,160,326
CO456111	Special Project II	<i>Division /Section</i>	<i>CO04</i>	<i>Fund /Subfund</i>	<i>20A058</i>
	Contracts & Prof. Services	0	0	5,000	5,000
	Other Operating	38,611	0	50,000	50,000
	Capital Outlays	509,014	0	2,403	2,403
Total Special Project II		547,625	0	57,403	57,403
CO456475	Common Pleas Special Projects	<i>Division /Section</i>	<i>CO04</i>	<i>Fund /Subfund</i>	<i>20A812</i>
	Personal Services	1,055,809	1,040,465	4,033	1,044,498
	Personal Benefits	328,122	319,999	(2,511)	317,488
	Contracts & Prof. Services	6,097	31,966	0	31,966
	Other Operating	8,411	183,207	0	183,207
Total Common Pleas Special Projects		1,398,439	1,575,637	1,522	1,577,159
CO380196	Magistrates	<i>Division /Section</i>	<i>CO05</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Personal Services	865,531	909,303	(7,189)	902,114
	Personal Benefits	311,499	319,813	4,337	324,150
	Contracts & Prof. Services	30,433	27,987	3,055	31,042
	Controlled Services	116,259	116,259	79,714	195,973
	Other Operating	30,735	34,615	0	34,615
Total Magistrates		1,354,457	1,407,977	79,917	1,487,894

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Court of Common Pleas					
CO380220	Court Services	<i>Division /Section</i>	<i>CO06</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Personal Services	4,864,111	5,273,061	(40,953)	5,232,108
	Personal Benefits	1,748,734	1,917,848	37,255	1,955,103
	Contracts & Prof. Services	823,962	751,401	89,039	840,440
	Other Operating	23,701	32,979	(281)	32,698
	Capital Outlays	6,579	0	0	0
	Total Court Services	7,467,087	7,975,289	85,060	8,060,349
CO380410	Common Pleas-Probation	<i>Division /Section</i>	<i>CO07</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Personal Services	6,701,028	7,690,485	(190,174)	7,500,311
	Personal Benefits	3,438,578	3,519,405	168,293	3,687,698
	Contracts & Prof. Services	1,462,944	1,502,894	0	1,502,894
	Other Operating	205,841	231,700	0	231,700
	Capital Outlays	19,680	0	0	0
	Total Common Pleas-Probation	11,828,071	12,944,484	(21,881)	12,922,603
CO507228	Probation Supervision Fees	<i>Division /Section</i>	<i>CO07</i>	<i>Fund /Subfund</i>	<i>20A377</i>
	Commodities	13,838	30,121	(15,121)	15,000
	Contracts & Prof. Services	182,712	179,179	(31,633)	147,546
	Controlled Services	31,246	31,246	(31,246)	0
	Client Services	48,000	0	80,000	80,000
	Other Operating	377,876	214,196	(2,000)	212,196
	Capital Outlays	162,662	0	0	0
	Total Probation Supervision Fees	816,334	454,742	0	454,742
CO446070	Urinalysis Testing Fees	<i>Division /Section</i>	<i>CO07</i>	<i>Fund /Subfund</i>	<i>20A720</i>
	Commodities	17,647	50,678	36,322	87,000
	Contracts & Prof. Services	9,774	47,818	(37,818)	10,000
	Controlled Services	0	0	490	490
	Other Operating	17,738	13,695	19,105	32,800
	Total Urinalysis Testing Fees	45,159	112,191	18,099	130,290
CO456525	TASC Medicaid Fund CO	<i>Division /Section</i>	<i>CO08</i>	<i>Fund /Subfund</i>	<i>20A099</i>
	Personal Services	0	4,862	(4,862)	0
	Personal Benefits	635	1,246	(1,246)	0
	Contracts & Prof. Services	33,469	32,255	3,719	35,974
	Controlled Services	10,000	10,000	(10,000)	0
	Other Operating	14,016	17,770	(294)	17,476
	Total TASC Medicaid Fund CO	58,120	66,133	(12,683)	53,450
CO456533	TASC Common Pleas	<i>Division /Section</i>	<i>CO08</i>	<i>Fund /Subfund</i>	<i>20A192</i>
	Personal Services	179,008	121,088	138,690	259,778
	Personal Benefits	80,374	59,063	47,742	106,805

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Court of Common Pleas					
CO456533	TASC Common Pleas	<i>Division /Section</i>	<i>CO08</i>	<i>Fund /Subfund</i>	<i>20A192</i>
	Commodities	0	24,122	0	24,122
	Contracts & Prof. Services	0	266,080	(266,080)	0
	Controlled Services	(23,452)	105,550	(105,550)	0
	Other Operating	60,546	47,938	0	47,938
Total TASC Common Pleas		296,476	623,841	(185,198)	438,643
Total Court of Common Pleas		45,182,840	48,665,289	758,561	49,423,850
Domestic Relations Court					
DR391052	Domestic Relations	<i>Division /Section</i>	<i>DR01</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Personal Services	1,939,570	1,840,587	162,801	2,003,388
	Personal Benefits	747,286	703,911	67,143	771,054
	Commodities	2,717	2,771	(54)	2,717
	Contracts & Prof. Services	267,291	332,789	0	332,789
	Controlled Services	721,010	721,010	(721,010)	0
	Other Operating	121,325	111,199	6,432	117,631
	Capital Outlays	49,520	25,010	(21,702)	3,308
Total Domestic Relations		3,848,719	3,737,277	(506,390)	3,230,887
DR495697	Domestic Relations Legal Research	<i>Division /Section</i>	<i>DR01</i>	<i>Fund /Subfund</i>	<i>20A337</i>
	Contracts & Prof. Services	100	3,060	0	3,060
	Other Operating	6,829	978	5,851	6,829
Total Domestic Relations Legal Research		6,929	4,038	5,851	9,889
DR495515	Bureau Of Support	<i>Division /Section</i>	<i>DR02</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Personal Services	2,304,035	2,273,376	56,775	2,330,151
	Personal Benefits	942,651	923,210	47,544	970,754
	Commodities	2,717	2,771	(54)	2,717
	Contracts & Prof. Services	253,948	336,004	0	336,004
	Controlled Services	386,473	386,473	669,137	1,055,610
	Other Operating	45,070	98,646	0	98,646
	Capital Outlays	41,992	25,010	(5,217)	19,793
Total Bureau Of Support		3,976,886	4,045,490	768,185	4,813,675
Total Domestic Relations Court		7,832,534	7,786,805	267,646	8,054,451
Juvenile Court					
JC372052	Juvenile Court Judicial	<i>Division /Section</i>	<i>JC01</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Personal Services	1,190,287	1,157,869	22,623	1,180,492
	Personal Benefits	492,951	515,351	(5,912)	509,439
	Commodities	12,199	10,488	(2,842)	7,646
	Contracts & Prof. Services	559,228	254,835	343,325	598,160

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Juvenile Court					
JC372052	Juvenile Court Judicial	<i>Division /Section</i>	<i>JC01</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Controlled Services	2,744,661	4,406,422	198,204	4,604,626
	Other Operating	596,878	502,825	102,797	605,622
	Total Juvenile Court Judicial	5,596,204	6,847,790	658,195	7,505,985
JC372060	Juvenile Court-Legal	<i>Division /Section</i>	<i>JC02</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Personal Services	5,451,704	5,127,411	323,219	5,450,630
	Personal Benefits	2,159,815	2,124,041	136,429	2,260,470
	Commodities	19,226	17,275	3,853	21,128
	Contracts & Prof. Services	2,364,229	2,711,101	(164,781)	2,546,320
	Controlled Services	6,733	581,898	(421,884)	160,014
	Other Operating	234,692	252,098	(15,671)	236,427
	Capital Outlays	(488)	0	0	0
	Total Juvenile Court-Legal	10,235,911	10,813,824	(138,834)	10,674,989
JC510925	Alternate Dispute Resolution	<i>Division /Section</i>	<i>JC02</i>	<i>Fund /Subfund</i>	<i>20A334</i>
	Contracts & Prof. Services	26,000	28,101	(2,101)	26,000
	Other Operating	9,288	0	0	0
	Total Alternate Dispute Resolution	35,288	28,101	(2,101)	26,000
JC514919	Legal Computerization	<i>Division /Section</i>	<i>JC02</i>	<i>Fund /Subfund</i>	<i>20A585</i>
	Contracts & Prof. Services	0	18,937	(18,937)	0
	Other Operating	4,896	0	1,500	1,500
	Total Legal Computerization	4,896	18,937	(17,437)	1,500
JC515189	Juvenile Court Incentives	<i>Division /Section</i>	<i>JC02</i>	<i>Fund /Subfund</i>	<i>20A590</i>
	Other Operating	151	0	1,000	1,000
	Total Juvenile Court Incentives	151	0	1,000	1,000
JC107532	JC Legal Services HHS	<i>Division /Section</i>	<i>JC02</i>	<i>Fund /Subfund</i>	<i>20A811</i>
	Personal Services	105,292	63,752	39,096	102,848
	Personal Benefits	63,312	49,959	15,605	65,564
	Commodities	11,900	8,916	7,724	16,640
	Contracts & Prof. Services	2,180,741	2,303,279	10,519	2,313,798
	Other Operating	19,232	427,103	(408,969)	18,134
	Total JC Legal Services HHS	2,380,477	2,853,009	(336,025)	2,516,984
JC107516	JC Probation Services HHS	<i>Division /Section</i>	<i>JC03</i>	<i>Fund /Subfund</i>	<i>20A811</i>
	Personal Services	3,915,208	3,686,723	828,602	4,515,325
	Personal Benefits	1,616,109	1,582,006	441,745	2,023,751
	Commodities	36,193	32,718	8,042	40,760
	Contracts & Prof. Services	461,115	1,006,794	(506,230)	500,564
	Controlled Services	1,321,640	492,113	773,601	1,265,714
	Client Services	0	0	538,799	538,799

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Juvenile Court					
JC107516	JC Probation Services HHS	<i>Division /Section</i>	<i>JC03</i>	<i>Fund /Subfund</i>	<i>20A811</i>
	Other Operating	3,594,088	1,638,947	3,423,674	5,062,621
Total JC Probation Services HHS		10,944,353	8,439,301	5,508,233	13,947,534
JC108092	Youth and Family Community Partnership	<i>Division /Section</i>	<i>JC03</i>	<i>Fund /Subfund</i>	<i>20A823</i>
	Personal Services	539,382	686,246	(686,246)	0
	Personal Benefits	234,876	295,248	(295,248)	0
	Commodities	312	490	(490)	0
	Controlled Services	3,000	3,000	(3,000)	0
	Client Services	528,234	306,512	(306,512)	0
	Other Operating	1,878,279	2,230,307	(2,230,307)	0
Total Youth and Family Community Partnership		3,184,083	3,521,803	(3,521,803)	0
JC375055	Juvenile Court-Child Support	<i>Division /Section</i>	<i>JC04</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Personal Services	2,473,303	2,231,254	311,433	2,542,687
	Personal Benefits	1,074,081	1,149,878	(22,429)	1,127,449
	Commodities	9,901	7,363	8,710	16,073
	Contracts & Prof. Services	1,470	611	888	1,499
	Controlled Services	622,399	645,652	269,343	914,995
	Other Operating	124,064	130,506	(9,412)	121,094
Total Juvenile Court-Child Support		4,305,218	4,165,264	558,533	4,723,797
JC517318	Title IV-E Juvenile Court	<i>Division /Section</i>	<i>JC06</i>	<i>Fund /Subfund</i>	<i>20A635</i>
	Contracts & Prof. Services	133,659	1,226,195	(1,226,195)	0
	Other Operating	146,538	261,296	1,496,741	1,758,037
Total Title IV-E Juvenile Court		280,197	1,487,491	270,546	1,758,037
JC517326	Title IV-E Admin. Juv. Ct.	<i>Division /Section</i>	<i>JC08</i>	<i>Fund /Subfund</i>	<i>20A635</i>
	Personal Services	161,534	41,548	207,281	248,829
	Personal Benefits	50,527	22,759	91,799	114,558
	Contracts & Prof. Services	415,404	1,593,419	(1,293,419)	300,000
	Other Operating	26,948	0	400,000	400,000
Total Title IV-E Admin. Juv. Ct.		654,413	1,657,726	(594,340)	1,063,386
JC370056	Juvenile Court-Detention Home	<i>Division /Section</i>	<i>JC10</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Personal Services	7,308,125	6,549,920	759,185	7,309,105
	Personal Benefits	2,850,026	2,760,522	168,865	2,929,387
	Commodities	477,136	483,927	8,091	492,018
	Contracts & Prof. Services	457,277	383,183	(99,628)	283,555
	Controlled Services	1,714,752	2,519,426	(634,376)	1,885,050
	Other Operating	38,733	42,296	(5,019)	37,277
Total Juvenile Court-Detention Home		12,846,049	12,739,274	197,118	12,936,392

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Juvenile Court					
JC372300	Operation Detention Home-State Subsidy	<i>Division /Section</i>	<i>JC10</i>	<i>Fund /Subfund</i>	<i>20A800</i>
	Other Operating	36,928	44,903	67	44,970
	Total Operation Detention Home-State Subsidy	36,928	44,903	67	44,970
JC107524	JC Detention Services HHS	<i>Division /Section</i>	<i>JC10</i>	<i>Fund /Subfund</i>	<i>20A811</i>
	Personal Services	270,391	439,964	(165,335)	274,629
	Personal Benefits	123,654	201,241	(73,681)	127,560
	Commodities	4,440	3,632	(2,720)	912
	Contracts & Prof. Services	3,006,522	2,092,593	1,128,027	3,220,620
	Total JC Detention Services HHS	3,405,007	2,737,430	886,291	3,623,721
	Total Juvenile Court	53,909,175	55,354,852	3,469,443	58,824,295
Probate Court					
PC400051	Probate Court	<i>Division /Section</i>	<i>PC01</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Personal Services	3,146,744	3,291,959	(790)	3,291,169
	Personal Benefits	1,283,358	1,345,464	5,362	1,350,826
	Commodities	12,315	20,480	0	20,480
	Contracts & Prof. Services	235,849	336,932	0	336,932
	Controlled Services	845,387	845,387	(153,199)	692,188
	Other Operating	160,467	174,831	204	175,035
	Total Probate Court	5,684,120	6,015,053	(148,423)	5,866,630
PC404632	Probate Computerization \$10 Fund	<i>Division /Section</i>	<i>PC02</i>	<i>Fund /Subfund</i>	<i>20A602</i>
	Contracts & Prof. Services	180,000	429,398	23,384	452,782
	Controlled Services	1,290	1,290	(1,290)	0
	Other Operating	202,005	87,467	132,845	220,312
	Capital Outlays	33,495	50,000	(50,000)	0
	Total Probate Computerization \$10 Fund	416,790	568,155	104,939	673,094
PC404665	Indigent Guardianship	<i>Division /Section</i>	<i>PC03</i>	<i>Fund /Subfund</i>	<i>20A331</i>
	Contracts & Prof. Services	37,841	38,074	198	38,272
	Other Operating	201,000	150,858	(4,598)	146,260
	Total Indigent Guardianship	238,841	188,932	(4,400)	184,532
PC404608	Conduct of Business Fund	<i>Division /Section</i>	<i>PC03</i>	<i>Fund /Subfund</i>	<i>20A610</i>
	Other Operating	2,175	0	2,219	2,219
	Total Conduct of Business Fund	2,175	0	2,219	2,219
PC404624	Probate Court Dispute Res Prog	<i>Division /Section</i>	<i>PC04</i>	<i>Fund /Subfund</i>	<i>20A604</i>
	Other Operating	43,413	46,610	(1,513)	45,097
	Total Probate Court Dispute Res Prog	43,413	46,610	(1,513)	45,097
PC404616	Probate Court Special Projects	<i>Division /Section</i>	<i>PC05</i>	<i>Fund /Subfund</i>	<i>20A603</i>
	Contracts & Prof. Services	0	50,000	0	50,000

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Probate Court					
PC404616	Probate Court Special Projects	<i>Division /Section</i>	<i>PC05</i>	<i>Fund /Subfund</i>	<i>20A603</i>
	Other Operating	0	5,202	6,324	11,526
Total Probate Court Special Projects		0	55,202	6,324	61,526
Total Probate Court		6,385,339	6,873,952	(40,854)	6,833,098
8th District Court of Appeals					
CA360057	Court Of Appeals	<i>Division /Section</i>	<i>CA</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Commodities	17,295	17,641	0	17,641
	Contracts & Prof. Services	126,511	111,607	97,434	209,041
	Controlled Services	409,116	409,116	15,980	425,096
	Other Operating	62,454	50,943	18,919	69,862
	Capital Outlays	218,488	0	0	0
Total Court Of Appeals		833,864	589,307	132,333	721,640
CA360115	Court of Appeals-Special Projects	<i>Division /Section</i>	<i>CA</i>	<i>Fund /Subfund</i>	<i>20A805</i>
	Capital Outlays	50,516	0	0	0
Total Court of Appeals-Special Projects		50,516	0	0	0
Total 8th District Court of Appeals		884,380	589,307	132,333	721,640
Municipal Judicial Costs					
MT805432	Municipal Judicial Costs	<i>Division /Section</i>	<i>MT</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Personal Benefits	432,305	110,638	12,414	123,052
	Contracts & Prof. Services	999,723	673,841	345,878	1,019,719
	Other Operating	1,967,923	2,089,543	(82,261)	2,007,282
Total Municipal Judicial Costs		3,399,951	2,874,022	276,031	3,150,053
Total Municipal Judicial Costs		3,399,951	2,874,022	276,031	3,150,053
Inspector General					
IG030411	Office of Inspector General	<i>Division /Section</i>	<i>IG</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Personal Services	501,178	509,264	18,848	528,112
	Personal Benefits	183,829	193,097	1,879	194,976
	Commodities	0	704	0	704
	Contracts & Prof. Services	16,163	25,495	2,029	27,524
	Controlled Services	66,677	0	0	0
	Other Operating	38,096	41,745	(9,465)	32,280
	Capital Outlays	2,087	0	0	0
Total Office of Inspector General		808,030	770,305	13,291	783,596
IG030429	Inspector General Vendor Fees	<i>Division /Section</i>	<i>IG</i>	<i>Fund /Subfund</i>	<i>20A378</i>
	Personal Services	0	0	20,000	20,000
	Personal Benefits	0	0	6,180	6,180

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Inspector General					
IG030429	Inspector General Vendor Fees	<i>Division /Section</i>	<i>IG</i>	<i>Fund /Subfund</i>	<i>20A378</i>
	Other Operating	0	0	15,100	15,100
Total Inspector General Vendor Fees		0	0	41,280	41,280
Total Inspector General		808,030	770,305	54,571	824,876
Department of Internal Audit					
IA018002	Internal Audit Department	<i>Division /Section</i>	<i>IA</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Personal Services	244,606	335,285	(3,372)	331,913
	Personal Benefits	85,896	124,200	(306)	123,894
	Contracts & Prof. Services	29,625	5,100	16,895	21,995
	Controlled Services	(8,476)	0	0	0
	Other Operating	20,501	22,637	(444)	22,193
Total Internal Audit Department		372,152	487,222	12,773	499,995
Total Department of Internal Audit		372,152	487,222	12,773	499,995
Personnel Review Commission					
HC019018	Personnel Review Commission	<i>Division /Section</i>	<i>HC</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Personal Services	314,371	339,411	368,555	707,966
	Personal Benefits	86,076	100,191	162,988	263,179
	Commodities	856	2,169	0	2,169
	Contracts & Prof. Services	150,172	89,272	69,008	158,280
	Other Operating	13,594	10,113	48,050	58,163
	Capital Outlays	25,000	25,000	5,650	30,650
Total Personnel Review Commission		590,069	566,156	654,251	1,220,407
Total Personnel Review Commission		590,069	566,156	654,251	1,220,407
Alcohol & Drug Addiction Mental Health Board					
SU514646	Alcohol Drug Addiction Mental Health Board 2.9	<i>Division /Section</i>	<i>AM01</i>	<i>Fund /Subfund</i>	<i>29A390</i>
	Other Operating	0	0	0	0
Total Alcohol Drug Addiction Mental Health Board 2.9		0	0	0	0
SU514596	Alcohol Drug Addiction Mental Health Board 4.8	<i>Division /Section</i>	<i>AM01</i>	<i>Fund /Subfund</i>	<i>29A391</i>
	Other Operating	19,681,829	19,681,829	0	19,681,829
Total Alcohol Drug Addiction Mental Health Board 4.8		19,681,829	19,681,829	0	19,681,829
SU514729	Alcohol Drug Addict. MH 3.9	<i>Division /Section</i>	<i>AM01</i>	<i>Fund /Subfund</i>	<i>29A392</i>
	Other Operating	19,681,828	19,681,828	0	19,681,828
Total Alcohol Drug Addict. MH 3.9		19,681,828	19,681,828	0	19,681,828
Total Alcohol & Drug Addiction Mental Health Board		39,363,657	39,363,657	0	39,363,657
MetroHealth System					
SU513937	MetroHealth Subsidy	<i>Division /Section</i>	<i>HP1101</i>	<i>Fund /Subfund</i>	<i>29A390</i>

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MetroHealth System					
SU513937	MetroHealth Subsidy	<i>Division /Section HP1101</i>		<i>Fund /Subfund 29A390</i>	
	Client Services	18,040,000	0	0	0
	Total MetroHealth Subsidy	18,040,000	0	0	0
SU514463	Hospital Operations Subsidy	<i>Division /Section HP1101</i>		<i>Fund /Subfund 29A391</i>	
	Client Services	20,040,000	20,040,000	0	20,040,000
	Total Hospital Operations Subsidy	20,040,000	20,040,000	0	20,040,000
SU514687	MetroHealth Subsidy 3.9	<i>Division /Section HP1101</i>		<i>Fund /Subfund 29A392</i>	
	Client Services	2,000,000	20,040,000	0	20,040,000
	Total MetroHealth Subsidy 3.9	2,000,000	20,040,000	0	20,040,000
	Total MetroHealth System	40,080,000	40,080,000	0	40,080,000
Board of Elections					
BE474064	Election Administration	<i>Division /Section BE01</i>		<i>Fund /Subfund 01A001</i>	
	Personal Services	4,290,976	4,727,635	0	4,727,635
	Personal Benefits	1,681,107	1,786,940	(40)	1,786,900
	Commodities	0	36,000	239,336	275,336
	Contracts & Prof. Services	322,939	346,483	228,982	575,465
	Controlled Services	386,034	1,191,183	(465,755)	725,428
	Other Operating	381,826	478,800	0	478,800
	Capital Outlays	145,800	120,000	0	120,000
	Total Election Administration	7,208,682	8,687,041	2,523	8,689,564
BE472050	Primary Election	<i>Division /Section BE02</i>		<i>Fund /Subfund 01A001</i>	
	Personal Services	453,286	323,210	0	323,210
	Personal Benefits	69,471	85,834	445	86,279
	Contracts & Prof. Services	1,786,812	1,179,245	0	1,179,245
	Other Operating	258,565	269,276	0	269,276
	Total Primary Election	2,568,134	1,857,565	445	1,858,010
BE473058	General Election	<i>Division /Section BE03</i>		<i>Fund /Subfund 01A001</i>	
	Personal Services	607,570	508,020	0	508,020
	Personal Benefits	246,681	231,300	17	231,317
	Contracts & Prof. Services	2,851,135	2,554,202	0	2,554,202
	Other Operating	549,200	511,750	0	511,750
	Total General Election	4,254,586	3,805,272	17	3,805,289
BE474056	Special Election	<i>Division /Section BE04</i>		<i>Fund /Subfund 01A001</i>	
	Personal Benefits	10,000	10,000	0	10,000
	Contracts & Prof. Services	82,309	179,487	0	179,487
	Other Operating	14,228	26,490	0	26,490
	Total Special Election	106,537	215,977	0	215,977

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Board of Elections					
BE475095	Electronic Voting Consultation	<i>Division /Section</i>	<i>BE05</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Contracts & Prof. Services	560,760	512,031	0	512,031
	Other Operating	107,550	103,608	0	103,608
	Capital Outlays	(7,873)	0	0	0
Total Electronic Voting Consultation		660,437	615,639	0	615,639
Total Board of Elections		14,798,376	15,181,494	2,985	15,184,479
Board of Revision					
BR420067	Brd of Revision-Assessment Fnd	<i>Division /Section</i>	<i>BR</i>	<i>Fund /Subfund</i>	<i>20A301</i>
	Personal Services	1,878,066	2,273,008	(464,099)	1,808,909
	Personal Benefits	730,018	888,551	(211,053)	677,498
	Contracts & Prof. Services	6,991	5,832	204,168	210,000
	Controlled Services	490,856	326,482	222,809	549,291
	Other Operating	254,667	844,664	(564,173)	280,491
Total Brd of Revision-Assessment Fnd		3,360,598	4,338,537	(812,348)	3,526,189
Total Board of Revision		3,360,598	4,338,537	(812,348)	3,526,189
County Planning Commission					
CP522110	County Planning Commission	<i>Division /Section</i>	<i>CP01</i>	<i>Fund /Subfund</i>	<i>20A307</i>
	Personal Services	905,784	955,924	0	955,924
	Personal Benefits	296,636	341,713	201	341,914
	Commodities	8,443	9,246	0	9,246
	Contracts & Prof. Services	37,346	11,224	150,000	161,224
	Controlled Services	127,231	160,370	(117,347)	43,023
	Other Operating	38,565	21,429	0	21,429
	Capital Outlays	1,446	0	0	0
Total County Planning Commission		1,415,451	1,499,906	32,854	1,532,760
Total County Planning Commission		1,415,451	1,499,906	32,854	1,532,760
County Board of Developmental Disabilities					
MR845024	County Board Of Developmental Disabilities	<i>Division /Section</i>	<i>MR01</i>	<i>Fund /Subfund</i>	<i>20R320</i>
	Personal Services	61,800,311	60,375,000	1,290,980	61,665,980
	Personal Benefits	24,827,827	24,427,570	(307,217)	24,120,353
	Commodities	3,054,656	3,410,000	(17,245)	3,392,755
	Contracts & Prof. Services	88,404,846	93,040,000	2,167,279	95,207,279
	Controlled Services	0	10,000	0	10,000
	Client Services	8,315,099	7,500,000	1,112,794	8,612,794
	Other Operating	4,573,002	4,805,000	(181,886)	4,623,114

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County Board of Developmental Disabilities					
MR845024	County Board Of Developmental Disabilities	<i>Division /Section</i>	<i>MR01</i>	<i>Fund /Subfund</i>	<i>20R320</i>
	Capital Outlays	3,703,398	3,250,000	371,692	3,621,692
Total County Board Of Developmental Disabilities		194,679,139	196,817,570	4,436,397	201,253,967
Total County Board of Developmental Disabilities		194,679,139	196,817,570	4,436,397	201,253,967
County Law Library Resource Board					
LL440008	County Law Library Resource Board	<i>Division /Section</i>	<i>LL01</i>	<i>Fund /Subfund</i>	<i>20A264</i>
	Personal Services	176,800	176,956	(0)	176,956
	Personal Benefits	64,158	66,027	(1,127)	64,900
	Commodities	783	1,185	252	1,437
	Contracts & Prof. Services	166,840	193,454	0	193,454
	Controlled Services	0	0	2,155	2,155
	Other Operating	125,934	81,785	45,558	127,343
	Capital Outlays	0	5,000	(5,000)	0
Total County Law Library Resource Board		534,515	524,407	41,838	566,245
Total County Law Library Resource Board		534,515	524,407	41,838	566,245
NOACA					
MI512103	NOACA	<i>Division /Section</i>	<i>NO</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Other Operating	165,637	174,259	(5,309)	168,950
Total NOACA		165,637	174,259	(5,309)	168,950
Total NOACA		165,637	174,259	(5,309)	168,950
Ohio State University Extension					
AE511105	Ohio State University Extension	<i>Division /Section</i>	<i>OS</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Contracts & Prof. Services	0	247,000	0	247,000
Total Ohio State University Extension		0	247,000	0	247,000
AE514570	Ohio Cooperative Extension HHS	<i>Division /Section</i>	<i>OS</i>	<i>Fund /Subfund</i>	<i>29A391</i>
	Contracts & Prof. Services	247,000	0	0	0
Total Ohio Cooperative Extension HHS		247,000	0	0	0
Total Ohio State University Extension		247,000	247,000	0	247,000
Public Defender					
PD140053	Public Defender	<i>Division /Section</i>	<i>PD</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Personal Services	5,215,598	5,377,454	(56,076)	5,321,378
	Personal Benefits	1,720,756	1,874,846	57,103	1,931,949
	Commodities	10,697	23,386	0	23,386
	Contracts & Prof. Services	385,733	173,331	223,562	396,893
	Controlled Services	1,565,920	1,565,920	(270,206)	1,295,714
	Other Operating	76,999	83,492	0	83,492
Total Public Defender		8,975,703	9,098,429	(45,617)	9,052,812

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Public Defender					
PD141028	Public Defender-Cleveland Municipal	<i>Division /Section</i>	<i>PD</i>	<i>Fund /Subfund</i>	<i>20A804</i>
	Personal Services	1,374,887	1,246,596	120,588	1,367,184
	Personal Benefits	412,829	390,625	17,140	407,765
	Commodities	217	1,012	0	1,012
	Contracts & Prof. Services	1,481	915	1,701	2,616
	Controlled Services	22,788	13,435	366,362	379,797
	Other Operating	7,156	4,803	5,216	10,019
Total Public Defender-Cleveland Municipal		1,819,358	1,657,386	511,007	2,168,393
Total Public Defender		10,795,061	10,755,815	465,390	11,221,205
Soldiers' and Sailors' Monument					
AE210005	Soldiers & Sailors Monument	<i>Division /Section</i>	<i>SS</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Personal Services	109,994	105,689	8,284	113,973
	Personal Benefits	43,438	46,249	1,583	47,832
	Commodities	12,467	13,660	9	13,669
	Contracts & Prof. Services	17,350	3,421	1,679	5,100
	Controlled Services	49,479	29,501	10,108	39,609
	Other Operating	1,498	3,932	(2,404)	1,528
Total Soldiers & Sailors Monument		234,226	202,452	19,259	221,711
Total Soldiers' and Sailors' Monument		234,226	202,452	19,259	221,711
Solid Waste Management District					
SM522466	Solid Waste Mgmt Distrct	<i>Division /Section</i>	<i>SM01</i>	<i>Fund /Subfund</i>	<i>20A625</i>
	Personal Services	367,276	348,348	43,835	392,183
	Personal Benefits	142,564	135,042	14,182	149,224
	Commodities	9,975	16,700	(1,912)	14,788
	Contracts & Prof. Services	297,408	527,519	(161,899)	365,620
	Controlled Services	75,333	75,333	(3,463)	71,870
	Other Operating	393,746	358,175	(143,354)	214,821
	Capital Outlays	47,000	2,500	100	2,600
Total Solid Waste Mgmt Distrct		1,333,302	1,463,617	(252,511)	1,211,106
SM522516	District Boards Of Health	<i>Division /Section</i>	<i>SM02</i>	<i>Fund /Subfund</i>	<i>20A625</i>
	Contracts & Prof. Services	254,999	255,000	(5,100)	249,900
Total District Boards Of Health		254,999	255,000	(5,100)	249,900
SM522599	Solid Waste Municipal Grants	<i>Division /Section</i>	<i>SM03</i>	<i>Fund /Subfund</i>	<i>20A817</i>
	Contracts & Prof. Services	235,364	200,000	46,000	246,000
Total Solid Waste Municipal Grants		235,364	200,000	46,000	246,000
SM522581	Solid Waste Plan Update 2012	<i>Division /Section</i>	<i>SM04</i>	<i>Fund /Subfund</i>	<i>20A816</i>
	Contracts & Prof. Services	18,981	30,000	(30,000)	0

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Solid Waste Management District					
SM522581	Solid Waste Plan Update 2012	<i>Division /Section</i>	<i>SM04</i>	<i>Fund /Subfund</i>	<i>20A816</i>
	Other Operating	8,342	0	12,333	12,333
Total Solid Waste Plan Update 2012		27,323	30,000	(17,667)	12,333
SM522573	Solid Waste Convenience Center	<i>Division /Section</i>	<i>SM05</i>	<i>Fund /Subfund</i>	<i>20A815</i>
	Commodities	11,124	12,500	(3,225)	9,275
	Contracts & Prof. Services	662,878	205,200	259,871	465,071
	Other Operating	5,801	0	4,907	4,907
Total Solid Waste Convenience Center		679,803	217,700	261,553	479,253
Total Solid Waste Management District		2,530,791	2,166,317	32,275	2,198,592
Soil & Water Conservation					
SW500058	Soil & Water Conservation	<i>Division /Section</i>	<i>SW00</i>	<i>Fund /Subfund</i>	<i>20N306</i>
	Personal Services	439,328	431,644	92,256	523,900
	Personal Benefits	152,270	191,540	9,854	201,394
	Commodities	10,650	2,607	10,866	13,473
	Contracts & Prof. Services	46,899	47,734	0	47,734
	Controlled Services	11,060	7,172	3,888	11,060
	Other Operating	32,720	28,241	3,759	32,000
	Capital Outlays	1,280	0	12,500	12,500
Total Soil & Water Conservation		694,207	708,938	133,123	842,061
Total Soil & Water Conservation		694,207	708,938	133,123	842,061
Veterans Service Commission					
VS490052	Veterans Service Commission	<i>Division /Section</i>	<i>VS</i>	<i>Fund /Subfund</i>	<i>01A001</i>
	Personal Services	1,725,886	1,823,984	35,352	1,859,336
	Personal Benefits	682,869	647,426	77,715	725,141
	Commodities	33,000	33,660	(410)	33,250
	Contracts & Prof. Services	467,267	475,785	(251,781)	224,004
	Controlled Services	323,643	323,643	(117,764)	205,879
	Client Services	3,367,572	3,251,069	287,923	3,538,992
	Other Operating	295,497	357,583	(3,067)	354,516
	Capital Outlays	50,999	26,000	(16,000)	10,000
Total Veterans Service Commission		6,946,733	6,939,150	11,968	6,951,118
Total Veterans Service Commission		6,946,733	6,939,150	11,968	6,951,118

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Five Year Budget Forecast
General Fund and Debt Service Fund Combined

Sources and Uses	2013 Actual	2014 Current Projection	2015 Final Budget	2016 Final Budget	2017 Final Budget Estimate	2018 Budget Forecast	2019 Budget Forecast
OPERATING REVENUE							
Property Taxes	37,591,659	53,907,043	34,039,610	34,039,610	34,039,610	34,039,610	34,039,610
Sales And Use Tax	237,306,506	244,769,969	252,162,024	259,827,250	267,622,068	275,650,730	283,920,252
Licenses And Permits	91,498	91,222	91,222	91,222	91,222	91,222	91,222
Fines And Forfeitures	9,297,026	9,017,852	9,017,852	9,017,852	9,017,852	9,017,852	9,017,852
Charges For Services	56,760,272	62,755,923	62,370,829	62,970,829	63,426,368	62,051,700	62,051,700
Local Government Fund	17,367,247	16,703,467	16,703,467	16,703,467	16,703,467	16,703,467	16,703,467
Other Intergovernmental	19,342,569	21,463,248	18,519,054	18,519,054	18,519,054	18,339,098	18,339,098
Other Taxes	3,847,892	12,941,830	13,441,830	6,441,830	6,441,830	6,441,830	6,441,830
Investment Earnings	0	853,337	4,092,765	4,951,920	5,718,120	3,421,589	3,421,589
Miscellaneous Revenue	7,752,424	13,383,801	9,580,444	9,588,806	9,388,806	9,388,413	9,388,413
TOTAL OPERATING REVENUE	\$389,357,093	\$435,887,692	\$420,019,096	\$422,151,839	\$430,968,396	\$435,145,510	\$443,415,032
OPERATING EXPENDITURES							
Personal Services	201,506,435	208,040,303	218,374,333	220,343,300	220,473,717	223,138,077	227,817,062
Other Expenses	150,194,451	172,191,466	166,784,145	170,555,353	167,127,575	167,014,460	167,014,459
Capital Outlay	2,132,622	5,334,348	1,518,395	574,595	574,595	568,945	568,945
General Obligation Debt Service	39,459,327	32,364,629	32,129,100	31,077,430	31,074,219	31,126,618	30,205,460
TOTAL OPERATING EXPENDITURES	\$393,292,841	\$417,930,746	\$418,805,972	\$422,550,677	\$427,635,213	\$421,848,103	\$434,859,792
COMBINED OPERATING SURPLUS (DEFICIT)	(\$3,935,748)	\$17,956,946	\$1,213,124	(\$398,838)	\$3,333,183	\$13,297,407	\$8,555,240

SECTION 2. That the Clerk of Council be, and she is, hereby instructed to transmit one certified copy of this Resolution to the County Budget Commission, the County Fiscal Officer, and the Director of the Office of Budget & Management.

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 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: November 12, 2014

Committee(s) Assigned: Committee of the Whole

Legislation Substituted on the Floor: December 9, 2014

Journal CC016
December 9, 2014

County Council of Cuyahoga County, Ohio

Resolution No. R2014-0273

Sponsored by: County Executive FitzGerald/Department of Development	A Resolution making awards to various municipalities, in the total amount of \$1,469,440.00, for various municipal grant projects for the 2015 Community Development Block Grant Municipal Grant Program for the period 1/1/2015 - 12/31/2015; authorizing the County Executive to execute the agreements and all other documents consistent with said awards 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 awards to various municipalities in the total amount of \$1,469,440.00, for various municipal grant projects for the 2015 Community Development Block Grant (“CDBG”) Municipal Grant Program for the period 1/1/2015 – 12/31/2015; and,

WHEREAS, the participants of the 2015 CDBG Municipal Grant Program have been chosen from the fifty one (51) communities that are members of the Cuyahoga Urban County; and,

WHEREAS, each of those 51 communities are eligible to apply to receive a grant in an amount not-to-exceed \$150,000.00; and,

WHEREAS, the Department of Development reviews and analyzes each of the applications based on scoring criteria which evaluates participants based on project description, proposed project feasibility, and implementation plan; and,

WHEREAS, based on the scoring criteria, the following is a list of the municipal grant projects recommended for awards:

1. City of Parma Heights in the amount not-to-exceed \$150,000.00 for the Ackley Road Resurfacing Project.
2. City of Shaker Heights in the amount not-to-exceed \$150,000.00 for the Lee Road/Lomond Boulevard Reconstruction Project.
3. City of Rocky River in the amount not-to-exceed \$150,000.00 for the Senior Center Roof Replacement Project.

4. City of Maple Heights in the amount not-to-exceed \$149,440.00 for the Libby Road Accessibility Project.
5. City of Olmsted Falls in the amount not-to-exceed \$150,000.00 for Senior Center Construction Project.
6. City of Middleburg Heights in the amount not-to-exceed \$150,000.00 for the Parklawn Avenue and Barriemore Avenue Resurfacing Project.
7. Village of Newburgh Heights in the amount not-to-exceed \$150,000.00 for the Washington Park Boulevard Resurfacing Project.
8. City of Seven Hills in the amount not-to-exceed \$150,000.00 for the Chatham Drive and Essex Drive Resurfacing Project.
9. City of South Euclid in the amount not-to-exceed \$120,000.00 for the Eastway Road Reconstruction Project.
10. City of Warrensville Heights in the amount not-to-exceed \$150,000.00 for the Caroline Drive Reconstruction Project.

WHEREAS, the awards are funded 100% from federal Community Development Block Grant 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 hereby makes awards to various municipalities for a total amount of \$1,469,440.00 for various municipal grant projects for the 2015 Community Development Block Grant (“CDBG”) Municipal Grant Program for the period 1/1/2015 – 12/31/2015 as follows:

1. City of Parma Heights in the amount not-to-exceed \$150,000.00 for the Ackley Road Resurfacing Project.
2. City of Shaker Heights in the amount not-to-exceed \$150,000.00 for the Lee Road/Lomond Boulevard Reconstruction Project.
3. City of Rocky River in the amount not-to-exceed \$150,000.00 for the Senior Center Roof Replacement Project.
4. City of Maple Heights in the amount not-to-exceed \$149,440.00 for the Libby Road Accessibility Project.
5. City of Olmsted Falls in the amount not-to-exceed \$150,000.00 for Senior Center Construction Project.
6. City of Middleburg Heights in the amount not-to-exceed \$150,000.00 for the Parklawn Avenue and Barriemore Avenue Resurfacing Project.
7. Village of Newburgh Heights in the amount not-to-exceed \$150,000.00 for the Washington Park Boulevard Resurfacing Project.
8. City of Seven Hills in the amount not-to-exceed \$150,000.00 for the Chatham Drive and Essex Drive Resurfacing Project.

9. City of South Euclid in the amount not-to-exceed \$120,000.00 for the Eastway Road Reconstruction Project.
10. City of Warrensville Heights in the amount not-to-exceed \$150,000.00 for the Caroline Drive Reconstruction Project.

SECTION 2. That the County Executive is authorized to execute agreements in connection with said awards 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; the preservation of public peace, health, or safety in the County; and any additional 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: November 12, 2014
Committee(s) Assigned: Economic Development & Planning

Journal CC016
December 9, 2014

County Council of Cuyahoga County, Ohio

Resolution No. R2014-0285

<p>Sponsored by: County Executive FitzGerald/Department of Public Works/Division of County Engineer</p> <p>Co-sponsored by: Councilmember Gallagher</p>	<p>A Resolution authorizing an amendment to Contract No. CE110642-01 with HNTB Ohio, Inc. for design engineering services for reconstruction, with additional turning lanes, of Royalton Road from West 130th Street to York Road in the City of North Royalton to change the scope of services, effective 11/25/2014, and for additional funds in the amount not-to-exceed \$1,486,115.00; 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/Division of County Engineer has recommended an amendment to Contract No. CE110642-01 with HNTB Ohio, Inc. for design engineering services for reconstruction, with additional turning lanes, of Royalton Road from West 130th Street to York Road in the City of North Royalton to change the scope of services, effective 11/25/2014, and for additional funds in the amount not-to-exceed \$1,486,115.00; and

WHEREAS, the primary goals of this project are to provide design engineering services for Royalton Road from West 130th Street to York Road in the City of North Royalton in Council District 5 and to properly maintain the County's infrastructure; and

WHEREAS, this project is funded as follows: (a) 80% with Federal funds, (b) 10% with funds from the City of North Royalton, and (c) 10% with funds from the County Road and Bridge 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 approves an amendment to Contract No. CE110642-01 with HNTB Ohio, Inc. for design engineering services for reconstruction, with additional turning lanes, of Royalton

First Reading/Referred to Committee: November 25, 2014
Committee(s) Assigned: Public Works, Procurement & Contracting

Additional Sponsorship Requested on the Floor: November 25, 2014

Journal CC016
December 9, 2014

County Council of Cuyahoga County, Ohio

Resolution No. R2014-0286

Sponsored by: County Executive FitzGerald/Department of Human Resources	A Resolution authorizing an agreement with Mayfield Village for participation in the Cuyahoga County Benefits Regionalization Program for the period 1/1/2015 - 12/31/2017; 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.
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WHEREAS, the County Executive/Department of Human Resources has submitted an agreement with Mayfield Village for participation in the Cuyahoga County Benefits Regionalization Program for the period 1/1/2015-12/31/2017; and

WHEREAS, the Cuyahoga County's Benefits Regionalization Program will allow smaller political entities to have access to the County's Benefits program; and

WHEREAS, the purpose of the Benefits Regionalization Program is to provide these entities with rate stabilization, potential rate reductions and bargaining leverage for health benefits; 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. The Cuyahoga County Council hereby authorizes an agreement with Mayfield Village for participation in the Cuyahoga County Benefits Regionalization Program for the period 1/1/2015-12/31/2017.

SECTION 2. The County Executive is hereby authorized to execute the agreement with Mayfield Village 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

County Council of Cuyahoga County, Ohio

Resolution No. R2014-0287

Sponsored by: County Executive FitzGerald/Department of Public Safety and Justice Services	A Resolution authorizing a contract with 3M Cogent, Inc. in the amount not-to-exceed \$1,578,156.22 for hardware and software maintenance and support services for the Automated Fingerprint Identification System for the period 7/1/2014 - 6/30/2019; 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.
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WHEREAS, the County Executive/Department of Public Safety and Justice Services has authorized a contract with 3M Cogent, Inc. in the amount not-to-exceed \$1,578,156.22 for hardware and software maintenance and support services for the Automated Fingerprint Identification System for the period 7/1/2014 – 6/30/2019; and

WHEREAS, the primary goals of this project are to provide hardware and software maintenance and support services for the Automated Fingerprint Identification System; and

WHEREAS, the funding for this project will come from REDSS User Fees, \$5 Moving Violation Fees and General Fund subsidy; 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 a contract with 3M Cogent, Inc. in the amount not-to-exceed \$1,578,156.22 for hardware and software maintenance and support services for the Automated Fingerprint Identification System for the period 7/1/2014 – 6/30/2019.

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

County Council of Cuyahoga County, Ohio

Resolution No. R2014-0288

<p>Sponsored by: County Executive FitzGerald/County Sheriff</p> <p>Co-sponsored by: Councilmembers Gallagher, Greenspan, Germana, Hairston, Conwell and Miller</p>	<p>A Resolution authorizing an agreement with The MetroHealth System in the amount not-to-exceed \$18,845,022.45 for management, healthcare and related services at the Cuyahoga County Corrections Center for the period 1/1/2015 - 12/31/2019; 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.</p>
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WHEREAS, the County Executive/Sheriff's Department has authorized an agreement with The MetroHealth System in the amount not-to-exceed \$18,845,022.45 for management, healthcare and related services at the Cuyahoga County Corrections Center for the period 1/1/2015 - 12/31/2019; and

WHEREAS, the primary goal of this project is to provide medical services to the detainees of the Cuyahoga County Corrections Center mandated by ORC 5120:1-8-09 which mandates medical, dental, and mental health services to all County Jail inmates; and

WHEREAS, this project is funded 100% by the General Fund Jail Medical Unit; 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 agreement with The MetroHealth System in the amount not-to-exceed \$18,845,022.45 for management, healthcare and related services at the Cuyahoga County Corrections Center for the period 1/1/2015 - 12/31/2019.

SECTION 2. That the County Executive is authorized to execute an agreement and all documents consistent with this Resolution. Since this is a five-year contract,

Additional Sponsorship Requested: December 2, 2014

Journal CC016
December 9, 2014

County Council of Cuyahoga County, Ohio

Resolution No. R2014-0248

<p>Sponsored by: County Executive FitzGerald on behalf of Cuyahoga County Court of Common Pleas / Corrections Planning Board</p>	<p>A Resolution authorizing a contract with Court Community Service in the amount not-to-exceed \$555,000.00 for the Community Works Service Placement and Supervision Program for the period 1/1/2015 - 12/31/2017; 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 on behalf of the Cuyahoga County Court of Common Pleas/Corrections Planning Board has recommended a contract with Court Community Service in the amount not-to-exceed \$555,000.00 for the Community Works Service Placement and Supervision Program for the period 1/1/2015 - 12/31/2017; and

WHEREAS, the primary goals of this project are: (1) to provide cost effective and centralized means of administering and developing community service placement activities to eligible offenders, and (2) to expose eligible offenders to positive work habits and positive role models while rendering restitution to the community; and

WHEREAS, this project is funded 100% by the General 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 Court Community Service in the amount not-to-exceed \$555,000.00 for the Community Works Service Placement and Supervision Program for the period 1/1/2015 - 12/31/2017.

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

County Council of Cuyahoga County, Ohio

Resolution No. R2014-0258

Sponsored by: County Executive FitzGerald/Department of Human Resources	A Resolution making an award on RQ30390 to Caremark PCS Health, LLC in the amount not-to-exceed \$40,189,733.00 for group healthcare benefits for County employees and their eligible dependents including pharmacy benefit management services for the period 1/1/2015 - 12/31/2017; 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 Human Resources recommending an award on RQ30390 to Caremark PCS Health, LLC in the amount not-to-exceed \$40,189,733.00 for group healthcare benefits for County employees and their eligible dependents including pharmacy benefit management services for the period 1/1/2015-12/31/2017; and

WHEREAS, the primary goal of this project is to provide group healthcare medical and prescription drug benefits to County employees and their eligible dependents; and

WHEREAS, this project is funded 100% from the Hospitalization Self Insurance 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 RQ30390 to Caremark PCS Health, LLC in the amount not-to-exceed \$40,189,733.00 for group healthcare benefits for County employees and their eligible dependents including pharmacy benefit management services for the period 1/1/2015-12/31/2017.

Journal CC016
December 9, 2014

County Council of Cuyahoga County, Ohio

Resolution No. R2014-0259

Sponsored by: County Executive FitzGerald/Department of Human Resources	A Resolution making an award on RQ30390 to Medical Mutual of Ohio in the amount not-to-exceed \$116,156,022.00 for group healthcare benefits for County employees and their eligible dependents including medical and pharmacy benefit management services for the period 1/1/2015 - 12/31/2017; 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 Human Resources recommending an award on RQ30390 to Medical Mutual of Ohio in the amount not-to-exceed \$116,156,022.00 for group healthcare benefits for County employees and their eligible dependents including medical and pharmacy benefit management services for the period 1/1/2015-12/31/2017; and

WHEREAS, the primary goal of this project is to provide group healthcare medical and prescription drug benefits to County employees and their eligible dependents; and

WHEREAS, this project is funded 100% from the Hospitalization Self Insurance 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 RQ30390 to Medical Mutual of Ohio in the amount not-to-exceed \$116,156,022.00 for group healthcare benefits for County employees and their eligible dependents including medical and pharmacy benefit management services for the period 1/1/2015-12/31/2017.

Journal CC016
December 9, 2014

County Council of Cuyahoga County, Ohio

Resolution No. R2014-0260

Sponsored by: County Executive FitzGerald/Department of Human Resources	A Resolution making an award on RQ30390 to United Healthcare Services, Inc. in the amount not-to-exceed \$68,308,890.00 for group healthcare benefits for County employees and their eligible dependents including medical benefit management services for the period 1/1/2015 - 12/31/2017; 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 Human Resources recommending an award on RQ30390 to United Healthcare Services, Inc. in the amount not-to-exceed \$68,308,890.00 for group healthcare benefits for County employees and their eligible dependents including medical benefit management services for the period 1/1/2015-12/31/2017; and

WHEREAS, the primary goal of this project is to provide group healthcare medical benefits to County employees and their eligible dependents; and

WHEREAS, this project is funded 100% from the Hospitalization Self Insurance 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 RQ30390 to United Healthcare Services, Inc. in the amount not-to-exceed \$68,308,890.00 for group healthcare benefits for County employees and their eligible dependents including medical benefit management services for the period 1/1/2015-12/31/2017.

Journal CC016
December 9, 2014

County Council of Cuyahoga County, Ohio

Resolution No. R2014-0268

Sponsored by: County Executive FitzGerald/Fiscal Officer/Office of Budget & Management on behalf of The MetroHealth System	A Resolution approving The MetroHealth System Year 2015 Budget, in accordance with Ohio Revised Code Section 339.06(D), with the understanding that the allocation of County funds to the System will be made through adoption of the 2014/2015 Biennial Operating Budget and Capital Improvements Program Annual Update for 2015; and declaring the necessity that this Resolution become immediately effective.
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WHEREAS, the County Executive FitzGerald/Fiscal Officer/Office of Budget & Management submit for approval The MetroHealth System Year 2015 Budget, in accordance with Ohio Revised Code Section 339.06(D), with the understanding that the allocation of County funds to the System will be made through adoption of the 2014/2015 Biennial Operating Budget and Capital Improvements Program Annual Update for 2015; and

WHEREAS, that if the amount appropriated to the county hospital in the annual appropriation measure for the County for the ensuing fiscal year differs from the amount shown in the approved budget, the County may require the board of county hospital trustees to revise the hospital budget accordingly. The board of trustees shall not expend such funds until its budget for that calendar year is submitted and approved by the County; and

WHEREAS, it is further necessary that this Resolution become immediately effective in order that critical services provided by the 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 approves The MetroHealth System Year 2015 Budget, in accordance with Ohio Revised Code Section 339.06(D), with the understanding that the allocation of County funds to the System will be made through adoption of the 2014/2015 Biennial Operating Budget and Capital Improvements Program Annual Update for 2015.

First Reading/Referred to Committee: November 12, 2014
Committee(s) Assigned: Committee of the Whole

Committee Report/Second Reading: November 25, 2014

Journal CC016
December 9, 2014

Approval of a proposed budget for the 2015 fiscal year and authorize the submission of the same to the government of Cuyahoga County, Ohio ("County")

* * * * *

RESOLUTION 18782

WHEREAS, the Board of Trustees of The MetroHealth System has been presented a recommendation for a proposed budget for the 2015 fiscal year and authorize the submission of the same to the government of Cuyahoga County, Ohio ("County"); and

WHEREAS, the Board's Finance Committee has reviewed this recommendation and now recommends its approval.

NOW, THEREFORE BE IT RESOLVED, The Board of Trustees of The MetroHealth System hereby approve a proposed budget for the 2015 fiscal year and authorize the submission of the same to the government of Cuyahoga County, Ohio ("County").

The information to be submitted to the County is shown in Attachments A and B.

BE IT FURTHER RESOLVED, The Chief Executive Officer and President, or his designee, are hereby authorized to take necessary actions consistent with this resolution.

AYES: Ms. Dee, Ms. Jordan, Mr. McDonald, Mr. Monnolly, Mr. Moss
Dr. Silvers, Mr. Spain

NAYS: None

ABSENT: Ms. Clemo, Dr. Fountain, Ms. Whiting

ABSTAINED: None

DATE: October 29, 2014

2015 Operating Budget

(in \$000s)

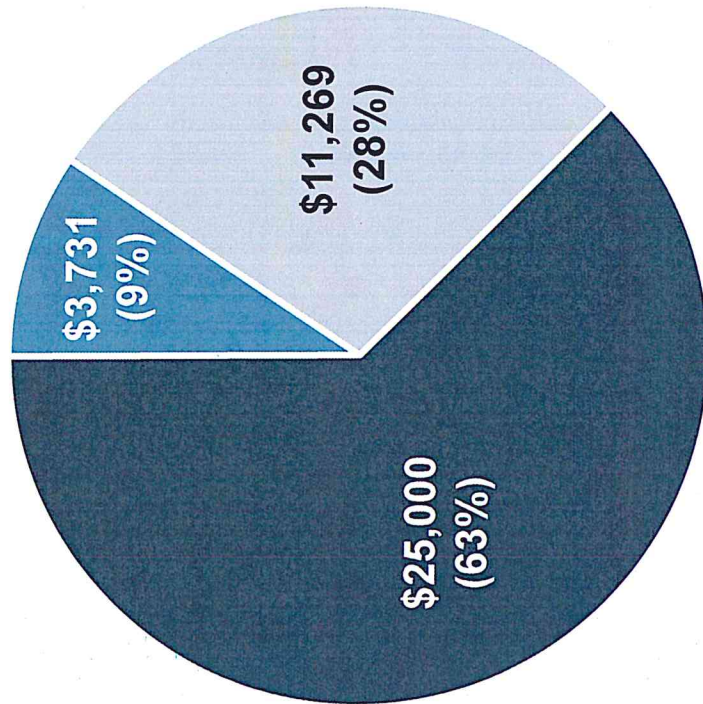
Exhibit A

	2013	2014		2014	2015	14 Projected vs. 15 Budget	
	Actual	Budget	Budget	Projected	Budget	\$	%
Net Patient Revenue	\$ 744,123	\$ 784,422	\$ 781,978	\$ 806,830	\$ 24,852	3.2%	
Other Revenue	110,568	114,471	108,289	115,726	7,437	6.9%	
Total Revenue	854,691	898,893	890,267	922,556	32,289	3.6%	
Salaries and Benefits	550,565	585,197	585,774	602,192	16,418	2.8%	
Department Expenses	224,506	230,930	216,098	224,668	8,570	4.0%	
General Expenses	60,717	64,260	63,510	64,421	911	1.4%	
Total Expenses	835,788	880,387	865,382	891,281	25,899	3.0%	
Op Inc before Extraordinary Items	\$ 18,903	\$ 18,506	\$ 24,885	\$ 31,275	6,390	25.7%	
Transformation/Strategic Expense	-	-	-	15,000	15,000	-	
Operating Income / (Loss)	\$ 18,903	\$ 18,506	\$ 24,885	\$ 16,275	(8,610)	-34.6%	

2015 Capital Budget

(in \$000s)

Exhibit B



Contingency/Minor Capital	\$ 3,731
Required Capital	\$ 11,269
Strategic/Transformation Capital	\$ <u>25,000</u>
Total	\$ 40,000

County Council of Cuyahoga County, Ohio

Resolution No. R2014-0269

Sponsored by: County Executive FitzGerald/Department of Information Technology	A Resolution making an award on RQ27440 to Time Warner Cable Enterprises, LLC in the amount not-to-exceed \$258,000.00 for dark fiber maintenance services for the period 10/1/2014 - 9/30/2019; 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 Information Technology has recommended an award on RQ27440 to Time Warner Cable Enterprises, LLC in the amount not-to-exceed \$258,000.00 for county fiber housed within Time Warner's conduit in connection with WAN and telecom services for the period 10/1/2014 – 9/30/2019; and

WHEREAS, the primary goal of the project is to provide fiber maintenance services for county fiber housed within Time Warner's conduit in connection with WAN and Telecom Services; and

WHEREAS, this project is funded 100% by the Operational Fund under WAN and Telecommunications; 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 RQ27440 to Time Warner Cable Enterprises, LLC in the amount not-to-exceed \$258,000.00 for county fiber housed within Time Warner's conduit in connection with WAN and telecom services for the period 10/1/2014 – 9/30/2019.

SECTION 2. That the County Executive is hereby authorized to execute a contract in connection with said award and all documents consistent with this Resolution.

Journal CC016
December 9, 2014

County Council of Cuyahoga County, Ohio

Resolution No. R2014-0274

Sponsored by: County Executive FitzGerald/County Sheriff	A Resolution making awards on RQ29884 to various appraisers, in the total amount of \$911,000.00, for real estate appraisal services subject to Sheriff's Sale for the period 8/1/2014 - 7/31/2016; and authorizing the County Executive to execute the contracts and all other documents consistent with said awards and this Resolution; and declaring the necessity that this Resolution become immediately effective.
---	--

WHEREAS, the County Executive/County Sheriff has recommended awards on RQ29884 to various appraisers, in the total amount of \$911,000.00, for real estate appraisal services subject to Sheriff's Sale for the period 8/1/2014 - 7/31/2016; and

WHEREAS, the primary goal of this project is to award an agreement to the appraisers who possessed the qualifications and experience outlined in the RFQ; and

WHEREAS, the following is a list of the appraisers selected for the project:

- 1) John Andrews
- 2) Brent T. Bailey
- 3) Lana Blaze
- 4) Vernon A. Blaze
- 5) Mark A. Butler
- 6) Bradford E. Charnas
- 7) Gregory W. Conte
- 8) Thomas P. Costello
- 9) William J. Gaydos
- 10) Thomas P. Hogan
- 11) Paul D. Kinczel
- 12) John Koz
- 13) Ruth Lassister
- 14) Wayne F. Levering
- 15) Christopher J. Loftus
- 16) Brian E. Lynch
- 17) Paul G. McLaughlin
- 18) Stanley R. Patriski
- 19) Daniel Rocco

- 20) John J. Rusnov
- 21) Michael D. Wagner
- 22) Crystal A. Williams; and

WHEREAS, James Bitterman, Chief Deputy of the Civil Division will serve as the Supervisor of the Appraisers, however, these appraisers will be contractors for Cuyahoga County; and

WHEREAS, the cost for this project is zero dollars because the appraisers will be paid from the proceeds of the Sheriff's sale; and

WHEREAS, the project is mandated by the ORC Sections 2329.17 through 2329.21 (the Statute) and Cuyahoga County Court of Common Pleas Rule 27 of the Rules of General Division (The Rule (Collectively, the "Project")).

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

SECTION 1. The Cuyahoga County Council hereby approves the County Executive's recommendation and authorizes awards on RQ29884 to various appraisers, in the total amount of \$911,000.00, for real estate appraisal services subject to Sheriff's Sale for the period 8/1/2014 - 7/31/2016 to the following individuals:

- 1) John Andrews
- 2) Brent T. Bailey
- 3) Lana Blaze
- 4) Vernon A. Blaze
- 5) Mark A. Butler
- 6) Bradford E. Charnas
- 7) Gregory W. Conte
- 8) Thomas P. Costello
- 9) William J. Gaydos
- 10) Thomas P. Hogan
- 11) Paul D. Kinczel
- 12) John Koz
- 13) Ruth Lassister
- 14) Wayne F. Levering
- 15) Christopher J. Loftus
- 16) Brian E. Lynch
- 17) Paul G. McLaughlin
- 18) Stanley R. Patriski
- 19) Daniel Rocco
- 20) John J. Rusnov
- 21) Michael D. Wagner
- 22) Crystal A. Williams

Journal CC016
December 9, 2014

County Council of Cuyahoga County, Ohio

Ordinance No. O2014-0037

Sponsored by: County Executive FitzGerald and Councilmember Jones	An Ordinance amending the County’s contracting procedures by replacing Chapter 503 of the County Code to accept and adopt the County 2014 Disparity Study and the Community Benefit and Opportunity Initiative Report and to establish the County’s Equal Opportunity Programs by amending Chapter 501 of the County Code, and declaring the necessity that this Ordinance become immediately effective.
--	---

WHEREAS, the Charter of Cuyahoga County makes economic growth a fundamental government purpose, articulates a desire for an improved focus on equity for all our citizens, and envisions long-term regional and global competitiveness for the County;

WHEREAS, Section 7.01 of the Charter of Cuyahoga County declares the County shall have as a primary responsibility the promotion and enhancement of the economic well-being and prosperity of the County and all its residents;

WHEREAS, Section 3.09(4) of the County Charter provides that the Council may establish the “procedures governing the making of County contracts and the purchasing of County supplies and equipment pursuant to competitive bidding;”

WHEREAS, the County Executive and the Council of Cuyahoga County have determined that ensuring maximum community benefits from the expenditure of County taxpayer dollars furthers the economic well-being and prosperity of the County and all its residents;

WHEREAS, Section 509.01 of the County Code requires the County to conduct a Disparity Study every five years;

WHEREAS, the County conducted a Disparity Study, a copy of which is attached as Exhibit A hereto;

WHEREAS, the County Council wishes to accept the findings and recommendations of the Disparity Study;

WHEREAS, the County Executive and the Council of Cuyahoga County have also determined that the adoption of a community benefits policy will help maximize value to the community of County taxpayer dollars and promote efficient administration of government;

WHEREAS, the County Executive and the Council of Cuyahoga County have determined that the adoption of a community benefits policy for County-funded public works, service contracts, and subsidized development projects encourages the use of well-trained workers earning decent wages and benefits, reflecting the diversity of the community, and producing quality work that enhances the environment and contributes to the economic well-being and prosperity of the County;

WHEREAS, Cuyahoga County government wishes to create a national model for a comprehensive community benefits policy, creating good jobs for residents and career pathways for low-income people, people of color, women, veterans, and other historically underrepresented groups, while also saving energy, reducing emissions, improving public health and contributing positively to the environment;

WHEREAS, the County retained local and national experts to assist a diverse group of local labor, community and environmental stakeholders to meet and develop the set of standards set forth in the attached Cuyahoga County Community Benefit and Opportunity Initiative;

WHEREAS, the County received the recommendations of Policy Matters Ohio for a Community Benefits and Opportunity Initiative program, attached hereto as Exhibit B;

WHEREAS, the County Council wishes to accept and adopt the recommendations for the Community Benefits and Opportunity Initiatives program;

WHEREAS, the adoption of the attached Cuyahoga County Community Benefit and Opportunity Initiative will make Cuyahoga County a national leader in maximizing local impact of economic and community development dollars through the contracting and procurement process;

WHEREAS, it is necessary to make other changes to the County's contracting laws to bring them up-to-date and meet the County's needs; 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 departments.

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

SECTION 1. County Council hereby accepts and adopts all the findings and recommendations contained in the County’s 2014 Disparity Study attached hereto as Exhibit A, which is incorporated herein by reference.

SECTION 2. County Council hereby accepts and adopts the Community Benefit and Opportunity Initiative Report attached hereto as Exhibit B, which is incorporated herein by reference.

SECTION 3. Chapter 503 of the Cuyahoga County Code is hereby amended and replaced in its entirety to read as follows:

CHAPTER 503: Equal Business Opportunity Programs

Section 503.01 Economic Inclusion Program

A. Program Established

There is hereby established the Cuyahoga County Economic Inclusion Program, which shall include the following components:

1. Minority and women business aspirational goals based on the availability tables established in the County’s most recent disparity study; and
2. Race and gender-neutral small business enterprise set asides.

B. Implementation

The County Executive and the Office of Procurement and Diversity are hereby directed to promulgate the regulations for the implementation of the Economic Inclusion program and to implement it. The regulations shall be adopted in accordance with Chapter 113 of the Cuyahoga County Code and shall include the rules for the certification of small, minority, and women businesses. The County’s small business enterprise program in effect on December 1, 2014, shall continue in place until the regulations promulgated pursuant to this section are approved by the Administrative Rules Approval Board.

Section 503.02 Community Benefit and Opportunity Program

A. Program Established

There is hereby established the Cuyahoga County Community Benefit and Opportunity Program. The program, which shall be based on the 2014 Community Benefit and Opportunity Initiative recommendations received by the County from Policy Matters Ohio, shall have the following components:

1. Health Impact Assessment, Mitigation, and Design Requirements;

2. Construction careers program;
3. Responsible contracting requirements;
4. Non-construction employer requirements;
5. Developer requirements;
6. Buy-local program;
7. Contracting equity;
8. Community benefits fund; and
9. Continuing public input and oversight.

B. Implementation

The County Executive, Public Works Department, and the Office of Procurement and Diversity are hereby directed to promulgate the regulations for the implementation of this Community Benefit and Opportunity Program and to implement it. The regulations shall be adopted in accordance with Chapter 113 of the Cuyahoga County Code.

SECTION 4. Chapter 501 of the Cuyahoga County Code is hereby amended as follows (deletions are stricken; additions are bolded):

1. Section 501.04(A)(1)(a) is amended as follows:
 - a. All contracts, purchases, sales, grants provided by the County, or loans provided by the County resulting in the County's expenditure of more than \$500,000.000. **If the transaction does not have an end date, the County shall calculate the anticipated revenue for purposes of determination of the appropriate approval authority based on a five-year term;**
2. Section 501.04(B)(1) is amended as follows:
 - b. All contracts, purchases, sales, grants provided by the County, or loans provided by the County resulting in the County's expenditure of more than \$100,000.00 but not more than \$500,000.00, except that the County Executive and/or Director of Economic Development may make loans of not more than \$200,000.00 without approval from the Board of Control for the limited purpose of implementing the Federal Neighborhood Stabilization Program. **If the transaction does not have an end date, the County shall calculate the anticipated revenue for purposes of determination of the appropriate approval authority based on a five-year term;**
3. Section 501.04(C) is hereby amended as follows:

All contracts, revenue generating agreements, purchases, sales, grants provided by the County and loans provided by the County for \$500.00 or more that do not otherwise require County Council or Board of Control approval shall require approval by the Contracts and Purchasing Board. **If the transaction does not have an end date, the County shall calculate the anticipated revenue for purposes of determination of the appropriate approval authority based on a five-year term;**

4. Section 501.13 is hereby amended as follows:

In addition to the requirements set forth in Chapter 503 of the County Code, in designing specifications for bids, requests for proposals, and requests for qualifications, the County shall consider dividing requests into smaller components when doing so would create a larger pool of potential bidders without reducing the cost-effectiveness of the project.

5. Section 501.17 is hereby amended as follows:

Section 501.17 Legal Compliance

A. Legal Review and Approval by the Law Department

All contracts, purchases, sales, leases, grants, or loans must undergo legal review before being executed. Use of a standard form, approved in advance by the Law Department, for a specific type of transaction shall satisfy the requirement of this section.

B. **Legal Compliance Associated with Public Debt**

- 1. The Law Department, in coordination with the Office of Budget and Management, shall ensure the County's compliance with all legal requirements associated with the issuance of debt.**
- 2. The Director of Law, either directly or through any of his or her authorized designees, is hereby authorized, designated, and empowered to take all appropriate measures to ensure the County's compliance with its debt issuance obligations, including, but not limited to, the following:**
 - a. filing any and all necessary or appropriate documents with the Electronic Municipal Market Access (EMMA), including, but not limited to,**

offering statements, material event notices, financial statements, and annual information statements; and

b. making any necessary or appropriate declarations in any reasonable form concerning the County's intent to issue obligations to reimburse expenditures, including, but not limited to, issuing declarations pursuant to 26 C.F.R. 1.150-2 or any similar or successor regulations or laws.

3. The County Executive, through the Office of Budget and Management, may promulgate regulations in accordance with Chapter 113 of the County Code governing the County's compliance with legal requirements regarding the issuance of debt.

6. Section 501.18 is hereby amended as follows:

All expenditures related to any contract, purchase, sale, lease, grant, or loan must be made in accordance with the appropriation and proper warrant provisions of Section 5705.41 of the Ohio Revised Code. Notwithstanding any contrary requirements of the Ohio Revised Code and without regard to the transaction's dollar amount, provided that any prerequisite approvals are obtained pursuant to this Chapter, the County shall be free to utilize any payment methodology approved by the Fiscal Officer, including, but not limited to, the use of credit cards, electronic transfers, p-cards, and vouchers.

In any case in which a contract is entered upon a per unit basis, the head of the department, board, or commission for the benefit of which the contract is made shall make an estimate of the total amount to become due upon such contract, which estimate shall be certified in writing to the Fiscal Officer. Such contract may be entered into if the appropriation covers such estimate, or so much thereof, as may be due during the current year. In such a case, the certificate of the Fiscal Officer based upon the estimate shall be a sufficient compliance with the law requiring a certificate.

7. Section 501.22 is hereby amended as follows:

~~A. County's Purchasing Policy and Procedure Manual. Except as otherwise provided in Chapter 501 of the County Code, all contracts, purchases, sales, or leases shall be done in accordance with:~~

1. ~~Effective October 1, 2011, all contracts, purchases, sales, and leases shall be approved and done in accordance with the County's Purchasing Policy and Procedure Manual, as adopted and approved by County Council.~~
 2. ~~Effective January 1, 2012, all contracts, purchases, sales, and leases shall also be approved and done in accordance with the County's Small Business Enterprise (SBE) Program Policies and Procedures, as approved and adopted by County Council. In the interim until January 1, 2012, all contracts, purchases, sales, and leases shall continue to be approved and done in accordance with the County's existent Small Business Enterprise (SBE) Program Policies and Procedures.~~
 3. ~~Should any conflict exist between the procedures, requirements, or any other terms of the County's Purchasing Policy and Procedure Manual or any other administrative policies and Chapter 501 of the County Code, the procedures, requirements, and terms of Chapter 501 of the County Code shall prevail.~~
- B. ~~Updates to Purchasing Policy and Procedure Manual. The County Executive, through the Office of Procurement and Diversity, shall continually assess the need for any revisions or updates to the County's Purchasing Policy and Procedure Manual. The County Executive, through the Office of Procurement and Diversity, shall report to County Council on a biennial basis beginning on October 1, 2013, and every two years thereafter, regarding the need for any such updates or revisions.~~

The County Executive shall promulgate regulations to be implemented by the Office of Procurement and Diversity governing purchasing and contracting policies and procedures. The regulations shall be adopted in accordance with Chapter 113 of the County Code.

SECTION 5. 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.

CUYAHOGA COUNTY



Disparity Study October 31, 2014

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Atlanta, GA 30303

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 **Griffin &
Strong P.C.**
ATTORNEYS AND PUBLIC POLICY CONSULTANTS

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I. INTRODUCTION

Cuyahoga County, Ohio (“County”) contracted with EuQuant, Inc. (“EuQuant”) (an economic research and data analytics company) to perform an economical and statistical analysis of minority, Female and small business performance in Cuyahoga. EuQuant sought, through data collection and statistical analysis, to ascertain the participation and utilization of Minority and Women owned businesses (“MWBE”), during a study period from FY2009-FY2012, that are eligible to provide goods and services to the County.

The County also contracted with Griffin & Strong, P.C. (“GSPC”) (a law and public policy consulting firm) to collect and analyze anecdotal data minority, Female and small businesses in Cuyahoga County, conduct an economic analysis of the private sector, and produce a final disparity study report (“Study”).

The purpose of this Study was to determine whether a minority and/or Female enterprise inclusion program is necessary and legally supported in Cuyahoga County. The goal of the Study was to determine whether there exists a statistically significant disparity between the number of available MWBEs in the Cuyahoga marketplace and the number of these firms that have been awarded contracts from the County, or their prime contractors. The Study also will be used to determine if a legal predicate exists to maintain or create any remedial programs under City of Richmond v. J.A. Croson Co., 488 U.S. 469 (1989).

Cuyahoga County, and other governmental entities across the country, authorize disparity studies in response to Croson and subsequent cases in order to determine whether there is a compelling interest for the continuation and creation of remedial procurement programs, based upon race, gender, and ethnicity. In order for the legal requirements of Croson to be satisfied, GSPC must determine whether the County has been a passive or active participant in discrimination with regard to the access of MWBEs to its procurement process.

A. Objective

The principal objectives of this Study were:

- to determine whether the County, either in the past or currently, engages in discriminatory practices in the solicitation and award of contracts, in the business categories of Professional Services, Construction, Goods & Services, and Suppliers;
- to determine if a legally justified need exists for Cuyahoga County to establish any remedial programs for MWBEs in accordance with the guidelines set forth by the Supreme Court and relevant subsequent cases; and
- to provide recommendations as to suggested actions to be taken by the County as a result of the findings of the Study, including serious consideration of race-neutral program options.

B. Report Organization

This report is organized into the following sections:

Chapter II, which is an overview of the case law history in this area;

Chapter III, which provides a review of Cuyahoga County's purchasing policies and practices;

Chapter IV, which presents the Data Development, Collection and Analysis ("DDCA") conducted by EuQuant as the statistical analysis.

Chapter V, which analyzes whether there is discrimination in the private sector;

Chapter VI, which outlines the qualitative analyses: the analysis of anecdotal data collected from the telephone survey, personal interviews, focus groups, public meetings, and public comment;

Chapter VII, which presents the detailed findings of this Study and GSPC's recommendations;

Chapter VIII, which is GSPC's conclusion; and

Chapter IX, which is the Appendices.

C. Study Team

1. EuQuant

- Dr. Thomas D. Boston, CEO, EuQuant
- Linje Boston, Research Director, EuQuant

About EuQuant

EuQuant is an economic consulting and urban planning company whose mission is to empower clients with data-driven solutions for achieving success. EuQuant was founded in 1994 by Dr. Thomas D. Boston, who is a professor of economics at Georgia Institute of Technology. Dr. Boston was assisted by the EuQuant staff, most especially, Linje Boston, who is research director at EuQuant. Linje holds an undergraduate degree in statistics from Carnegie Mellon University and a graduate degree in statistics from the University of Michigan.

2. Griffin & Strong, P.C.

- Rodney K. Strong, Esq., CEO, Griffin & Strong, P.C.
- Dr. Gregory Price, Senior Economist, Morehouse College
- Michele Clark Jenkins, J.D., Senior Director and Project Manager, Griffin & Strong, P.C.
- Imani Strong, Deputy Project Manager, Griffin & Strong, P.C.
- Winston Terrell Group, Anecdotal Interviews
- Oppenheim Research, Inc., Telephone Survey

About Griffin & Strong, P.C.

Griffin & Strong, P.C. is a professional corporation based in Atlanta, Georgia, that is actively engaged in the practice of law, as well as governmental and private consulting. Since the firm's inception in 1992, the public policy consulting division has been continuously directed and controlled by Rodney K. Strong. Attorney Strong has an extensive background in the area of

public contracting with specific experience conducting disparity studies. Gregory Price, Ph.D., served as Senior Economist for this Study and reviewed all quantitative aspects of the Study. Michele Clark Jenkins, as the Project Manager, was responsible for the day-to-day aspects of GSPC's portions of the Study. Mrs. Jenkins has extensive experience in managing disparity studies, bench-markings, and goal settings. Imani Strong served as Deputy Project Manager and supported all activities of the Study. Ms. Strong's expertise in anthropological studies and prior experience on GSPC studies made her an asset to the execution of this Study, particularly in the analysis of the anecdotal evidence. Susan Johnson handled the project administration of the Study.

Other Members of the Project Team

- **Winston Terrell Group** is a government affairs, public outreach and community relations firm which prides itself on innovative strategies to assist in strategic development for its clients. The firm puts a premium on servicing clients and providing reasonable solutions to problems. Specialty areas include public participation, procurement, representation before government entities, and building relationships with local, state and federal governments. The firm's diverse portfolio includes engineering and architectural firms, public relation firms, non-profits, technology firms, social service providers, municipalities and other interests. The firm conducted all anecdotal interviews for this study.

- **Oppenheim Research, Inc.**, is a Florida-based women-owned, full-service market research firm with over 35 years of experience serving public and private entities. Some of their services include telephone interviews, focus group, and mail survey data. For this project, they conducted the telephone survey.

II. LEGAL ANALYSIS

A. Background and Introduction

The purpose of this disparity study is to evaluate whether a minority and/or Female business enterprise program is necessary in Cuyahoga County.

Government initiatives which seek to employ "race conscious" remedies to ensure equal opportunity must satisfy the most exacting standards in order to comply with constitutional requirements. These standards and principles of law were applied and closely examined by the Supreme Court in City of Richmond v. J.A. Croson Company, 488 U.S. 469 (1989) and Adarand Constructors, Inc. v. Peña, 515 U.S. 200 (1995). See also Johnson v. California, 543 U.S. 499(2005); and Parents Involved in Community Schools v. Seattle Sch. Dist. No. 1, 551 U.S. 701(2007). The Croson decision represents the definitive legal precedent which established "strict scrutiny" as the standard of review by which state and local programs that grant or limit government opportunities based on race are evaluated. The Adarand decision subsequently extended the "strict scrutiny" standard of review to race conscious programs enacted by the Federal Government.

In rendering the Croson decision in January 1989, the U.S. Supreme Court held that the City of Richmond's minority business enterprise ordinance--which mandated that non-MWBE-owned prime contractors, to whom the City of Richmond had awarded contracts, subcontract 30% of their construction dollars to minority-owned subcontractors--violated the equal protection clause of the Fourteenth Amendment to the United States Constitution. In a six-to-three majority decision, the Court held that state and local programs which use race-conscious measures to allocate, or "set aside," a portion of public contracting exclusively to minority-owned businesses must withstand a "strict scrutiny" standard of judicial review.

The “strict scrutiny” test requires public entities to establish race- or ethnicity-specific programs based upon a compelling governmental interest and that such programs be narrowly tailored to achieve the governmental interest. Croson, 488 U.S. 469; Associated Gen. Contrs. of Ohio, Inc. v. Drabik, 214 F.3d 730 (6th Cir., 2000); Ohio Contractors Ass’n. v. Keip, 713 F.2d 167 (6th Cir. 1983); See also, Michigan Road Builders Assn., Inc. v. Milliken, 834 F.2d 583 (6th Cir. 1987). The “strict scrutiny” test further requires a "searching judicial inquiry into the justification" for the race-conscious remedy to determine whether the classifications are remedial or "in fact, motivated by the illegitimate notions of racial inferiority or simple racial politics". Croson, 488U.S. at 493; Wygant v. Jackson Bd. of Educ., 476 U.S. 267 (1986); Michigan Road Builders Ass’n., Inc., 834 F.2d 583 (1987).

It is important to note that the “strict scrutiny” standard of review represents the highest level of judicial scrutiny, and is used to test the legality of all state programs which consider race as a determining factor for the award of benefits or services. Concurrently, States desirous of using gender as a determining factor in the award of benefits or services are subject to the lesser stringent standard of intermediate scrutiny. See Kirchberg v. Feenstra, 450 U.S. 455, 461 (1981); Personnel Administrator of Mass. v. Feeney, 442 U.S. 256, 273 (1979). “State action is presumed to be valid and will be sustained if the classification drawn by the state is rationally related to a legitimate state interest.” Miami University Wrestling Club v. Miami University, 195 F. Supp.2d 1010, 1013 (S. D. Ohio 2001) (citing Valot v. Southeast Local Sch. Dist. Bd. of Educ., 107 F.3d 1220, 1229(2001)). See also, Wengler v. Druggists Mutual Ins. Co., 446 U.S. 142, 150 (1980) and Michigan Road Builders Ass’n., 834 F.2d at 595. However, where gender classification is at issue in the Sixth Circuit, there exist unaltered precedent with respect to equal protection analysis that which has not been challenged since the United States Supreme Court’s pronouncements involving the Virginia Military Institute. We will examine infra that Sixth Circuit precedent.

Since Croson, there has been an evolution in the case laws in this arena in the Sixth Circuit and throughout the country. Generally, the decisions have been consistent with the analysis and principles of law set forth in Croson. However, there are anomalies which present judicial modification and expansion of the principles of law in Croson, with regard to the methods used

to establish an evidentiary determination of discrimination and the standards required of any resulting remedial programs.

This legal analysis discusses the legal principles outlined by the United States Supreme Court, the U.S. Circuit Courts of Appeal for the Sixth Circuit, and important cases from other Circuits in setting forth the specific requirements in the public contracting programs for minority and Female-owned businesses.

B. The Croson Decision

In its Croson decision, the Supreme Court ruled that the City of Richmond's Minority Business Enterprise (hereinafter "MBE") program failed to satisfy both prongs of the "strict scrutiny" standard which is required for any race-based activities undertaken by governmental entities. The two prongs of the "strict scrutiny" standard require that any race-based activity must be justified by a compelling governmental interest and it must be narrowly tailored to achieve that compelling goal or interest. Croson Company, 488 U.S. at 507. The City failed to show that its minority set-aside program was "necessary" to remedy the effects of discrimination in the marketplace because it had not demonstrated the necessary discrimination. The Court reasoned that a mere statistical disparity between the overall minority population in Richmond (50 percent African-American) and awards of prime contracts to minority-owned firms (0.67 percent to African-American firms) was an irrelevant statistical comparison and insufficient to raise an inference of discrimination. Regarding the evidence that Richmond provided to support its goal program, the Court emphasized the distinction between "societal discrimination", which it found to be an inappropriate and inadequate basis for social classification, and the type of identified discrimination that can support and define the scope of race-based relief. The Court noted that a generalized assertion that there has been past discrimination in an entire industry provided no guidance to determine the present scope of the injury a race-conscious program sought to remedy. The Court emphasized, "...there was no direct evidence of race discrimination on the part of the City in letting contracts or any evidence that the City's prime contractors had discriminated against minority-owned subcontractors." Id. at 480.

In short, the Court concluded there was no prima facie case of a constitutional or statutory violation by anyone in the construction industry. Justice O'Connor did opine, however, that evidence might indicate a proper statistical comparison "where there is a significant statistical disparity between the number of qualified minority contractors willing and able to perform a particular service and the number of such contractors actually engaged by the locality or the locality's prime contractors, an inference of discriminatory exclusion could arise." *Id.* at 509. In other words, the statistical comparison would be one between the percentage of MBEs in the market that are qualified, willing, and able to perform contracting work (including prime contractors and subcontractors) and the percentage of total City contracting dollars awarded to minority-owned firms. The relevant question among lower federal courts has been how to determine this particular comparison. See discussion of statistical comparison, *infra*.

Additionally, the Court stated that identified anecdotal accounts of past discrimination could provide the basis to establish a compelling interest for local governments to enact race-conscious remedies. However, conclusory claims of discrimination by City officials, alone, would not suffice. In addition, the Court held that Richmond's MBE program was not remedial in nature because it provided preferential treatment to minorities such as Eskimos and Aleuts, groups for which there was no evidence of discrimination in Richmond. *Id.* In order to uphold a race- or ethnicity-based program, there must be a determination that a strong basis in evidence exists to support the conclusion that the remedial use of race is necessary. A strong basis in evidence cannot rest on an amorphous claim of societal discrimination, on simple legislative assurances of good intention, or congressional findings of discrimination in the national economy. *Id.* At 506.

Regarding the second prong of the "strict scrutiny" test, the Court ruled that Richmond's MBE program was not narrowly tailored to redress the effects of discrimination. *Id.* First, the program extended to a long list of ethnic minorities (e.g., Aleuts) for which the City had established no evidence of discrimination. Thus, the scope of the City's program was too broad. Second, the Court ruled that the thirty percent (30%) goal for MBE participation in the Richmond program was a rigid quota not related to identified discrimination. Specifically, the Court criticized the City for its lack of inquiry into whether a particular minority business, seeking racial preferences, had suffered from the effects of past discrimination. Third, the Court expressed

disappointment that the City failed to consider race-neutral alternatives to remedy the underrepresentation of minorities in contract awards. Finally, the Court highlighted the fact that the City's MBE program contained no sunset provisions for a periodic review process intended to assess the continued need for the program. Id. at 500.

Thus, in order for states, municipalities, and local governments to satisfy the narrow tailoring prong of the “strict scrutiny” test, the Croson Court suggested analyzing the following factors:

- Whether the MBE program covers minorities or women for which there is evidence of discrimination (i.e., statistical disparity, anecdotal evidence, etc.);
- Whether the size of the MBE participation goal is flexible and contains waiver provisions for prime contractors who make a "good faith" effort to satisfy MBE utilization goals, but are unsuccessful in finding any qualified, willing and able MBEs;
- Whether there was a reasonable relationship between the numerical goals set and the relevant pool of MBEs capable of performing the work in the marketplace;
- Whether race-neutral alternatives were considered before race-conscious remedies were enacted; and
- Whether the MBE program contains sunset provisions or mechanisms for periodic review to assess the program's continued need.

The Croson Court clearly contemplated that there would be circumstances under which the “strict scrutiny” test could be met by a state, county, municipality or other local governmental

entity and that it would be necessary for state and local entities, in certain circumstances, to redress identified discrimination with race-conscious remedies. The court carefully specified the elements of the analysis to be utilized to determine whether an entity has met the constitutional test, however, it only gave clues as to how the necessary analysis would be carried out. That process has been the subject of numerous cases since the Croson decision and are outlined below.

C. Judicial Requirements for Challenges to MWBE Programs

In the legal challenges to MWBE programs, the courts have consistently applied a four-part approach to reviewing and deciding such challenges. First, they have determined the standing requirements for a plaintiff to maintain a suit against an MWBE program. Second, they have established the standard of review of equal protection that governs judicial inquiry. Third, they have decided the evidence that is necessary to prove discrimination. Fourth, they have required a certain burden of production and proof in these cases.

1. Standing

As a result of the Croson decision, courts have entertained numerous legal challenges to MWBE race-conscious programs. Standing is important because it usually is pivotal in determining a party's ability to bring a lawsuit. "Injury in fact" is one of the three elements required to obtain Article III standing, along with causation and redressability. Under the traditional standing analysis, in order to satisfy the "injury in fact" requirement, plaintiffs must establish a causal connection between the injury, the ordinance, and the likelihood that the injury will be redressed by a favorable decision. Moreover, the Courts may dismiss a lawsuit when the plaintiff fails to show some "concrete and particularized" injury that is in fact imminent and which amounts to something more than "conjectural or hypothetical" injury. See Cone Corp. v. Hillsborough County, 157 F.R.D. 533 (M.D. FL 1994). (Court imposed Rule 11 sanctions based on plaintiffs' complaint which failed to establish "injury in fact"). See also Lujan v. Defenders of Wildlife, 504 U.S. 555, 560 (1992).

Prior to the Adarand decision, the United States Supreme Court in Northeastern Florida Chapter of Associated General Contractors of America v. City of Jacksonville, Florida, et al., 508 U.S. 656(1993), modified the traditional standing requirement for contractors challenging local and state government minority preference schemes. The Court relaxed the “injury in fact” requirements by holding that so long as the nonminority contractor can show that it was “able and qualified to bid” on a contract subject to the City’s ordinance, the “injury in fact” arises from an inability to compete with MWBEs on an equal footing due to the ordinance’s “discriminatory policy See Contractors Ass’n. of Eastern Pennsylvania v. City of Philadelphia, 6 F.3d 990, 995 (3rd Cir. 1993); Concrete Works of Colorado v. City and County of Denver, 36 F.3d 1513, 1518 (10th Cir. 1994) (Concrete Works submitted and the ordinance prevented it from competing on an equal basis.); Webster Greenthumb v. Fulton County, 51 F. Supp. 2d 1354 (N.D. Ga 1999). (Plaintiff Greenthumb demonstrated that it was able to bid on contracts and a discriminatory policy prevented it).” Specifically, the Court stated:

When the government erects a barrier that makes it more difficult for members of one group to obtain a benefit than it is for members of another group, a member of the former group seeking to challenge the barrier need not allege that he would have obtained the benefit but for the barrier in order to establish standing. The “injury in fact” in an equal protection case of this variety is the denial of equal treatment resulting from the imposition of the barrier, not the ultimate inability to obtain the benefit. And in the context of a challenge to a set-aside program, the “injury in fact” is the inability to compete on an equal footing in the bidding process, not the loss of a contract. To establish standing, therefore, a party challenging a set-aside program...need only demonstrate that it is able and ready to bid on contracts and that a discriminatory policy prevents it from doing so on an equal footing. Northeastern, 508 U. S. at 666; see also Brunet v. City of Columbus, 1 F.3d 390, 396-97 (6th Cir. 1993).

The United States Supreme Court in Hunt v. Washington State Apple Advertising Comm., 432 U.S. 333(1977), established a three-prong test to determine whether an association has standing to bring a lawsuit on behalf of its members: a court must determine whether “(1) its

members would otherwise have standing to sue in their own right; (2) the interests it seeks to protect are germane to the organization's purpose; and (3) neither the claim asserted nor the relief requested requires the participation in the lawsuit of the individual members. Id. At 343.

In Adarand, the Supreme Court continued to find standing in cases in which the challenging party made "an adequate showing that sometime in the relatively near future it will bid on another government contract." Adarand, 515 U.S.at 2105. That is, if the challenging party is very likely to bid on future contracts, and must compete for such contracts against MBEs, then that contractor has standing to bring a lawsuit.

2. Equal Protection Clause Standards

The second preliminary matter that courts address is the standard of equal protection review that governs their analysis. The Fourteenth Amendment provides that "No state shall . . . deny to any person within its jurisdiction the equal protection of the laws". U.S. Const. amend. XIV, § 1.

(a) Judicial Standards of Review

Courts determine the appropriate standard of equal protection review by examining the protected classes embodied in the statute. The Courts apply "strict scrutiny" to review an ordinance's race-based preference scheme and inquire whether the law is narrowly tailored to achieve a compelling governmental interest. See, e.g., Wessmann v. Gittens, 160 F.3d 790 (1st Cir. 1998). Conversely, gender-based classifications are evaluated under the intermediate scrutiny rubric, which provides that the statute must be substantially related to an important governmental objective. Mississippi Univ. for Women v. Hogan, 458 U.S. 718(1982). See Engineering Contractors Ass'n of South Florida, Inc., et al v. Metropolitan Dade County, et al, 122 F.3d 895 (11th Cir. 1997). (Eleventh Circuit explaining U.S. v. Virginia, 518 U.S. 515 (1996) and the appropriate gender-based affirmative action equal protection analysis). Therefore, race-conscious affirmative action is subject to a higher standard of judicial review than gender-

conscious affirmative action, normally. In both a Michigan and an Ohio equal protection law case involving affirmative action, the Sixth Circuit has employed a “strict scrutiny” test when presented with issues of gender classification. Because such is the precedent of the Sixth Circuit Court of Appeals, and because a number of the Federal Appellate Circuits have examined which standard of review it would employ given the heightened intermediate scrutiny employed in the Sixth Circuit. Thus we can only conclude that it is best to subject our analysis of gender based programs to “strict scrutiny” absent a specific controlling contrary decision from the United States Supreme Court, or an announcement by the Sixth Circuit Court of Appeals of a different standard in public contracting cases than that which has been utilized in employment law matters.

i. Strict Scrutiny

In order for a local government to enact a constitutionally valid MWBE ordinance which applies to awards of its contracts, it must show a compelling governmental interest. This compelling interest must be proven by particularized findings of discrimination. The “strict scrutiny” test ensures that the means used to address the compelling goal of remedying discrimination “fit” so closely that there is little likelihood that the motive for the racial classification is illegitimate racial prejudice or stereotype. Croson, 488 U.S. 469(1989). See also, Adarand, 515 U.S. at 235; Hopwood v. State of Texas, 78 F.3d 932, 951 (5th Cir. 1996). Only after legislative or administrative findings of constitutional or statutory violations, local governments have a compelling interest in remedying discrimination.

The Courts have ruled that general societal discrimination is insufficient to justify the use of race-based measures to satisfy a compelling governmental interest. Adarand Constructors, 515 U.S. at 227; Croson, 488 U.S. at 496-97. See Miller v. Johnson, 515 U.S. 900, 904 (1995). Rather, there must be some showing of prior discrimination by the governmental actor involved, either as an “active” or “passive” participant. 488 U.S. at 498. Even if the governmental unit did not directly discriminate, it can take corrective action. As the court noted in Tennessee Asphalt v. Farris, “[g]overnmental entities are not restricted to eradicating the effects only of their own discriminatory acts. Tennessee Asphalt Co. v. Farris, 942 F.2d 969, 974 (6th Cir. 1991).

The governmental entity must point to specific instances or patterns of identifiable discrimination in the area and in the industry to which the plan applies. A prima facie case of intentional discrimination is deemed sufficient to support a local government's affirmative action plan. However, generalized assertions that there has been past discrimination in an entire industry provides no guidance for a legislative body to determine the precise scope of the injury it seeks to redress. Croson, 488 U.S. at 498-99. See Miller, 515 U.S. at 921.

Since all racial classifications are viewed as legally suspect, the governing body must show a "strong basis in evidence" of discrimination in order to justify any enactment of race-conscious legislation. Merely stating a "benign" or "remedial" purpose does not constitute a "strong basis in evidence" that the remedial plan is necessary, nor does it establish a prima facie case of discrimination. Thus, the local government must identify the discrimination it seeks to redress, (Croson, 488 U.S. at 500-01), and particularized findings of discrimination must also be set forth. Although Croson places the burden on the government to demonstrate a "strong basis in evidence," the Fourteenth Amendment does not require a Court to make an ultimate judicial finding of discrimination before the government may take affirmative steps to eradicate discrimination. A particularized showing of discrimination in a marketplace and a determination that a state or local government is a "passive participant" in that marketplace discrimination establishes a compelling governmental interest. The City and County of Denver, Colorado were able to establish a compelling interest by demonstrating they were a passive participant in private discrimination. Concrete Works of Colorado v. City and County of Denver, 36 F.3d 1513 (1994).

In Concrete Works of Colorado, Inc., the Tenth Circuit Court of Appeals reversed the District Court's granting of summary judgment for the City of Denver, which had determined that Denver's factual showing of past race and gender discrimination justified its compelling government interest in remedying the discrimination. In reversing, the Tenth Circuit held that factual issues of dispute existed about the accuracy of Denver's public and private discrimination data, but noted that Denver had shown evidence of discrimination in both the award of public contracts and within the Denver metropolitan statistical area ("MSA") that was particularized and geographically based. On remand, Denver needed only to come forward with evidence that its

ordinance was narrowly tailored, whereupon it became Concrete Works' burden to show that there was no such strong basis. Id.

The Sixth Circuit signaled in Drabik, that statistical proof of under-utilization would be insufficient in and of itself to supply the justification for the utilization of a non-race-neutral measure in public contracting practices. Drabik, 214 F.3d at 735. The Drabik Court, did not read the Croson Court as permitting remedial action of a non-race neutral type simply because of statistical findings of underutilization of those minority companies that were in the ready, willing and able to perform a public contracting need category, but rather required that “governments . . . identify discrimination with some specificity before they may use race-conscious relief; explicit findings of a constitutional or statutory violation must be made.” (Internal Punctuation omitted). Drabik, 214 F.3d at 735. Moreover the Drabik Court signaled that the government would need to present evidence demonstrating “pervasive, systematic, and obstinate discriminatory conduct” in order to satisfy Croson. Drabik, 214 F.3d at 737.

The types of evidence routinely presented to show the existence of a compelling interest include statistical and anecdotal evidence. Croson, 488 U.S. at 501. See, United Black Firefighters Ass’n. v. City of Akron, 976 F.2d 999, 1009 (6th Cir. 1992); see also, Engineering Contractors, 122 F.3d 895 (11th Cir. 1997); Wessmann v. Gittens, 160 F.3d 790. Where gross statistical disparities exist, they alone may constitute prima facie proof of a pattern or practice of discrimination. Anecdotal evidence, such as testimony from minority contractors, is most useful as a supplement to strong statistical evidence. Concrete Works, 36 F.3d at 1513, 1520 (10th Cir. 1994). See Engineering Contractors, 122 F.3d 895, 125-26 (11th Cir. 1997); Ensley Branch v. Seibels, 31 F.3d 1548, 1565 (11th Cir. 1994). Nevertheless, anecdotal evidence is rarely so dominant that it can, by itself, establish discrimination under Croson. The “combination of anecdotal and statistical evidence,” however, is viewed by the Courts as “potent”. Coral Construction Co. v. King County, 941 F.2d 910, 920 (9th Cir. 1991).

If there is a strong basis in evidence to justify a race- or ethnicity-based program, the next step of the “strict scrutiny” test is to determine whether the MWBE program is narrowly tailored

to redress the effects of discrimination. Ohio courts have relied upon the Supreme Court's acknowledgement of "maintaining a diverse student body" as an "a compelling state interest" for the use of race based programs, with the proviso that "racial quotas are impermissible", and that race cannot be the decisive factor when considering a student's admission. Tharp v. Board of Education of the Northwest Local School District, 2005 U.S. Dist. LEXIS 36572. See also, Grutter v. Bollinger, 539 U.S. 244 (2003). In Croson, the Court considered four factors:

1. whether the city has first considered race-neutral measures, but found them to be ineffective;
2. the basis offered for the goals selected;
3. whether the program provides for waivers; and,
4. whether the program applies only to MBEs who operate in the geographic jurisdiction covered by the program.

Other considerations include the flexibility and duration of the program; that is, whether the program contains a sunset provision or other mechanism for periodic review of its effectiveness. These mechanisms ensure that the program does not last longer than necessary to serve its intended remedial purpose. Furthermore, such mechanisms keep pure the relationship of numerical goals to the relevant labor market, as well as the impact of the relief on the rights of third parties. Adarand, 515 U.S. at 238.

1. the necessity for the relief and the efficacy of alternative remedies;
2. the flexibility and duration of the relief, including the availability of waiver provisions;
3. the relationship of the numerical goals to the relevant labor market; and
4. the impact of the relief on the rights of innocent third parties. Alexander, 901 F. Supp. 986, 995-96. (Affirmed in part, reversed in part; Alexander v. Estep, 95 F.3d 312 (4th Cir. 1996); Ensley Branch, 31 F.3d 1548, 1569 (11th Cir. 1994); Webster v. Fulton County, Ga., 51 F. Supp. 2d 1354, 1362 (N. D. Ga. 1999).

ii. Intermediate Scrutiny

In Coral Construction Company v. King County, 941 F.2d 910, (9th Cir. 1991), cert. denied, 502 U.S. 1033, 122 S. Ct. 875 (1992), the Ninth Circuit Court of Appeals applied an intermediate scrutiny standard in reviewing the WBE section of the county's ordinance. See also, Miami University Wrestling Club v. Miami University, 195 F.Supp.2d 1010, 1013 (2001). The Third Circuit U.S. Court of Appeals applied an intermediate level of review in its ruling in Contractors Association of Eastern Pennsylvania, Inc. v. City of Philadelphia, 6 F.3d 990, (3rd Cir. 1993). However, the Court opined that it is unclear whether statistical evidence as well as anecdotal evidence is required to establish the standard of discrimination necessary to satisfy the intermediate scrutiny standard; and if so, how much statistical evidence is necessary. Nonetheless, the Court struck down the WBE portion of Philadelphia's programs, finding that the City had no statistical evidence and insufficient anecdotal evidence regarding women-owned construction firms and gender discrimination.

The Eleventh Circuit Court of Appeals in Ensley Branch NAACP v. Seibels, addressed the issue in a Title VII action. In this decision, the Eleventh Circuit rejected the argument that, based on Croson, the Supreme Court intended "strict scrutiny" to apply to gender-conscious programs challenged under the Equal Protection Clause. Ensley Branch N.A.A.C.P. v. George Seibels, 31 F.3d 1548, 1579 (11th Cir. (1994)). Since Ensley, the Supreme Court decided United States v. Virginia, 518 U.S. 515. (1996), thereby invalidating Virginia's maintenance of the single sex Virginia Military Institute (VMI). Rather than deciding the constitutionality of the VMI program under intermediate scrutiny, the Court held that "parties who seek to defend gender-based government action must demonstrate an 'exceedingly persuasive justification' for that action. Virginia, U.S. at 529. The Court then applied this "exceedingly persuasive justification" standard in invalidating the VMI program. Justice Rehnquist concurred only in the judgment, noting that "the Court . . . introduces an element of uncertainty respecting the appropriate test Id. at 559. Justice Scalia dissented, suggesting that the majority had effectively adopted a "strict scrutiny" standard to judge the constitutionality of classifications that deny individuals opportunity on the basis of sex. Id. at 571. The majority however, neither rejected nor affirmed Justice Scalia's analysis.

It is not certain whether the Supreme Court intended the VMI decision to signal a heightening in scrutiny of gender-based classifications. However, it may be that the VMI case stands as unique because – like key, recent Supreme Court rulings - it involves an institution of higher learning. In the Sixth Circuit however, “gender based affirmative action plans are subject to “strict scrutiny” when challenged under the Equal Protection Clause.” Brunet v. City of Columbus, 1 F.3d 390, 403-04 6th Cir. (1993). See also, Conlin v. Blanchard, 890 F.2d 811, 816 (6th Cir. 1989). It is noteworthy that both the Brunet and Conlin Courts in their establishment of “strict scrutiny” as the yardstick to be employed in the Sixth Circuit, were themselves reviewing employment action cases. Recent Federal District Court cases, as in Engineering Contractors Assn. of South Florida, Inc. v. Metropolitan Dade County, 122 F.3d 895(11th Cir. 1997), continue to confine their analysis of WBE programs to traditional intermediate scrutiny Id. at 907-08. Here the court noted, however, that the measure of evidence required for a gender classification is ambiguous. The Eleventh Circuit agreed with the Third Circuit’s holding that intermediate scrutiny requires that evidence be probative, but added that “probative” must be “sufficient as well.” Id. at 895.

(b) Passive Participation

“Strict scrutiny” requires a strong basis in evidence of either active participation by the government in prior discrimination or passive participation by the government in discrimination by local industry. Croson, 488 U.S. at 491-92. In Dade County, the Court noted again that the measure of evidence required for a gender classification is less clear. The Court agreed with the Third Circuit’s holding that intermediate scrutiny requires that evidence be probative but here the Court added that probative must be “sufficient as well.” Engineering Contractors, 122 F.3d at 895. The Supreme Court in Croson opined that municipalities have a compelling interest in ensuring that public funds do not serve to finance private discrimination. Local governments may be able to take remedial action when they possess evidence that their own spending practices exacerbate a pattern of private discrimination. Croson, 488 U.S. at 502.

Subsequent lower Court rulings have provided more guidance on passive participation by local governments. In Concrete Works of Colorado Inc. v. The City and County of Denver, 36 F.3d 1513 (10th Cir. 1994), the Tenth Circuit held that it was sufficient for the local government to demonstrate that it engaged in passive participation in discrimination rather than showing that it actively participated in the discrimination. Thus, the desire for a government entity to prevent the infusion of public funds into a discriminatory industry is enough to satisfy the requirement. Accordingly, if there is evidence that the County government is infusing public funds into a discriminatory industry, Cuyahoga County has a compelling interest in remedying the effects of such discrimination. However, there must be evidence of exclusion or discriminatory practices by the contractors themselves.

The Court in Concrete Works stated "neither Croson nor its progeny clearly state whether private discrimination that is in no way funded with public tax dollars can, by itself, provide the requisite strong basis in evidence necessary to justify a municipality's affirmative action program. Although we do not read Croson as requiring the municipality to identify an exact linkage between its award of public contracts and private discrimination, such evidence would at least enhance the municipality's factual predicate for a racial gender conscious program. Id., at 1529. Other courts continue to struggle with this issue.

In Adarand Construction v. Slater (hereinafter referred to as "Adarand VI"), the Tenth Circuit U.S. Court of Appeals addressed the constitutionality of the use in a federal transportation program of a subcontractor compensation clause which employed race-conscious presumptions in favor of minority and disadvantaged business enterprises. Adarand Constructors, Inc. v. Slater, 228 F.3d 1147 (10th Cir. 2000). In addressing the federal government's evidentiary basis to support its findings of discrimination against minorities in the publicly funded and private construction industry, the Court did not read Croson as requiring that the governmental entity identify the exact linkage between its award of public contracts and private discrimination. The Tenth Circuit noted that the earlier Concrete Works ruling had not demonstrated the necessary finding of discrimination:

Unlike Concrete Works, the evidence presented by the government in the present case demonstrates the existence of two kinds of discriminatory barriers to minority subcontracting enterprises, both of which show a strong link between racial disparities in the federal government's disbursements of public funds for construction contracts and the channeling of those funds due to private discrimination. The first discriminatory barriers are to the formation of qualified minority subcontracting enterprises due to private discrimination, precluding from the outset competition for public construction contracts by minority enterprises. The second discriminatory barriers are to fair competition between minority and nonminority subcontracting enterprises, again due to private discrimination, precluding existing minority-owned firms from effectively competing for public construction contracts. The government also presents further evidence in the form of local disparity studies of minority subcontracting and studies of local subcontracting markets after the removal of affirmative action programs. Id. (emphasis added); see also Concrete Works, 36 F.3d at 1529.

The Federal Government's evidence consisted of numerous congressional investigations, hearings, local disparity studies and anecdotal evidence demonstrating discrimination by prime contractors, unions and financial lenders in the private market place. The Court of Appeals concluded that the government's evidence had demonstrated as a matter of law that there was a strong basis in evidence for taking remedial action to remedy the effects of prior and present discrimination. The Court found that Adarand had not met its burden of proof to refute the government's evidence. Adarand, 228 F.3d at 1176.

Since the "strict scrutiny" standards and evidentiary benchmarks apply to all public entities and agencies, it follows that the questions regarding passive participation in discrimination are relevant to all governmental units. Moving a step further, since the Federal Government has a compelling interest in not perpetuating the effects of racial discrimination in its own distribution of public funds, cities share the same interest. The Court in Croson stated that "[i]t is beyond dispute that any public entity, state or federal, has a compelling interest in assuring that public dollars, drawn from the tax contributions of all citizens, do not serve to

finance the evil of private prejudice”. Croson, 488 U.S. at 492 (citing Norwood v. Harrison, 413 U.S. 455 (1973)).

3. Evidentiary Requirements

In Croson, the Supreme Court concluded that state and local governments have a compelling interest to remedy identified past and present discrimination within their jurisdictions. Thus, courts have to assess whether a public entity has the requisite factual support for its MWBE program in order to satisfy the particularized showing of discrimination required by Croson. This factual support can be developed from anecdotal and statistical evidence.

(a) Anecdotal Evidence

The majority decision in Croson impliedly endorsed the inclusion of personal accounts of discrimination. Croson, 488 U.S. at 480, (noting as a weakness in the City's case that the Richmond City Council heard "no direct evidence of race conscious discrimination on the part of the city in letting contracts or any evidence that the City's prime contractors had discriminated against minority-owned subcontractors"). However, according to the Croson standard, selective anecdotal evidence about MBE experiences alone would not provide an ample basis in evidence to demonstrate public or private discrimination in a municipality's construction industry. See Concrete Works, 36 F. 3d.1513 (10th Cir. 1994). See also, Middleton et al v. City of Flint, 92 F.3d 396, 405 (6th Cir. 1996) (Anecdotal evidence is most useful as a supplement to strong statistical evidence"(Internal citations omitted)). Nonetheless, personal accounts of actual discrimination or the effects of discriminatory practices may complement empirical evidence. In addition, anecdotal evidence of a governmental entity's institutional practices that provoke discriminatory market conditions is particularly probative. Thus, courts have required the inclusion of anecdotal evidence of past or present discrimination. See Contractors Ass'n., 6 F. 3d at 990, 1002-03 (3rd Cir. 1993) (weighing Philadelphia's anecdotal evidence); Coral Constr. Co. v. King Co., 941 F.2d 910, 919 (9th Cir. 1991) ("[The combination of convincing anecdotal and statistical evidence is potent"); Cone Corp. v. Hillsborough Co., 908 F.2d 908, 916 (11th Cir. 1990), (supplementing Hillsborough County's statistical evidence with testimony from MBEs who filed

complaints to the County about prime contractors' discriminatory practices), cert. denied, 498 U.S. 983, 111 S. Ct. 516 (1990); Engineering Contractors, 122 F.3d at 925-26.

In Coral Construction Company v. King County, the Ninth Circuit U.S. Court of Appeals concluded that "the combination of convincing anecdotal and statistical evidence" was potent. Coral Constr. Co., 941 F.2d at 919. In a separate case, the Third Circuit suggested that a combination of empirical and anecdotal evidence was necessary for establishing a prima facie case of discrimination. Contractors Assn. of Eastern Pennsylvania v. City of Philadelphia, 6 F. 3d 990, 1003 (3rd Cir. 1993). In addition, the Ninth Circuit approved the combination of statistical and anecdotal evidence used by the City of San Francisco in enacting its MWBE ordinances. Associated General Contractors of California, Inc. v. Coal. For Economic Equity, et al., 950 F.2d 1401 (9th Cir. 1991), cert. denied, 503 U.S. 985, 112 S. Ct. 1670 (1992).

On the other hand, neither empirical evidence alone nor selected anecdotal evidence alone provides a strong enough basis in evidence to demonstrate public or private discrimination in a municipality's construction industry to meet the Croson standard. Concrete Works, 36 F. 3d at 1513. For example, in O'Donnell Construction v. District of Columbia, the Court reversed the denial of a preliminary injunction for the plaintiff because the District of Columbia failed to prove a "strong basis in evidence" for its MBE program. O'Donnell Constr. Co. v. District of Columbia, 963 F.2d 420 (D.C. Cir. 1992). The Court held in favor of the plaintiff because much of the evidence the District offered in support of its program was anecdotal. The Court opined that "anecdotal evidence is most useful as a supplement to strong statistical evidence--which the Council did not produce in this case." O'Donnell, 963 F.2d 420, 427 (D.C. Cir. 1992).

In Engineering Contractors, the Federal District Court held that, "we have found that kind of evidence [anecdotal] to be helpful in the past, but only when it was combined with and reinforced by sufficiently probative statistical evidence. Engineering Contractors Ass'n, 122 F. 3d at 925.

Accordingly, a combination of statistical disparities in the utilization of MWBEs and particularized anecdotal accounts of discrimination are required to satisfy the factual predicate. Thus, any study should include anecdotal evidence of past and present discrimination in order to establish the factual predicate by these guidelines.

(b) Statistical Data

The Court in Croson explained that an inference of discrimination may be made with empirical evidence that demonstrates "a significant statistical disparity between the number of qualified minority contractors . . . and the number of such contractors actually engaged by the locality or the locality's prime contractors. Croson, 488 U.S. at 509. A predicate to governmental action is a demonstration that gross statistical disparities exist between the proportion of MBEs awarded government contracts and the proportion of MBEs in the local industry "willing and able to do the work," in order to justify its use of race conscious contract measures. Ensley Branch, 31 F.3d at 1565. In order to adequately assess statistical evidence, there must be evidence identifying the basic qualifications of minority contractors "willing and able to do the job" and the Court must determine, based upon these qualifications, the relevant statistical pool with which to make the appropriate statistical comparisons. Engineering Contractors Ass'n, 122 F. 3d. at 925 (11th Cir. 1997). Although subsequent lower Court decisions have provided considerable guidelines for statistical analyses sufficient for satisfying the Croson factual predicate, there are multiple ways that the courts have accepted for conducting statistical analyses.

i. Availability

The attempted methods of calculating MWBE availability have varied from case to case. In Contractors Association of Eastern Pennsylvania v. City of Philadelphia, 6 F.3d 990 (3rd Cir. 1993), the Third Circuit stated that available and qualified minority-owned businesses comprise the "relevant statistical pool" for purposes of determining availability. The Court permitted availability to be based on the metropolitan statistical area ("MSA") and local list of the Office of Minority Opportunity; for non-MWBEs, which itself was based on census data. In Associated General Contractors of America v. City of Columbus, 936 F. Supp. 1363 (S. D. Ohio 1996), the

City's consultants collected data on the number of MWBE firms in the Columbus MSA in order to calculate the percentage of available MWBE firms. This is referred to as the rate of availability. Three sources were considered to determine the number of MWBEs "ready, willing and able" to perform construction work for the city. Associated General Contractors of America v. City of Columbus, 936 F. Supp. 1363 (1996). (Reversed on related grounds, 172 F.3d 411 (6th Cir. 1999)). However, the Court found that none of the measures of availability purported to measure the number of MWBEs who were qualified and willing to bid as a prime contractor on city construction projects because neither the City Auditor Vendor Payment History file, Subcontractor Participation Reports, or Contract Document Database of the City were attentive to which firms were able to be responsible or provide either a bid bond or performance bond. The Court observed that the anecdotal evidence collected demonstrated that only a fraction of all collection firms were capable of meeting these requirements. The Court wrote, "[t]here is no basis in the evidence for an inference that qualified M/FBE firms exist in the same proportions as they do in relation to all construction firms in the market." Associated General Contractors of Am., 936 F. Supp. at 1389. The Court wondered aloud why the City did not simply use the records it already maintains "of all firms which have submitted bids on prime contracts" since it represents "a ready source of information regarding the identity of the firms which are qualified to provide contracting services as prime contractors." Id.

The issue of availability also was examined by the Eleventh Circuit in Contractors Association of South Florida, Inc., et al v. Metropolitan Dade County, et al, 122 F.3d 895 (11th Cir. 1997). Here, the Court opined that when reliance is made upon statistical disparity, and special qualifications are necessary to undertake a particular task, the relevant statistical pool must include only those minority-owned firms qualified to provide the requested services. Moreover, these minority-owned firms must be qualified, willing and able to provide the requested services. If the statistical analysis includes the proper pool of eligible minorities, any resulting disparity, in a proper case, may constitute prima facie proof of a pattern or practice of discrimination.

In an opinion by the Sixth Circuit in Associated General Contractors v. Drabik, the Court of Appeals ruled that the State of Ohio failed to satisfy the "strict scrutiny" standard to justify the

state's minority business enterprise act, by relying on statistical evidence that did not account for which firms were qualified, willing and able to perform on construction contracts. The court stated that "although Ohio's most compelling statistical evidence compares the percentage of contracts awarded to minorities to the percentage of minority-owned businesses...the problem is that the percentage of minority-owned businesses in Ohio (7% of 1978) did not take into account which were construction firms and those who were qualified, willing and able to perform on state construction contracts." Drabik, 214 F.3d at 736 (2000). Although this was more data than was submitted in Croson, it was still insufficient under strict scrutiny, according to the court. Id.

ii. Utilization

Utilization is a natural corollary of availability, in terms of statistical calculation. In City of Columbus, 936 F. Supp. 1363, the City's consultants calculated the percentage of City contracting dollars that were paid to MWBE construction firms. This is referred to as the rate of utilization. From this point, one can determine if a disparity exists and, if so, to what extent.

iii. Disparity Index and Croson

To demonstrate the under-utilization of MWBEs in a particular area, parties can employ a statistical device known as the "disparity index." See Contractors Ass'n., 6 F.3d at 1005 (Third Circuit joining the First, Ninth, and Eleventh Circuits in relying on disparity indices to determine whether a municipality satisfies Croson's evidentiary burden). The disparity index is calculated by dividing the percentage of available MWBE participation in government contracts by the percentage of MWBEs in the relevant population of local firms. A disparity index of one (1) demonstrates full MWBE participation, whereas the closer the index is to zero, the greater the MWBE under-utilization. Some courts multiply the disparity index by 100, thereby creating a scale between 0 and 100, with 100 representing full MWBE utilization.

Courts have used these MWBE disparity indices to apply the "strong basis in evidence" standard in Croson. For instance, the Eleventh Circuit held that a 0.11 disparity "clearly

constitutes a prima facie case of discrimination indicating that the racial classifications in the County plan were necessary" under Croson. Cone Corp., 908 F.2d at 916. Based on a disparity index of 0.22, the Ninth Circuit upheld the denial of a preliminary injunction to a challenger of the City of San Francisco's MBE plan based upon an equal protection claim. AGC v. Coal. For Economic Equity, 950 F.2d 1401, 1414 (9th Cir. 1991). Accordingly, the Third Circuit held that a disparity of 0.04 was "probative of discrimination in City contracting in the Philadelphia construction industry." Contractors Ass'n., 6 F.3d at 1005.

iv. Standard Deviation

The number calculated via the disparity index is then tested for its validity through the application of a standard deviation analysis. Standard deviation analysis measures the probability that a result is a random deviation from the predicted result (the more standard deviations, the lower the probability the result is a random one.) Social scientists consider a finding of two standard deviations significant, meaning that there is about one chance in 20 that the explanation for the deviation could be random and the deviation must be accounted for by some factor. The Eleventh Circuit has directed that " 'where the difference between the expected value and the observed number is greater than two or three standard deviations', then the hypothesis that [employees] were hired without regard to race would be suspect." Peightal v. Metropolitan Dade County, 26 F.3d 1545, 1556 (11th Cir. 1994) (quoting Hazelwood School District et al. v. United States, 433 U.S. 308, quoting Castaneda v. Partida, 430 U.S. 482, 497 n.17, 97 S. Ct. 1272, 1281 n.17, (1977)).

v. Statistical Regression Analysis

The statistical significance of certain quantitative analyses was another issue that arose in the Webster case. The district court indicated that the appropriate test should resemble the one employed in the Engineering Contractors case, wherein two standard deviations or any disparity ratio that was higher than .80 (which is insignificant), should be used. The Webster court criticized the Fulton County expert for failing to use a regression analysis to determine the cause of the disparity. The court likewise discredited the post-disparity study for failing to use

regression analysis to determine if underutilization was due to firm size or inability to obtain bonding and financing.

The Webster court noted that the Court of Appeals in Engineering Contractors affirmed the District Court's conclusion that the disparities offered by Dade County's experts in that case were better explained by firm size than by discrimination. Webster, 51 F. Supp. 2d at 1365. Dade County conducted a regression analysis to control for firm size after calculating disparity indices with regard to the utilization of BBEs, HBEs and WBEs in the Dade County market, by comparing the amount of contracts awarded to the amount each group would be expected to receive based on the group's bidding activity and the awardee success rate. Although there were a few unexplained disparities that remained after controlling for firm size, the District Court concluded (and the Court of Appeals affirmed) that there was no strong basis in evidence for discrimination for BBEs and HBEs and that the quantitative analysis did not sufficiently demonstrate the existence of discrimination against WBEs in the relevant economic sector. Engineering Contractors, 122 F.3d at 917. Specifically, the court noted that finding a single unexplained negative disparity against BBEs for the years 1989-1991 for a single SIC code was not enough to show discrimination.

The Fourth Circuit Court of Appeals has signaled its agreement with this position. As mentioned in Podberesky, *infra*, the Court of Appeals determined that the University of Maryland's merit-based scholarship program designed exclusively for Black students was unconstitutional. In its opinion, the three-judge panel rejected UMCP's evidence about its reference pool of high school graduates as overly broad. Additionally, the court voiced its concerns that the University's "collection of arbitrary figures" failed to account for economic or other explanations for the high attrition rates among African American students at UMCP. "We can say with certainty...that the failure to account for these, and possibly other, nontrivial variables cannot withstand strict scrutiny...In more practical terms, the reference pool must factor out, to the extent practicable, all nontrivial, non-race based disparities in order to permit an inference that such, if any, racial considerations contributed to the remaining disparity. Croson, 488 U.S. at 504.

(c) Geographic Scope of the Data

The Croson Court observed that because discrimination varies across market areas, state and local governments cannot rely on national statistics of discrimination in the disputed industry to draw conclusions about prevailing market conditions in their respective regions. Croson, 488 U.S. at 504. However, to confine the permissible data to a governmental entity's strict geographical borders would ignore the economic reality that contracts are awarded to firms located in adjacent areas. Thus, courts closely scrutinize pertinent data related to the jurisdictional area of the state or municipality.

Generally, the scope of the statistical analyses pertains to the geographic market area from which the governmental entity makes most of its purchases. In addition, disparities concerning utilization, employment size, and formation are also relevant in determining discrimination in a marketplace. It has been deemed appropriate to examine the existence of discrimination against MWBEs even when these areas go beyond the geographical boundaries of the local jurisdictions. See Contractors Association of Eastern Pennsylvania v. City of Philadelphia, 91 F.3d 586, 604 (3rd Cir. 1996).

Court decisions have allowed jurisdictions to utilize evidence of discrimination from nearby public entities and from within the relevant private marketplace. Nevertheless, extra-jurisdictional evidence must still pertain to the operation of an industry within geographic boundaries of the jurisdiction. As the court wrote in Tennessee Asphalt v. Farris, “[s]tates and lesser units of local government are limited to remedying sufficiently identified past and present discrimination within their own spheres of authority.” Tennessee Asphalt Co. v. Farris, 942 F.2d 969 974 (6th Cir. 1991).

(d) Post-Enactment Evidence

In Croson, the Court stated that a state or local government "must identify that discrimination . . . with some specificity before they may use race-conscious relief." Croson, 488

U.S. at 504. However, the Court declined to require that all relevant evidence of such discrimination be gathered prior to the enactment of the program. Pre-enactment evidence refers to evidence developed prior to the enactment of an MWBE program by a governmental entity. Such evidence is critical to any affirmative action program because, absent any pre-enactment evidence of discrimination, a state or local government would be unable to satisfy the standards established in Croson. Post-enactment evidence is that which has been developed since the affirmative action program was enacted and therefore was not specifically relied upon as a rationale for the government's race and gender conscious efforts. As such, post-enactment evidence has been another source of controversy in contemporary litigation, though most subsequent rulings have interpreted Croson's evidentiary requirement to include post-enactment evidence. Significantly, crucial exceptions exist in rulings from the federal district courts.

In West Tennessee Chapter of Associated Builders and Contractors v. Board of Education of the Memphis City Schools, 64 F. Supp. 2d 714 (W.D. Tenn 1999), the District Court faced the issue of whether "post enactment evidence" was sufficient to establish a strong basis upon which a race conscious program could be supported. The court opined that although the court in Croson was not faced with the issue of post enactment evidence, much of the language in the opinion suggested that the Court meant to require the governmental entity to develop the evidence before enacting a plan. Furthermore, when evidence of remedial need was not developed until after the enactment of a race-conscious plan, that evidence provided no insight into the motive of the legislative or administrative body.

The court concluded that admitting post-enactment evidence was contrary to Supreme Court precedent as developed in Wygant, Croson, and Shaw. The Court held that post-enactment evidence may not be used to demonstrate that the government's interest in remedying prior discrimination was compelling. It is important to note that this opinion is not representative of the majority of case law on this issue.

Early post-Croson decisions permitted the use of post-enactment evidence to determine whether an MWBE program complies with Croson. See, e.g., Contractors Ass'n., 6 F. 3d, at 1003-04 (3rd

Cir. 1993); Harrison & Burrows Bridge Constructors, Inc. v. Cuomo, 981 F.2d 50, 60 (2d Cir. 1992); Coral Constr., 941 F.2d at 921. In Ensley, the Eleventh Circuit explicitly held that post-enactment evidence is properly introduced in the record and relied upon by district courts in determining the constitutionality of government race and gender-conscious programs:

Although Croson requires that a public employer show strong evidence of discrimination when defending an affirmative action plan, the Supreme Court has never required that, before implementing affirmative action, the employer not have proved that it has discriminated. On the contrary, further finding of discrimination need neither precede nor accompany the adoption of affirmative action. Ensley Branch, 31 F.3d at 1565.

In light of the case law and applicable legal principles, a race and gender-conscious program implemented by the government of Cuyahoga County may be supported by post-enactment evidence of discrimination. Although post-enactment evidence may not suffice to support the original intent of a governmental entity, it can prove helpful in other ways. See, e.g., Mark L. Johnson, "Legislate First, Ask Questions Later: Post-Enactment Evidence in Minority Set-Aside Litigation," 2002 U. Chi. Legal F. 303 (2002). Specifically, post-enactment evidence seems necessary to determine the program's success for narrow tailoring and continued need after the program's initial term has expired. Contractor's Association of Eastern PA., Inc. v. City of Philadelphia, 91 F.3d 606, 606 (3rd Cir. 1996).

(e) Remedies-- Narrowly Tailored

Under the Croson framework, any race-conscious plan must be narrowly tailored to ameliorate the effects of past discrimination. Croson's progeny provide significant guidance on how remedies should be narrowly tailored. "Generally, while 'goals' are permissible, unyielding preferential 'quotas' will normally doom an affirmative action plan." Stefanovic v. University of Tennessee, 1998 U. S. App. LEXIS 1905 (6th Cir. 1998); see also Tuttle v. Arlington County School Board, 195 F.3d 698 (4th Cir. 1999).

Not unlike other U.S. District Courts and U.S. Courts of Appeal throughout the United States, Sixth Circuit courts have , citing to United States v. Paradise, 480 U.S. 149, 171 (1987), also recognized four considerations in determining whether a plan is narrowly tailored. See Aiken v. City of Memphis, 37 F.3d 1155 6th Cir. (1994); Drabik, 214 F.3d 730 (2000); Grutter v. Bollinger, 288 F.3d 732 (6th Cir. 2002); Coalition to Defend Affirmative Action v. Granholm, 473 F.3d 237 (6th Cir. 2006); F. Buddie Contracting, Ltd., v. Cuyahoga Community College Dist., 31 F. Supp. 2d 584 (E. Div. Ohio 1998); and Ashton v. City of Memphis, 49 F. Supp. 2d 1051 (W. D. Tenn 1999);. See also Peightal , 940 F.2d 1394, 1406 (11th Cir. 1991); Engineering Contractors, 122 F.3d. 895, 927 (citing Ensley Branch, 31 F.3d at 1569). They are:

1. consideration of race neutral alternatives,
2. flexibility of plan,
3. relationship of plan's numerical goals to relevant market, and
4. effect of plan on third parties.

Post-Croson cases articulated the general guidelines listed below in construing the elements of the narrow tailoring prong:

1. Relief is limited to minority groups for which there is identified discrimination;
2. Remedies are limited to redressing the discrimination within the boundaries of the enacting jurisdiction;
3. The goals of the programs should be flexible and provide waiver provisions;
4. Race and/or gender neutral measures should be considered; and
5. The program should include provisions or mechanisms for periodic review and sunset.

As a result, the Sixth Circuit has invalidated race-specific approaches that it found were not narrowly tailored along these lines. See, e.g., Cuyahoga Community College Dist., 31 F. Supp. 2d at 588;

MWBE programs must be designed so that the benefits of the programs are targeted specifically toward those firms that faced discrimination in the local marketplace. To withstand a challenge, relief must extend only to those minority groups for which there is evidence of discrimination. See Drabik, 214 F.3d at 735. Consequently, MWBE firms from outside the local market must show that they have unsuccessfully attempted to do business within the local marketplace in order to benefit from the program.

Croson requires that there not only be a strong basis in evidence for a conclusion that there has been discrimination, but also for a conclusion that the particular remedy is made necessary by the discrimination. In other words, there must be a "fit" between past/present harm and the remedy. The Sixth Circuit said in Drabik, "outdated evidence does not reflect prior un-remedied or current discrimination", (Internal quotations and citations omitted). Drabik, 214 F.3d at 730.

Inherent in the above discussion is the notion that MWBE programs and remedies must maintain flexibility with regard to local conditions in the public and private sectors. Courts have suggested project-by-project goal setting and waiver provisions as means of insuring fairness to all vendors. As an example, the Fourth Circuit had little problem rejecting the Banneker scholarship program at the University of Maryland because it had no "sunset" provision. "The program thus could remain in force indefinitely based on arbitrary statistics unrelated to constitutionally permissible purposes. Podberesky, 38 F.3d at 160. Additionally, some courts have indicated that goals need not directly correspond to current availability if there are findings that availability has been adversely affected by past discrimination. Lastly, "review" or "sunset" provisions are necessary components to guarantee that remedies do not out-live their intended remedial purpose.

(f) Burdens of Production and Proof

The Croson court struck down the City of Richmond's minority set-aside program because the City failed to provide an adequate evidentiary showing of past and present

discrimination. Croson, 488 U.S. at 498-506. So did the State of Ohio in Associated Gen. Contrs. of Ohio, Inc. v. Drabik, 1998 U.S. Dist. LEXIS 22042. Since the Fourteenth Amendment only allows race-conscious programs that narrowly seek to remedy particularized discrimination, the Court held that state and local governments "must identify that discrimination . . . with some specificity before they may use race-conscious relief." The Court's rationale for judging the sufficiency of the City's factual predicate for affirmative action legislation was whether there existed a "strong basis in evidence for its [government's] conclusion that remedial action was necessary." Croson, 488 U.S. at 500 (quoting Wygant v. Jackson Bd. of Educ., 476 U.S. 267, 277, 106 S. Ct. 1842, 1849(1986)).

Croson places the initial burden of production on the state or local governmental actor to demonstrate a "strong basis in evidence" that its race- and gender-conscious contract program is aimed at remedying identified past or present discrimination. A state or local affirmative action program that responds to discrimination is sustainable against an equal protection challenge so long as it is based upon strong evidence of discrimination. A municipality may establish an inference of discrimination by using empirical evidence that proves a significant statistical disparity between the number of qualified MWBEs, the number of MWBE contractors actually contracted by the government, or by the entity's prime contractors. Furthermore, the quantum of evidence required for the governmental entity must be determined on a case-by-case basis and in the context and breadth of the MWBE program it advanced. See Concrete Works, 36 F.3d 1513 (10th Cir. 1994). If the local government is able to do this, then the burden shifts to the challenging party to rebut the municipality's showing. See Contractors v. Philadelphia, 6 F. 3d at 1007.

Once the governmental entity has shown acceptable proof of a compelling interest in remedying past discrimination and illustrated that its plan is narrowly tailored to achieve this goal, the party challenging the affirmative action plan bears the ultimate burden of proving that the plan is unconstitutional. Mazeske v. City of Chicago, 218 F.3d 820 (7th Cir. 2000); Sherbrooke Turf, Inc. v. Minn. DOT, 345 F.3d 964 (8th Cir. 2003).

D. The Latest Developments

1. Associated General Contractors of America, San Diego Chapter v. California DOT, 713 F.3d 1187 (9th Cir. 2013).

On April 16, 2013, in a case styled, Associated General Contractors of America, San Diego Chapter v. California DOT, and the United States Court of Appeals for the 9th Circuit upheld the constitutionality of the California Department of Transportation's (Caltrans) Disadvantaged Business Enterprise (DBE) program. The Caltrans program implements the federal DBE Program. The federal program applies to state and local government recipients of federal funds from the U. S. Department of Transportation (DOT) through the U. S. Federal Aviation Administration (FAA), Federal Transit Administration (FTA), and Federal Highway Administration (FHWA). Caltrans had engaged a consulting firm to conduct a disparity study and significantly the court found the information in the disparity study probative and ruled that Caltrans met the burden of strict scrutiny.

The Ninth Circuit stated in pertinent part:

Based on review of public records, interviews, assessments as to whether a firm could be considered available, for Caltrans contracts, as well as numerous other adjustments, the firm concluded that minority- and women-owned businesses should be expected to receive 13.5% of contract dollars from Caltrans-administered federally assisted contracts... [The disparity study] accounted for the factors mentioned in Western States Paving. Western States Paving Co. v. Washington State DOT, 407 F.3d 983 (9th Cir. 2005); Geod Corp. v. NJ Transit Corp., 746 f.supp.2d 642 (NJ Dist. 2010); M.K. Weeden Constr., Inc. v. Mont. Dep't of Trans., 2013 U.S. Dist. LEXIS 126286, as well as others, adjusting availability data based on capacity to perform work and controlling for previously administered affirmative action programs...The substantial statistical disparities alone would give rise to an inference of discrimination, and certainly Caltrans' statistical evidence combined with anecdotal evidence passes constitutional muster.

This decision is important because it is the most recent validation of the efficacy of a properly conducted disparity study in allowing a governmental actor to survive the constitutional test of strict scrutiny when its narrowly tailored programs are challenged.

**2. Northern Contracting, Inc. v. State of Illinois, et al.,
473 F.3d 715 (7th Cir. 2007)**

Northern Contracting filed suit against the Illinois Department of Transportation claiming that it violated the Constitution in its establishment of a program for awarding contracts to socially disadvantaged small business. The District Court denied NCI's claim, because NCI failed to establish that IDOT did in fact violate the Constitution, and the Seventh Circuit of Appeals agreed.

In this case, Illinois used a means other than bidder data to determine relative available market. NCI claimed, among other things, that the Code of Federal Regulations, 49 C.F.R. § 26.45(c) (2), required IDOT to use bidder data, and instead, IDOT used a "custom census" method. Because the use of other resources did not constitute a violation of any regulation leading to an impermissible method of evaluation of availability, together with other failings of a plaintiff in this type of legal action, the Court affirmed the District Court's ruling.

This case signals further acceptance of more than one way to determine availability. It does not evaluate either the cost, or measure the propensity of that pool to yield accurate data as compared to other data pools like those presented as examples in the Code of Federal Regulations. It simply rejects Plaintiff's contention that there is only one way to calculate the number of ready, willing, and able firms.

**3. Rothe Dev. Corp. v. Dep't of Def., 545 F.3d 1023
(Fed. Cir. 2008)**

In this case, a nonminority Female contractor brought suit against the Department of Defense, because a contract wherewith it had submitted the lowest bid on was in fact awarded to a Socially Disadvantaged minority bidder, because the scheme devised by Congress permitted an SDBE to receive a 10% adjustment in excess of the amount bid against other non-disadvantaged competitors for government contracts. Though the case had been appealed multiple times to the Federal Circuit Court of Appeals, the last appeal brought with it a facial validity challenge from Rothe.

Although the party challenging a statute bears the ultimate burden of persuading the court that it is unconstitutional, the government first bears a burden to produce strong evidence supporting the legislature's decision to employ race-conscious action. . . . "The court must review the government's evidentiary support to determine whether the legislative body had a 'strong basis in evidence' to believe that remedial action based on race was necessary." (Internal punctuation and citations omitted). Rothe Dev. Corp., 545 F.3d at 1036

Although Croson places the burden on the government to demonstrate a "strong basis in evidence," the Fourteenth Amendment does not require a court to make an ultimate judicial finding of discrimination before the government may take affirmative steps to eradicate discrimination. However, the courts have said that such prerequisite particularized finding of discrimination "need not incriminate itself with a formal finding of discrimination prior to using a race-conscious remedy." Rothe Dev. Corp., 545 F.3d at 1043 (Fed. Cir. 2008) (citing, Dean v. City of Shreveport, 438 F.3d 448, 455 (5th Cir. 2006).

This case is important because it caused the dismantling of the Department of Defenses' DBE program and, if it had had wide-spread authority or if it had established a trend in the courts, could have had a chilling effect on all federal DBE programs. However, this case has been narrowly interpreted only to apply to this case and no other jurisdictions have followed its outcome.

4. Engineering Contractors Ass'n of South Florida, Inc., et al v. Metropolitan Dade County, et al, 122 F.3d 895 (11th Cir. 1997).

In this case, the Miami Dade Commissioners devised a set-aside program for construction contracts and established participation goals for those businesses which were qualified as either Black business Enterprises, Hispanic Business Enterprises, or Women Business Enterprises. The Eleventh Circuit Court of Appeals upheld the District Court's holding of the set-aside program as unconstitutional, and addressed in its opinion a question raised by the District Court with respect to gender classifications.

The concern was whether the U.S. Supreme Court created a new standard for review of gender classifications in the "exceedingly persuasive justification" phrase used to analyze single sex university admissions to the Virginia Military Institute (VMI). The eleventh Circuit held that it did not. In fact the Court stated that it noted the use of the phrase "exceedingly persuasive justification" while . . . [the] Supreme Court continues to recite "the time-honored intermediate scrutiny standard with approval even as it explains how a district court must evaluate whether the proffered justification for a gender classification is "exceedingly persuasive." *Id.*, at 908. The Eleventh Circuit goes on to say, "Instead of overruling Mississippi University for Women, the VMI Court cited that case as "immediately in point" and the "closest guide" for the VMI decision itself. [*United States v. Virginia*, 518 U.S. 515, 532 (1996)]. The Supreme Court is not in the practice of overruling its own precedents by citing them with approval, and we decline to hold that the Court did so in the VMI case. Unless and until the Supreme Court tells us otherwise, intermediate scrutiny remains the applicable constitutional standard in gender discrimination cases, and a gender preference may be upheld so long as it is substantially related to an important governmental objective."

This case is important because, if in fact the Eleventh Circuit is correct in its explanation of the U.S. Supreme Court's decision in the VMI case, then the Sixth Circuit's continued application of the strict scrutiny standard of review of gender classifications can reasonably be expected to conform to that of the VMI decision, except if a distinction can be drawn between gender classifications in public contracting and school admissions.

5. H.B. Rowe Company, Incorporated v. W. Lyndo Tippett, et. al, 615 F.3d 233 (2010)

Denied a contract because of its failure to demonstrate good faith efforts to meet participation goals for minority and Female-owned subcontractors, H. B. Rowe Company, Incorporated (“Rowe”), a prime contractor brought an action, asserting that the goals set forth in North Carolina statute (N.C. Gen. Stat. § 136-28.4 (1990)), violate the Equal Protection Clause, and sought injunctive relief as well as money damages. After extensive discovery and a bench trial, the district court held the challenged statutory scheme constitutional both on its face and as applied. The Fourth Circuit Court of Appeals held that it agreed with the district court that the State produced a strong basis in evidence justifying the statutory scheme on its face, and as applied to African American and Native American subcontractors, and that the State demonstrated that the scheme was narrowly tailored to serve its compelling interest in remedying discrimination against these racial groups. But the Court did not agree with the district court that the same was true as applied to other minority groups and Female-owned businesses.

Reviewing the results of the research firm’s (that had conducted a disparity study) testing, together with the data concerning the events in subcontractor inclusion during the program’s suspension period, the Court was able to see that (1) the State’s use of a goals program for inclusion of African-American, Native-American, and nonminority women-owned businesses was supported by a statistically strong basis, and that (2) the newly revised North Carolina statute which called for frequent goal setting was constitutional. The Court of Appeals noticed prominently that the State’s program had been going on since 1983, and had only achieved the inclusion numbers adduced in the 2004 study performed by the commissioned national researcher. H. B. Rowe, 615 F.3d 250.

Furthermore, the Court’s rejection of Rowe’s challenge of the North Carolina statute on the grounds of its lack of flexibility was thwarted by Rowe’s failure to make a good faith effort to include minority subcontractors. The Court of Appeals wrote,

Prime contractors can bank any excess minority participation for use against future goals over the following two years. Given the lenient standard and flexibility of the "good faith" requirement, it comes as little surprise that as of July 2003, only 13 of 878 good faith submissions--including Rowe's--had failed to demonstrate good faith efforts. H. B. Rowe, 615 F.3d at 253-54.

The importance of this case is that it solidifies the trend that began in the other appellate courts of this country. The Court when presented with a viable challenge to a state's statute as it concerns MWBE programs will need to see not only a program that has what Croson requires at the statute's initial enactment, but also that when the program's continuation is at issue, it too then will be well supported by more than mere conjecture as to its necessity to continue. There will need to be statistically sound collection of data from appropriate sources; testing of that data once collected to ensure high confidence; and anecdotal corroboration of findings to disprove other explanations for apparent disparities. Some other signals were presented by the Appellate Court in Rowe.

The Court also reported that the State did in fact, though it was not challenged on the basis of its having failed to do so, sought out race neutral measures in an attempt to overcome the effects of past and present racial exclusion. H. B. Rowe, 615 F.3d at 252. And the Court did not disapprove of the State requiring statutorily, that a new disparity study be conducted every five years. H. B. Rowe, 615 F.3d at 253.

E. Conclusion

In summary, Cuyahoga County can remedy the effects of past racial discrimination in public contracting so long as it can, with some specificity identify instances of past discrimination, and continue to apply those practices commanded by the United States Supreme Court in Croson, and reaffirmed and refined in the many subsequent case decisions like Drabik.

To do so, the County must set forth a compelling governmental interest through the use of sound statistical analysis supported by anecdotal findings, and then create a program that is neither over inclusive or under inclusive to achieve those compelling governmental interests, which is referred to in Croson as being “narrowly tailored” . In this respect Cuyahoga County offers no stark differences from the many other appellate circuits of the United States. This is not the same in matters of gender specific remedial programs. Whereas, the majority of other circuits today recognize the test to be employed when scrutinizing gender specific remedies, as “intermediate scrutiny”, the Sixth Judicial Circuit has law, that is evident in cases like Brunet, that recognizes strict scrutiny as the standard of review to be applied to gender specific remedial measures. These cases suggest that County governments should craft gender discrimination remedial measures as they craft their race and ethnic discriminatory remedial measures. If the County offers such programs meeting this higher standard, it will certainly satisfy the less stringent standard that appears to be the trend throughout the other judicial circuits of the United States.

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III. PURCHASING PRACTICES, POLICIES, AND PROCEDURES

A. Introduction

This chapter is an analysis of the purchasing practices, policies, and procedures for Cuyahoga County (the “County”). A thorough review of internal departmental policies, County ordinance, and informational documents distributed to potential vendors was conducted by the study team of Griffin & Strong, P.C. (“Study Team”) In addition to this, a series of thirteen (13) interviews were conducted with Cuyahoga County officials and departmental personnel to ascertain their understanding and perspectives on the policies in place. This analysis will examine the areas in which policies may need to be altered or elucidated for either the public or County personnel, where practice diverges from or directly defies policy, and where policy is well understood and considered effective. The following review is intended to ensure that best practices are followed to encourage participation of all qualified vendors within the Relevant Market and to determine if there is evidence of active or passive discrimination in the County’s purchasing practices.

Interviews were conducted with personnel in the following departments:

- The Office of Procurement and Diversity (OPD)
- The Small Business Enterprise Program Division of OPD
- The Department of Development
- The Department of Public Works—Construction
- The Department of Public Works—Engineering
- The Executive Offices of Cuyahoga County
- The Department of Senior and Adult Services
- The Department of Information Technology
- he Department of Job and Family Services

The Office of Procurement and Diversity (OPD) acts as a “hub” for purchasing and reviews all bids and contracts, ensuring that they have the correct documents and are funneled through to the appropriate departments and stages in the procurement process. The official procurement process is as follows:

Each department within the County determines a need for a particular commodity or service internally. The various procurement methods are set forth in Section III of Cuyahoga County’s Purchasing Policy and Procedure Manual. These include informal competitive bids for purchases of \$25,000 or below, formal competitive bidding for purchases over \$25,000, and RFQs for Professional Design Services and other services where there is a high level of special expertise.¹ The user department will provide the specifications, subject to approval by the department head.

The Office of Procurement and Diversity (“OPD”) is the monitoring body for all contracts and procedures and ensures that the proposer’s documents are in place for eventual approval. This central department conducts occasional trainings which are intended to disseminate information regarding the procurement process. Vendors are notified of contracts out for bid through e-mail blasts from the BuySpeed system, on which they may self-register, through advertisements in newspapers and/or other media outlets, and on the County’s website. Outreach to Small Business Enterprises (SBE) is conducted through a division of OPD, which also sets the SBE goals on all contracts, generally up to 30%, but contingent upon the available firms in the market. The County has its own certification for SBEs and conducts regular monitoring and verification according to the dictates of County Ordinance 02011-0054.

The process for vendor registration is dictated by ordinance and the requirements may vary depending on the type of registration and the agency that administers that registration process. All potential bidders on any County contract must be registered as vendors with the County, as SBEs if applicable, and complete registration and ethics training through the Inspector General’s

¹ Informal competitive bids use the three (3) quote or informal RFP method; formal competitive bids are by RFP or “lowest and best” price. Other forms of competitive bidding are revenue generating procurements, real estate leasing by RFP, leasing of County properties (revenue generating), and sale of County property by bid.

(IG) office. OPD's role is to ensure that the appropriate measures are taken to obtain bonding and the other necessary certifications, and the department has the authority to reject bids on this basis.

BuySpeed is the purchasing software that has been used by the County for more than fifteen (15) years and allows vendors to self-register in the system. OPD performs an administrative review of a firm's registration (e.g. bonding and required registration documents) and the user department performs a technical review of the registration (e.g. compliance with the specifications of the bid). If there is an SBE goal on a project, the SBE Division reviews the bid for compliance prior to acceptance. While the SBE Price Preference, as outlined in section XII of the SBE Policy (Ordinance 02011-0054), details the impacts of SBE compliance on an award, the recommended vendor must be in compliance with administrative and technical requirements.

B. Vendor Contact and Transparency

Each department in the County has "field buyers" and OPD then manages purchases after the process has been initiated by the department. RFPs, RFQs, and RFBs over \$25,000 are considered formal (requiring competitive bids), according to County Code Section 501.12, and come through OPD. These requests are then sent out to the "plan holders" or bidders list of registered vendors. "All those people get perfect information," says PPI-4, of the plan holder's list. "We make great efforts in doing that." PPI-4 believes that there is a great deal more transparency now that the old government has been pushed out and those involved in the corruption scandal uprooted. Now, the bid process is available and "we receive a lot of public records requests."

"Nobody trusts Cuyahoga," PPI-4 says. The source of previous issues, according to this County employee, was that there were change orders issued to add money to large contracts that were not documented well and there was quite a bit that did not go through procurement. When asked if there is increased oversight as a result, PPI-4 responded emphatically, "Oh, yes." The first thing to go, PPI-4 says, was the "Purchasing Manager Discretion" feature, whereby the purchasing manager may click a button and approve purchases.

Now there is “full disclosure” with everything bid out through the online system, BuySpeed, or advertised on the internet. If there is a sole source contract, it is posted for five days and will be put out to bid if even one vendor says that they can provide that service as well. The days of “telephonic orders” on quotes for informal bids under \$25,000 are over, PPI-4 asserts. “You could say ‘made call, no answer’ or you could call the same people every time” (PPI-4). Now, small purchases that require quotes must be posted for at least 24 hours on BuySpeed.

Purchases for professional services, such as appraisal, legal, architectural or engineering work, are not required to be competitively bid (Code Sec. 501.12 (B) (2). However, unless a request for an exemption is granted by the Contracts and Purchasing Board, and the contract or purchase is \$25,000 or more and there is more than one potential source, the contracting agency must bid the work through an RFP or an RFQ.

C. The Tiered Approval System

In general, while there are other impacting factors, all purchases between \$500 and \$100,000 go to the Contracts and Purchasing Board and any contracts between \$101,000 and \$500,000 are discussed by the Board of Control. Contracts over \$500,000 are addressed by the County Council, which consists of eleven elected members. A clerk ensures that items coming from the Office of Procurement and Diversity are in accordance with the Contracts and Purchasing Code and are cost-effective. The inspector general vets all vendors for fraud. Though the boards give two opportunities at their meetings for public comment, PPI-9 has never personally witnessed an appeal. (However, GSPC has been made aware of at least 2 appeals/protests at the board meetings). “Typically, appeals on purchasing go right to OPD or the law department or are handled through the departments” (PPI-9). However, vendors are present at council meetings.

The new tiered system is a product of the “complete overhaul after the corruption scandal,” initiated by the new County executive (PPI-9). The eleven member County Council previously consisted of three commissioners who made all decisions on purchasing above a certain threshold.

The County Executive “wanted more decision makers at the table” (PPI-9). The Contracts and Purchasing Board consists of the County Executive, the Chief of Staff, one member of County Council, the Public Works Director, the OPD Director and the Fiscal Officer. The Board of Control consists of the County Executive, three members of County Council, the Public Works Director, OPD Director and the Fiscal Officer (Code Sec. 205.01, 205.02). Every meeting is open to members of the public and agendas and minutes are posted regularly on the County website. According to PPI-9, there tends to be mainly staff present, members of the media, and occasionally vendors if there is a presentation pertaining to their project.

PPI-14 deals with employment services and program development for the Job and Family Services department. The department administers federal dollars for TANF and recipients of cash assistance must be involved in some form of work. Job and Family Services contracts with firms to provide this work to cash assistance recipients. The department crafts all RFPs and decides for itself what programs are needed, then recommends to county council. After this process, the legal department must review for insurance requirements and language.

PPI-14 recounts the struggle to bid out for a summer youth employment program. “We can’t wait until the money is allocated to bid” PPI-14 says, because the process to get it through the County Council and OPD’s process is “very long and not terribly intuitive.” Beyond this, it takes a while to get on the County Council’s agenda, since they only meet twice a month and all contracts must have three readings if they are over \$500,000. Then, the County Executive must sign and “he might not sign it for weeks” (PPI-14). The previous system of three county commissioners moved “more smoothly” than the current tiered system in PPI-14’s opinion.

In addition to this tiered, two-board process, technological purchases must go through yet another step at the Information Technology department. In the last three years, the IT department has been focused on centralizing the organization and, as a part of this process, the County Council passed an ordinance that requires the IT director to approve all technological purchases in the County. Anything that is over \$500 and falls under the category of technology is reviewed by the Technical Advisory Committee (TAC). TAC is more focused on “the tech perspective than the

sourcing perspective,” meaning that they are focused on ensuring that purchases meet technical standards and are compatible with current systems than examining the purchasing process (PPI-12).

D. NOVUS and BuySpeed

“People like BuySpeed,” PPI-4 says. It works “reliably” and produces documents and reports to make purchasing more efficient. Beyond this, buyers can set themselves up on BuySpeed. Previously, they were required to apply and get approved, but now they can “set it up in three minutes.” Vendors self-identify by NIGP codes and are notified of every contract out for bid under their specified codes automatically. The department also issues “No-Bid” sheets, questioning vendors about their decision not to bid on certain projects.

However, according to PPI-10, a regular departmental user of the system, there are problems with reliability of BuySpeed. “We’re lucky if we can even get into it” because they are located in a remote office and on the State of Ohio’s network. It should be noted that BuySpeed is a web-based system and can be accessed anywhere via the Internet. This staff member regularly talks to vendors about enrolling with BuySpeed and instructs them on registering with the Inspector General’s office. In addition to notifying firms about contracts through BuySpeed, this division pulls from an in-house list. “It would be nice if there was one reliable source for vendor lists,” PPI-10 states. It should be noted that BuySpeed is managed by the vendors themselves and is self-identifying, so there is no verification of minority or Female business ownership. On the positive side, they can change/update primary contact information, company address and NIGP codes detailing the goods/services offered, but on the other side, many times, vendors fail to keep their information up to date and thus access to information and notification about business opportunities are hindered/delayed. ODP plans to provide and develop vendor training session and “How to do Business with the County” Guides in the near future. Furthermore, the system does not allow internal approval. It should be noted that, although this is PPI-10’s perception, each department has tailor-made approval paths. Vendors also report difficulty reading and accessing documents through BuySpeed. The current system does not allow departments to share databases, preventing knowledge about firms from being disseminated.

“There are only two vendors in this area for microfilm equipment. I sat in on a board meeting and listened to another department put in a contract for exactly what I was gonna do. If I had seen that before it went in, I could have piggybacked on their contract. If they have to do (the contracting process) twice, vendors have to get another performance bond and it’s not fair to them to charge that much” (PPI-7).

The OPD department has utilized a system called NOVUS since 2008, which is intended to encourage paperless operation and workflow management. However, PPI-1 says, this program is “limited” and is therefore being expanded to include new features that should “streamline” processes (PPI-1). Documents are scanned and uploaded so that anyone on the control board can see everything a buyer has attached for a particular bid item. “Everything is loaded into NOVUS, but that system doesn’t have true workflow built in,” PPI-13 states. The new system, which IT is currently building, will, once a contract is approved by the IT director, automatically route to the next individual in the chain of command, then to OPD, the legal department, and risk management. As NOVUS and BuySpeed are “completely separate” systems, the new system will create links that allow them to “talk” to one another (PPI-13). According to PPI-13, there is a “huge problem” with data error, which can be eliminated by automating workflow.

E. Small Businesses in Cuyahoga

1. The SBE Program

The Director of the Office of Procurement and Diversity also governs the Small Business Enterprise (SBE) program. The SBE program was created by Ordinance No. O2011-0054 in the County Council. The program is extensive, including a mentor-protégé program, in-house certification and verification, site visits, award and post-award monitoring, bond assistance, non-compliance sanctions, and a clear explanation of those efforts that constitute “good faith.” Prime

Contractors are expected to submit a “covenant of non-discrimination” and an “SBE subcontractor participation plan” with bids and proposals, pursuant to Section X of the SBE Ordinance. A “good faith effort” in executing this plan is determined by OPD based on records of “correspondence and responses thereto” and copies of advertisements in publications and other media (SBE Ordinance, Section XI).

The SBE Supervisor works directly under the director and has three staff members specific to SBE. The supervisor oversees all work and deals with new applicants to ensure that they understand the program. One staff member is tasked with re-certification of letters A through P and does site visits for 5-year updates. Another employee handles the same for businesses starting with letters Q through Z, and handles subcontractor payments and complaints. The supervisor sends the letters to prime contractors informing them of the documents required by SBE. The last staff person works mainly on the database which is “not too user friendly,” but is in the process of being revamped (PPI-5). The SBE program only sees those contracts bid over \$25,000 (which are considered formal). “We do receive complaints that there needs to be more minorities in the program,” PPI-5 says. Still, the SBE supervisor tries to “teach business owners techniques” by instructing them to register as vendors and to obtain the bid holders list and market themselves to primes. There is a “huge” desire in the minority business community for a specific program, PPI-5 says, and its members come to the supervisor of the SBE program often about that issue. However, it should be noted that Minority and Women Business Enterprises (MWBEs) are currently tracked in Cuyahoga County’s system. However, there is no current certification of MWBEs so they are self-identified. If an MWBE program is recommended from the Study, it will be necessary to either put a certification process in place or devise a method for accepting certifications from other governmental entities. This is important because any race or gender-conscious program must be “narrowly tailored” to fit the demonstrated remediation which would be to MWBEs only.

“This office is worth it” PPI-5 says when discussing the desire to excel and create a viable minority business program. PPI-5 believes that more resources, including a discrete minority business program, are necessary. The supervisor is “well known” within the business community as an advocate for both minority and small businesses and has urged employees to do as much

outreach as possible (PPI-5). In addition, there is an SBE Grievance Board in place for those who would like to appeal companies that have been denied. “We try to go above and beyond,” PPI-5 asserts. If a company reports that a prime has failed to utilize their services, the office tries not to “blackball” the subcontractor in the marketplace and will therefore “discreetly” negotiate with the prime by giving them an opportunity to provide documentation demonstrating that they attempted to use the firm but were unable to do so. PPI-5 states that the idea is to build relationships, not knock them down,” and, as a general rule, firms “feel good” about this method. However, there are few provisions for the SBE program administrators to halt the process or upon discovery of fraudulent behaviors. The ordinance states that non-compliance is punishable by either “limited suspension, rejection of future proposals, withholding payment, cancellation of contract, or permanent debarment,” yet makes it unclear which officials within the County as an entity wield this power.

One of the problems with the efficacy of the SBE program is that buyers “don’t really understand” the program. They just “pass information on” rather than dealing with small businesses themselves (PPI-5). The SBE program staff tries to teach buyers about the role of the SBE program, but PPI-5 notes that training might be necessary. “I want all the employees to know what is going on in the SBE Program” (PPI-5). Of those departmental personnel who feel highly familiar with the SBE program, officials in the department of Public Works’ construction division state specifically that they spend quite a bit of their time “translating” the realities of small firms to the executives at the County. They assert that the legal language in many of the forms makes work with the County inaccessible. In addition, it is difficult to understand all of the different tiers of registration and the process required prior to bidding or being awarded a contract.

2. Barriers to SBE Engagement

(a) Multiple Separate Registrations

There is often confusion, according to PPI-6 and PPI-7, about registration. “People come in to register with SBE not knowing that they also have to register with BuySpeed and the Inspector General. They have to go through so many layers that they get discouraged” (PPI-6). PPI-6 suggests an integrated registration system, that would automatically take SBE bidders to

BuySpeed and then to Inspector General Registration. Linking them would appease vendors who, PPI-7 states, are “angry.”

Public Works is responsible for maintenance on all county buildings, sanitary sewers, and the construction and maintenance of roads and bridges. All of the jobs they hire for, PPI-7 says, are “playing in the dirt,” where contractors are doing hands-on jobs away from their desks and have less time to focus on administrative matters. PPI-7 says that even though “we are not trying to hold them back and we are out searching for (new SBEs),” the system “makes their lives difficult.” “I’ve been doing purchasing for ten years,” PPI-6 inserts, “and we are losing vendors in this process.” Information disseminated to applicants from Cuyahoga’s SBE program states the requirements for SBE certification:

“continuous operation in the category for which it is requesting certification for one year, that majority ownership has at least one year of work experience...that its’ annual gross revenues or its total workforce are at or less than the amounts established by the Small Business Administration” (Small Business Enterprise New Program Application, Cuyahoga County).

Beneath this information, the document states explicitly that “anyone and everyone interested in doing business with Cuyahoga County should register as a vendor” and “Vendor registration is different from SBE certification (link).” The link takes users/applicants to the Office of Procurement and Diversity portal for vendor registration, the BuySpeed portal, and the Inspector General Ethics Training Registration. It is reasonable to assume that some vendors may be confused about the configuration of these multiple registrations. The link on the website should make it clear that BuySpeed registration is not vendor registration and that the registration for Ethics Training is required for the letting of any contracts.

Many small vendors with whom PPI-6 and PPI-7 communicate are still not computerized. PPI-7 describes a father and son-owned body shop as the “ultimate small business. They don’t

have a computer so they go to the library and call me on the phone and I walk them through the registration process” (PPI-7). It is not allowed for officials to enter the data for the vendors, which these public works personnel believe is an inconvenience and a hindrance. “We try to be proactive about helping out these people and we save money because their overhead is so much lower,” PPI-6 asserts. There needs to be increased public awareness, PPI-6 argues, “in layman’s terms.” Once a vendor is registered with Inspector General, “something should say ‘are you an SBE firm?’ so that they will know that further registration is necessary” (PPI-6).

(b) Payment Times and Start Dates

“We definitely don’t move to pay contractors quickly,” says PPI-12, and this can be a deterrent for small firms. PPI-13 states that they would like to hire more local and small firms, but providing incentives is difficult. PPI-12 and PPI-13 state that SBEs gain credit in the RFP process but that the process is “very confusing for them” (PPI-13). Beyond that, the complicated procurement process makes it an uncertain and difficult process, especially for SBEs. “The fact that we have decentralized procurement slows us down” (PPI-12). There is a lack of communication, according to PPI-12, between the department buyers, OPD, and the end users. PPI-12 believes that in-house OPD buyers are unnecessary. “I would prefer to have all the buyers work for procurement” (PPI-12).

Also, PPI-11 notes that the contract is with the prime, who must then contract with the sub and “smaller firms are left waiting.” The main complaint heard from SBEs and subcontractors is the timeliness of payment. Because the payment process still involves paper checks rather than electronic payment it “takes a little while and primes don’t pay subs until they are paid,” PPI-11 notes. “Small firms can’t absorb that money for three months and this can deter someone from wanting to work with us” (PPI-11). “Contracts take way longer to get through now because there’s a million people who have to sign off on it. We take four months to tell them now that we’re ready to go. We’re unreliable,” PPI-11 says.

(c) Confusion about SBE Goals

The SBE goal for these purchases can vary and is set by the OPD Director, generally at no more than 30%. A prime contractor must show that they at least attempted to meet the goal. The frequency of waivers of such goals seems to vary from department to department, but is based on a review of relevant firms in the market and funding requirements. When an SBE is a prime, they receive a 20% credit toward their goal but they still must have additional SBE, which PPI-11 says that people are often confused about this requirement. PPI-11 says, “that is a weird one, especially if they want to do all the work themselves, then they have to get 10% more participation.” OPD “leaves it to the department” to make the final decision on an RFQ and the committee within the department will score as a group. The SBE goal is “brought up” but it does not disqualify a firm if they have not met it (PPI-11). “As a part of negotiations, we go back and say ‘We want you to try to meet this number,’” but there is no penalty in the scores (PPI-11). Until it gets to the “numbers stage” when firms have access to dollar amounts, they are unable to set accurate goals, says PPI-11. Those firms that don’t have any SBEs at all and also have not tried to include them “also have bad proposals” and typically will not win, according to PPI-11.

The department receives an online list from SBE and buyers will check about SBE subcontractors. “We just trust them (OPD)” to provide accurate SBE data, PPI-11 says. “Sometimes we get a call from an out of town vendor asking how to find SBEs and we direct them to the website” (PPI-11). However, PPI-11 recalls pulling up a category and “saying ‘I know this person is SBE’, but if you go to a different category they aren’t there” (PPI-11). This inconsistency in the database is “hard” for out of town firms. In addition, “people don’t understand the forms,” PPI-11 asserts, “especially if they are new to the County.” PPI-11 believes that well-meaning firms sometimes miss out on SBE requirements. “We try to look if it’s realistic,” PPI-11 says. If a firm attempts to claim that a very small piece of the project will make up their 30% SBE goal, “we ding them points” in evaluation (PPI-11). In practice, during the advertisement period and at pre-bid/pre-proposal meetings, vendors are encouraged to ask questions and seek verifications. If there is an SBE goal, then there is an SBE staffer who presents the SBE requirements and responds to questions regarding the SBE requirements. The bid package also includes sample completed SBE forms.

F. Purchasing Process and Documents

1. Document Management from End-Users' Perspectives

According to PPI-14, a member of a Cuyahoga user department, the Office of Procurement and Diversity's role is to see if the documents are there "make sure the i's are dotted and t's crossed," but they "don't look at content" (PPI-14). "It's a cursory review, but it's incredibly long," PPI-14 says. The Job and Family Services Department has one staff member who does "nothing but checks the status of contracts online" with OPD (PPI-14). "The county administration considers our department the gold standard for the County" in terms of the procurement process, PPI-14 states. This County employee attributes this designation to the professional staff in the department who monitor contract documents for accuracy before beginning the procurement process. "Nobody tells us the rationale" behind some of the documents requested, PPI-14 states. When an RFP is issued, there are six copies made and OPD keeps one, but the user department is still required to download it into the system. For instance, PPI-14 continues, each time there is a change to the cover page anything in the queue has to change "rather than say that this change will be effective going forward" (PPI-14). Most county agencies don't have the staff to do what the Jobs and Family Services Department does, says PPI-14. "We build in time so that we don't miss the start date," PPI-14 says, because their programs are time-sensitive. "Sometimes we talk to prospective vendors and we have to tell them that we've started before we had the allocation due to the long process" (PPI-14).

Officially, OPD is the "face" or conveyor of news regarding new requirements/changes. Whenever possible, it is intended that OPD will implement requirement changes based on a future effective date. However, many times, OPD is informed that changes must be effective immediately. Furthermore, OPD divulges whenever possible and known, the reasoning behind the changes. Also, please note that the RFP and RFQ processes are led by the user departments because they are the technical experts for the item and, thus, negotiate the contracts procured via RFP and RFQ processes. Yes, OPD keeps one copy of each proposal

submitted for the County record. When the user department submits the eventual negotiated contract for award and approval in NOVUS for approval by the pertinent contracting authority, it is required that the proposal from the recommended vendor also be attached in NOVUS along with other pertinent documents so that the approvers have a complete history of the procurement process for that item. For the formal bids, OPD is similarly required to attach a copy of the bid from the recommended vendor when contracts/POs are submitted for award and approval in NOVUS for approval by the pertinent contracting authority.

The Department of Urban Development also works with federal dollars, though their personnel's attitude toward OPD's role is more favorable, indicating a good working relationship and relative navigability. They work directly with the legal department to draft the language for contracts, though "most of it is boilerplate" (PPI-3). The federal regulations are standardized across the country and based on best practice. Ethics regulation oversight, insurance requirements, and certification are done in purchasing. Development receives a list of firms, but is not a part of the initial approval process. The legal department ensures that the County requirements are included in all awarded contracts (PPI-2). There is a vendor compliance checklist, which PPI-2 and PPI-3 assert they follow to the letter. "We don't develop policy but follow what we're told by the Law Department and OPD" (PPI-2). When an RFP is issued from Development, the director of the OPD determines if there should be SBE percentages. "We are doing performance measurement to ensure that things move along in a timely way" PPI-2 says of efficiency. "We know how to work it, being in government we know why these things are in place and we just try to get OPD everything they need to do their job" (PPI-2). "We like consistency. Our work follows federal guidelines and federal policy direction and we would hope that county policy continues to be compatible with that" (PPI-2).

2. Document Management within OPD

Procedurally, for each formal bid/RFP/RFQ, a tab sheet is prepared that documents the required evaluation results for the administrative review, technical review, and, if applicable, the SBE review. The conclusions/finding of these reviews are documented on the bid tabulation sheets. The technical review is done by the user department and typically is the final review. If

the user department documents on the tab sheet that the vendor did not meet the technical requirements, the OPD Buyer should communicate with the user department to determine the reason. For RFPs and RFQs, the user departments score the proposals as detailed in the RFP/RFQ specification packet and download the spreadsheet summarizing the scoring and award recommendation in to NOVUS when it submits the contract for award and approval in NOVUS for approval by the pertinent contracting authority. As such, they will note the Yes/Y for the recommended vendor(s) and NO/N for the others on the RFP and RFQ tab sheet.

PPI-1 states that it receives bids into OPD that have “a lot of discrepancies” and must be rejected. Therefore, PPI-1 has established as personal practice to attach a bid evaluation sheet and make it public to bidders, outlining the requirements that the bidder did not meet in order to answer any questions that may crop up in the future. This is not a requirement, nor is PPI-1’s practice of going to the legal department for review of rejected bids, but is done because this particular employee believes that it is a more efficient process. The bid evaluation sheet is not a requirement for OPD personnel and PPI-1 states that there are many times when purchasing officials just write “no” on bids without officially documenting their reasoning.

PPI-1 says that things “run smoothly to a point.” If a department does not provide all the requisite documents, it can take months to complete a contract. The expanded NOVUS system should help, PPI-1 says, as it will also usher in a new system by which the law department receives everything before OPD reviews it, preventing documents from being passed back and forth multiple times between the two. PPI-1 believes that more departmental accountability is necessary for the efficiency of procurement overall.

“I wish that more departments would take the initiative on the front end to make sure that they have the proper documentation,” PPI-1 says, because otherwise the process “gets held and there’s nothing we can do to move the item forward” (PPI-1). If the language is incorrect on an insurance certificate, for instance, OPD must issue a law ticket and refer the documents back to the legal department who must then re-examine the bid package. More internal accountability with state auditors, PPI-1 believes, would be beneficial at the departmental level. “We did training

sessions and there was always an excuse for why they didn't have the required documents" (PPI-1). According to this county employee, there is not a good working relationship with departments, who are sometimes frustrated with purchasing officials for oversight. The policies are available on the internet and procurement has provided departments with document checklists.

3. Procurement Process Training

The procurement process tends to run "smoothly and quickly" from PPI-10's end. This is a result of the new buyer in the department, who is, apparently, better at following up with staff and providing consistent information. Each OPD Buyer is assigned a slate of user departments. The department assignments are reallocated every 3 years based on projected workload and available staffing. Also, OPD Buyers are available to answer questions from the user department on the procurement and contracting process (including any changes/revisions to procedures).

At a pre-bid conference, this employee recounts a standard procedure of welcoming potential bidders, providing an overview of the program, answering questions, then reviewing the RFP and instructing vendors on how to submit. The County's buyer goes through the bid requirements and SBE goals if applicable. There is always a staff member from the department present to write what was asked and the answers given so that "if we gave a wrong answer, it's not held against them in bid evaluations." In addition, this employee keeps a notebook to record every conversation with vendors, who are encouraged to call as many times as necessary during the bid process, in order to keep track of answers provided.

Though PPI-10 has developed a system for keeping staff and vendors informed outside of what is explicitly required of the role, this employee believes that more frequent training of buyers and staff is necessary. "The last time was 2011—when you teach someone something one time, it doesn't work. They need reinforcement" (PPI-10). From this staff member's perspective, there is confusion due to the fact that when "OPD will roll out changes, they only send an e-mail to notify us." This is less of a problem for the Senior and Adult Services division, PPI-10 asserts, because

“we’ve got three people and if one is misunderstanding a rule, we will have caught it. But what about these one-person departments?” (PPI-10).

When policies are changed internally, PPI-11 says that OPD will simply “send a memorandum.” “Sometimes training would be nice when there’s major things that change,” PPI-11 says when asked if training would be helpful. “We don’t understand why it takes so long with OPD,” PPI-11 says, and it is difficult to communicate with consultants because of unpredictability. “I don’t have time every single day to call unless the contract is urgent” and without calling, PPI-11 contends, they have “no idea” where the contract is in OPD’s process.

In contrast to PPI-10 and PPI-11’s recollections, the County states that the Purchasing Policy Ordinance (O2011-0046) was approved in the early fall of 2011 and, subsequently, OPD provided training in the fall of 2011 on the new policy. In the summer of 2012, the Cuyahoga County Contracting and Purchasing Procedures Ordinance (O2011-0015) was approved and, in the December of 2012, OPD provided training on the revisions impacting procurement procedures. The changes impacting the procurement procedures were effective January 1, 2013. Also, at the request of the user departments (typically for new hires), OPD has done and will do department focused trainings. OPD also will do a county wide training on procurement and contracting procedures during fall of 2014.

Further, County states that while OPD is available for user departments to call regarding the status of their items, for each submitted item, the NOVUS system provides several means of checking the status of an item.

G. Policies Identified as Restrictive to Both Buyers and Vendors

1. Ethics Training

The Inspector General’s office handles the Ethics Registration process pursuant to Cuyahoga County Code Chapter 407. If a firm contracts with the County for \$15,000 or more in a

calendar year, they must complete ethics training online and pay a \$100 fee, good for four years. IG also conducts research to ensure that a vendor is “upstanding” and not engaged in “fraud, malpractice, or corruption” (PPI-9). However, large companies may be put off by ethics requirements. “Google’s not gonna take an ethics course” (PPI-13). They “don’t want to go through the hassle” of training and “getting a signature is sometimes very difficult” (PPI-13). However, PPI-12 says they are “over the hump” even though the “rollout was painful.”

County employees in the Department of Public Works describe the difficulties with attempting to purchase vehicles for the sheriff’s department due to the County’s ethics training and registration process. Once firms have a state certification, they view Cuyahoga’s as “duplicate and repetitious” (PPI-7). “If they had to do that everywhere, in all eighty-five counties, they would be losing money, PPI-7 contends. “We don’t recognize the state’s authority and no one will register. We can’t even get vehicles for the sheriff’s department!” (PPI-6). In addition, “people who register on one side of the street don’t realize that they’re not registered on the other side,” PPI-6 says of the possibility of sharing registrations and certifications with the City of Cleveland.

2. Insurance Bond Requirements

On the subject of bid bonding restrictions, PPI-7 says that the county’s processes are too slow to justify the expense to many firms. This employee describes a vehicle purchase for \$20,000 requiring a 5% bid bond. The dealership would only stand to make \$200 profit, according to PPI-7, and the “bond will be held until three months after the van is delivered and paid for. We have to go to legal when we see obvious errors like that and request permission to lower the bond.” PPI-6 simply lowers them without going through the whole process, stating “I don’t even go to them anymore.” “I see great opportunities for small businessperson to make inroads but they are handicapped by the county’s many layers of restrictions” (PPI-7).

Insurance bond requirements are also restrictive, PPI-6 and PPI-7 agree. The doubled dollar amount of insurance coverage means increased costs for the businesses and increased hourly rates for the County. “We have another company,” PPI-7 recounts, “an SBE, a family-owned operation, and we gave them a not-to-exceed contract for the year. We call them when we need them. When I informed them that the insurance requirements doubled, they said our hourly rate doubled” (PPI-7). Small businesses are disproportionately affected by the increased insurance bond requirements and the only provision currently made to alleviate this is a provision in the SBE Ordinance enabling Cuyahoga County to “investigate, develop, and implement” a bond assistance program (Ordinance O2011-0054, XIX). PPI-6 asserts that if you’re not a “multimillion dollar business, it’s not worth it.” Talking to small companies and telling them that the insurance requirement is a million dollars is “embarrassing” PPI-6 says, “You want to cry for them. They can’t do it. They can’t afford it.” “Each contract is different,” PPI-7 says, and the County should account for that. When small businesses add the insurance into their costs, they “can’t absorb it, now they’re no longer the low bidder” (PPI-7).

The new, heightened insurance bond requirements are a “problem,” says PPI-13. “Our contract negotiations fail because of them.” A firm must ask themselves if it is “worth the cash” to bid (PPI-13). Another County employee, PPI-14, says that small nonprofits “can’t do it, it’s not cost effective.” According to PPI-11, the doubled insurance requirements are a “big fiasco.” “Primes have no issue, but subs say they can’t meet it,” forcing department staff to file a waiver with the law department, who will grant a reduction if they don’t believe that it is risky (PPI-11). “We have heard from a lot of people that SBE subs are having trouble,” PPI-11 says. For instance, an independent contractor on a specialized bridge project had to run his contract through a bigger firm for whom he worked part time purely due to insurance requirements. “There needs to be some kind of caveat for minimal risk; it should be automatic,” to say that you can have lower coverage if you meet certain criteria, PPI-11 believes. “It slows things down when we have to take it to law” (PPI-11).

H. Conclusion

While the ethics trainings, certifications, and registrations may be considered necessary aspects of Cuyahoga County's procurement process according to the unique history of the County with regards to purchasing, their monitoring and oversight could be streamlined for a more productive and efficient workflow. Among the suggestions listed herein, more regular trainings within the departments by OPD stands out as a viable first step. It is clear that there is a lack of understanding between OPD and the user departments, who see many of the documents required as non-specific to their needs and at times unnecessary. The new OnBase system will streamline the process so that the law department receives documents prior to OPD, which should prevent the back-and-forth that frustrates many user departments. More frequent trainings could eliminate some of the lingering confusion, allowing OPD staff to take suggestions from the departments as well as explaining the purpose behind some of the documentation and processes required.

It is important for any examination of policy to take into account the reality that uniform policies at times impact businesses disproportionately. For instance, Cuyahoga County's documented issues with processing payments promptly may place a greater burden on a smaller firm with less revenue to cover their losses while their payments are being processed. Officials within the County have stated that the main complaint heard from small business owners is the timeliness of payment.

The uniform insurance bond requirements also seem to disproportionately impact SBEs in the County, many of whom find the current requirement too financially difficult to meet. This could be alleviated by a bond assistance program within the County or reduced bond requirements on lower-risk projects. The perception of many County employees that the heightened insurance bond requirements are a deterrent to small business participation should not be taken lightly and, in conjunction with any evidence gathered in anecdotal interviews and telephone surveys, will be addressed further in the Findings and Recommendations section of this study. Furthermore, in addressing small business participation and compliance, the SBE program could be bolstered by a more straightforward policy to ensure sanctions for non-compliance. Currently, the Grievance

Board can “recommend” sanctions and the Ordinance is unclear as to which county officials hold the final power over their implementation.

Finally, the lack of databases that “talk to each other” hinders both vendors and buyers. The inability of departments to share databases and borrow information from one another prevents SBEs from receiving automatic referrals to other relevant departments. As stated by one County employee in the Information Technology department, the automation of workflow through connected databases can also help to eliminate data error. As for vendor registration, the BuySpeed website should make it clear in the system that there are more steps required, such as vendor registration with the Inspector General and Ethics Training, before one may be considered eligible for a contract with the County. To that end, the Ethics requirements and multiple registrations are seen by many internal to the County as a hindrance to attracting larger firms who do business in multiple jurisdictions, as well as confusing to smaller firms who are not, according to some, informed adequately about the entire process. A clear step-by-step bid eligibility process for vendors laid out either in print format or on the website or as an addendum to the contract documents would be helpful in ensuring that laymen can understand the steps required of them by the Department of Law and the Inspector General.

IV. STATISTICAL ANALYSIS

The statistical analysis for the Study was conducted by EuQuant, Inc. and is attached as Appendix A.

The analysis summarizes all aspects of the statistical data development, collection and analysis and explains findings regarding the availability, utilization and disparity in the use of minority and women-owned businesses that expressed an interest in, or executed, contracts with Cuyahoga County between 2009 and 2012.

V. PRIVATE SECTOR ANALYSIS

A. Introduction

A disparity analysis aids in determining if the government has assisted—at least indirectly—or will continue (if the pattern continues) to assist in perpetuating the discriminatory conduct of private actors by being a passive participant in market processes that are discriminatory in their effects on minority and women-owned business enterprise. Indeed, Justice O'Connor, speaking for the Supreme Court in Croson, indicated that a state "has the authority to eradicate the effects of private discrimination within its own legislative jurisdiction", and can even "use its spending powers to remedy private discrimination if it identifies that discrimination with the particularity required by the Fourteenth Amendment.² GSPC sought to discover whether there is a pervasive pattern of private sector discrimination in the State of Ohio from which it can be inferred that Cuyahoga County has passively assisted in perpetuating the discriminatory conduct of private actors. The data utilized in this analysis came from the US Census Bureau's 2007 Survey of Business Owners Public Use Microdata Sample (SPUMS).

SPUMS provides the only comprehensive, regularly collected source of information on selected economic and demographic characteristics for businesses and business owners by gender, ethnicity, race, and veteran status in the 50 states, and District of Columbia.³ The SPUMS universe consists of the population of all nonfarm businesses filing Internal Revenue Service tax forms as individual proprietorships, partnerships, or any type of corporation, and with receipts of \$1,000 or more. The SPUMS covers both firms with paid employees and firms with no paid employees.⁴ A company or firm in the SPUMS is a business consisting of one or

² See: City of Richmond v. J. A. Croson Co., 488 U.S. 469 (1989)

³ SPUMS data are publicly available at <http://www.census.gov/econ/sbo/pums.html>

⁴ The SPUMS data are stratified by state, industry, frame, and whether the company had paid employees in 2007. SPUMS does not report if business owners are disabled, and veteran's status—which is in all likelihood correlated with disability status—enables some understanding of the effects of disabled business owner status on business outcomes.

more domestic establishments that the reporting firm specified under its ownership or control. For each business sampled in the SPUMS, business ownership is also demographically defined.

Business ownership is defined for particular demographic groups having 51 percent or more of the stock or equity in the business and is categorized by: (1) Gender: Male; Female; or equally male/Female, (2) Ethnicity: Hispanic; equally Hispanic/non-Hispanic; non-Hispanic, (3) Race: White; Black or African American; American Indian or Alaska Native; Asian; Native Hawaiian or Other Pacific Islander; some other race; minority; equally minority/nonminority; nonminority, (4) Veteran status: Veteran; equally veteran/nonveteran; nonveteran, and (5) Publicly held and other firms not classifiable by gender, ethnicity, race, and veteran status.

The private sector analysis in our analysis considers the SPUMS data for the State of Ohio. While the State of Ohio need not constitute the relevant market area for public contracting by Cuyahoga County, SPUMS does not capture data at the county level—the state is the smallest level of geography measured in SPUMS. The value of using SPUMS to evaluate private sector discrimination is that it captures business owner outcomes that can be adversely impacted by discriminatory practice, and the sampling is representative of the universe of firms in the State of Ohio, which enables unbiased statistical estimates of the effects of minority status on business owner outcomes in the State of Ohio—a political jurisdiction that includes Cuyahoga County. In this context, basing the private sector analysis based on the State of Ohio SPUMS data is consistent with the reasoning in Croson that the relevant market for statistical analysis of discrimination is not necessarily confined to specific governmental jurisdictional boundaries, such as cities or counties.⁵

⁵ See: *Richmond v. J. A. Croson Co.*, 488 U.S. 469 (1989).

B. Minority and Female Status as a Barrier to Business Start-up and Expansion Capital in the Ohio Private Sector

In neoclassical economic theory, the output of firms is conditioned on the complementary relationship between capital and other relevant inputs. In the absence of capital, and/or the means to finance capital and the other inputs required to produce goods/services for the market, profit-maximizing firms are constrained from entering a market to produce output. A firm's ability to acquire and finance capital and other necessary inputs therefore is arguably one of the most important determinants of whether it enters a market, and once in the market, whether it can finance additional capital and other inputs to expand the business.⁶ A major source of financing for the capital and other inputs for businesses are the private actors in capital markets that provide equity, loans, and venture capital.⁷ If business access to private equity, loans and venture capital is adversely affected as a result minority or Female ownership status, this would be suggestive of, and consistent with discrimination against minority and Female-owned businesses in the private sector.

Given the significance of access to financing for capital and other inputs for the emergence and survival of small businesses, our private sector analysis considers the extent to which minority-owned businesses in the State of Ohio face discriminatory barriers in securing such financing. The SPUMS is particularly well-suited to such an inquiry because it captures data that shows whether firms secured various types of financing during their initial start-up, and later during expansion. GSPC's emphasis on exploring barriers to financing is motivated by the research literature on minority-owned businesses, which is dominated by considerations of access to financing, underscoring the importance of discriminatory barriers faced by minority-owned businesses that compromise their formation, operation, and survival.⁸ As such, our private sector

⁶ See: Beck, Thorsten, Asli Demirgüç-Kunt, and Vojislav Maksimovic. "Financial and legal constraints to growth: does firm size matter?" *Journal of Finance* 60, no. 1 (2005): 137 - 177.

⁷ See: Bates, Timothy, and William Bradford. "Analysis of venture-capital funds that finance minority owned businesses." *Review of Black Political Economy* 32, no. 1 (2004): 37 - 46., and Ratcliffe, Janneke. "Who's counting? Measuring social outcomes from targeted private equity." *Community Development Investment Review*, Federal Reserve Bank of San Francisco 3, no. 1 (2007): 23 - 37.

⁸ See: Asiedu, Elizabeth, James A. Freeman, and Akwasi Nti-Addae. "Access to credit by small businesses: How relevant are race, ethnicity, and gender?" *American Economic Review* 102, no. 3 (2012): 532 - 537. Blanchard, Lloyd,

analysis will inform whether private actors providing business financing in the State of Ohio are engaging in discriminatory practices in a way that is biased against minority and Female-owned businesses. Evidence of such a bias would be suggestive of a key private sector barrier faced by minority-owned businesses in the State of Ohio—a barrier to equal opportunity access to financing that can constrain the ability of minority-owned businesses to compete on equal terms with other businesses in the market for goods and services.⁹

Lastly, evidence of bias in the market for financing against minority and Female-owned businesses in the State of Ohio would lend support to the "but-for justification" for targeted set-asides. Ian Ayres and Frederick Vars, in their consideration of the constitutionality of public affirmative programs posit a scenario in which private suppliers of financing systematically exclude or charge higher prices to minority businesses.¹⁰ If a political jurisdiction awards contracts to the low-cost bidder, this effectively renders the political jurisdiction a passive participant in the private discrimination as minority-owned firms may only have recourse to higher cost financing due to facing discrimination in private sector capital markets, which compromises the competitiveness of their bids. Such a perspective on discrimination suggests that barriers faced by minority-owned firms in private markets for financing can rationalize targeted contracting programs by political jurisdictions, as the counterfactual is that in the absence of such discrimination, they would be able to compete with other firms in bidding for public contracts. Such a rationale for minority set-asides also coheres the finding that, that both the entry and performance of black-owned firms is compromised by their low trust in the capacity

Bo Zhao, and John Yinger. "Do lenders discriminate against minority and woman entrepreneurs?" *Journal of Urban Economics* 63, no. 2 (2008): 467 - 497, Blanchflower, David G., Phillip B. Levine, and David J. Zimmerman. "Discrimination in the small-business credit market." *Review of Economics and Statistics* 85, no. 4 (2003): 930 - 943, Mijid, Naranchimeg, and Alexandra Bernasek. "Decomposing racial and ethnic differences in small business lending: Evidence of discrimination." *Review of Social Economy* (2013): 1 - 31, and Robb, Alicia M., and Robert W. Fairlie. "Access to financial capital among US businesses: The case of African American firms." *Annals of the American Academy of Political and Social Science* 613, no. 1 (2007): 47 - 72.

⁹ (See: Bates, Timothy. "Minority business access to mainstream markets." *Journal of Urban Affairs* 23, no. 1 (2001): 41-56.

¹⁰ See: Ayres, Ian, and Fredrick E. Vars. "When does private discrimination justify public affirmative action?" *Columbia Law Review* 98, no. 7 (1998): 1577-1641.

and willingness of Federal Government (e.g. courts, regulatory agencies) to mitigate the discrimination they face in the private sector.¹¹

C. Statistical and Econometric Framework

Methodologically, our private sector analysis utilizes a binary regression model (BRM) framework—which will permit an assessment of the relationship between a binary/categorical dependent variable such as a business having received of a particular form of business-financing, and independent categorical variables such as race, ethnicity and gender status. The central aim of our private sector analysis with a BRM is to examine how the race/gender/ethnicity status of a business owner in the State of Ohio effects the likelihood and probability of securing particular types of financing in the private sector—relative to white male business owners.¹²

The SPUMS does not provide sampling weights, so our analysis reports estimates from a heteroscedastic probit specification of the BRM, as failing to account for omitted variables driving selection into the SPUMS data could result in biased parameter estimates if based on a homoscedastic specification for the variance of the error term as in standard simple logit and probit specifications of the BRM.¹³ A heteroscedastic error specification of the BRM fit to the

¹¹ See: Price, Gregory N. "Race, trust in government, and self-employment." *American Economist* 57, no. 2 (2012): 171 - 187.

¹² Formally, for an outcome deemed success and indexed by unity, a BRM specification for the process determining success is $Prob(Y_i = 1) = \phi(\sum \beta_i X_i)$, where the X_i are independent covariates that explain outcome Y_i , the β_i are the effects of the X_i , and ϕ is a cumulative probability function. The outcomes $Y_i = 1$ or 0 can be viewed as being generated by a linear latent variable regression function of the form $y_i^* = \sum \beta_i x_i + \varepsilon_i$, where the mean value of ε_i is zero and its variance is unity, $Y_i = 1$ if $y_i^* > 0$, and $Y_i = 0$ if $y_i^* \leq 0$. While the X_i account for the effects of observed covariates on Y_i for a given population, the effect of unobserved covariates can be assumed to be accounted for in a error term ε_i .

¹³ A primary justification for sampling weights is to account for heteroscedasticity that can exist in a population, See: Solon, Gary., Steven J. Haider, and Jeffrey Wooldridge. 2013. "What are we weighting for?" National Bureau of Economic Research Working Paper No. 18859, Cambridge, MA.

SPUMS data allows for unbiased estimation of the effects of the covariates on the dependent variable.¹⁴

D. The Effects of Minority and Female-Owned Business Status on Financing Business Start-up and Expansion in Ohio

GSPC identified 22,641 sample firm observations in the State of Ohio from the SPUMS. The data permitted identification of minority-owned firms that were owned by 1.) Asians, 2.) Females, 3.) Disabled Veterans, 4.) Hispanics, 5.) Black Americans/African Americans, and 6.) Native Americans (American Indian or Alaskan Native). Approximately 29 percent of the sample firms in Ohio were owned by one of these six minority groups, and to estimate the parameters of our BRM specifications, we use binary variables for each separate minority group category, in addition to one for firm group membership in any of them.¹⁵ To control for unobserved heterogeneity and the bias caused by omitted variables, we allowed the heteroscedasticity in outcomes to be a function of the firm's reported sales revenue.¹⁶

¹⁴ A heteroscedastic probit specification of the BRM is $Prob(Y_i = 1) = \phi[(\sum \beta_i X_i) / \exp(\sum \gamma_i Z_i)]$, where ϕ is now the cumulative density function for the standard normal distribution, and $\sum \gamma_i Z_i$ is a specification for the error variance, which can differ across realizations of Y_i , as a function of covariates Z_i , which can differ from the covariates X_i . For the underlying heteroscedastic probit latent variable regression specification, the variance of ε_i is $[\exp(\sum \gamma_i z_i)]^2$. The difference between the standard probit and heteroscedastic specification of the BRM is simply the denominator of $\exp[(\sum \gamma_i z_i)]$, as the standard probit assumes the error variance is unity, and every observation has an equal weight. As the SBOPUMS does not provide sampling weights, and there could be some self-selection into the sample for which no controls may be available for—they are unobserved—the heteroscedastic probit specification of the BRM is more compelling.

¹⁵ Among the 6,459 minority owned firms the approximate shares owned by each group were 11 percent for Asians, 77 percent for Females, 3 percent for Disabled Veterans, 17 percent for Hispanics, 2 percent for African Americans/African Americans, and 1 percent for Native Americans.

¹⁶ The mean value of sales for firms in the sample was approximately \$4,333.

Heteroscedastic probit BRM parameter estimates are reported in Tables 1 - 18.¹⁷ We report, for each private sector outcome under consideration, a specification that considers all minority-owned firm outcomes relative to nonminority-owned firm outcomes, and a specification that disaggregates minority-owned firm outcomes by race, ethnicity, gender and disabled-veteran status. The disaggregation permits assessment as to whether or not particular groups within the minority-owned firm classification have different outcomes, suggestive of facing differential discrimination in the market for financing business enterprise in the Ohio private sector. For the sake of brevity, and economy of results presentation, we do not report the estimated coefficients for the specification of heteroscedasticity, however in each instance the specification was significant implying that the presumed form of unobserved heterogeneity in the error term was consistent with the data.

For each specification GSPC reports the estimated coefficient—which measures how minority-owned firm status affects the probability of the outcome under consideration. The standard error of the estimated coefficient along with the absolute value of its t-value, and its statistical significance is also reported. A significant t-value suggests that the estimated coefficient is not due to pure chance, and instead suggests that it is caused by the covariate in question—in this instance minority-owned firm status. As diagnostic measures to assess the adequacy of the estimated specification we report a chi-square test that the covariates jointly have no effect on the dependent variable.¹⁸ A significant chi-square statistic is consistent with rejecting a null hypothesis that the covariates jointly have no effect on the dependent variable under consideration in each specification.

¹⁷ *STATA 11.0* was used to estimate the parameters of the heteroscedastic probit BRM specifications. For a description of *STATA*—software for statistical/econometric analysis—see <http://www.stata.com/>

¹⁸ A chi-square test is a statistical test used to compare the parameters estimated from observed data with parameters we would expect to obtain according to a specific hypothesis that the parameters are not jointly and statistically different from zero.

1. Minority-owned Firm Status and The Demand for Start-up Capital in the Ohio Private Sector

Tables 1-2 report parameter estimates of the effects of minority-owned firm status on the demand, and measured by the need for start-up capital in the Ohio private sector. The parameter estimates reported in Tables 1 - 2 enable insight into the extent to which relative to nonminority-owned firms, minority-owned firms are different with respect to having a need for start-up financing. For the specifications in Tables 1-2, the dependent binary variable is whether or not the firm had "no need" for start-up capital. The statistically significant and negative sign on the aggregate minority-owned firm status indicator in Table 1 suggests that in general, minority-owned firms are less likely, relative to nonminority-owned firms, to have no need for start-up capital. With the exception of firms owned by Disabled Veterans and Native Americans, the results in Table 2 are similar, with the largest effect for Female-owned firms. Overall, the parameter estimates in Tables 1-2 suggest that relative to nonminority-owned firms, minority-owned firms are more likely to need start-up financing provided by the private sector in Ohio.

Table 1: Heteroscedastic Probit Parameter Estimates: Minority-Owned Business Status and the Demand for Start-up Capital in the Ohio Private Sector

	Coefficient	Standard Error	t-Value
Regressand: No Start-up Capital Needed (Binary)			
Regressors:			
Constant	.338	.009	37.55 ^a
Minority-owned Business	-.255	.018	14.17 ^a
Number of Observations	22641		
χ^2_k	192.22 ^a		

Griffin & Strong, P.C. (2014)

Notes:

^a Significant at the .01 level

Table 2: Heteroscedastic Probit Parameter Estimates: Minority-Owned Business Status and the Demand for Start-up Capital in the Ohio Private Sector

	Coefficient	Standard Error	t-Value
Regressand: No Start-up Capital Needed (Binary)			
Regressors:			
Constant	.338	.009	37.55 ^a
Asian American-Owned Business	-.114	.048	2.37 ^b
Female-Owned Business	-.262	.020	13.10 ^a
Disabled Veteran-Owned Business	.194	.091	2.13 ^b
Hispanic American-Owned Business	-.223	.038	5.87 ^a
African American-Owned Business	-.211	.100	2.11 ^b
Native American-Owned Business	-.141	.354	.398
Number of Observations	22641		
χ^2_k	237.01 ^a		

Notes:

^a Significant at the .01 level

^b Significant at the .05 level

2. Minority-owned Firm Status and Bank Loan Start-up Financing

Tables 3-4 report parameter estimates of the effects of minority-owned firm status and financing firm start-up with a bank loan in the Ohio private sector. For the specifications in Tables 3-4, the dependent binary variable is whether or not the firm started-up with a bank loan. The statistically significant and positive sign on the aggregate minority-owned firm status indicator in Table 3 suggests that in general, minority-owned firms are more likely, relative to nonminority-owned firms, to have bank loans as a source of start-up financing. With the exception of firms owned by African Americans, and Native Americans the parameter estimates reported in Table 4 are similar, with Native American-owned firms being relatively less likely to have used bank loans as start-up financing. Overall, the parameter estimates in Tables 3-4 suggest that relative to nonminority-owned firms, minority-owned firms are more likely to have bank loans as a source of start-up financing in the Ohio private sector.

Table 3: Heteroscedastic Probit Parameter Estimates: Minority-Owned Business Status and Bank Loan Start-up Financing in the Ohio Private Sector

	Coefficient	Standard Error	t-Value
Regressand: Start-up Financed by Bank Loan (Binary)			
Regressors:			
Constant	-2.02	.022	91.82 ^a
Minority-owned Business	.203	.037	5.48 ^a
Number of Observations	22641		
χ^2_k	29.98 ^a		

Notes:

^a Significant at the .01 level

^b Significant at the .05 level

^c Significant at the .10 level

Table 4: Herteroscedastic Probit Parameter Estimates: Minority-Owned Business Status and Bank Loan Start-up Financing in the Ohio Private Sector

	Coefficient	Standard Error	t-Value
Regressand: Start-up Financed by Bank Loan (Binary)			
Regressors:			
Constant	-2.01	.021	95.71 ^a
Asian American-Owned Business	.109	.096	1.13
Female-Owned Business	.128	.041	3.12 ^a
Disabled Veteran-Owned Business	.749	.116	6.46 ^a
Hispanic American-Owned Business	-.137	.074	1.85 ^c
African American-Owned Business	.189	.175	1.08
Native American-Owned Business	-3.03	.067	45.22 ^a
Number of Observations	22641		
χ^2_k	2130.02 ^a		

Notes:

^a Significant at the .01 level

^b Significant at the .05 level

^c Significant at the .10 level

3. Minority-owned Firm Status and Government Guaranteed Bank Loan Start-up Financing

Tables 5-6 report parameter estimates of the effects of minority-owned firm status and financing firm start-up with a government guaranteed bank loan in the Ohio private sector. For the specifications in Tables 5 - 6, the dependent binary variable is whether or not the firm started-up with a government guaranteed bank loan. The statistically insignificant sign on the aggregate minority-owned firm status indicator for the parameter estimates reported in Table 5 suggest that in general, minority-owned firms are neither more or less likely, relative to nonminority-owned firms, to have government guaranteed bank loans as a source of start-up financing. The parameter estimates reported in Table 6 suggest that relative to nonminority-owned firms, African American-owned firms are more likely, and Native American-owned firms are less likely to have government guaranteed bank loans as a source of start-up financing.

Table 5: Heteroscedastic Probit Parameter Estimates: Minority-Owned Business Status and Government Guaranteed Bank Loan Start-up Financing in the Ohio Private Sector

	Coefficient	Standard Error	t-Value
Regressand: Start-up Financed by Government Guaranteed			
Bank Loan (Binary)			
Regressors:			
Constant	-2.33	.029	80.34 ^a
Minority owned Business	-.051	.057	.895
Number of Observations	22641		
χ^2_k	.790		

Notes:

^a Significant at the .01 level

Table 6: Heteroscedastic Probit Parameter Estimates: Minority-Owned Business Status and Government Guaranteed Bank Loan Start-up Financing in the Ohio Private Sector

	Coefficient	Standard Error	t-Value
Regressand: Start-up Financed by Government Guaranteed Bank Loan (Binary)			
Regressors:			
Constant	-2.33	.029	80.34 ^a
Asian American-Owned Business	-.187	.177	1.06
Female-Owned Business	-.023	.062	.371
Disabled Veteran-Owned Business	-.271	.345	.785
Hispanic American- Owned Business	-.173	.138	1.25
African American-Owned Business	.407	.215	1.89 ^c
Native American-Owned Business	-2.81	.060	46.83 ^a
Number of Observations	226414		
χ^2_k	2197.01 ^a		

Notes:

^a Significant at the .01 level

^c Significant at the .10 level

4. Minority-owned Firm Status and Home Equity Start-up Financing

Tables 7 - 8 report parameter estimates of the effects of minority-owned firm status and financing firm start-up with a home equity loan in the Ohio private sector. For the specifications in Tables 7 - 8, the dependent binary variable is whether or not the firm started-up with a home equity loan. The statistically significant and negative sign on the aggregate minority-owned firm status indicator for the parameter estimates in Table 7 suggest that in general, minority-owned firms are less likely relative to nonminority-owned firms to have home equity loans as a source of start-up financing. The parameter estimates reported in Table 8 suggest that the reduced likelihood of minority-owned firms having home equity loans as a source of start-up financing is driven exclusively by the reduced likelihood of firms owned by Females and Disabled Veterans having such financing, as it is only significant and negative in those instances when disaggregated minority-owned firm status is considered. Overall, the parameter estimates reported in Tables 7 - 8 suggest that relative to nonminority-owned firms only disabled veteran-owned and Female-owned firms are less likely to have home equity loans as a source of start-up financing in the Ohio private sector.

Table 7: Heteroscedastic Probit Parameter Estimates: Minority-Owned Business Status and Home Equity Start-up Financing in the Ohio Private Sector

	Coefficient	Standard Error	t-Value
Regressand: Start-up Financed by Home Equity			
Loan (Binary)			
Regressors:			
Constant	-1.51	.016	94.37 ^a
Minority-owned Business	-.156	.031	5.03 ^a
Number of Observations	22641		
χ^2_k	25.42 ^a		

Notes:

^a Significant at the .01 level

Table 8: Heteroscedastic Probit Parameter Estimates: Minority-Owned Business Status and Home Equity Start-up Financing in the Ohio Private Sector

	Coefficient	Standard Error	t-Value
Regressand: Start-up Financed by Home Equity Loan (Binary)			
Regressors:			
Constant	-1.51	.016	94.37 ^a
Asian American-Owned Business	-.005	.077	.065
Female-Owned Business	-.173	.035	4.94 ^a
Disabled Veteran-Owned Business	-.319	.169	1.89 ^c
Hispanic American-Owned Business	-.107	.067	1.59
African American-Owned Business	-.060	.169	.355
Native American-Owned Business	.565	.431	1.31
Number of Observations	22641		
χ^2_k	34.05 ^a		

Notes:

^a Significant at the .01 level

^c Significant at the .10 level

5. Minority-owned Firm Status and Venture Capital Start-up Financing

Tables 9 - 10 report parameter estimates of the effects of minority-owned firm status and financing firm start-up with venture capital in the Ohio private sector. For the specifications in Tables 9 - 10, the dependent binary variable is whether or not the firm started-up with venture capital. The statistically significant and negative sign on the aggregate minority-owned firm status indicator for the parameter estimates in Table 9 suggest that in general, minority-owned firms are more likely relative to nonminority-owned firms to have venture as a source of start-up financing. The parameter estimates reported in Table 10 suggest that the increased likelihood of minority-owned firms having venture capital as a source of start-up financing is true for all except Asian-owned, African American-owned, and Native American owned firms. Relative to nonminority-owned businesses, Native American-owned firms are less likely to have venture capital as a source of start-up financing.

Table 9: Heteroscedastic Probit Parameter Estimates: Minority-Owned Business Status and Venture Capital Start-up Financing in the Ohio Private Sector

	Coefficient	Standard Error	t-Value
Regressand: Start-up Financed by Ventured Capital (Binary)			
Regressors:			
Constant	-2.01	.022	91.36 ^a
Minority-owned Business	.203	.037	5.49 ^a
Number of Observations	22641		
χ^2_k	29.98 ^a		

Notes:

^a Significant at the .01 level

Table 10: Heteroscedastic Probit Parameter Estimates: Minority-Owned Business Status and Venture Capital Start-up Financing in the Ohio Private Sector

	Coefficient	Standard Error	t-Value
Regressand: Start-up Financed by Venture Capital (Binary)			
Regressors:			
Constant	-2.01	.022	91.36 ^a
Asian American-Owned Business	.109	.096	1.13
Female-Owned Business	.128	.041	3.12 ^a
Disabled Veteran-Owned Business	.749	.116	6.46 ^a
Hispanic American- Owned Business	.137	.074	1.85 ^c
African American-Owned Business	.189	.175	1.08
Native American-Owned Business	-3.03	.067	45.22 ^a
Number of Observations	22641		
χ^2_k	2130.02 ^a		

Notes:

^a Significant at the .01 level

^c Significant at the .10 level

6. Minority-owned Firm Status and Bank Loan Business Expansion Financing

Tables 11 - 12 report parameter estimates of the effects of minority-owned firm status and bank loan business expansion financing in the Ohio private sector. For the specifications in Tables 11 - 12, the dependent binary variable is whether or not the business financed its expansion with a bank loan. The statistically significant and negative sign on the aggregate minority-owned firm status indicator for the parameter estimates in Table 11 suggest that in general, relative to nonminority-owned firms minority-owned firms are less likely to finance the expansion of their business with a bank loan. The parameter estimates reported in Table 12 suggest that the reduced relative likelihood of minority-owned firms having bank loans as a source of financing the expansion of their business is similar for all minority-owned businesses under consideration except for firms owned by Asians, Disabled Veterans and African Americans, as the indicator coefficient for is negative but insignificant in these instances.

Table 11: Heteroscedastic Probit Parameter Estimates: Minority-Owned Business Status and Bank Loan Expansion in the Ohio Private Sector

	Coefficient	Standard Error	t-Value
Regressand: Expansion Financed by Bank Loan (Binary)			
Regressors:			
Constant	-1.53	.023	66.52 ^a
Minority-owned Business	-.336	.035	9.60 ^a
Number of Observations	22641		
χ^2_k	91.76 ^a		

Notes:

^a Significant at the .01 level

Table 12: Heteroscedastic Probit Parameter Estimates: Minority-Owned Business Status and Bank Loan Expansion Financing in the Ohio Private Sector

	Coefficient	Standard Error	t-Value
Regressand: Expansion Financed by Bank Loan (Binary)			
Regressors:			
Constant	-1.53	.023	66.52 ^a
Asian American-Owned Business	-.047	.086	.546
Female-Owned Business	-.347	.039	8.89 ^a
Disabled Veteran-Owned Business	-.010	.143	.069
Hispanic American-Owned Business	-.311	.078	3.99 ^a
African American-Owned Business	-.143	.200	.715
Native American-Owned Business	-4.80	.370	12.97 ^a
Number of Observations	22641		
χ^2_k	337.44 ^a		

Notes:

^a Significant at the .01 level

7. Minority-owned Firm Status and Government Guaranteed Bank Loan Business Expansion Financing

Tables 13 - 14 report parameter estimates of the effects of minority-owned firm status and government guaranteed bank loan business expansion financing in the Ohio private sector. For the specifications in Tables 13 - 14, the dependent binary variable was whether or not the business financed its expansion with a government guaranteed bank loan. The statistically significant and negative sign on the aggregate minority-owned firm status indicator for the parameter estimates in Table 13 suggest that in general, relative to nonminority-owned firms minority-owned firms are less likely to finance the expansion of their business with a government guaranteed bank loan. The parameter estimates reported in Table 14 suggest that relative to nonminority-owned firms, those owned by Females and Native Americans have a reduced likelihood of financing the expansion of their business with a government guaranteed bank loan.

Table 13: Heteroscedastic Probit Parameter Estimates: Minority-Owned Business Status and Government Guaranteed Bank Loan Expansion in the Ohio Private Sector

	Coefficient	Standard Error	t-Value
Regressand: Expansion Financed by Government			
Guaranteed Bank Loan (Binary)			
Regressors:			
Constant	-2.31	.063	36.67 ^a
Minority-owned Business	-.196	.063	3.11 ^a
Number of Observations	22641		
χ^2_k	9.67 ^a		

Notes:

^a Significant at the .01 level

Table 14: Heteroscedastic Probit Parameter Estimates: Minority-Owned Business Status and Government Guaranteed Bank Loan Expansion Financing in the Ohio Private Sector

	Coefficient	Standard Error	t-Value
Regressand: Expansion Financed by Government Guaranteed Bank Loan (Binary)			
Regressors:			
Constant	-2.31	.029	79.65 ^a
Asian American-Owned Business	-.024	.153	.157
Female-Owned Business	-.205	.071	2.89 ^b
Disabled Veteran-Owned Business	-.289	.347	.833
Hispanic American- Owned Business	-.171	.146	1.17
African American-Owned Business	-.109	.357	.305
Native American-Owned Business	-2.88	.063	45.71 ^a
Number of Observations	22641		
χ^2_k	2065.93 ^a		

Notes:

^a Significant at the .01 level

^b Significant at the .05 level

8. Minority-owned Firm Status and Home Equity Loan Business Expansion Financing

Tables 15 - 16 report parameter estimates of the effects of minority-owned firm status and home equity loan business expansion financing in the Ohio private sector. For the specifications in Tables 15 - 16, the dependent binary variable is whether or not the business financed its expansion with a home equity loan. The statistically significant and negative sign on the aggregate minority-owned firm status indicator for the parameter estimates in Table 15 suggest that in general, relative to nonminority-owned firms minority-owned firms are less likely to finance the expansion of their business with a home equity loan. The parameter estimates reported in Table 16 suggests that the reduced likelihood of minority-owned firms utilizing home equity loans as a source of financing the expansion of their businesses is driven by the relative lower likelihood of firms owned by Females, Disabled Veterans, and Hispanics.

Table 15: Heteroscedastic Probit Parameter Estimates: Minority-Owned Business Status and Home Equity Loan Financing in the Ohio Private

	Coefficient	Standard Error	t-Value
Regressand: Expansion Financed by Home Equity Loan (Binary)			
Regressors:			
Constant	-1.59	.016	99.37 ^a
Minority-owned Business	-.250	.034	7.35 ^a
Number of Observations	22641		
χ^2_k	53.42 ^a		

Notes:

^a Significant at the .01 level

Table 16: Heteroscedastic Probit Parameter Estimates: Minority-Owned Business Status and Home Equity Loan Expansion Financing in the Ohio Private Sector

	Coefficient	Standard Error	t-Value
Regressand: Expansion Financed by Home Equity Loan (Binary)			
Regressors:			
Constant	-1.59	.016	99.37 ^a
Asian American-Owned Business	-.055	.086	.639
Female-Owned Business	-.239	.038	6.29 ^a
Disabled Veteran-Owned Business	-.379	.188	2.01 ^b
Hispanic American- Owned Business	-.241	.079	3.05 ^a
African American-Owned Business	.178	.158	1.13
Native American-Owned Business	.959	.396	2.42 ^b
Number of Observations	22641		
χ^2_k	58.83 ^a		

Notes:

^a Significant at the .01 level

^b Significant at the .05 level

9. Minority-owned Firm Status and Venture Capital Business Expansion Financing

Last but not least, Tables 17 - 18 report parameter estimates of the effects of minority-owned firm status and venture capital business expansion financing in the Ohio private sector. For the specifications in Tables 17 - 18, the dependent binary variable is whether or not the business financed its expansion with venture capital. The statistically significant and negative sign on the aggregate minority-owned firm status indicator for the parameter estimates in Table 17 suggest that in general, relative to nonminority-owned firms minority-owned firms are less likely to finance the expansion of their business with venture capital. The parameter estimates reported in Table 18 suggest that the reduced likelihood of minority-owned firms utilizing venture capital as a source of financing the expansion of their businesses is true for all minority-owned firms except for firms owned by Disabled Veterans, for which the estimated coefficient is positive but statistically insignificant.

Table 17: Heteroscedastic Probit Parameter Estimates: Minority-Owned Business Status and Venture Capital Expansion Financing in the Ohio Private Sector

	Coefficient	Standard Error	t-Value
Regressand: Expansion Financed by Venture Capital (Binary)			
Regressors:			
Constant	-2.63	.041	64.15 ^a
Minority-owned Business	-.490	.128	3.83 ^a
Number of Observations	226414		
χ^2_k	14.69 ^a		

Notes:

^a Significant at the .01 level

Table 18: Heteroscedastic Probit Parameter Estimates: Minority-Owned Business Status and Venture Capital Expansion Financing in the Ohio Private Sector

	Coefficient	Standard Error	t-Value
Regressand: Expansion Financed by Venture Capital (Binary)			
Regressors:			
Constant	-2.63	.041	64.15 ^a
Asian American-Owned Business	-3.26	.336	9.70 ^a
Female-Owned Business	-.494	.154	3.21 ^a
Disabled Veteran-Owned Business	.302	.269	1.12
Hispanic American- Owned Business	-3.12	.042	74.29 ^a
African American-Owned Business	-3.15	.181	17.40 ^a
Native American-Owned Business	-3.12	.069	45.22 ^a
Number of Observations	22641		
χ^2_k	6165.14 ^a		

Notes:

^a Significant at the .01 level

10. Implications for the Existence of Discrimination Against Minority-owned Firms in the Ohio Private Sector

GSPC's private sector analysis minority-owned businesses in the State of Ohio is motivated by the idea that if business firm access to private equity, loans and venture capital is conditioned on minority ownership status, this would be suggestive of, and consistent with discrimination against minority-owned businesses in the private sector. Discrimination against minority-owned businesses in private sector markets for business financing would result in those businesses having a reduced likelihood, relative to nonminority-owned businesses, of receiving start-up and expansion financing from private sector sources. GSPC's analysis finds that relative to nonminority-owned businesses, minority-owned businesses in the State of Ohio are less likely to have utilized bank loans, home equity and venture capital to finance business start-up and expansion.

The parameter estimates reported in Tables 1 - 18 reveal that the probability and likelihood of minority-owned businesses utilizing start-up and expansion finance capital from the private sector in Ohio is smaller relative to white business owners, as being a minority-owned firm in general reduced the likelihood relative to nonminority-owned firms of receiving financing in 7 of the 9 types of start-up or expansion financing considered. Such relative probabilities and likelihoods are consistent with discriminatory behavior by private lenders against minority-owned businesses in the Ohio private sector which constrains their ability to enter the market, and once in the market, to expand their capabilities. Even when minority status is disaggregated into relevant race/gender/ethnicity/disability status (e.g. Asian, Female, Disabled Veteran, Hispanic, Black, Native American) for each type of financing considered, the results reported in Tables 1 – 18 still show that a majority of the specific minority groups have relative lower likelihood of receiving particular types of start-up and expansion capital relative to nonminority-owned firms.

These findings, while consistent with private sector discrimination against minority-owned firms in Ohio, are not necessarily proof of actual private sector discrimination. While our analysis considers minority-group based disparities in accessing and using certain type of business financing, a shortcoming of using disparity in group outcomes to infer discrimination is

that statistical/econometric specifications based on disparate group outcomes could omit variables that are unobserved, but important to the group outcomes under consideration.¹⁹ For example, our analysis does not control for a business firm's and/or its principle owners credit history, which is not included in the SPUMS. As such, our parameter estimate could be biased if relative to nonminority-owned firms, minority-owned firms have inferior credit histories, resulting in them being less likely to secure financing from the private sector because they are riskier, and not because they are minority-owned. However, we are confident that our parameter estimates identify the conditional effect of minority status on receiving financing as they are based on an estimator that controls for the heteroscedasticity associated with omitted variables that may also condition the outcome under consideration. Indeed, our heteroscedastic probit estimator controls for unobserved heterogeneity in the form of omitted variables and selection into the SPUMS sample associated with business firm size as measured by sales revenue. That the sign and significance on the minority-owned firm indicators in our parameter estimates correspond to what they would if business financing suppliers discriminated against minority-owned businesses, suggest that our parameter estimates identify the effects of private sector discrimination against minority-owned firms in the private sector of Ohio.

11. Regression Analysis of Public Contracting and Subcontracting Disparities In Cuyahoga County

In this section GSPC considers the relative, public contracting and subcontracting outcomes of business firms owned by nonwhites in the relevant market area for Cuyahoga County. Our analysis utilizes data from business firms that are either willing, able, or have actually contracted/subcontracted with Cuyahoga County, with the aim of determining if the statistical likelihood of successful contracting/subcontracting is conditioned in a statistically significant manner on the race, ethnicity, gender and disability status of business owners. Such an analysis is a useful and important complement to estimating disparity indexes, which assume all things important for success and failure are equal among business firms competing for public contracts, and are based on unconditional moments—statistics that do not necessarily inform causality or

¹⁹ See: Pager, Devah, and Hana Shepard. "The sociology of discrimination: Racial discrimination in employment, housing, credit, and consumer markets." *Annual review of sociology* 34 (2008): 181 - 209.

the source of differences across such statistics. As disparity indexes do not condition on possible confounders of self-employment, and success and failure in public sector contracting/subcontracting by business firms, they are only suggestive of disparate treatment, and their implied likelihood of success/failure could be biased.

Our analysis posits that there are indeed confounders of success and failure in public sector contracting/subcontracting that are sources of heterogeneity among business firms that lead to heterogeneity in success and failure. Failure to condition on sources of heterogeneity in success/failure in public sector contracting/subcontracting can leave simple disparity indexes devoid of substantive policy implications as they could possibly reflect in part or in whole disparate outcomes driven by disparate business firm characteristics that matter fundamentally for success/failure in public sector contracting/subcontracting by nonwhite firms. Controlling for confounders that are presumably independent of the race, ethnicity, gender, and disability status of business firm owners, and important for differences in the success/failure rate of business firms competing for public sector contracts/subcontract, if race, ethnicity, gender, or disability status conditions a lower likelihood of success/failure, this would be suggestive of such status causing observed disparities.

Our analysis is based on survey data compiled by GSPC, and constitutes a two-stage cluster sample of firms from the bidder and vendor lists provided by Cuyahoga County. Clusters were constructed on the basis of assigned categories for a business enterprise's primary line of business. The GSPC survey categorized five primary lines of business: Building Construction, Special Trade Contractor, Professional Services, General/Personal Services, and Supplies and Equipment. Given a cost-based constraint of a total sample of 500, a random sample from each cluster was selected, and the cluster share of total observations was used to approximate probability weights for the individual observations of businesses in the cluster.

The GSPC survey was a 103 item questionnaire, that captured data on firm and individual owner characteristics that approximates the content of the SPUMS on which we based our private sector analysis in an earlier part of this report. The interest in this section is in the extent to which a business firm owner's race, ethnicity, gender and disability status conditions success/failure in Cuyahoga County public contracting and subcontracting opportunities. As such, our use of the data in the GSPC survey is limited to the measured covariates that in our view are best suited for

evaluating the extent to which a business firms owner's race, ethnicity and disability status are a possible cause of public contracting disparities.

Table 1 reports a summary on the description, mean and standard deviation of the covariates from the GSPC survey that are relevant to the analysis of this section. The first three listed covariates measure the public contracting activities and outcomes of the business firms in the relevant market area for Cuyahoga County since July 2007. Their unconditional variation—given by the standard deviation—in the sample presumably reflects unconditional variation in each business firm's propensity to seek public contracting opportunities and success securing such opportunities. However, the other covariates also have unconditional variation and they measure business firm and owner characteristics that could be important for the observed variation and disparities in seeking and being successful in obtaining public contracting opportunities in Cuyahoga County.

VI. ANECDOTAL EVIDENCE

A. Introduction

The collection and analysis of anecdotal evidence is an aspect of the comprehensive approach Griffin & Strong, P.C. utilizes in conducting disparity studies in compliance with the U.S. Supreme Court's decision in Croson. In Croson, the Court held that, while they cannot stand alone, anecdotal accounts of discrimination may help to establish a compelling interest for a local government to pursue race- and gender-conscious remedies. Moreover, such evidence can provide a local governmental or quasi-governmental entity with a firm basis for fashioning a program that is narrowly tailored to remedy identified forms of marketplace discrimination and other barriers to disadvantaged, minority and women business participation in contract opportunities.

GSPC's methodology for collecting and analyzing qualitative data incorporates multiple methods of information-gathering through a combination of telephone surveys, focus groups, public hearings, and phone interviews, as well as e-mail comments. The evidence gathered through these methods of observation and interaction are used in conjunction with the statistical and econometric research to provide clarity as to the particular causes of any discrimination or disparities found. GSPC's engagement with business owners in the Cuyahoga County area was both public and individual, and included:

1. Telephone Survey of Business Owners
2. Anecdotal Interviews
3. Public Hearings
4. Focus Groups

GSPC's anecdotal analysis is intended to "reach behind" the numbers, to enable the firm to draw inferences from the statistical data as to the prevalence and type of obstacles faced by minority, women-owned, and small businesses in Cuyahoga County's procurements. The focus of the engagement with businesses in the Relevant Market area has been to identify respondents' experiences in conducting business with the County. GSPC solicited participation and responses

from community members, and businesses that have done, or attempted to do business with the County. The personal interview guide used in interviewing businesses included questions designed to establish a business profile for each business. Interviewers gathered information concerning the primary line of business, gender and ethnicity of owner, organizational status, number of employees, year business established, gross revenues, and level of education.

The public hearings drew business owners to speak on the record about their experiences, each taking the floor to address GSPC as well as the members of the County Commission and administration in attendance, and the wider public. Similarly, the focus groups allowed firm owners to discuss their experiences, but also created a collegial and enclosed environment wherein they felt comfortable to dialogue with one another. As will be shown below, the combination of these three methods of collecting the stories, experiences, and histories of business owners in the Cuyahoga County area as well as the telephone survey data available for review, create a well-rounded picture of the perception of the County by the business owners whom it serves.

B. Telephone Survey of Business Owners

In May and June of 2014 Oppenheim Research²⁰ conducted a telephone survey of business owners from the Cuyahoga County, OH Business community. GSPC provided the questions for the survey, and a random stratified list of vendors. The list was taken from the data file provided to GSPC by EuQuant and stratified by the major work categories.

GSPC provided Oppenheim Research with five (5) times the number of firms in each category needed to achieve the sample. Each category list was randomly numbered so that Oppenheim could start with the first number and continue until it achieved the sample size for that category. Oppenheim Research made a number of attempts, resulting in 306 completed surveys. The disposition of all attempts and calls is set forth in the table below.

²⁰ Oppenheim Research is a woman-owned firm that specializes in telephone surveys and has extensive experience in conducting them as part of a disparity study.

Row Labels	Count	of
Always Busy	11	
Answering Machine	413	
Busy Signal	18	
Callback/Never reached	255	
Cell Phone	5	
Complete	314	
Did not use services	2	
Duplicate	20	
Fax Machine	8	
Final Fax	10	
Final House Refusal	8	
Final Refusal	77	
Final Wrong #	37	
Household Level RF	4	
Ineligible (explain)	86	
Known Respondent RF	11	
NA	1	
Re-connected (VF)	1	
Disconnected (VF)	347	
No Answer	70	
Not Used-Quota only	244	
on company voicemail	1	
Resp Never Available	4	
Spanish Callback	1	
Temp Out of Service	18	
Wrong #	54	
(blank)		
Grand Total	2020	
Eligible	430	
Cooperation Rate	0.742	
Total # of Attempts	5081	

The telephone survey consisted of 81 substantive questions which asked for various financial and demographic data. A sample of the telephone survey is attached as Appendix B.

C. Findings by Cross-Tabulations

The distribution of firm ownership tabulated from the survey is as follows with the actual cross tabulations from the survey attached as Appendix C:

- Caucasian: 76% (234)
- Black American: 14.7% (45)
- Asian/Pacific Islander: 2.0% (6)
- Hispanic American: 2.3% (7)
- Subcontinent Asian: 1.3% (3)
- Native American 0% (0)
- No Response: 1.0% (3)
- Other: 2.3% (7)

The distribution of firm ownership based upon gender²¹ is:

- Male: 65% (199)
- Female: 33% (101)
- No Response: 2% (6)

The distribution based on response to the question, “Which one of the following is your company’s primary line of business?” is as follows:

- Professional Services (General Contractor): 32% (98)
- Construction: 18.3% (56)
- Goods and Services: 23.9% (73)
- Supplier: 25.8% (79)

²¹ Response to telephone survey question which asked, “Is more than 50 percent of your company owned and controlled by a woman or women?”

Firms answered various questions concerning the race/ethnicity/gender backgrounds of the owners, owner educational level, and firm financial histories. These questions allow a more nuanced perspective on the survey respondents. The majority of respondents in all race and gender categories either had attended college, were college graduates, or held post graduate degrees, with all Asian Americans and Hispanic Americans falling into these categories and 83% and 86% of Caucasians and Black Americans at this level, respectively (Table 14, Appendix C). 88% of Women-owned firms had completed some college, were college graduates, or had obtained a post graduate degree. 22.4% of the 67 Women-owned businesses surveyed that reported being certified were also certified as Minority Business Enterprises by a government entity (Table 36.1, Appendix C). Below, we arrange the anecdotal data in contingency tables specifying relationships between row and column variables, and test via Chi-square whether the levels of the row variable are differentially distributed over levels of the column variables. A significant Chi-square test statistic means that any differences in cell frequencies—which measure the race and gender characteristics of anecdotal survey respondents, cannot be explained by chance alone, or are statistically significant.

When asked for information on their firms' gross revenues for the calendar year 2012, Black and Subcontinent Asian American-owned firms had the highest percentages in the "\$50,000 or less" category, with a quarter of firms in each group. Caucasian-owned firms' highest percentages were in the "\$1,000,001-\$3,000,000" category, with 20% of their total respondents falling into this group. Women-owned firms had their highest percentage in the \$50,000 or less range with 43% of all Female respondents (Table 17, Appendix C).

When asked if their firm had experienced discriminatory behavior from the County at any point since 2009, the vast majority of respondents answered that they had not. In fact, only 7% of Caucasian-owned firms, 13% of Black American-owned firms, 14.3% of Hispanic American-owned firms and no Asian American-owned firm respondents answered in the affirmative (Table 53, Appendix C). However, of those who experienced discrimination from the County, 53.8% stated that it was in the form of action taken against the company by the County rather than in the form of verbal or written statements (Table 56, Appendix C). Only 10% of Women-owned firms responded that they had experienced discrimination from the County and 50% of those that

responded in the affirmative said that the discrimination was in the form of action taken by the County against their firm (Table 53, Appendix C).

As shown in the table below, 87% of Caucasian-owned firm respondents felt as though they had not experienced discriminatory behavior from the private sector in the past, whereas less than half of Black American and Hispanic American-owned firms answered that they did not feel discriminated against in the private sector. No Asian American-owned firm respondents answered that they felt discriminated against in the private sector. Only 22% of the 101 women-owned firms interviewed stated that they had been discriminated against in the private sector. (See Table 19 below):

Table 19: Do you feel as though you have experienced discriminatory behavior from the private sector (non-government) in the past?

	Total	Women	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:							
			Caucasian Males	Black American	Asian Pacific	Hispanic American	Native American	Sub-continent Asian	No Response	Other
Un-weighted Base	306	101	234	45	6	7	0	4	3	7
Yes	50 16.3 %	22 21.8 %	26 11.1%	20 44.4%	0 0.0%	3 42.9 %	0 0.0%	0 0.0%	0 0.0%	1 14.3%
No	249 81.4 %	76 75.2 %	205 87.6%	22 48.9 %	6 100.0%	3 42.9 %	0 0.0%	4 100.0%	3 100.0 %	6 85.7%
DK	7 2.3%	3 3.0%	3 1.3%	3 6.7%	0 0.0%	1 14.3 %	0 0.0%	0 0.0%	0 0.0%	0 0.0%

Table 20 below addresses the number of times survey respondents had been denied a commercial bank loan during the study period, 78.1% of Caucasian-owned firm respondents answered that they had never been denied, whereas 84% of Black American-owned firm respondents had been denied between 1 and 10 times. 75% of Hispanic American-owned firms had never been denied and no Asian American-owned firm respondents had ever been denied. 66% of women-owned firms reported having never been denied a commercial bank loan.

Table 20 : How many times have you been denied a commercial (business) bank loan between 2009 and 2012?

	Total	Women	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:							
			Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Sub-continent Asian	No Response	Other
Un-weighted Base	306	101	234	45	6	7	0	4	3	7
None (Never Denied)	59 65.6%	16 61.5%	50 78.1%	3 15.8%	2 100.0%	3 75.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%
1-10	26 28.9%	9 34.9%	10 15.6%	16 84.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
DK/NA	5 5.6%	5 5.6%	4 6.3%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
No Response	216	75	170	26	4	3	0	4	3	6

In response to the statement that some nonminority prime contractors change their bidding procedures when they are not required to hire minority and women-owned businesses as sub-contractors, only a quarter of Caucasian-owned firm respondents agreed or strongly agreed, whereas 47% of Black American-owned firms, 50% of Subcontinent Asian American-owned firms and 43% of Hispanic American-owned firms either agreed or strongly agreed with that statement (Table 52, Appendix C). 28% of women-owned firms across all race and ethnic categories agreed or strongly agreed with this statement. . The Chi-square test statistic was significant, suggesting that the responses are statistically significant and different across the race and gender classifications.

Table 21: Please indicate your agreement or disagreement with the following statement: “Some nonminority prime contractors change their bidding procedures when they are not required to hire minority and women-owned businesses as subcontractors”.

	Total	Women	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:							
			Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Sub-continent Asian	No Response	Other
Un-weighted Base	306	101	234	45	6	7	0	4	3	7
Strongly Agree	33 10.8%	12 11.9%	21 9.0%	8 17.8%	0 0.0%	2 28.6%	0 0.0%	1 25.0%	0 0.0%	1 14.3%
Agree	60 19.6%	18 17.8%	41 17.5%	13 28.9%	1 16.7%	1 14.3%	0 0.0%	1 25.0%	1 33.3%	2 28.6%
Neither Agree or Disagree	108 35.3%	36 35.6%	87 37.2%	13 28.9%	3 50.0%	2 28.6%	0 0.0%	0 0.0%	1 33.3%	2 28.6%
Disagree	52 17.0%	13 12.9%	41 17.5%	4 8.9%	2 33.3%	1 14.3%	0 0.0%	2 50.0%	1 33.3%	1 14.3%
Strongly Disagree	7 2.3%	2 2.0%	6 2.6%	1 2.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
DK	46 15.0%	20 19.8%	38 16.2%	6 13.3%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	1 14.3%

When asked if they believed that there is an informal network of prime and subcontractors in Cuyahoga County, nearly 20% of Caucasian respondents strongly disagreed, compared to 42% of Black American and 57% of Hispanic American respondents. As can be seen in the table below, another 20% of Caucasian respondents “agreed” with the statement, but not strongly, accompanied by another 20% of Black American respondents (Table 72, Appendix C). Overall,

only 10% of Caucasian respondents who agreed or strongly agreed with this statement agreed that exclusion from this network has kept them from bidding or has interfered with their ability to contract in the public or private sector. 44% of Black American respondents believed that this network had been detrimental to their firms, either agreeing or strongly agreeing with the statement, and 57% of Hispanic American-owned firms felt the same. 44% of women-owned firms across all racial and ethnic categories agreed or strongly agreed that there is an informal network and, while another 22% neither agreed nor disagreed, only 4% strongly disagreed with that statement. (Table 73, Appendix C) , The Chi-square test statistic was significant, suggesting that the responses are statistically significant and different across the race and gender classifications.

Table 22: Please indicate your level of agreement or disagreement, on a scale of 1 to 5, where 1 is Strongly Agree and 5 is Strongly Disagree. There is an informal network of prime and sub-contractors in Cuyahoga County.

	Total	Women	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:							
			Caucasian	Black America	Asian Pacific	Hispanic American	Native America	Subcontinent Asian	No Response	Other
Unweight	306	101	234	45	6	7	0	4	3	7
Strongly Agree	71 23.2%	27 26.7%	46 19.7%	19 42.2%	0 0.0%	4 57.1%	0 0.0%	1 25.0%	0 0.0%	1 14.3%
Agree	63 20.6%	17 16.8%	50 21.4%	9 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	3 42.9
Neither	78 25.5%	22 21.8%	59 25.2%	12 26.7%	3 50.0%	1 14.3%	0 0.0%	1 25.0%	1 33.3%	1 14.3%
Disagree	41 13.4%	17 16.8%	34 14.5%	1 2.2%	2 33.3%	1 14.3%	0 0.0%	0 0.0%	1 33.3%	2 28.6
Strongly Disagree	17 5.6%	4 4.0%	15 6.4%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%
DK	36 11.8%	14 13.9%	30 12.8%	4 8.9%	0 0.0%	1 14.3%	0 0.0%	1 25.0%	0 0.0%	0 0.0%

66% of Black Americans and 42% of Hispanic Americans agreed or strongly agreed that double standards in qualification and performance make it more difficult for minority and/or women-owned, businesses to win bids or contracts, while only 16% of Caucasians agreed or strongly agreed with that statement. 37% of Women-owned firms across all ethnicities agreed or strongly agreed that there are double standards in qualification and performance (Table 75, Appendix C). Of Black Americans, 26.7% and 24.4% of respondents strongly agreed or agreed, respectively, with the statement that a prime contractor will sometimes include minority or women-owned businesses to meet a “good faith effort” requirement and then drop them once they win the award. 43% of Hispanic Americans strongly agreed with that statement and 50% of Asian Pacific Americans agreed or strongly agreed. This is compared to the 24% of Caucasian respondents who either agreed or strongly agreed with this statement. 30% of women-owned firms agreed or strongly agreed that primes will occasionally use an MWBE subcontractor to meet the good faith effort requirement and then drop them after winning the award (Table 76, Appendix C). As shown in the table below, 20% of women-owned businesses, 17% of Caucasians, 18% of African Americans, and 29% of Hispanic Americans believe that there is favoritism or disparate treatment in the certification process (Table 39, Appendix C). The Chi-square test statistic was significant, suggesting that the responses are statistically significant and different across the race and gender classifications.

Table 23: Do you believe that there is favoritism or disparate treatment in the certification process?

	Total	Women	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:							
			Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Un-weighted Base	306	101	234	45	6	7	0	4	3	7
Yes	51 16.7%	19 19.0%	39 16.7%	8 17.8%	0 0.0%	2 28.6%	0 0.0%	1 25.0%	0 0.0%	1 14.3%
No	194 63.6%	65 65.0%	144 61.8%	33 73.3%	6 100.0%	3 42.9%	0 0.0%	3 75.0%	2 66.7%	3 42.9%
DK	60 19.7%	16 16.0%	50 21.5%	4 8.9%	0 0.0%	2 28.6%	0 0.0%	0 0.0%	1 33.3%	3 42.9%
No Response	1	1	1	0	0	0	0	0	0	0

Over 50% of Caucasians and African Americans had worked as a prime with the private sector. 83% of Asian Americans and 28% of Hispanic Americans did the same. Over 75% of Asian Pacific Americans and Subcontinent Asians worked as primes in the private sector (Table 401, Appendix C). However, only 33% of Caucasians and 18% of African-American-owned firms worked as primes with Cuyahoga County. Only 14% of Asian Pacific Americans worked as

primes with the County and 25% of Hispanic American respondents (Table 22.1, Appendix C). The percentage difference in participation as primes public sector work for the County versus private sector work was most significant for Asian-Pacific Americans, African Americans, and Caucasians. . The Chi-square test statistic was significant, suggesting that the responses are statistically significant and different across the race and gender classifications.

Tables 34.1 to 34.15 in Appendix C ask respondents to determine factors that “may prevent companies from bidding or obtaining work on a project” for Cuyahoga County. Pre-qualification requirements were considered an issue for 22% of African Americans and 29% of Hispanic Americans and 42% of those identifying as “other,” whereas only 12% of Caucasians and 14% of women-owned firms believed the same. Performance bond requirements and bid bond requirements had similar percentages for each race and gender group, however the number of Caucasian business owners who viewed bid bonds to be a problem spiked to 15% from 11-12% in the previous categories (Table 34.3 and 34.4, Appendix C). Insurance requirements were seen as an issue primarily by Hispanic Americans with 29%, but only 7% for Caucasian and Female firm owners and 13% of Black Americans, and no percentage in every other category (Table 34.5, Appendix C)

Bid Specifications saw an increase in response in many race/ethnic/gender categories though, notably, no Hispanic American-owned firm agreed that this would be a barrier to working on projects. 24% of women- owned firms and 27% of African American respondents, however, believed that they were (Table 34.6, Appendix C). The time given to prepare a bid package or quote was seen as a bigger issue amongst African-American business owners at 47%, whereas every other group responded affirmatively in the teens (Table 34.7, Appendix C). Limited knowledge of purchasing practices, policies, and procedures was, again, a bigger issue for African American respondents at 36%, however 16% of Caucasians and Asian Pacific Americans believed the same, along with 18% of women-owned firms (Table 34.8, Appendix C). “Lack of Experience” as a barrier to obtaining work received the lowest percentages, with Caucasian and women-owned firms around 10% and African Americans at 20%. Hispanic Americans and Asian Pacific Americans rated 14% and 17% respectively (Table 34.9, Appendix C). Lack of personnel as a barrier saw similar numbers from African Americans, Caucasians,

and women-owned firms as lack of experience, however Hispanic Americans and Asian Americans did not believe at all, or did not know, if lack of personnel was a barrier (Table 34.10, Appendix C). The Chi-square test statistic was significant, suggesting that the responses are statistically significant and different across the race and gender classifications.

In terms of contract size and cost, African Americans responded at 37% and 40% respectively that both were barrier, whereas 14% of Hispanic American firms viewed size as a problem compared to 29% that had an issue with cost. Women-owned firms were on par with both issues at 19% and Caucasians viewed size and cost as barriers at 13% and 15% respectively (Tables 34.11 and 34.12, Appendix C). The selection process was considered a barrier for 43% of Hispanic Americans and 31% of African Americans, as well as over 20% of women-owned businesses (Table 34.14, Appendix C). Competing with large companies was a barrier for 57% of Hispanic and African American-owned business, as well as 33% of Asian Americans, 22% of Caucasians, and 34% of women-owned businesses. The Chi-square test statistic was significant, suggesting that the responses are statistically significant and different across the race and gender classifications. The Chi-square test statistic was significant, suggesting that the responses are statistically significant and different across the race and gender classifications.

Table 24: Sometimes, a prime contractor will include a minority and women-owned sub-contractor on a bid to meet the “good faith effort” requirement, then drop the company as a sub-contractor after winning the award.

	Total	Women	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:							
			Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Sub-continent Asian	No Response	Other
Un-weighted	306	101	234	45	6	7	0	4	3	7
Strongly Agree	42 13.7%	17 16.8%	26 11.1%	12 26.7%	0 0.0%	3 42.9%	0 0.0%	1 25.0%	0 0.0%	0 0.0%
Agree	48 15.7%	14 13.9%	32 13.7%	11 24.4%	3 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 28.6%
Neither	103 33.7%	32 31.7%	83 35.5%	10 22.2%	3 50.0%	2 28.6%	0 0.0%	0 0.0%	0 0.0%	5 71.4%
Disagree	53 17.3%	19 18.8%	46 19.7%	5 11.1%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	1 33.3%	0 0.0%
Strongly Disagree	14 4.6%	5 5.0%	11 4.7%	1 2.2%	0 0.0%	1 14.3%	0 0.0%	1 25.0%	0 0.0%	0 0.0%
DK	46 15.0%	14 13.9%	36 15.4%	6 13.3%	0 0.0%	1 14.3%	0 0.0%	1 25.0%	2 66.7%	0 0.0%

When asked if they believe that some nonminority male prime contractors change their bidding procedures when they are not required to hire minority and/or women-owned businesses, 32% of Caucasian respondents neither agreed nor disagreed and 22% either disagreed or strongly disagreed, compared to the nearly 60% of Black American-owned business respondents who either agreed or strongly agreed with that statement, the 50% of Subcontinent Asian Americans and the 43% of Hispanic American-owned businesses who strongly agreed, and the 33% of Asian Pacific American-owned businesses that agreed. 37% of women-owned firms across all race and ethnic categories (Table 78, Appendix C). The Chi-square test statistic was

significant, suggesting that the responses are statistically significant and different across the race and gender classifications.

Table 25: Some nonminority (male) prime contractors change their bidding procedures when they are not required to hire minority and/or women-owned businesses.

	Total	Women	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:							
			Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Sub-continent Asian	No Response	Other
Un-weighted	306	101	234	45	6	7	0	4	3	7
Strongly Agree	43 14.1%	14 13.9%	25 10.7%	13 28.9%	0 0.0%	3 42.9%	0 0.0%	2 50.0%	0 0.0%	0 0.0%
Agree	73 23.9%	23 22.8%	52 22.2%	13 28.9%	2 33.3%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	5 71.4
Neither	91 29.7%	31	76 32.5%	7 15.6%	4 66.7%	2 28.6%	0 0.0%	0 0.0%	0 0.0%	2 28.6
Disagree	45 14.7%	30.7%	40 17.1%	3 6.7%	0 0.0%	1 14.3%	0 0.0%	1 25.0%	0 0.0%	0 0.0%
Strongly Disagree	14 4.6%	14 13.9%	12 5.1%	1 2.2%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%
DK	40 13.1%	16 15.8%	29 12.4%	8 17.8%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	2 66.7%	0 0.0%

The survey also found that over 60% of Black American and Hispanic American business owner-respondents believed that, in general, minority and women-owned businesses are viewed as less competent than nonminority male-owned firms, and only about 25% of Caucasian respondents believed the same. 42% of the 101 women-owned firms surveyed across all racial and ethnic categories agreed or strongly agreed with this statement (Table 77, Appendix C).).

The Chi-square test statistic was significant, suggesting that the responses are statistically significant and different across the race and gender classifications.

While Black American and Hispanic American-owned firms tended to believe strongly that discrimination occurred within the County and the private sector, the majority of Caucasian respondents were either less sure or did not agree. Asian Americans (split by the survey into Asian Pacific and Subcontinent Asian) had lower numbers overall in agreement with statements regarding discrimination and informal networks. It is clear from questions regarding private sector work and loan denial rates, however, that Black and Hispanic American business owners are having a harder time in both the private and public marketplace and their perceptions of discrimination in both sectors cannot be discounted.

D. Public Hearings

Three (3) public hearings were held in Cuyahoga County as a part of this study. The first was conducted at Memorial-Nottingham Library, centrally located in the County on June 18, 2014 at 6pm. Three (3) business owners attended and gave testimony to the members of the County Commission and GSPC's team that were present. The second focus group, located in the Bay Village Library in Bay Village, Ohio on June 19, 2014, also at 6pm was unattended. There was low turnout for both hearings, although an e-mail blast was sent to 2,849 firms in the area inviting their participation and both hearings were²² advertised on Griffin & Strong, P.C.'s various social media platforms. It was therefore determined by the study team at Cuyahoga County and GSPC that it would serve the study well to conduct one more public hearing to give the public another chance to participate.

On this occasion, September 15, 2014, in the Cuyahoga County Council Chambers, after another e-mail blast was sent, meetings with various community organizations by both GSPC's

²² Of those 2,849 firms, 11 unsubscribed to GSPC's e-mails on this study and 1,379 opened the e-mail. The e-mail contained information regarding both hearings. The e-mails sent regarding the focus groups also contained information on the hearings to be conducted on the same day.

CEO and County Commissioner Pernel Jones, and a press release issued from the Cuyahoga County Executive's Office, there were approximately thirty persons in attendance and 10 chose to speak on the record. The following will address the salient topics from both attended public hearings, conducted 3 months apart.

Testimony at the final public hearing indicated that majority-owned firms feel that there is an even playing field regardless of race; however, the contention that arose verbally both there and in one of the focus groups between majority firm owners and African American firm owners indicates a racial tension in the marketplace that cannot be ignored.

Each participant was invited by GSPC's Project Executive, Rodney K. Strong, to come to the podium or microphone and give testimony about their experiences contracting with Cuyahoga County, positive or negative, on the record. Each public hearing had a court reporter present and those transcripts are available upon request. The first business owner, Mr. Harvey, came forward to state that he was there as a result of an e-mail from GSPC and has been familiar with the work of the disparity study. He had participated in many public projects with the City of Cleveland, but took issue with the lack of participation on some County projects. He argued that as a result of minorities like himself "not being able to contract legitimately with the County," there is increased economic disparity in minority communities, as their firms would hire minorities as well. He states that because his is a non-union company, he could not participate in several projects. When prompted, he indicated that he thought that the County "should put in a specification that it is not a union job" so that other firms could "share in the economic pie in procuring these contractors, union or non-union".

One Mr. Witherspoon came forward to state that he worked in training, consulting, and promotional work and felt that the County had been "good" about outreach when it came to letting businesses know when there were opportunities to bid. However, he feels that primes should put subcontractors into a "bidding lottery" or have some mechanism for ensuring that different firms have a "chance to create a track record" because "awarding a portion to one sub doesn't open it up to enough people."

Mr. Hoyas, a representative from the Hispanic Contractors Association, noted that the recent Medical Mart project was a “prime example from a Hispanic perspective” of exclusion. He stated that, though they brought “30 Hispanic contractors to the table” and talked about engagement, “a lot of stuff went to the wayside” and there were “unkept promises and issues with the union.” Mr. Hoyas stated that there are “major projects that are going on in this town” and named the building companies Kilbain, Turner, and Donnelly as among the prime contractors that fail to focus on “diversity and inclusion.” Representatives of Turner Construction were present at the hearing and sent a statement afterward that they felt that the Hispanic American owned business participation on the project had been misrepresented. They provided GSPC with tables showing a breakdown of their workforce participation by race/ethnicity, (which was not relevant to this discussion); and another showing subcontractor dollars awarded to Hispanic firms in the County. It is outside the scope of this study for GSPC to investigate the claims of either Mr. Hoyas or Turner Construction. It should also be noted that Mr. Hoyas also expressed concerns about the lack of an Hispanic outreach consultant on GSPC’s disparity study team.

Mr. Spain rose to speak as an official, appointed by the County, to the Metro Hospital Board. He stated that he was on an independent board that had been discussing procurement and disparity and found that the discussion involved contracts with small dollar amounts, whereas the focus should be on bonding issues and “meaningful” contracts. He suggested that the County “try to work smaller contractors in with larger contractors” and said that “we don’t expect to get the business so we (minorities) don’t even bid on a whole lot.” He stated that once firms have developed a track record they can be placed with larger contractors so that they can move up. He also stated the opinion that past technical assistance programs were “much better” than current programs.

Two participants, a Mr. Adams and Mr. Butler, expressed concerns that Cleveland and Cuyahoga County are not as open as other cities. Mr. Adams, the owner of a marketing and public relations firm, stated that there is a “nativist culture” that only engages the “same players” and that the County should adopt new metrics for determining economic indicators of growth of businesses in the community and look at best practices in other cities, including the encouragement of “cross-cultural collaboration.” Mr. Butler owns a sustainability consulting firm

in Cleveland and agreed with many of Mr. Adams' statements, stating that "part of the reason that there is a disparity is that there is a capacity issue" and "many minority businesses are lacking in various 20th century matters like cross-cultural competency." Mr. Butler expressed concerns about the literacy of adults in Cleveland and indicated that the issue is two-fold: the lack of an adequately educated populous and, upon education and business ownership, the assumption that minorities can only be subcontractors. He argues that in "other areas of the country" entities "aggregate companies as primes" rather than breaking down contracts for subcontractor involvement. He recommends increased joint-venturing of minority businesses in the County.

Mr. Novak, a representative of a certified SBE Female-owned firm in Cleveland came forward to state that his firm has always found the County's process to be "fair and participation goals to be reasonable," that they require "diligence and hard work" to meet, but are "achievable." As a steel erector, his firm has worked as both a prime and as a subcontractor and involves other small and minority business contractors for other portions of the work they do as primes, such as trucking and shipping. Mr. Jordan came back to express his offense at Mr. Novak's statement and to clarify that he is only referring to minority businesses because "anyone can be SBE. "What's your record?" addressing Mr. Novak. He assured those present that "no MBE has erected steel at their (Mr. Novak's firm's) level, I guarantee you," and that "some of the disparities are caused by people who come to talk about what they've done for the County. Mr. Novak rebutted that, as a subcontractor, his firm has to hire union laborers and they have a "successful track record for onsite workforce compliance percentages," both minority and female workers as well as local workers.

Mr. Fleming rose to speak on the record that his firm had actually bid on a portion of the work for the building in which the hearing was held. He stated that they were going through the process of preparing the bid and then were not contacted, though they contacted the prime on three different occasions. He suggested that the County needs better prime to subcontractor coordination to handle such issues.

Ms. Wilson, a social services provider who had spoken in forum at the previous public hearing came forward to discuss her role as a subcontractor with the "Tapestry" program through the County and her frustration with having waited for referrals that never came. She also gave

testimony that, prior to the meeting, she went to the County website for an RFP with an end date of September 24th that required trainings provided only on September 23rd and October 8th in Boston, MA. She went through the list of Ohio providers and found that only one agency had the training required to apply, which would mean that all other applicants unable to obtain the training would be deemed unresponsive. Ms. Wilson provided GSPC with these documents and her statements were verified. She stated that she is a qualified member of the community who provides much needed culturally adaptive parenting services but is continually excluded through the County's procurement practices.

Following Ms. Wilson, Ms. Jenkins, another county-based social services provider who, also, had previously spoken at the Memorial-Nottingham public hearing, rose to give her statement. She stated that she also went through the County's "Tapestry" program as a subcontractor and completed a rigorous process to ensure compliance and that they were assured work as a result of completion of the program. Because her firm is not funded by grants, County projects were very important to her, besides the fact that she wants to work in her own community. Though she was in good standing, larger agencies continued to receive all the referrals and the few families she was able to serve, she was not paid for her services for over six months and lost her office. She stated that her firm would only like the opportunity to grow but that the County has deemed them, through this program, as being "good professionals with good track records" and they "still use their friends."

E. Focus Groups

There is significant research on discursive models of gathering qualitative data and it is widely accepted that the gathering of a self-selected group of interested persons to interact, verbally and non-verbally, on a particular topic may bring a wealth of significant knowledge to the subject discussed. In describing the interactions of the focus group participants, it is important that the social interactional aspect of the analysis be incorporated. To this end, this section of the anecdotal chapter of the study will address body language, movement, positioning, non-verbal signals, and the byplay of interpersonal interaction that occurred. Each of the firm representatives present were there as a result of GSPC's e-mail campaign to garner participation, which was sent to the full list of e-mail addresses provided by the County and EuQuant.

1. FG1: Memorial-Nottingham Library, 12pm-4pm

The participants in the first focus group at Memorial-Nottingham Library in Cleveland, OH on June 18, 2014, trickled in to sit in a pre-arranged meeting room. The tables and chairs had been turned inward to face one another in a semi-circle, college seminar style. The business owners that participated were all from Cleveland and all residents of Cuyahoga County. Besides the two facilitators from GSPC's team, there were seven participants present. During GSPC's explanation of the purpose of the disparity study and its history, Councilmember Pernel Jones entered the meeting room. Mr. Jones greeted the participants, speaking about the process of securing the disparity study for Cuyahoga County. There were several concerns raised by the participants about the expansion of the local small business program to include firms physically located outside of Cuyahoga County, which Councilmember Jones promised to look into before exiting the focus group.

Then, GSPC's team invited each participant present to introduce themselves, beginning with the man on the facilitator's right in the circle. Participant FG-1-1, an owner of a small construction and renovation firm, recounted experiences with a major construction company with whom he had been in contact, but never heard back from. The participant stated that the City of Cleveland²³ continued to award that company projects, though they did not seem to be responding to minority-owned firms interested in becoming subcontractors.

FG-1-2 works in concrete and construction and heard the CEO of a major company say that he "didn't have to do anything" regarding the utilization of minority-owned firms, but that since the City of Cleveland is 60% minority, his firm would be interested in taking minority bids. The problem, according to this participant, is the difference between public and private dollars. "They can do what they want to do" FG-1-2 states. If the City of Cleveland asked how many minorities they worked with besides those they were contractually or goal-obligated to work with,

²³ GSPC will attempt, insofar as it is possible, to distinguish between the different entities addressed in these meetings and interviews. Many participants discussed issues with the City of Cleveland, Cuyahoga County, as well as other entities in the area including Sewer and Water.

“that will answer everybody’s disparity study in the City, the County, and the Sewer district” (FG-1-2).

FG-1-3 teaches parenting and anger management, and states that they are credentialed as a social worker. This participant signed up on the County’s website to receive RFPs, but has never filled one out. The reasons were forthcoming as the discussion progressed. FG-1-4 participates in real estate rehabilitation, both commercial and residential. This participant has been a contractor in Cleveland for eight years, “but I make no money here;” FG-1-4 states that the firm tends to contract in other cities. “If you do any work (in the City) you better go through those companies,” referring to two major demolition companies and a large real estate company.

FG-1-5, a veteran Cuyahoga County contractor, notes that, though she has always had contract with the County, “It has its issues.” Similarly, FG-1-6 used to do a lot of business with the County, but now without a program, “we haven’t gotten anything.” He states that, when people look at dollars spent, they look to construction and overlook what goes on the supply side. FG-1-7 does electrical and got a job at the Juvenile Justice Center for 1.5 million, which was their first job with the County. “We did a lot of work, and it started off right;” however, the company that was supposed to mentor them sent \$8 million worth of “pass-through” with his company. “On paper you look good” FG-1-7 says, since they made promises to teach his firm how to effectively schedule a job from beginning to end and deal with hidden costs. Still, in the end, the “mentor” firm only gave his small business “3% of every dollar” of that 8 million.

This anecdote signaled a pause to the round of introductions, initiating a back-and-forth between the two, more established business owners, and this newcomer to the County. Though it was clear that all parties knew each other, had greeted one another genially with pats on the back and laughter, FG-1-7’s story created a telling ripple through the room.

“Why’d you let them use your name?” FG-1-5 asked. “I sued the company that made a copy of my (certification) and they got kicked out for 5 years.” FG-1-7 rebuts that “When you’re working

for them (majority general/prime contractors), they have you in their grip because they have the ability to hurt you. If they take it away, you're back at zero. They know what you need and how to put enough money out there to keep you going, but you're not making what you should make, with the promise of more. At the end of the day, they racked up thousands of dollars of material in my name." At this, FG-1-5 shook her head, acknowledging the untenable situation the man was describing, and the introductions resumed.

FG-1-8 and FG-1-9, from a midsize office equipment supply firm, introduced themselves and stated that "We don't do that," in reference to the unethical practices FG-1-7 recounted in his anecdote. FG-1-5, already shaking her head negatively as they were speaking asked accusatorily, "Why are you here?" and, upon FG-1-8's response that they were there to "learn" about the procurement process, she turned to the facilitator and stated, bluntly, "They shouldn't be here." The marked tension in the room was broken by the chuckles of a couple of other minority business owners who appeared to agree. However, FG-1-2 stated that it was a good thing to "know the process" and "be educated" because some people "know the process but try not to abide by it." This interaction ceased when Councilmember Jones returned to the room. He addressed a couple of questions and exited again. At that point, the interaction resumed.

It should be noted that FG-1-8 and FG-1-9 were the only two Caucasians, and the only non-African-American participants in the room. The racial tensions in the business community in the greater Cleveland area were spoken aloud in this outburst. It should also be noted that many of the African-American business owners chose to stay well after the departure of FG-1-8 and FG-1-9 at 1pm, continuing the discussion on until 4pm, a full three hours of "internal" dialogue. FG-1-4 would later state that she did not feel that she could "speak freely" while the majority prime contractors were present and FG-1-7 would corroborate the sentiment, stating that "they tell each other everything." It was clearly an "us v. them" situation in which some African-American participants, presumably due to some of the experiences of being blackballed described herein, did not feel that having nonminority prime contractors present would enable them to speak without their words being repeated. Whether or not that was truly the case with FG-1-8 and FG-1-9 specifically, GSPC has no way to discern. What is crucial here is the perception that their presence was symbolic of a silencing business environment to which minorities and small

firms are only allowed cursory entrance and run a constant risk of being summarily excluded. What is examined in this section is the perception that the County's practices have a hand in facilitating, if not fostering, the continuation of that environment.

This group could be described as "self-selective" in that, in order to participate, one must have been on a County list, opted to receive correspondence, clicked through on an e-mail whose subject line held the phrase "disparity study," determined that a) one had enough time to devote to travel and participation or b) that the study itself was important enough for oneself or one's community to merit the sacrifice of time and energy. FG-1-6 stated during the group session that "Everyone in this room is a rebel," after expressing the opinion that he had "never seen so many laid back minorities [than in Cuyahoga]" (FG-1-6). "You got somebody like [FG-1-7] who will stand up, but if you make too much noise, he has no support from our community at all," FG-1-6 stated. He viewed this apparent decline in activism amongst the minority business community as the end of an era of committed individuals who would "shut [projects] down" such as the former leader of one of the minority activist organizations did. The decision to be a part of the disparity study, to commit one's words and experiences to record (even with the promise of relative anonymity) was seen by FG-1-6 as a rebellious act in Cuyahoga, one that only the brave, "stand up," individuals would commit. This speaks to the perception of a silencing environment within the business community, where it is believed to require courage to share experiences doing business with prime contractors or with the County.

FG-1-7 began to discuss the issues for minorities with the unions in the County.

"If I bring in a kid at my church with a strong work ethic, I'm not allowed to bring him in and let him work for me for dollars he will spend in the City, I am forced to get guys in the union that are friends, nephews, brothers, family members. I am a black man whose entire workforce is white. The union blocks these [other, minority] guys from getting in" (FG-1-7).

He states that those in the meeting are the few minorities that made it "out of the barrel," but that "others might not have been able to study because they're hungry." He also asserts that

the union requires a particular test and then will have minority candidates “sweep the floors the entire apprenticeship” and states that the companies some of his friends worked for had them “carrying things and cleaning” rather than learning the trade. FG-1-7 did not go through a union program, but trained at a technical school that has been shut down for 20 years because the school system “got rid of” technical and vocational programs (FG-1-7).

To this, FG-1-2 states that there “has to be a way” to reach out to minority youths and “help them understand what construction is and that it’s a good living” because “the union is discriminatory” (FG-1-2). FG-1-4 notes that he obtained \$2 million in liability insurance, workers compensation, “everything they told me to carry, I carry” and that he was told “when we get done with the union, we’ll see if we have some work for you” (FG-1-4).

FG-1-3, a social worker, stated that there was a man who came to her “on his own” because he was required to take a class, but he had the agency he was “supposed” to go to stapled to his probation documents. In the end, she says that she won but “had to fight probation to get that guy” because her classes worked better for his schedule. She notes that County officials are not supposed to “steer” clients to one place, but they are “threatening parolees to go to certain people” (FG-1-3). When asked how one receives such preferences, FG-1-7 replies that firms get in by knowing “some people at the golf course and at the bar” and says that knowing that this is the way it works is why he likes the “get-togethers that force us to meet and greet” (FG-1-7). However, he says, this is just a County problem. “The City is good, I’ve personally had good backup from the city. They make sure I get paid” (FG-1-7).

FG-1-2 argues that it starts with the owners making a stipulation for race-conscious goals that “by law” they are unable to do. “What we get as goals, can only be a goal, [it] can’t be a mandate” (FG-1-2). They suggest mandatory pre-bid meetings which “eliminates Joe over here bidding a project and never having to meet Hispanic or Black firms.” FG-1-5 says “that good faith effort form should be eliminated” to which FG-1-7 replied “and burned.” FG-1-2 says that the SBE program at the County does “desk monitoring” but “they’re not in the field.”

FG-1-3 states that referrals in social services should not be restricted to any one particular firm. She also states that she doesn't get paid promptly. FG-1-2 and FG-1-7 agree that payment is a "huge" issue. "It can put you out of business" (FG-1-2). FG-1-3 also notes that larger firms have grant writers in her field and that she cannot compete. She suggests that the County do an RFP training session. "All the small agencies sit together to try to coordinate, none of us have gotten contracts. Never ever won" (FG-1-3).

FG-1-2 says that "they need to model some things after the City" (of Cleveland) and that the County should start a financial loan program for small businesses with its surplus "of 187 million dollars just sitting there. Contractors like her should be getting paid (FG-1-2). FG-1-7 stated that he applied for a loan with \$25,000 in savings and \$10,000 that he "didn't want to touch." For a \$45,000 loan, the bank "wanted the 25 or wouldn't give it to me" (FG-1-7). The focus group moderator notes that this is over 50% of the loan request, an exorbitant amount, to which FG-1-2 replies that he traveled to Atlanta to find a minority-owned bank to borrow from. "They will tell you they don't loan to small businesses" (FG-1-2).

FG-1-6 says that, when there was a minority business program she was "delivering office supplies all over the city" but "as soon as you stopped telling them they had to do it, I never heard from them" (FG-1-6). FG-1-7 then shares his experience with potentially fraudulent activity on a County project.

"I was supposed to do work on medical mart, got ready to get people working and after it happened, I called Zenith and Gertz to start and they won't return my phone calls. Where's my purchase order, my contract? I keep getting the run around. Turns out they created a company called Eclipse which came up out the blue and gave them kickbacks. I complained and me complaining knocked me out of the next job, haven't gotten job with Cuyahoga since, someone has committed fraud. They say 'We don't have minority companies anymore, we have SBEs. So now white man can set up company as SBE and take money set aside for minorities (FG-1-7).

When he wrote to complain, FG-1-7 says that he was told that he writes too many letters by a contractor with Cuyahoga County. FG-1-4 commiserates, stating that it is common practice in Cuyahoga County. "I call a lot." FG-1-3 states that she was "told to stop writing letters" by an official within the County. FG-1-4, FG-1-2, and FG-1-7 agree that the current head of the SBE program is "the best, but she's limited" (FG-1-2).

2. FG2: Bay Village Library, 12pm-1:30pm

The second group met at Bay Village Library in Bay Village, Ohio. The demographics of the attendees were markedly different. Though Griffin & Strong, P.C. received five (5) RSVPs for attendance from business owners for this particular focus group, only two attended, both nonminority women. As with the first focus group, the session began with an explanation of disparity studies, and GSPC's role in the process. One attendee noted that it would be interesting to do a comparative study of the pre- and post-corruption scandal Cuyahoga County market. Both participants, one a technology consultant and the other the owner of a firm specializing in social work indicated that they were unhappy with having to complete the new County ethics training because "it wasn't the small businesses, it was the County employees" engaged in corruption" (FG-2-1). Both women-owned small businesses had contracts with the County, one as prime and the other as a subcontractor.

FG-2-2 states that her contract with the County went well and that she received consistent business as a social services provider; however, payment was "unbearable" and sometimes she would go 5-6 months without payment all due to "one person interfering" whom she felt had developed a personal vendetta against her firm and used withholding of payments to retaliate.

She said that after "20 some years of this, complaints and letters, lawyers, month after month, I run a business there is no business that can exist if they are not paid for 5 months" (FG-2-1). As a result of this issue, this business owner was forced to give up her office space and find other arrangements for her agency. FG-2-1 says that other social services agencies experience something similar and it all stems, in this person's estimation, from one particular person who

works in the Juvenile Court. FG-2-1 believes that conditions have improved under the current administration.

“Prior to Ed Fitzgerald it was worse. She was the bottom line, that’s where this culture of “we don’t want to irritate her because we won’t get any referrals” comes from. She has gone to all the departments and said refer to other agencies and not us. That bothers me” (FG-2-1).

FG-2-2 states that she recently had an experience with a major national telecommunications firm wherein a \$20,000 contract had been signed and they already had \$3,000 in billing when her firm was informed that the prime “didn’t need us anymore.” After contacting the SBE program head, who stated that their “hands were tied,” this business owner took matters into her own hands and continued to call the prime contractor, who eventually said that it had been a “misunderstanding” and allowed her firm to complete the agreed upon work. “They submitted a bid and said they were giving us a percentage of the contract” FG-2-2 states, but “if I hadn’t done something, nothing would have happened.” According to FG-2-2, the SBE program doesn’t have the authority they need to properly sanction this kind of activity. In the end, her firm did not receive the full \$20,000 because of the suspension of the project.

Both women agreed that the County should adopt mandatory pre-bid sessions. “Why have a pre-bid and it’s not mandatory? The big people don’t come otherwise and we can’t meet the people who are going to bid” (FG-2-2). But, according to FG-2-2, there needs to be more work done on the contract compliance end to ensure that the scope of work is figured out in the beginning and authority should be given to the SBE program to stop the process if the contract is not being adhered to. FG-2-1 states that these firms are “doing 20% to meet the requirement” but are doing it “fraudulently because they have no idea how they are going to use the firm. According to these firms, the “level of scrutiny for the direct service provider does not match the level of scrutiny for people who administer contracts” (FG-2-1).

FG-2-2 recounted “a few bad years” resulting in her inability to obtain bonding, but was unaware of the SBA bonding program or any other options designed for small businesses.

Bonding, she says, is why she has only ever bid as a subcontractor. FG-2-1 feels that two small businesses (referring to both present) “forget the fact that we’re Female” aren’t being treated in a “professional business best practice way” by the County. Corroborating this, FG-2-2 states that “no one follows through” on the processes that are designed to protect small businesses. “You’re only going on dollar amount submitted with quote and those numbers are not right” (FG-2-2).

F. E-mail Comments

GSPC received e-mail comments through their Cuyahoga County e-mail address, cuyahoga@gspclaw.com, which was maintained by the deputy project manager. During the course of the study GSPC received two statements from firms submitted through this address as well as a statement from the Hispanic Roundtable, a business organization in Cleveland.

EC-1, the owner of a supply company, believes that not being a minority or Female-owned business has “precluded” them from competing in Cuyahoga and claims that they have a local competitor that “put his company in his wife’s name in the late 80’s” and has been “reaping the benefit of the certification for over 29 years and we have lost countless orders and revenue because of it” (EC-1). This business owner would like to see the expansion of race and gender neutral companies to “help small, new companies get started and grow” (EC-1). Another firm owner states that she has been certified as an FBE for over ten years but has never done any work for the County. She states that since the “cleanup” after the scandal, her firm has participated in bids “as the FBE on a prime vendor’s bid” but “never won any work” (EC-2). It should be noted that the County does not currently have a race or gender conscious program.

Though the County does not have an MWBE program or goals, the Hispanic Roundtable especially feels that a goal relevant to the availability of Hispanic owned firms in the area should be set for Cuyahoga County’s procurements, particularly those involving construction. The full written statement from the Hispanic Roundtable is attached as Appendix D.

G. Anecdotal Interviews

The personal interviews were conducted during the months of June to September, 2014. The one-on-one interviews were conducted with a random sample derived from databases provided by Cuyahoga County Government officials. The Winston/Terrell Group mailed, emailed, telephoned or faxed confirmation letters to all firms that agreed to be interviewed. The interviews were conducted either at the firm owner's office, at a location designated by the firm owner, or over the phone if requested by the firm owner. Interviews ranged in length from 15 to 90 minutes.

1. Personal Interview Demographics

Thirty (30) firms were interviewed. Many more firms were contacted than chose to participate. The reasons for non-participation include:

- Wrong or bad telephone numbers; telephone numbers disconnected
- Cancellations of scheduled interviews
- Lack of interest
- Length of interview
- The fact that firms did not have contracts with Cuyahoga
- Schedule conflicts with no availability for alternative scheduling
- Concern that input would not be taken seriously
- No-shows for scheduled interviews

Of the 30 representatives interviewed, the ethnic and gender breakdown is as follows:

- 11 African Americans
- 2 Hispanic Americans
- 10 Caucasians
- 1 Native American
- 4 Asian Americans
- 11 Female-Owned Businesses, across all ethnicities.

It is the belief of the majority of minority-owned firms, African American and Asian Americans, in anecdotal interviews especially that, without an MWBE program or goals, majority-owned firms would not desire to do business with them. African American-owned firms cited many instances of prime contractor fraud and the majority of MBEs listed that they did in fact believe that there was internal favoritism. Though many Asian American-owned firms cited that the County is fair and responsive, very few African American-owned firms believed the same. In fact, their impressions of the County's outreach efforts was similar to the testimonies of the Hispanic Roundtable.

2. Communication

In terms of communication about bid opportunities, few minority-owned firms felt that it was adequate. "I don't see any encouragement," AI-18 states, indicating that he receives information from various small business associations but few from the County directly. In terms of suggested improvements to the County process, he would like to see email announcements about projects being bid. AI-20 believes that signing up on the website does not necessarily mean that you will "get the bid announcement" because "everything is not always online in a timely fashion" (AI-20). This administrative issue is especially impactful because several interviewees mentioned their lack of time due to the size of their firms. AI-20 believes that it would be "really helpful" if the County sent e-mails according to commodity code as some other entities do (AI-20). Another firm owner suggest that the County could be more "clear and concise" about what they are looking for in a bid and "give it to us in a timely manner, and give us some time to respond" (AI-27).

Only one firm came out vehemently in favor of the County's processes with regards to communications.

"They will specifically reach out and say we have this opportunity, and I assume they do that with others. They will send out an RFP to our firm. They have been

more than willing to sit down and review qualifications packages on those things that we would not have gotten as a part of the submission, and they say here's a way to improve and review things. So they have been very helpful for us to be successful." (AI-13)

"I'd like to see some sort of follow-up on some of these projects. The County's building a new headquarters and we did bid on it, and we have heard no response about any of them about what we have submitted. "The County has not been helpful when they have had questions about the procurement process. Respondent stated that most of the assistance that they have been provided has been through the Minority Business Solutions group, a local group that works with minority contractors. "Well you know, you're not getting the contracts that's one thing. When you bid a project. And, when you're putting together a \$800K bid on some of the flooring and painting contracts and don't get a response, it takes time to put those packages together and to not get a response, they were all basically asking for all these bids and once we turned them in, the communication stopped." (AI-29)

3. Informal Networks

With regards to informal networks within the County, half of those interviewed across all demographic groups indicated that they believed that there was an informal network in the County. One firm stated that there is sometimes County/prime contractor collusion in the selection of subcontractors, "they already have their go to people, and they put out a bid to satisfy their paperwork that they've gone to people on the SBE list, but they already have their chosen people" (AI-2). The owner of a County-based management consulting firm stated that "because you are not at the country club where they go," some firm owners do not have "access to decision-makers and they actually take you seriously" (AI-20). AI-20 went on to state that,

"I'm in leadership Cleveland but I'm not on the same boards or revenue level. It didn't really benefit me as I thought it would. I'm not in the places where they are

to keep an ongoing relationship with those who could potentially give me work or make contracts available or give me access.” (AI-20)

AI-27 claims that he can “pretty much look and tell whether that I needed even to throw my name in the hat because I’ll look at their relationship” and notes that it can be difficult to build new relationships in the County because of this.

4. Race and Gender Discrimination

With regard to overtly discriminatory practices in the County’s procurement and/or in the relationships between prime contractors and potential subcontractors, there was much less consensus. Though the minority women interviewed never mentioned their gender, the two Caucasian Female-owned businesses interviewed did indicate gender discrimination. “Some feel that it is a man’s world. They feel that I shouldn’t be there,” AI-14 stated when asked about obstacles to minority and women-owned business participation. AI-12 said that she has never experienced someone in the private sector stating that “I only want to deal with men, or I only want to deal with women,” but said that in the public sector “they will spell it out” when looking for a specific gender to participate (AI-12).

As for racial discrimination, 19 of the 30 interviewees indicated that they believed that there is discrimination in Cuyahoga County and a need for MWBE goals. All 19 were either minorities or Caucasian women. 4 of the 6 Caucasian male-owned firms interviewed indicated that they did not believe discrimination existed or that there was a need for MWBE goals. According to AI-9, a Caucasian contractor, “primes will use the best subs no matter what they are” and AI-7, similarly, believes that everyone is on a “very nice, equitable, balanced” playing field (AI-7). On the other hand, AI-9 says that minorities do not do as well within the County because “they are not qualified. Some are, but for the most part there are a lot of issues where they are just not ready or equipped to do the work necessary” (AI-9).

Conversely, minority and Female-owned firms state that there is very present discrimination and indicate that they believe the playing field to be in no way level. According to an African-American Female owner of a local staffing firm, speaking directly to AI-9's assertions,

“They say that they cannot find anyone to do the work that needs to be completed. They say that all the time that's the generic statement. These diverse suppliers do not have the financial capacity, they do not have the expertise.” (AI-25)

AI-28, amongst other minority firm owners, believes that the SBE program is not effective without strict provisions to utilize minority firms.

“I have contacted them. I have voiced complaints. I have sent letters. I basically told them that this was the worst thing that they could have done by allowing this program to go from MBE to SBE and challenge them to show me the numbers to show me how many minorities really got work after they changed the program and I don't think that they can produce it.” (AI-28)

Though when asked directly if they believed that there was “reverse discrimination” within the County (meaning that there was an exclusionary preference for groups commonly considered disadvantaged), Caucasian firm owners stated that they did not believe that such a phenomenon was present, but made many contradictory statements. One firm owner stated that, in the presence of goals, contractors “would go to minority companies first to meet participation requirements” and that he would see companies like his “go get certifications to remain competitive and not lose business to those that are certified” but did not indicate how he would obtain such a certification through a minority business program without fraudulent action (AI-6). Another Caucasian business owner believes that the market is “cut-throat” and that nonminority companies that “come in less” than minority companies are edged out of the market and, in fact, that “the minority company will charge more because they are the minority company, and because the companies have to use them” (AI-11). It should be noted that this statement was not a

hypothetical “in the presence of goals” statement, but that the interviewee spoke as though goals were already in place for minorities in the County.

5. Fear of Retaliation

In addition, many minorities fear retaliation for speaking up about discriminatory practices, either externally from prime contractors or within the County. AI-28 says, frankly, that “when you speak up you get blackballed” recalling that he “spoke up” about fraudulent and discriminatory activity on his work with Medical Mart and Cuyahoga County Headquarters as a subcontractor and “had a guy tell me straight to my face...that I did not get one job for that first phase or second phase and it was because I complained” (AI-28).

AI-27 has never appealed an award contract and feels that a firm that did so “would be blacklisted,” saying that the County would say “Here we have a complaining company, and why do we want to do business with someone like that?” (AI-27). As a result, he says, “I just don’t fight the fight” (AI-27). The firm states that the County has not been helpful when they’ve had questions or needed information about the procurement process. “If you ask the tough questions, they look at you as a troublemaker” (AI-27). This business owner did note that the County staff are, however, “courteous and polite” but “there’s never any results” (AI-27).

6. Outreach and Utilization

Though the staff in the SBE program received praise, generally, it was mentioned multiple times that the program is lacking in outreach, monitoring, and authority to regulate misconduct.

The certification people are wonderful. They are very nice people. They do their outreach as they can, but they are not the ones doing the procurement; they are not the ones who start doing the project from the beginning.” (AI-5)

One Hispanic American-owned firm stated that it's a "doughnut and coffee show" that firms will not get much out of because "the deal has already been cut" (AI-4). Another firm owner, an African-American in professional services, stated that County outreach is "a dog and pony show" and that "nothing comes out of it that give us things, and once it's done... the same companies and fronts get the jobs" (AI-21).

AI-5 also believes that, in general, the County is not reaching out to the Hispanic community as they should be. Several interviewees indicated that they felt that the County's SBE program is skewed toward African-American participation. One Lebanese American firm owner stated that he would not qualify as an MBE because he is "not from anywhere from the African continent" (AI-1). A Caucasian small business owner stated that, when he went to the County to get certified as an SBE, he was told that he "was the first white guy" to do so. That was his first experience with the County and he "can't imagine them saying that to a black person or a Puerto Rican person or anybody" that he believed that it explained why his firm never received communication or information from the County: "because I'm not a minority" (AI-8). A Hispanic American firm owner stated that,

"The same people get taken care of over and over and when you think about it in a community that is predominantly minority African-American males that get taken care of more than the percentages of other ethnic groups in Cleveland, it's a reality we accept it" (AI-4).

7. SBE Program Regulation

AI-4 says that the first thing that "those out-of-town contractors" do when they are awarded contracts is "look for a front company; a minority or Female business enterprise that is a front to do a pass-through" and that this is a very frustrating situation for legitimate businesses because "you cannot live on that 2 to 3%" of a contract that is given in a pass-through agreement (AI-4). In suggesting improvements to the SBE program, AI-21 stated that he would like to see them "check into front companies" and look at those that want to be certified as small businesses

“with greater scrutiny,” noting that “when a Black company comes into the County they’ll be scrutinized more than what a White company that has a front....It seems like you can’t get a job in Cleveland unless you get a white guy to be your partner” (AI-21). This statement is supported by another firm owner, who says that

“I know in this game, as long as I’ve been in this work, in order for you to graduate to the next level you have to basically sign on with a big money Caucasian person who plays 49% owner in order for you to actually grow your business” (AI-3).

Though her firm is in professional services and she has no personal experience with prime fraud, AI-20 states that she is familiar with the issues with prime contractors in Cuyahoga County through conversations with some of her clients in the construction industry, “they’re not paying their subs properly or taking a long time to pay them just all kinds of horror stories” (AI-20). According to AI-28, the fault in the SBE program is that “there is no teeth in the law....no enforcement of the rules” (AI-28).

8. Small Business Advancement

Bonding requirements and firm size were considered to be an impediment by one-third of those interviewed. AI-19, a construction contractor, states that bonding is “very difficult” to get and that the County’s requirement that firms provide performance bonds excludes minority, Female, and small businesses. AI-28 also states that “the ability to get bonding” is “what keeps you from bidding now” (AI-28). He expresses displeasure with the lack of effort on the County’s part to help firms build bonding capacity. For small businesses, AI-16 would prefer it if the County attempted to “identify and maybe isolate certain projects for small businesses” and feels that it would go a long way toward helping smaller firms move from being subcontractors to bidding as primes (AI-16). According to AI-17, because small firms are competition for prime firms, they are consistently edged out in subcontracting and, therefore, the County “should project a better percentage of contract specifically for minorities as a prime. The goal of the SBE program is for

companies to grow and graduate and if they don't get help, you don't give them a chance, then they will stay small" (AI-17).

H. Conclusion

While the majority of people appreciate the concept of an SBE program (even those that believe that there should be an MWBE program in addition or in its stead), the general perception is that the program is not given enough monitoring, enforcement, or sanctioning power. When complaints are filed, there is a feeling that they go nowhere, that the SBE program does not have the power to properly chastise prime contractors for their behavior toward subcontractors, or to stop work on projects should abuses become an issue. Though the SBE program and its head are viewed favorably overall, it was mentioned several times that the program should have more "teeth" to it.

In General, Caucasian American Males view the County procurement process as fair. Presented with the possibility of MWBE goals, some interviewed felt that it was a form of "reverse discrimination." The new County Council system and County Executive are viewed as fair and responsive especially in light of the fraud and transparency issues in the previous administration.

MWBEs by and large view the County's procurement as still operating under a "good old boy" system that is difficult to penetrate. There is a pervasive feeling that the use and requirement of unions on many projects prohibits minority participation due to accusations of discrimination within the union ranks. In addition to this, there is significant opinion, especially amongst minority participants, that firms who speak up about prime contractor misconduct or issues with County procurement will be retaliated against or "blackballed."

In anecdotal interviews and focus groups, several instances were recounted in which small and minority-owned businesses were offered work, and signed contracts with prime firms, and then were given only a portion of the work allotted or paid a small sum to do no work at all. Across

the board, in every demographic group, business owners cited the County's bonding requirements as prohibitive and indicated that small firms take the brunt of contract sizing. Recommendations that the County break out contracts and consider not only taking the lowest bidder, but adopting a more inclusive process, especially on construction contracts, was heard repeatedly.

In several forums, especially through stakeholder meetings, public testimony, and statement submittals, it became clear that many Hispanic American contractors feel that their needs have been considered secondary to those of African-American owned businesses in the County's outreach efforts. It was clear that racial tensions were high in the County in every forum, and many of the comments made in anecdotal interviews spoke to the combustible nature of these interactions.

In both focus groups and in some of the anecdotal interviews, it was indicated that mandatory pre-bid conferences and joint venturing between minority, women, and small firms can be effective in helping new businesses build relationships and helping more established businesses to move from sub- to prime contracting. In fact, the growth and financial health of businesses was a major focus of much of the anecdotal evidence collected, including concerns regarding bonding requirements and the suggestion by some that the County itself provide bonding assistance.

VII. FINDINGS AND RECOMMENDATIONS

A. Introduction

Cuyahoga County contracted with EuQuant, Inc. (“EuQuant”) (an economic research and data analytics company) to perform an economical and statistical analysis of minority, Female and small business performance in Cuyahoga County. The County also contracted with Griffin & Strong, P.C. (“GSPC”) (a law and public policy consulting firm) to collect and analyze anecdotal data of minority, Female and small businesses in Cuyahoga County and produce a final disparity study report, including these Findings and Recommendations.

The purpose of this Disparity Study is to determine whether a Minority and/or Female Business Enterprise Program is necessary in Cuyahoga County. To that end, GSPC presents the findings of the Study and provides recommendations, including the consideration of race-neutral, and if warranted, race conscious initiatives. Griffin & Strong, P.C. will present its findings and provide recommendations, including the consideration of race-neutral, and if warranted, race conscious initiatives.

B. Summary of Findings

EuQuant’s economic and statistical analysis is attached as Appendix A to this report as “Data Development, Collection and Analysis Report (“DDCA”) and reflects, in summary, that there is substantial underutilization of minorities and women in both prime and subcontracting. There are also findings included in this study which show significant disparities in the utilization of minority and Female-owned businesses on private sector construction projects. Further, according to GSPC’s Private Sector Analysis, this study observed disparities in self-employment earnings by race and gender, even when controlling for demographic and economic variables. Commercial lending discrimination was also specifically identified in the study as an area of concern in the Cuyahoga County, Ohio marketplace.

These findings of disparities are fully supported by the anecdotal evidence collected by GSPC and also reveal a deep distrust by the minority business community in doing business with the County.

The qualitative and quantitative evidence, both individually and together, consistently demonstrate substantial disparities and inequities in the level of participation by minority and women owned businesses in Cuyahoga County's procurement process, as well as in its marketplace. By testing these disparities with regression analyses there is an obvious inference of discrimination. Further, it is concluded that, despite the County's efforts, through its small business program, without Cuyahoga County's active engagement to ensure that opportunities are open all, this inference of discrimination will continue in Cuyahoga County.

Specifically the findings of this study are as follows:

C. Findings from EuQuant's Statistical Analysis

FINDING 1 – Relevant Market.

Cuyahoga County's relevant market area is defined as Greater Cleveland Metropolitan Area. Greater Cleveland includes the following counties: Cuyahoga, Geauga, Lake, Lorain and Medina. Greater Cleveland is a smaller geographic region than is the Cleveland – Akron – Canton Combined Statistical Area. The latter area includes eight counties and 3.5 million residents. Cleveland MSA has 2.1 million residents. The research results found that 80.1% of available firms had establishments located in Cuyahoga County, and 10.0% had establishments within Greater Cleveland outside of Cuyahoga.

FINDING 2 – Prime Disparities.

EuQuant determined that the simple disparity index for minority and women-owned firms prime contracting activity as a total of all procurement categories (Professional Services, Construction, Goods & Supplies, and Suppliers) provide a strong inference of discrimination. The

outcome of the standard deviation analysis replicated the results of the simple disparity index (with the exclusion of industries that had no standard deviation observations)

A simple disparity index is measured by dividing the utilization percentage by the availability percentage. If the resulting value is .80 or less, EuQuant determined that provides an inference of discrimination. Each of following individual minority groups and women for each procurement category had simple disparity indices of .80 or less in prime contracting:

Table 26: Disparity Indices Indicate a Strong Inference of Discrimination

Minority Groups and Women in Prime Contracting

Professional Services	Construction	Goods & Services	Suppliers
African Americans	African American	African Americans	African Americans
Hispanic Americans	Hispanic Americans	Hispanic Americans	Hispanic Americans
Asian Americans	Asian Americans		Asian Americans
Native Americans	Native Americans	Native Americans	Native Americans
Women	Women		Women

Griffin & Strong, P.C. 2014

FINDING 3 – Subcontractor Disparities.

Likewise, in subcontracting, EuQuant determined that the simple disparity index for minority and women-owned firms in subcontracting as a total of all procurement categories (Professional Services, Construction, Goods & Supplies, and Suppliers) provide a strong inference of discrimination. The outcome of the standard deviation analysis did not yield the same result. However, it is important to note that some industry categories did not have a sufficient number of awards to minorities and women required for a standard deviation analysis.

Each of the following individual minority groups and women for each procurement category had simple disparity indices of .80 or less in subcontracting, determined by EuQuant to provide a strong inference of discrimination:

Table 27: Disparity Indices Indicate a Strong Inference of Discrimination
 Minority Groups and Women in Subcontracting

Professional Services	Construction	Goods & Services	Suppliers
	African American	African Americans	African Americans
Hispanic Americans		Hispanic Americans	
Asian Americans	Asian Americans	Asian Americans	Asian Americans
Native Americans	Native Americans	Native Americans	Native Americans
	Women		

Griffin & Strong, P.C. 2014

FINDING 4 – Combined Prime and Subcontractor Disparities

A combined prime and subcontractor utilization allows for a clearer picture of how many County dollars went to primes and subcontractors. This is particularly important when a Female or minority group may be overutilized as a subcontractor and underutilized as a prime. It may still be warranted to include that group in a remedial program because the overall dollars awarded represent a significant underutilization.

Each of following individual minority groups for each procurement category had simple disparity indices of .80 or less in the combined areas of prime contracting and subcontracting, determined by EuQuant to provide a strong inference of discrimination:

Table 28: Disparity Indices Indicate a Strong Inference of Discrimination

Minorities and Women in Combined Prime and Subcontracting

Professional Services	Construction	Goods & Services	Suppliers
African Americans	African American	African Americans	African Americans
Hispanic Americans	Hispanic Americans	Hispanic Americans	
Asian Americans	Asian Americans	Asian Americans	Asian Americans
Native Americans	Native Americans	Native Americans	Native Americans
Women	Women		Women

Griffin & Strong, P.C. 2014

From the table above, only women-owned businesses were consistently overutilized as both primes and subcontractors in Goods and Services. Hispanic American-owned firms were overutilized as subcontractors, but had zero utilization as prime. The net result was underutilization, but it was not statistically significant underutilization.

FINDING 5 –Capacity.

The findings do not suggest the statistically significant disparities in prime contracting for minorities and women are the result of insufficient capacity.

FINDING 6-Regression Analysis of Disparity.

The results indicated that, controlling for other factors firms owned by women experienced 42% lower revenue than did firms owned by men, and the results were statistically significant. Firms owned by blacks experience revenues that were 98% lower in comparison to firms owned by whites and those results were also statistically significant.

D. Summary of GSPC's Qualitative Evidence

FINDING 7-Private Market Analysis of Discrimination.

Access to Capital: GSPC's private sector analysis of minority owned businesses in the State of Ohio is motivated by the idea that if business firm access to private equity, loans and venture capital is conditioned on minority ownership status, this would be suggestive of, and consistent with discrimination against minority-owned businesses in the private sector. Discrimination against minority-owned businesses in private sector markets for business financing would result in those businesses having a reduced likelihood, relative to nonminority-owned businesses, of receiving start-up and expansion financing from private sector sources. GSPC's analysis finds that relative to nonminority-owned businesses, minority-owned businesses in the State of Ohio are less likely to have utilized bank loans, home equity and venture capital to finance business start-up and expansion.

Finding 8 - Anecdotal Evidence

It was perceived that:

- The SBE Program is a good concept but is weak in enforcement power, monitoring, and there are no real sanctions for those that do not comply. In addition, SBE's are always up against large primes so it is difficult for them to win bids and sometimes contracts are just too large for SBEs to bid on.
- Majority firms do not see a need for an MWBE program while minority firms believe that the good old boys network, unions, and discriminatory business practices keep them from getting work from primes.
- There is still a distrust of the procurement process by most MWBE firms and therefore some do not even bother to bid. Many times complaints are ignored. It is also felt that if complaints are made there will be retaliation.

- Primes do not make good on their offers to small and minority-owned businesses for subcontractor work.
- In every demographic group, business owners cited the County's bonding requirements as prohibitive.
- Hispanic American contractors feel that they are secondary to African-American-owned businesses in the County's outreach efforts.
- The County should assist MWBE's to get more contracts with primes by doing more outreach and creating more opportunities for MWBEs to interact with potential primes.

Finding 9 -Purchasing Practices, Policies, and Procedures

GSPC's analysis of Cuyahoga County's existing SBE program as well as general purchasing policies showed that certain policies are barriers to small business engagement. The findings in the anecdotal evidence and private sector analysis indicate that barriers to small business engagement may disproportionately hinder the engagement of minority and women-owned businesses. Cuyahoga's internally and externally observed issues with prompt payment, as well as the lack of awareness of the multiple steps necessary to become registered independently with Buyspeed, the Inspector General, and the SBE program, are hindrances to small businesses as a whole. The uniform insurance bond requirement is seen as an issue both by many of the Cuyahoga County employees interviewed and business owners interviewed for the anecdotal evidence portion of this study.

E. GSPC's Recommendations

Recommendation 1: Commercial Antidiscrimination Policy

Cuyahoga County already has a commercial antidiscrimination policy, but it is important to emphasize continuation of stating that policy in every procurement package. Some courts have noted that putting in place antidiscrimination rules is an important component of race-neutral alternatives.²⁴ Nationally, most agencies, like the County, have adopted requirements to ensure that their procurement process is not discriminatory.

Recommendation 2: Continuation of Small Business Program

Cuyahoga County has tried a race neutral program, yet the statistically significant disparities, likely caused by race and gender have not attained the parity that they were put in place to help achieve. Cuyahoga County should continue its Small Business Enterprise Program, but should modify the program to respond to reviews of the program that it has “no teeth” by adding additional features so that the program has increased monitoring, enforcement and sanctioning power.

Recommendation 3: Small Business Set Aside

Cuyahoga County should respond to the minimal number of MWBE prime contractor awards and the problem of contract sizing, as well as the issue of SBE's difficulties in bidding against large companies, by creating small business set asides. This means that certain contracts could only be bid by certified small businesses.

Recommendation 4: MWBE Aspirational Goals

The SBE program has not been successful in remedying the inference of discrimination. Cuyahoga County should respond to the statistically significant underutilization of minority and women-owned businesses as prime and subcontractors by establishing a new MWBE economic

²⁴ Engineering Contractors v. Dade County, 943 F.Supp. 1546 (SD Fla 1996).

inclusion program (“EIP”). This is not a fix goal program, but instead sets aspirational goals based upon availability.

The new EIP would set MWBE subcontractor goals in the work categories where statistically significant MWBE underutilization occurs. The goals should be set at a percentage that is in-line with the availability percentages for each MWBE group. Goals would be considered aspirational, in that firms that do not meet the goal would, in addition to attesting that they used good faith efforts to attain the goal, be subject to further inquiry as to why the goal was not met, but not be automatically deemed unresponsive. Based upon the information obtained, the County would have an option to accept the explanation, deny the contract, or launch a further discrimination investigation. The same goals could remain in place until the next disparity study is done in 5 years; however the program itself must have a “sunset date” in accordance with Croson. GSPC recommends a 5 year sunset date.

The EIP program, may be structured to set an overall MWBE goal, rather than setting a goal for each ethnicity, this allows for contracts where MWBE’s may not be available in certain industries. Since this is not a fixed goal program, it requires a more hands-on approach from procurement and contract compliance staff .

Recommendation 5: Multiple Classifications

In tracking attainment of goals, it is recommended that, although a firm will continue to be classified in one primary category for all other statistical purposes, an MBE or WBE firm that also qualifies as SBE can take advantage of the County’s SBE programs and can be counted as satisfying goals in as many categories as that firm would otherwise qualify.

Recommendation 6: Local EIP Program

Cuyahoga County should consider making the EIP program a local Greater Cleveland Area program in order to obtain maximum benefit to local MWBE firms. Prince George’s County, Maryland has a model program called “Jobs First,” that establishes a progressive means to benefit firms that operate in the County and support the tax base. See link at

<http://www.princegeorgescountymd.gov/sites/SupplierDevelopment/Services/Jobs-First-Act/Pages/default.aspx>

Recommendation 7: Certification

A new EIP program will require the establishment of a certification process for MWBE status in addition to SBE certification. Certification should be by each race/ethnicity/gender category in order to facilitate tracking availability and utilization in the future. The certification administration includes certification, contract administration, and monitoring.

Recommendation 8: Alternatives to Reducing Contract Size

If contract size cannot be reduced to match MWBE capacity, the County should look for instances in which MWBE capacity can be increased to match contract size. MWBE capacity can be increased by encouraging joint ventures among MWBEs. For example, in Oregon, the Northeast Urban Trucking Consortium, an organization composed of seven MWBE independent trucking firms with 15 trucks, joined together to win a \$2 million trucking contract. MWBE collaboration can be encouraged by citing consortium examples in newsletters and increasing outreach for projects where such collaboration may be effective.

The County may also cautiously encourage joint ventures between MWBEs and nonminority-owned firms on large-scale projects. For example, the City of Atlanta encourages establishment of joint ventures on large projects over \$10 million,²⁵ where economically feasible, to ensure prime contracting opportunities for all businesses, including certified MWBEs. This type of joint venture poses potential illicit “front” risks, and the County must examine these joint ventures carefully.

Recommendation 9: Mandatory Pre-Bid Conference

Cuyahoga County should respond to the issue of SBEs and MWBEs having difficulties in interacting with prime contractors, by requiring mandatory pre-bid conferences that will allow

²⁵ City of Atlanta Ordinance Sec. 2-1450 and Sec. 2-1451.

potential prime contractors and subcontractors to interact. Further, the County should initiate additional events and opportunities for subcontractors and primes to interact.

Recommendation 10: MWBE Outreach

Cuyahoga County should respond to the continuing difficulties that the MWBE business community has in obtaining contracts by conducting more extensive outreach such as:

- The County should work to provide more forecasts of business opportunities to MWBE vendors.
- The County should partner with federal procurement efforts to market to MWBE firms in the region.
- The County can feature MWBEs and SBEs in employee and procurement newsletters to promote firm awareness.
- The County should assist in marketing and promoting MWBEs wherever possible to the private sector community.

Recommendation 11: Private Sector Initiatives

The County should require all bidders to describe their diversity program and list the MWBEs with which they do business. The County should also consider private sector initiatives, as is done by a number of entities such as the City of Tampa, FL; Atlanta, GA; and Saint Paul, MN, such as including MWBE goals in their economic development contracts and measuring MWBE participation on private sector projects performed by County prime contractors.

Recommendation 12: Performance Bonds

Cuyahoga County should respond to the perceived burden of performance bonds on SBE and MWBE firms by breaking performance bonds into “phases”. This would keep firms from having to get such large bonds all at once. Also, GSPC recommends interplay with the federal SBA bonding program which will provide relief to small businesses. Another mechanism is to raise the threshold of when performance bonds are necessary to a dollar amount to be determined by the County Council. The County might also consider discouraging primes from requiring performance bonds from subcontractors for jobs that are less than a dollar amount to be

determined by the County Council. The County could also undertake to entertain waivers for performance bonds. Firms could prequalify for such a waiver.

Recommendation 13: Union Contracts

Despite a recurring perception to the contrary in the anecdotal evidence collected by GSPC, the County has no union requirements related to procurement, except on a few occasions when they have required PLA's (Project Labor Agreements)²⁶ PLAs relate only to the particular project and are not a condition for awarding a project either as a prime or a subcontractor. In other words, they do not require the awardee to be a union signatory, but to agree to certain union pay, workforce and other requirements on the awarded project.

However, based on anecdotal reports received by GSPC, there are still aspects of union relationships that should be closely monitored by the County

1. There are prime contractors that will not use subcontractors that are not union signatories, even though this is not a union requirement. This may be used as an excuse to keep using a closed circle of subcontractors that may exclude MWBEs as well as new entrants.
2. There may be some clear advantages to becoming a union signatory, however, it is difficult for small businesses to absorb the cost of performing exclusively under union contracts. The County should monitor any perceived pressure to become a union signatory and assist those small businesses, including MWBE's that would like to be unionized to do so.
3. Even a PLA may be unduly burdensome on MWBE firms because they may not be able to work with their normal labor crews and access to minority and female workforce may be limited. The County should do what it can to assure that there are nondiscriminatory practices in obtaining union membership.

²⁶ The County is a signatory to Collective Bargaining Agreements that govern workforce.

With third party union agreements, again, those are workforce related and are not required by the collective bargaining agreements to be a condition of subcontractor awards, although PLAs may be required.

What we heard in anecdotal interviews was a misunderstanding that the County itself was awarding “union contracts”

Recommendation 14: Listing of Subcontractors

The County should require all contractors to submit a list of all subcontractors not only proposed to be utilized, but all subcontractors that were contacted in preparation of their bid package. The list of potential subcontractors should include, among other information, the proposed service, and bid amount. The listing of subcontractors would reduce the possibility of bid shopping. It would also assist the County during the submission review process, goal-setting process, and goal attainment review, and help avoid administrative issues of handling noncompliance after contract award.

Recommendation 15: Staffing and Program Monitoring

There should be an increase in the training and resources of the County to ensure the necessary resources to operate the SBE and MWBE program, train the internal customers and to track the data necessary to report on accomplishment. Specifically, this staff would perform outreach, respond to public inquiries about the program, analyze bid requirements, monitor compliance from current contracts, and perform dispute resolution, collect and report on data related to contract awards and expenditures and to respond to the needs of the internal customers regarding interpretation, assistance, and compliance.

The County should also develop the means to measure the effectiveness of its efforts. Possible measures include evaluating the following:

- a) growth in the number of MWBEs winning their first award from the County
- b) growth in percentage of MWBE utilization by the County
- c) growth in MWBE prime contracting
- d) growth in MWBE subcontracting to prime contractors
- e) number of firms that receive bonding
- f) percentage of MWBE utilization for contracts not subject to competitive bidding requirements

Recommendation 16: Access to Capital

The County should develop a comprehensive program to ensure equal access to capital and should convene private sector lenders for the purpose of evaluating the current performance of lenders with regard to MWBE lending and proposing coordinated efforts to increase lending to small and minority-owned businesses. In addition, the County should coordinate with the SBA to assist MWBE borrowers.

Recommendation 17: Oversight Committee

It is important that major stakeholders (including representatives of general contractors and MWBE contractors) take part in discussions about the County's SBE and MWBE programs. Consequently, the County should provide a vehicle for stakeholder input in the review of any SBE or MWBE program.

VIII. CONCLUSION

Closing Statement

Cuyahoga County has had a difficult history but is making genuine efforts to gain back the trust of its business community. Although the current level of both prime and subcontractor MWBE utilization is minimal, the County is enthusiastic about making real changes to its procurement process in awards to both small businesses and MWBEs. The programs recommended by GSPC are narrowly tailored to the findings of EuQuant's statistical data and echoed by the anecdotal evidence collected by GSPC.

We urge the Cuyahoga County business community to join with the County to make these important changes and to help make them work.

Griffin & Strong, P.C.

December, 2014

IX. APPENDICES

2014

Phase 4: Cuyahoga DDCA Final Report

Findings and Recommendations

This draft final report summarizes all aspects of the Data Development, Collection and Analysis conducted by EuQuant on behalf of Cuyahoga County. The document explains findings regarding the availability, utilization and disparity in the use of minority- and women-owned businesses that expressed an interest in, or executed, contracts with Cuyahoga County between 2009 and 2012.



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Executive Summary

Background and Objectives

Cuyahoga County wants to ensure that qualified businesses owned by minority and female entrepreneurs have an equal opportunity to compete for the goods and services it procures. To this end, it commissioned EuQuant (an economic research and data analytics company) to conduct a statistical analysis of its contracting and procurement activity. The purpose is to determine whether or not minority-owned and women-owned businesses have been adversely affected by direct or indirect discriminatory practices. The Constitution allows government officials, under certain circumstances, to take remedial steps to promote opportunity, advance equality, and address discrimination. This study is designed to assist the County in determining whether such steps are necessary. It measures the size and statistical significance of disparities between the share of qualified, willing, and able firms available in the marketplace and the share of contracts they received. The formal name given to this research by Cuyahoga County is a Data Development, Collection and Analysis Report (DDCA). Its conclusions reflect activity that occurred between 2009 and 2012.

Census Demography

Cuyahoga is the largest County in Ohio, with about 1.3 million people. It is experiencing a gradual yearly decline in population. In 2012, blacks made up 30% of the County's population while Hispanics and Asians together comprised about 8%. Very few Native Americans and Alaska Natives live in Cuyahoga. Combined, these minority groups owned about 17% of all small businesses in the County. Cuyahoga's poverty rate was 18% in 2012; however, one-third of the population of the City of Cleveland, the largest jurisdiction in the county, lived in poverty.

Legal precedents

The research methodology is tailored to the requirements of the landmark United States Supreme Court decision in the case of *City of Richmond v. J.A. Croson*, 488 U.S. 469, 493 (1989) and its progeny. The Croson Decision and the Adarand Decision [*Adarand Constructors v. Peña*, 515 U.S. 200 (1995)] established "strict scrutiny" as the standard to be applied to local, state and federal programs that implement a race- or gender-conscious remedy in procurement. . The strict scrutiny analysis stipulates local or state legislation employing race- or gender-conscious remedial policies must demonstrate a compelling governmental interest and be narrowly tailored. According to Croson and the cases that followed, strong evidence of discrimination against minority- and women-owned businesses establishes a "compelling governmental interest".

Research Data

Multiple databases were used in the study including the Byspeed database (the County's vendor registration and bidding system); the SBE database (which contains information on firms and applicants to the Small Business Enterprise (SBE) Program; the Contracts database (containing records on recipients of County contracts); and the Procurement database (which has records on procurement awards, prime contractor commitments to SBE subcontractors, SBE subcontracting awards and aspirational goals). Other sources included EuQuant's proprietary database, City of Cincinnati SBE program data; City of Cleveland MBE/FBE/CSB Program data; City of Columbus MBE Program data; and Northeast Ohio Regional Sewer District data.

Method and Data

This report used statistical analyses, disparity indexes, standard deviation units and regression analysis to evaluate statistical disparities. The research method was tailored to legal requirements, including the necessity to restrict statistical finding to the relevant market area. The relevant market was determined to be Greater Cleveland Metropolitan Area. However the study also examined activity within Cuyahoga County, a submarket of the relevant market area.

Organization of Findings

All findings were broken down into four broad Industry Categories: Professional Services; Construction Services; Goods and Other Services; and Suppliers. The four broad industry categories were then disaggregated into 13 detailed industries. Results were also broken down by minority status, gender status, and race and ethnic status. Availability and utilization results were broken down by prime contracting activity, SBE subcontracting activity and prime and subcontracting activity combined. Disparity indexes and regression analyses were used as part of the study to measure disparities. Contracting awards were also classified by County award protocols which were as follows: County Council criterion (\$50,000 and above); Board of Controls criterion (\$100,000 to \$500,000); and the Contracts and Purchasing Board Criteria (\$500 to \$100,000). Finally, an assessment of disparity and discrimination in Cuyahoga County's private market place was conducted.

Criteria for Determining Availability

Available firms had to meet the following criteria: (1) actively registered with Cuyahoga County's vendor registration and bidders system (Byspeed) between 2009 and 2012; or, (2) certified SBE; or, (3) recipient of a County contract; or (4) recipient of a County procurement

award or SBE subcontracting awards. In addition, the firm must have also operated a place of business within the relevant market area.

Availability by Race, Gender and Ethnicity

The relevant market area was determined to be Greater Cleveland Metropolitan Area. There were 4281 available firms in the relevant market area. The research team could determine the industry of operation of 4259 of those firms. For the most part, the analysis is restricted to those 4259 firms. Eighty-nine percent (89%) of the available firms in Cuyahoga's market place operated business establishments within the geographic boundary of Cuyahoga County. The remaining 11% were located within the Greater Cleveland Metropolitan Area, but outside of Cuyahoga County.

Minority business owners made up 9.1% (389) of all available firm and women business owners comprised 8.7% (371) of all available firms. African-Americans accounted for 6.9% (293) of all available firms; Hispanic Americans composed .9% (38), Asian Americans accounted for 1.2% (51); and Native Americans represented .2% (7).

Availability by SBE Certification Status

Cuyahoga County used the race-and gender-neutral SBE program as a vehicle for increasing minority and women business utilization. The large representation of minority and women owned businesses among SBE certified firms reflects the special effort made by the County to promote race-and gender-neutral subcontracting opportunities.

As a result, minority and women-owned businesses comprised a much larger percentage of SBE certified firms in comparison to their representation among all available firms. Overall, SBE certified firms numbered 541, all were located in Cuyahoga County.

While minorities accounted for 9.1% of all available firms, they comprised 42.9% of SBEs. Similarly, while businesses owned by women accounted for 8.9% of all available firms, they made up 38.1% of SBE certified firms. Black Americans owned 32.3% of all SBEs, Asian Americans accounted for 5.0% of SBE certified firms. Further, Hispanic American-owned firms comprised 5.4%, and Native American-owned firms .2% of all SBE certified firms.

Availability by Industry

Available firms were classified by 4 broad industry categories: professional services (which accounted for 44.4% of available firms); construction (20.3% of available firms); goods and other services (8.5%); and suppliers (26.8%). Available businesses were also classified and 13 detailed industry categories.

Broken down by broad industry category, minority businesses accounted for 8.8% of available firms in professional services, 14.8% of firms available in construction services, 10.5% of firms providing goods and other services and 4.9% of suppliers.

Women business availability across broad industry categories was 8.6% in professional service, 11.8% in construction, 9.1% in goods and services and 6.5% in suppliers.

Across the 13 detailed industries, the highest representation for minority-owned firms was in the following industries: 25.0% of available firms in heavy construction contracting, 23.1% in transportation and warehousing, and 16.7% in building construction.

The highest representation for women-owned firms (within detailed industries) was as follows: 17.9% of firms in transportation and warehousing, 13.4% in specialty trade contracting and 11.0% in general construction contracting.

SBE Subcontracting Availability by Industry

Minority business owners comprised 42.9% of all SBE certified firms. They accounted for 42.0% of SBEs in professional services, 45.0% in construction, 53.8% in goods and services, and 31.4% of suppliers.

Women business owners comprised 38.1% of all SBE certified firms. They represented 42.9% of SBEs in professional services, 29.5% in construction services, 50.0% in goods and other services and 38.6% of suppliers.

African American owned firms accounted for 32.3% of all SBE certified firms. This included 32.0% of professional services, 31.0% of construction services, 42.3% of goods and services and 30.0% of suppliers.

Firms owned by Hispanic Americans represented 5.4% of all SBE certified businesses. They comprised 2% of businesses in professional services, 8.5% of construction services, 7.7% of goods and services, and 1.4% of suppliers.

Prime Contract Utilization

The County awarded \$641.1 million in prime contracts between 2009 and 2012. Minority businesses received \$6,018,667 of prime contract awards. This represented .9% of total awards. The largest dollar value of awards to minorities was in professional services, \$.5 million (which represented 1.1% of all prime contracts); awards to minority businesses in construction services was \$.349 million (which represented .6% of all construction contracts), awards in other goods and services was \$.199 million (which was .4% of utilization within the industry).

Women business owners received \$12.1 million in total prime contracts, which represented 1.9% of the total. They received 1.2% of professional service awards, .8% of construction prime contracts, 10.2% of other goods and services and .1% of supply services awards.

Breaking down results by race and ethnicity, only African-Americans and Asian Americans received prime contract awards; these were \$5.6 million and \$.452 million respectively, representing .9% and .1% of total prime contracts.

Aspirational Goals and Commitments on SBE Subcontract

The County sought to achieve a more equitable utilization of minority and women businesses through the race-and gender-neutral SBE Program. Aspirational goals were set on selected prime contracts. Prime contractors were encouraged to meet the aspirational goals by using qualified, willing and able subcontractors who were SBE certified.

A review of procurement records indicated that Cuyahoga County placed SBE aspirational goals on 13.9% of all prime contracts. The goals ranged from 5% to 30% of the value of the prime contract. The mean aspirational goal was 17.4% and the median was 15%. If all aspirational goals were achieved, they would have amounted to 2.4% of total prime contract awards.

Prime contractors committed to awarding \$10.8 million to SBE subcontractors. The commitments ranged from 0% to 62% of total contract value; the median was 20%.

SBE Subcontract Utilization

While prime contractors committed \$10.8 million to SBE subcontractors, County records indicate SBEs were awarded \$9.8 million in subcontracts.

Awards to SBE subcontractors (\$9.8 million) represented an extremely small percentage of all prime contracts awarded by Cuyahoga (which was \$641.1 million). Specifically, subcontract awards to SBEs represented only 1.5% of the value of all prime contracts.

Of the \$9.8 million awarded through the SBE subcontracting program, minorities received \$3.2 million or 33.1% and women SBEs received \$2,486,480 or 25.4%.

Subcontract awards by race were as follows: African-Americans were awarded \$2,219,575 (22.7%), Hispanic Americans \$997,196 (10.2%) and Asian Americans were awarded \$20,092 (.2%).

Cuyahoga's procurement record also indicated that \$2.2 million of the \$9.8 million awarded through the SBE subcontracting program went to firms that were not SBE certified.

Prime Contract and Subcontract Utilization Combined

Combining subcontracting and prime contracting awards, minorities received \$9.3 million - a value equal to 1.4% of all awards made by the county.

Combined, women received \$14.6 million or 2.3% of all awards. African Americans received \$7.8 million (1.2%), Hispanic Americans received \$.997 million or .2% and Asians received \$.472 million, or .1%.

The utilization of minorities across broad industry categories was as follows: 1.3% of professional services, 3.8% of construction services, .5% of goods and other services, and .4% of supply services.

The utilization of women was as follows: 1.5% in professional services, 1.4% in construction services, 10.7% in goods and other services and .4% in supply services.

The Disparity Analysis

The simple disparity index is measured by dividing the utilization percentage by the availability percentage. A resulting value of .80 or less provides an inference of discrimination.

Disparities were also measured by standard deviation units. The objective of the standard deviation analysis was to determine whether or not the actual disparity in awards to minorities or women differed from what was expected given their availability in the marketplace. To standardize the results, the difference between the actual awards and expected awards is converted to standard deviation units. If the resulting value is negative and its absolute value is two or greater, an inference of discrimination is provided. The outcome of the standard deviation analysis may not be reliable if the number of observations (i.e. number of awards to the group under consideration) is less than five. Appendix 1 provides the detailed information that was used to calculate all disparity indexes. For disparity indexes on each race and ethnic group by industry category, the reader should refer to that appendix.

A high-level summary of the disparity index analysis is provided in the tables below. There are six tables and three categories of results. The first two tables summarize disparity indexes for SBE subcontracting activity for minorities and for women. The second two tables summarize disparity indexes for prime contracting activity for minorities and women. Finally, the third two tables summarize disparity indexes for prime contracting and subcontracting activity for minorities and women.

The two tables below provide the results of the simple disparity index based on comparing the minority utilization percentage to the availability percentage for SBE subcontracting activity.

The overall result of the first table provided an inference of discrimination for minorities. Specifically, the simple disparity index is .77 (availability was 42.9% and utilization was 33.1%). The same outcome was derived for women SBE subcontracting activity (see the second table). Specifically, availability was 38.1% and utilization was 25.4% which produced a simple disparity index of .67. The standard deviation analysis does not yield the same result. Standard deviation is -.854 for minorities and -1.16 for women. However, it is important to note that in some industry categories there were an insufficient number of awards to minorities and women as such the standard deviation analysis could not achieve a reasonable level of confidence. An asterisk reflects industries characterized by an insufficient number of observations.

Subcontracting Disparity Indexes: Minority SBE Subcontracting Activity

INDUSTRY	Minority Utilization percent	Minority Availability Percent	Simple Disparity Index	Standard Deviation Units	Insufficient no. of Awards for Std. Dev.
PROFESSIONAL SVC	37.6%	42.0%	0.89	-0.17	*
CONSTRUCTION	37.7%	45.0%	0.84	-0.65	
GOODS & SERVICES	22.9%	53.8%	0.43		*
SUPPLIERS	4.3%	31.4%	0.14	-37.28	*
TOTAL OR AVERAGE	33.1%	42.9%	0.77	-0.85	

Subcontracting Disparity Indexes: Women SBE Subcontracting Activity

INDUSTRY	Women Utilization percent	Women Availability Percent	Simple Disparity Index	Standard Deviation Units	Insufficient no. of Awards for Std. Dev.
PROFESSIONAL SVC	38.2%	42.9%	0.89	-0.16	
CONSTRUCTION	7.6%	29.5%	0.26	-8.61	*
GOODS & SERVICES	88.7%	50.0%	1.77	2.50	*
SUPPLIERS	56.1%	38.6%	1.45		*
TOTAL OR AVERAGE	25.4%	38.1%	0.67	-1.16	

The next two tables provide the results of the simple disparity index for prime contracting activity. It is based on comparing the minority utilization percentage to the availability percentage for prime contractors only. In the prime contracting analysis, certified SBEs were not included among the pool of available prime contractors. The results provide a strong inference of discrimination. Specifically, the simple disparity index for minority prime contractors was .67 (availability was 4.8% and utilization was .9%). The same outcome was true for women prime contractors. Specifically, availability was 5.0% and utilization was 1.9%, which

produced a disparity index of .38. The outcome of the standard deviation analysis replicated the results of the simple disparity index. In particular, the standard deviation for minorities was -5.87 and the standard deviation for women was -3.12. Both give rise to an inference of discrimination, also some industries did not have sufficient observations.

Prime Contracting Disparity Indexes: Minority Prime Contracting Activity

INDUSTRY	Minority Utilization percent	Minority Availability Percent	Simple Disparity Index	Standard Deviation Units	Insufficient no. of Awards for Std. Dev.
PROFESSIONAL SVC	1.1%	5.7%	0.19	-5.96	
CONSTRUCTION	.6%	5.9%	0.10	-16.89	*
GOODS & SERVICES	.4%	3.8%	0.10		*
SUPPLIERS	.0%	3.2%	0.00		
TOTAL OR AVERAGE	.9%	4.8%	0.20	-5.87	

Prime Contracting Disparity Indexes: Women Prime Contracting Activity

INDUSTRY	Women Utilization percent	Women Availability Percent	Simple Disparity Index	Standard Deviation Units	Insufficient no. of Awards for Std. Dev.
PROFESSIONAL SVC	1.2%	5.2%	0.24	-4.68	
CONSTRUCTION	.8%	6.7%	0.11	-16.65	
GOODS & SERVICES	10.2%	2.6%	3.89	1.12	*
SUPPLIERS	.1%	4.4%	0.03		*
TOTAL OR AVERAGE	1.9%	5.0%	0.38	-3.12	

The final two tables provide the results of the simple disparity index for prime contracting and subcontracting activity combined. The availability analysis included firms that were prime contractors and certified SBEs. Similarly, the utilization analysis includes awards made to minorities and women as prime contractors and subcontractors. The results also provide a strong inference of discrimination. Specifically, the simple disparity index for minority prime contracting and subcontracting activity combined was .16 (availability was 9.1% and utilization was 1.4%). The standard deviation for minorities was -9.07.

A similar outcome was found for women. Specifically, availability was 8.7% and utilization was 2.3%, which produced a disparity index of .26. The standard deviation was -5.46.

Prime and Subcontracting Disparity Indexes: Minority Prime & Subcontracting Activity

INDUSTRY	Minority Utilization percent	Minority Availability Percent	Simple Disparity Index	Standard Deviation Units	Insufficient no. of Awards for Std. Dev.
PROFESSIONAL SVC	1.3%	8.8%	0.15	-7.20	
CONSTRUCTION	3.8%	14.8%	0.26	-8.70	
GOODS & SERVICES	.5%	10.5%	0.05	-50.20	*
SUPPLIERS	.4%	4.9%	0.07	-73.34	*
TOTAL OR AVERAGE	1.4%	9.1%	0.16	-9.07	

Prime and Subcontracting Disparity Indexes: Women Prime & Subcontracting Activity

INDUSTRY	Women Utilization percent	Women Availability Percent	Simple Disparity Index	Standard Deviation Units	Insufficient no. of Awards for Std. Dev.
PROFESSIONAL SVC	1.5%	8.6%	0.17	-6.26	
CONSTRUCTION	1.4%	11.8%	0.12	-21.45	
GOODS & SERVICES	10.7%	9.1%	1.17	0.18	
SUPPLIERS	.4%	6.5%	0.06	-1.87	*
TOTAL OR AVERAGE	2.3%	8.7%	0.26	-5.46	

Minority and Women Business Capacity

The statistically significant disparities derived in the tables above for minorities and women do not appear to be the result of an insufficient business capacity. In particular, the research team used average revenue over three years as an approximation of the size of award a firm should be capable of performing. The research team then created four dollar categories for awards made by the county and sorted firms into those categories based on their revenue. The categories of awards were as follows: (1) contracts whose award value was less than \$50,000; (2) contracts that ranged from \$50,000 - \$99,999; (3) contracts whose value ranged from \$100,00 - \$499,999; and (4) contracts whose values were \$500,000 and greater.

Based on an evaluation of firm revenue, 44.1% of Caucasian businesses were capable of performing contract of \$500,000 and greater; this was true for 17.6% of minority businesses and 54.9% of businesses owned by women. For contracts that ranged between \$100,000 and \$499,999, the results indicated that 27.4% of nonminority businesses had revenue within that range while 16.6% of minority businesses and 25.6% of women owned businesses did.

Distribution of Prime Contracts by the Value of Awards in Comparison to the Distribution of Available Firms by Average Revenue

Category	Percent Distribution of Prime Contract by Award Amount	Percent Distribution of Non-minority Businesses by Revenue	Percent Distribution of Minority Businesses by Revenue	Percent Distribution of Women Businesses by Revenue
Less than \$50,000	49.0%	19.6%	3.6%	12.3%
\$50,000 - \$99,999	10.9%	8.9%	2.1%	7.2%
\$100,00 - \$499,999	22.8%	27.4%	16.6%	25.6%
\$500,000 and greater	17.3%	44.1%	17.6%	54.9%
No. of Contracts or Firms Observed	943	607	281	277

These findings suggest minority and women business owners had sufficient capacity to execute a much larger share of contracts than they were awarded.

Regression Analysis of Disparity

The research team also conducted a regression analysis so as to determine whether or not the statistical evidence suggested an inference of discrimination. The regression equation was designed to explain the average revenue of 727 firms available to Cuyahoga County. Average three-year revenue was the dependent variable (it was converted to a natural logarithm to adjust for stochastic errors). The regression analysis controlled for the broad industry categories in which firms operated; the gender of the firm’s owner; whether or not the firm was SBE certified; whether or not the firm was owned by African-American, other minority group member or a white American; the length of time the firm had operated; and it included a logistic probability variable that corrected the results for truncation bias resulting from missing observations on revenue.

The results indicated that, controlling for other factors, firms owned by women experienced 42% lower revenue in comparison to firms owned by men, and the results were statistically significant. Firms owned by blacks experienced revenues that were 98% lower in comparison to firms owned by whites and those results were also statistically significant. The number of observations for firms owned other by non-black minorities (i.e. Hispanics, Asians, and Native Americans) was too few to draw a definitive conclusion using regression analysis. The regression results were supported by findings for firms that operated in the Cuyahoga private market area. In particular, a regression analysis of discrimination in the private market found

statistically significant disparities in firm revenue for businesses owned by African-Americans and Native Americans.

Recommendations Regarding Data Management

The following is a list of suggestions concerning improvements that can be made to data management processes so as to improve the efficiency of analyses in the future. Some suggestions deal with coding and classifying data while others specify ways of improving links between databases. The recommendations below are not listed in an order of important. They are as follows:

1. Information about Race/Ethnicity and Gender needs to be collected for non-SBE firms. Having this information for non-SBE firms is essential for tracking the impacts of the SBE program. The data collection procedures used for SBE firms should be extended to cover information for non-SBE firms.
2. Vendor numbers need to be standardized across the different databases
 - a. In the current data environment, the same vendor has up to three different vendor identification numbers assigned to it. For example, if vendor is an SBE registered firm, it may have one ID number. At the same time, many SBE firms are also in the Buyspeed database, which means this firm will have a separate ID number. Finally if the firm received a contract, it will have a different number in the contracts database.
 - b. In a more integrated data environment, one ID number should follow the same vendor throughout the different databases where vendor information is stored. It is important to note this standardized number need not be utilized as the primary identification number in each of the different databases, but each database should also have a common identification number. A federal tax id number is a leading candidate for such a common vendor identification number. This study found the federal tax id number was used in an encrypted form in the Buyspeed database. However, where it appeared in other databases, it was unencrypted and no link was provided. A step would be to use the federal ID number in all databases.
3. Contract records in the Contracts database need to be assigned an associated industry or work code. As it currently stands, the only way to classify the type of contract is to look at a detailed description. Assigning a work code/industry code based on this description should happen when the contract is created in the system. Assigning contract codes would make analyses more efficient and allow managers to better understand the allocation of contracting awards.
4. Within the procurement database, there are many procurement awards that do not match up with contracts in the contracts database. Whenever contracts cannot be linked by requisition number, it is impossible to determine whether procurement awards have been approved and executed or simply approved. Information in the contracts database details the amount of money that has been executed against a particular contract however the procurement database does not make this distinction. Going forward information needs to be kept in the procurement database that allows a person to determine whether a contract has been executed or just approved.

5. In the procurement database, when there are multiple SBE subcontractors who receive money awards it is now possible to determine the amount going to each vendor. One cannot break out the amount going to a particular group.

Introduction, Background and Objectives

Over the last two years, Cuyahoga County has undergone a transformation. As part of this process, the County wants to ensure that qualified businesses owned by minority and female entrepreneurs have an equal opportunity to compete for the goods and services it procures.

In this regard, Cuyahoga retained EuQuant (an economic research and data analytics company) to conduct the quantitative components of a Disparity Study. Among other things, disparity studies allow government agencies to determine whether or not historically disadvantaged businesses (that are qualified, willing and able to execute contracts) have experienced discrimination either directly or indirectly in the award and execution of contracts.

The quantitative component of a disparity study examines statistical evidence regarding the difference (i.e. disparity) between the share of qualified, willing, and able firms that are available in the marketplace and the share of contracts they receive. Typically, the findings are broken down by race, ethnicity, gender and other relevant criteria such as industry, prime contracting and subcontracting activity.

The Constitution allows government officials, under certain circumstances, to take remedial steps to promote opportunity, advance equality, and address discrimination.¹ This study is designed to assist the County in determining whether such steps are necessary.

The formal name given to this research by Cuyahoga County is a Data Development, Collection and Analysis Report. Its conclusions reflect activity that occurred between 2009 and 2012. The findings are fundamental to conducting a disparity study. To complete the disparity study, the quantitative results presented in this report should be supplemented by conducting an analysis of qualitative evidence of direct or indirect discrimination. Combined, the quantitative and qualitative assessments allow the County to make programmatic changes that comply with the landmark U.S. Supreme Court case involving the City of Richmond versus J.A. Croson. That case

¹ ACLU (2010) *A Guide to Federal Circuit Authority on Permissible Government Actions to Promote Racial and Gender Equality*. Accessed: October 14, 2013, 10:34 PM
https://www.aclu.org/files/assets/Promoting_Opportunity_and_Equality_in_America.pdf

and its progeny set the standard by which judgments are made regarding the constitutionality of government procurement policies using race- and gender-conscious criteria.

Numerous sections make up this report. They include the following: an executive summary, a discussion of the study's methodology and approach, a description of the relevant market area within which the County procures goods and services, a profile of available firms in the market area, an examination of firms certified in the Small Business Enterprise (SBE) Program, and assessment of the extent to which available firms are successful prime contractors, an evaluation of the utilization of SBE firms on subcontracts, a statistical analysis of disparity and a statistical analysis of disparities among minority, women and nonminority firms that operated within Cuyahoga County's private marketplace.

Legal precedents

The research methodology used in this report is tailored to the requirements of the landmark United States Supreme Court decision in the case of *City of Richmond v. J.A. Croson*, 488 U.S. 469, 493 (1989). The Croson Decision and the Adarand Decision [*Adarand Constructors v. Peña*, 515 U.S. 200 (1995)] established "strict scrutiny" as the standard to be applied to local, state and federal programs that implement a race- or gender-conscious remedy.

The strict scrutiny analysis stipulates local or state policies employing race – or gender – conscious remedial policies must demonstrate a compelling governmental interest and be narrowly tailored to eradicate identified discrimination in the award of contracts. According to Croson and the cases that followed, strong evidence of discrimination against minority- and women-owned businesses establishes a "compelling governmental interest". The cases suggest the methodology that should be employed in conducting disparity studies and guidelines for determining the veracity of the evidence. Cases occurring in the US Court of Appeals for the Sixth Circuit are particularly relevant for Cuyahoga County. This is because Ohio, Kentucky, Michigan and Tennessee comprise the Sixth Circuit.

One Sixth Circuit decision [*Associated General Contractors of Ohio, Inc., v. Drabnik*, 214 F.3rd 730 (6th Cir.2000)] struck down a set-aside program operated by the Ohio Department of Administrative Services. In its findings, the Court raised the bar significantly for programs seeking to remedy past discrimination by race- and gender-conscious policies. It stated the government must make explicit findings of discrimination that show a pervasive, systematic and obstinate pattern of discrimination.

Generally, courts have established that statistical analyses must include an analysis of the difference or disparity between the amount of subcontracting dollars minority- and women-owned businesses receive and the amount they would be expected to win given their

availability in the relevant market. Disparity indexes and regression analyses have been widely accepted as procedures to use in determining whether or not statistical inferences of discrimination exist.

A disparity index having a value that is equal to or less than .80 provides an inference of discrimination. Similarly, courts have held that two or more standard deviations between actual awards and expected awards provide an inference of discrimination. Finally, Courts have looked favorably upon the use of regression analysis because they control for differences in firm related attributes when explaining differences in outcomes for various race, ethnic and gender groups.

Demographic Characteristics of the County

Cuyahoga County is Ohio's most populous. The latest Census indicates the County's 2012 population was 1.3 million persons. It also indicated that the population is continuing to experience a gradual decline on a year-to-year basis. For example, between 2010 and 2012, the change in total population was -1.2% and it experienced an 8.2% decline between 2000 and 2010. Median household income in Cuyahoga County is \$43,861 and percent of persons living in poverty is 17.7%. In comparison Cleveland, the major city of the County, experienced a poverty rate of 32.7%.

The demographic makeup of the county is as follows: whites (64.8%), blacks (30.2%), Hispanic or Latino (5.1%) and Asian (2.8%). The representation of Native Americans and Alaska Natives is very small, comprising just .3%.

Official census statistics of the County documented 33,255 businesses. They represented 13.3% of the 250,000 businesses in the State of Ohio. While blacks made up 30.2% of the County's population and 12.5% of the State's population, they owned just 13.6% and 5.8% of the businesses in the County and State respectively. Likewise, Hispanics and Latinos comprised 5.1% of the County's population and the 3.3% of the State's population. They owned 1.6% and 1.1% respectively of the County and State's businesses. Finally, women made up 52.5% of the County's population and 51.1% of the State's population. They owned 28.0% and 27.7% of the businesses in the respective locations.

Research Method, Data and Approach

The research team was led by Dr. Thomas D. Boston, CEO of EuQuant and a Professor of Economics at Georgia Institute of Technology (Georgia Tech). Dr. Boston was assisted by the EuQuant staff, most especially, Linje Boston, who is research Director at EuQuant. Linje holds an undergraduate degree in statistics from Carnegie Mellon University and a graduate degree in statistics from the University of Michigan.

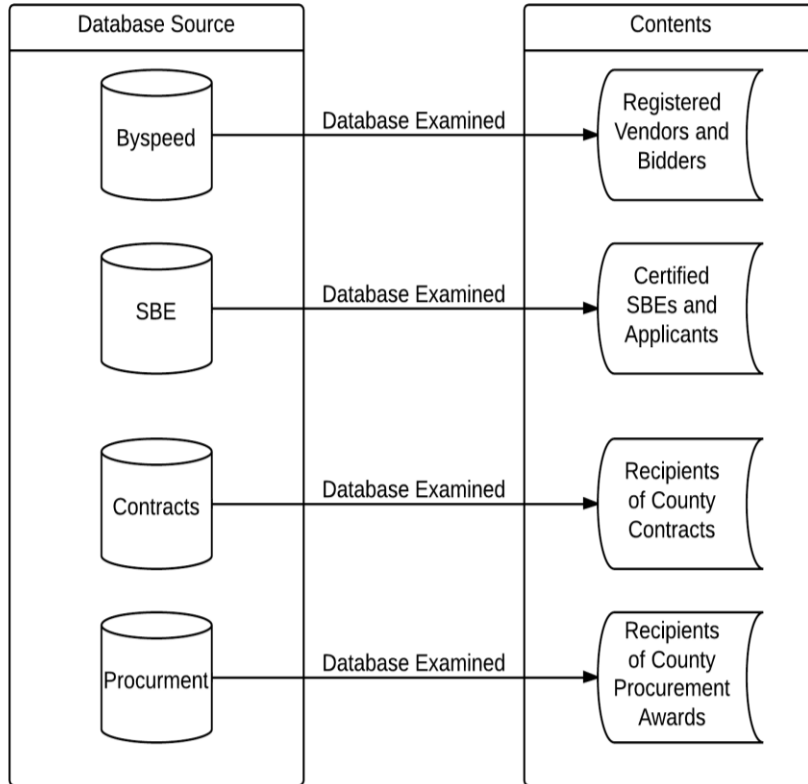
Multiple databases were used, including the following: the Byspeed database (which is the County's vendor registration and bidding system); the SBE database (which contains detailed information on the characteristics of certified firms and applicants to the Small Business Enterprise (SBE) Program; the Contracts database (which maintains records on recipients of County contracts); and the Procurement database (which maintains records on procurement awards, prime contractor commitments to SBE subcontractors, SBE subcontracting awards and aspirational goals set by the County on various projects). Additional data sources were also used to conduct the analysis of discrimination in the private market and identify the race, ethnicity and gender of business owners in Cuyahoga's market area. These sources included EuQuant's proprietary database (which has national records on more than one-half million small businesses, including, 2,300 firms located in Greater Cleveland Metropolitan Area and 7,400 in the State of Ohio, outside of Greater Cleveland); City of Cincinnati SBE program data; City of Cleveland MBE/FBE/CSB Program data; City of Columbus MBE Program data; and Northeast Ohio Regional Sewer District data. The first diagram below lists databases used in the study and the second details the type of information extracted from each database.

**DATA SOURCES USED TO
CLASSIFY FIRMS**

- ~Byspeed Database
- ~SBE Database
- ~Contracts Database
- ~Procurement Database
- ~Euquant's Proprietary Database
- ~Central Contractor Register for Federal Government
- ~City of Cincinnati SBE Program
- ~City of Cleveland Certified MBE
- ~FBE
- ~CBS Vendor Program
- ~City of Columbus MBE Directory
- ~Columbus MBE Targeted Construction Directory
- ~Outside Columbus MBR Directory
- ~Northeast Ohio Regional Sewer District Vendor List

METHOD AND CRITERIA USED TO DEFINE AVAILABLE FIRMS

Objective: Identify the most statistically valid population of firms that are "Ready, Willing and Able" to do business with Cuyahoga County.



Organization of the Research

Results are classified by the categories listed in the diagram below.

Classification of Available Firms
1. Owner's Race or Ethnicity
2. Owner's Gender Status
3. Minority Status of Owner
4. SBE/NON-SBE Status of Firm
5. Three Digit NAICS Code
6. One Digit NAICS Code
7. Cuyahoga's Four broad Industry Categories
a. Professional Services
b. Construction Services
c. Suppliers
d. Other Goods and Services
8. Geographic Location of Firm:
a. Inside vs. Outside Market Area Cleveland
b. Cuyahoga County vs. SMSA

More precisely, the results were broken down as follows:

1. The relevant market area (which is Greater Cleveland Metropolitan Area) and the sub-area within the relevant market (Cuyahoga County).
2. The four broad Industry Categories: Professional Services; Construction Services; Goods and the only 90 report Services; Suppliers.
3. The four broad industry categories further broken down into 13 detailed industries based on cross-referencing Cuyahoga County's procurement and subcontracting codes to NAICS categories. The resulting NAICS categories include the following industries: utilities, agriculture and mining; construction of buildings; heavy construction and civil engineering; specialty trades construction; light chemical manufacturing; heavy metal manufacturing; computer and electronics equipment manufacturing; wholesale and retail trade distribution; transportation and warehousing; information and telecommunications; professional scientific and technical services; healthcare and social services; repair, personal services and accommodations.

4. The business owner's minority status, gender status, race and ethnic status (including African-Americans, Asian Americans, Hispanic Americans and Native Americans).
5. The availability and utilization of firms broken down by prime contracting activity, SBE subcontracting activity and a combined summary of prime and subcontracting activity.
6. The disparity analysis broken down by the four broad industry categories. Within each industry category the disparity indexes are further broken down by prime contracting and SBE subcontracting, minority status, gender status, African-Americans, Hispanic Americans, Asian Americans and Native Americans.
7. The assessment of disparities based on a regression analysis that examined disparities in revenue by race and gender among firms registered with Cuyahoga County. The regression controls for relevant firm related attributes.
8. The procurement regulations protocols governing the award of contracts. Specifically, awards corresponding to County Council criterion (\$50,000 and above); board of controls criterion (\$100,000 to \$500,000); and the Contracts and Purchasing Board Criteria (\$500 to \$100,000). Available firms are slotted into the procurement award categories based on their average revenue over the last 3 years.
9. The assessment of disparity and discrimination in Cuyahoga County's private market place based on examining the revenue of firms in the private market relative to the firm related attributes.

Relevant Market Area Analysis

Cuyahoga County’s relevant market area is defined as Greater Cleveland Metropolitan Area. Greater Cleveland includes the following counties: Cuyahoga, Geauga, Lake, Loraine and Medina. Greater Cleveland is a smaller geographic region than is the Cleveland – Akron – Canton Combined Statistical Area. The latter area includes eight counties and 3.5 million residents. Cleveland MSA has 2.1 million residents. The research results found that 80.1% of available firms had establishments located in Cuyahoga County, and 10.0% had establishments within Greater Cleveland outside of Cuyahoga.

An examination of contract records revealed that 70.2% of the total value of contracts awarded went to firms located in Greater Cleveland and 69.5% of the number of contracts that were awarded also went to firms located in Greater Cleveland. In practice, the typical standard for defining the market area is the location where 80% of vendors reside or 80% of the value of contracts is awarded encompassed 70% of the value of awards and number of contracts. In comparison, Cuyahoga County encompassed 80% of the firms. Therefore, Greater Cleveland is a reasonable compromise for defining the relevant market.

Figure 1. THE RELEVANT MARKET AREA DEFINED BY CONTRACTING AWARD ACTIVITY (2009 - 2012)

LOCATION	VALUE OF CONTRACTS (DOLLARS)	PERCENT OF VALUE	NO. OF CONTRACTS	PERCENT OF TOTAL
CUYAHOGA	\$ 613,549,703.47	68.19%	1314	65.1%
GREATER CLEVELAND -OTHER	\$ 18,892,869.51	2.10%	89	4.4%
OUTSIDE GREATER CLEVELAND	\$ 99,476,124.16	11.06%	237	11.8%
OUT OF STATE CONTRACTOR	\$ 167,879,093.17	18.66%	378	18.7%
Total	\$ 899,797,790.31	100.00%	2018	100.0%

Figure 1 indicates that Cuyahoga County accounted for the greatest total dollar value of contracts (\$613M), percent of value (68.19%) and number of contracts (1314) and percent of total (65.1%) during the contracting period between 2009 and 2012. Note that Out of State Contractors accounted for the second highest total dollar value, percent of value, number of contracts, and percent of total contracts during the same contracting period at \$167M, 18.6%, 378 and 18.7% respectively.

Figure 2. THE RELEVANT MARKET AREA DEFINED BY THE LOCATION OF AVAILABLE CONTRACTORS.

<u>LOCATION</u>	<u>NUMBER OF FIRMS</u>	<u>PERCENT OF FIRMS</u>
CUYAHOGA	3808	80.1%
GREATER CLEVELAND -OTHER	473	10.0%
OUTSIDE GREATER CLEVELAND	289	6.1%
OUT OF STATE CONTRACTOR	182	3.8%
Total	4752	100.0%

Figure 2 indicates the locations of available contractors. The greatest numbers of firms had establishments in Cuyahoga County; they accounted for 80.1% of all firms. There were 473 firms located in the Greater Cleveland-Outside the County and they accounted for 10% or the 2nd largest percent of all available firms. There were 289 firms located in Greater Cleveland and they accounted for 6.1% of firm. Lastly firms located outside of the State of Ohio only account for 3.8% of all available firms and they numbered 182. .

Figure 3. "NUMBER OF AVAILABLE FIRMS IN CUYAHOGA COUNTY'S MARKET AREA

<u>LOCATION</u>	<u>NUMBER OF FIRMS</u>	<u>PERCENT OF FIRMS</u>
CUYAHOGA	3808	89.0%
GREATER CLEVELAND -OTHER	473	11.0%
Total	4281	100.0%

GREATER CLEVELAND INCLUDES THE FOLLOWING COUNTIES: CUYAHOGA, GEauga, LAKE, LORAIN AND MEDINA

Figure 3 is restricted to firms in the market area. Cuyahoga County had the lowest number of available firms; it has 3,808 firms, which accounted for 89% of all firms. Greater Cleveland-Other the has 11% or 473 firms.

Availability Analysis

an available firm must be qualified, willing and able to engage in contracting activity with Cuyahoga County and it must operate a business establishment within the relevant market area. Qualified, willing and able firms were identified as those meeting one of the following criteria: (1) actively registered with Cuyahoga County’s vendor registration and bidders system (Byspeed) between 2009 and 2012; or, (2) a certified SBE; or, (3)a recipient of a County contract; or (4)a recipient of a County procurement award or SBE subcontracting awards.

In addition to the meeting one of the above stated criteria, the firm had to operate a for-profit business establishment that was located within Greater Cleveland Metropolitan Area (the relevant market area). Based on the criteria specified above, there were 4281 firms qualified, willing and able to work for Cuyahoga County government. Among these firms, we identified the industry classification for 4259. The diagram below illustrates the criteria used to establish availability within the relevant market area.

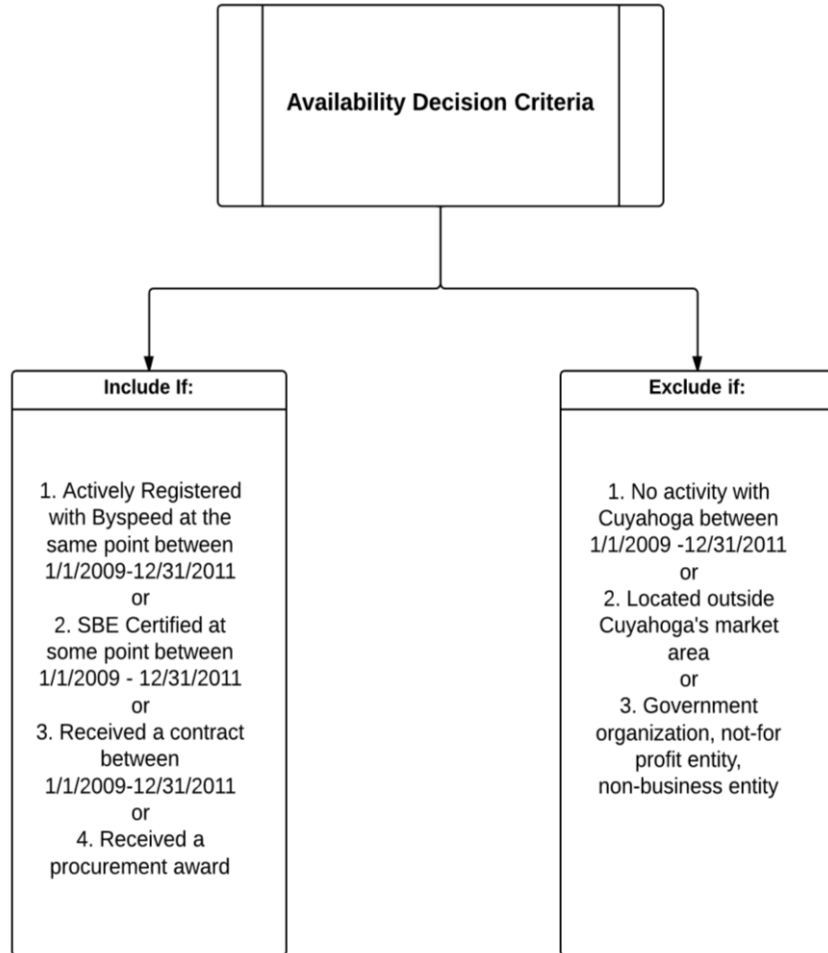


Figure 4. "AVAILABLE FIRMS IN CUYAHOGA'S MARKET AREA BY MINORITY STATUS

LOCATION	CUYAHOGA(NO.)	CUYAHOGA(%)	GREATER	GREATER	TOTAL (NO.)	TOTAL(%)
			CLEVELAND -OTHER	CLEVELAND -OTHER		
			(NO.)	(%)		
NON-MINORITY	3423	89.90%	466	98.5%	3889	90.8%
MINORITY	385	10.10%	7	1.5%	392	9.2%
Total	3808	100.00%	473	100.0%	4281	100.0%

GREATER CLEVELAND INCLUDES THE FOLLOWING COUNTIES: CUYAHOGA, GEAUGA, LAKE, LORAIN AND MEDINA

Figure 4 indicates the availability of minority and non-minority firms in the Cuyahoga County market area. In total, minority firms accounted for 9.2% of all firms, while non-minority firms accounted for the remaining 90.8%. Figure 4 indicates 89% of all available firms in Cuyahoga were owned by non-minorities, while 98.5% of firms in other areas of greater Cleveland were. Minorities owned 10% of available firms in Cuyahoga and 1.5% of firms in the rest of Greater Cleveland.

Figure 5. AVAILABLE FIRMS IN CUYAHOGA'S MARKET AREA BY GENDER STATUS

LOCATION	CUYAHOGA(NO)	CUYAHOGA(%)	GREATER	GREATER	TOTAL (NO)	TOTAL(%)
			CLEVELAND -OTHER	CLEVELAND -OTHER		
			(NO)	(%)		
FEMALE	358	9.40%	21	4.4%	379	8.9%
MALE	3450	90.60%	452	95.6%	3902	91.1%
Total	3808	100.00%	473	100.0%	4281	100.0%

NOTE: FEMALE OWNED FIRMS ARE ARE DEFINED AS THOSE OWNED BY CAUCASIAN WOMEN

Figure 5 presents the availability of firms in Cuyahoga County’s market area by gender status. For the entire Cuyahoga Market Area, female firms accounted for 8.9% while male firms accounted for the remaining 91.1%. Figure 5 dictates that female firms accounted for a larger percentage of firms in Cuyahoga (9.4%) than in Greater Cleveland-Other (4.4%). Additionally, in terms of the number of firms there were 358 female firms in Cuyahoga County and 21 in Greater Cleveland-Other. Male-owned firms had distribution in Cuyahoga (3,450 and 90.6%).

Figure 6. "AVAILABLE FIRMS IN CUYAHOGA'S MARKET AREA BY RACE AND ETHNIC STATUS

LOCATION	CUYAHOGA(NO)	CUYAHOGA(%)	GREATER CLEVELAND -OTHER		TOTAL (NO)	TOTAL(%)
			(NO)	(%)		
AFRICAN AMERICAN	291	7.60%	5	1.1%	296	6.9%
ASIAN	50	1.30%	1	0.2%	51	1.2%
HISPANIC	37	1.00%	1	0.2%	38	0.9%
NATIVE AMERICAN	7	0.20%		0.0%	7	0.2%
SUB-TOTAL MINORITY	385	10.10%	7	1.5%	392	9.2%
CAUCASIAN	3423	89.90%	466	98.5%	3889	90.8%
Total	3808	100.00%	473	100.0%	4281	100.0%

NOTE: FEMALE OWNED FIRMS ARE DEFINED AS THOSE OWNED BY CAUCASIAN WOMEN

Figure 6 indicates the availability of firms located in the Cuyahoga County market area by race and ethnic status. In total for the entire Cuyahoga Market area, Caucasian firms accounted for 90% of all available firms, African American firms accounted for 6.9%, Asian firms accounted for 1.2%, Hispanic firms accounted for .9% and Native American firms accounted for .2% of all firms.

Figure 6 dictates that minority firms comprise 10.1% of the firms in Cuyahoga County while non-minority firms account for the remaining 89.9%. Of the 10.1%, Minority African American firms comprised the largest percent at 7.6%, Asian firms the second largest at 1.3% and Hispanic firms the third largest at 1%. Native American firms comprised less than 1% of all minority firms.

Characteristics of Certified SBEs

There were 541 businesses actively certified with the SBE Program, 57.1% (309) of the businesses were owned by whites while 42.9% were owned by members of minority groups. Businesses owned by women comprised 38.1% of SBE certified firms.

African-American business owners represented 32.3% of SBE certified firms, Asian American business owners represented 5.0%, Hispanic American business owners represented 5.4%, and Native American business owners represented .2%.

Figure 7. AVAILABLE FIRMS IN MARKET AREA BY SBE CERTIFICATION STATUS

SBE STATUS	CUYAHOGA NO.	CUYAHOGA(%)	GREATER CLEVELAND -OTHER		TOTAL NO.	TOTAL(%)
			NO.	(%)		
NON-SBE	3267	85.80%	473	100.0%	3740	87.4%
SBE	541	14.20%		0.0%	541	12.6%
Total	3808	100.00%	473	100.0%	4281	100.0%

Figure 7 lists the availability of firms in the Cuyahoga County market area by SBE certification status. In total, Non-SBEs accounted for 3,740 firms or 87% and SBEs accounted for 541 firms or 12%. In Cuyahoga County SBE firms comprised 14.2%, while non SBE firms accounted for the remaining 85%. All SBE firms were located within Cuyahoga County.

Figure 8. CUYAHOGA COUNTY SBE CERTIFIED FIRMS BY MINORITY STATUS

MINORITY STATUS	NUMBER	PERCENT
NON-MINORITY	309	57.10%
MINORITY	232	42.90%
Total	541	100.00%

Figure 8 lists the Availability of SBE certified firms by minority status. According to the table, of the 541 registered SBEs in Cuyahoga County, 42.9% are minority-owned while the remaining 57% have non-minority status.

Figure 9. CUYAHOGA COUNTY SBE CERTIFIED FIRMS BY GENDER STATUS

GENDER	NUMBER	PERCENT
FEMALE	206	38.10%
MALE	335	61.90%
Total	541	100.00%

Figure 9 lists the Availability of SBE certified firms by gender status. Accordingly, 62% of SBEs are male –owned while the remaining 38% are female-owned.

Figure 10. CUYAHOGA COUNTY SBE CERTIFIED FIRMS BY RACE AND ETHNIC STATUS

<u>RACE AND ETHNICITY</u>	<u>NUMBER</u>	<u>PERCENT</u>
AFRICAN AMERICAN	175	32.30%
ASIAN	27	5.00%
HISPANIC	29	5.40%
NATIVE AMERICAN	1	0.20%
SUB-TOTAL MINORITY	232	42.90%
CAUCASIAN	309	57.10%
Total	541	100.00%

Figure 10 describes the Availability of SBE certified firms by race and ethnic status in Cuyahoga County; 57% are Caucasian (309), 32% are African American (175), 5.4% are Hispanic (29), 5% are Asian (27), and .2% are Native American (1).

Available firms by Industry, Minority Status, Gender and Race

Available firms were classified by 4 broad industry categories. These categories included professional services (which accounted for 44.4% of available firms); construction (20.3% of available firms); goods and other services (8.5%); and suppliers (26.8%).

Available businesses were also classified by 13 detailed industry categories including the following: utilities, agriculture and mining; construction of buildings; heavy construction and civil engineering; specialty trades construction; light chemical manufacturing; heavy metal manufacturing; computer and electronics equipment manufacturing; wholesale and retail trade distribution; transportation and warehousing; information and telecommunications; professional scientific and technical services; healthcare and social services; and repair, personal services and accommodations.

Using the broad industry classification, the largest number of minority firms operated in professional services (43.2%) and secondly construction services (32.7%). Supply industries accounted for 14.3% of minority firms and 9.7% operated in goods and services industries.

Women-owned firms were most heavily concentrated in construction services and secondarily professional services.

When available firms were classified by detailed industries, the largest number operated in professional, scientific and technical services industries (1146 businesses accounting for 26.9%). The 2nd largest industry concentration was healthcare and social services (587 businesses representing 13.8%), followed by specialty trade contracting (500 firms representing 11.7%).

Across all industries, minority firms comprised 9.2% of available firms. However, they represented a much higher percentage of particular industries. For example, minorities made up 25.0% of firms that were available in heavy construction contracting, 23.1% of available firms in transportation and warehousing, and 16.7% of available firms in building construction.

Women business owners represented 8.9% of all available firms. However they comprised 17.9% of firms in transportation and warehousing, 13.4% of firms in specialty trade contracting and 11.0% of firms in general construction contracting.

Figure 11. DISTRIBUTION OF AVAILABLE FIRMS BY BROAD INDUSTRY CATEGORY

BROAD INDUSTRY CATEGORY	CUYAHOGA NO.	CUYAHOGA (%)	GREATER CLEVELAND - OTHER NO.	GREATER CLEVELAND - OTHER (%)	TOTAL NO.	TOTAL(%)
PROFESSIONAL SERVICES	1730	45.63%	160	34.2%	1890	44.4%
CONSTRUCTION	769	20.28%	95	20.3%	864	20.3%
GOODS AND OTHER SERVICES	320	8.44%	43	9.2%	363	8.5%
SUPPLIERS	972	25.64%	170	36.3%	1142	26.8%
Total	3791	100.00%	468	100.0%	4259	100.0%

Figure 11 describes the availability of firms by broad industry categories for the entire Cuyahoga County market area. Professional services comprised 1890 firms or 44% of all firms, Suppliers comprised 1,142 firms or 27 % of all firms, construction comprised 864 firms or 20% of all firms, and Goods and Other Services comprised 363 firms or 8.5% of all firms.

There were 3,791 firms located in Cuyahoga County; 45% were in professional services, 25% were suppliers, 20% were in construction, and 8% were in goods and services.

Figure 12. DISTRIBUTION OF AVAILABLE FIRMS BY BROAD INDUSTRY GROUP AND MINORITY STATUS

BROAD INDUSTRY CATEGORY	NON-MINORITY NO.	NON-MINORITY % OF INDUSTRY	MINORITY NO.	MINORITY % OF INDUSTRY	TOTAL NO.	TOTAL % OF INDUSTRY
PROFESSIONAL SERVICES	1721	44.5%	169	43.2%	1890	44.4%
CONSTRUCTION	736	19.0%	128	32.7%	864	20.3%
GOODS AND OTHER SERVICES	325	8.4%	38	9.7%	363	8.5%
SUPPLIERS	1086	28.1%	56	14.3%	1142	26.8%
Total	3868	100.00%	391	100.00%	4259	100.00%

Figure 12 describes the availability of firms in the Cuyahoga Market Area by broad industry category and minority status. The largest percentage and number of minority firms were in professional services at 43% and 169 respectively; the second largest percent was in construction at 32%. For non-minority firms the largest percentages was in professional services at 44% and 1,721 respectively.

Figure 13. NUMBER OF AVAILABLE FIRMS BROAD INDUSTRY GROUP, RACE AND ETHNIC STATUS

BROAD INDUSTRY CATEGORY	AFRICAN AMERICAN (NO.)	ASIAN (NO.)	CAUCASIAN (NO.)	HISPANIC (NO.)	NATIVE AMERICAN (NO.)
PROFESSIONAL SERVICES	128	28	1721	11	2
CONSTRUCTION	93	14	736	19	2
GOODS AND OTHER SERVICES	30	3	325	5	0
SUPPLIERS	44	6	1086	3	3
Total	295	51	3868	38	7

Figure 13 describes the number of available firms in the Cuyahoga Market Area by broad industry group and race and ethnic status. For Caucasian firms the largest number was in professional services at 1,173 followed by suppliers at 1,086. For African American firms, the largest number was in professional services (128) followed by Construction (93). For Asians the largest number was in professional services (28) while the second largest was in construction (14). For Hispanic firms the largest number was in construction (19), followed by professional services (10). Native American firms numbered 3 in suppliers and 2 each in construction and professional services.

Figure 14. PERCENT OF AVAILABLE FIRMS BY BROAD INDUSTRY GROUP, RACE AND ETHNIC STATUS

BROAD INDUSTRY CATEGORY	AFRICAN AMERICAN % OF INDUSTRY	ASIAN % OF INDUSTRY	CAUCASIAN % OF INDUSTRY	HISPANIC % OF INDUSTRY	NATIVE AMERICAN % OF INDUSTRY	Total % OF INDUSTRY
PROFESSIONAL SERVICES	6.8%	1.5%	91.1%	0.6%	0.1%	100.0%
CONSTRUCTION	10.8%	1.6%	85.2%	2.2%	0.2%	100.0%
GOODS AND OTHER SERVICES	8.3%	0.8%	89.5%	1.4%	0.0%	100.0%
SUPPLIERS	3.9%	0.5%	95.1%	0.3%	0.3%	100.0%
Total	6.93%	1.20%	90.82%	0.89%	0.16%	100.00%

Figure 14 describes the percent of available firms in the Cuyahoga Market Area by broad industry group and race and ethnic status. For Caucasian firms the largest percentage appears in suppliers at 95% followed by professional services at 91%. For African American firms, the largest percentage was in Construction at 10%, while the second largest was in goods and other services at 8%. For Asians the largest percentage was in construction at 1.6% followed by professional services at 1.5%. Hispanic firms comprise the largest percentage of construction at 2.2% followed by good and services at 1%. Native American firms largest percentage was in suppliers at .3% followed by construction at .2%.

Available firms in Cuyahoga County

Figure 15. AVAILABLE FIRMS IN CUYAHOGA COUNTY BY INDUSTRY GROUP AND MINORITY STATUS

BROAD INDUSTRY CATEGORY	NON-MINORITY NO.	NON-MINORITY (%)	MINORITY NO.	MINORITY (%)
PROFESSIONAL SERVICES	1565	90.46%	165	9.5%
CONSTRUCTION	641	83.36%	128	16.6%
GOODS AND OTHER SERVICES	283	88.44%	37	11.6%
SUPPLIERS	918	94.44%	54	5.6%
Total	3407	89.87%	384	10.1%

NOTE: ANALYSIS RESTRICTED TO FIRMS LOCATED IN CUYAHOGA COUNTY

Figure 15 indicates the availability of firms in Cuyahoga County by broad industry and minority status. In total, Non-minority firms accounted for 89.8% of all firms. While minority firms accounted for the remaining 10.1%. According to figure 15, Non-minority firms were most heavily concentrated in professional services (1,565) and they represented the largest

percentage of firms in suppliers at 94%. For minority firms, professional services had the greatest number of firms at 165 and construction had the largest percentage at 17%.

Figure 16. AVAILABLE FIRMS IN CUYAHOGA COUNTY BY INDUSTRY GROUP AND GENDER STATUS

BROAD INDUSTRY CATEGORY	FEMALE % OF		MALE % OF	
	FEMALE NO.	GROUP	MALE NO.	GROUP
PROFESSIONAL SERVICES	164	9.5%	1566	90.5%
CONSTRUCTION	95	12.4%	674	87.6%
GOODS AND OTHER SERVICES	33	10.3%	287	89.7%
SUPPLIERS	66	6.8%	906	93.2%
Total	358	9.44%	3433	90.56%

Figure 16 indicates the availability of firms in Cuyahoga County by broad industry and gender status. In total female firms accounted for 9.4% of all firms while male firms accounted for the remaining 90.5%. According to figure 16, female firms had the largest number of businesses in profession services (164) and the largest percentage of firms in construction (12.4%). For male firms, the largest number was in professional services while the greatest percentage was in suppliers.

Figure 17. AVAILABLE FIRMS IN COUNTY BY BROAD INDUSTRY GROUP, RACE AND ETHNICITY

RACE AND ETHNICITY	PROFESSIONAL SERVICES (NO.)	PROFESSIONAL SERVICES (%)	CONSTRUCTION (NO.)	CONSTRUCTION (%)	GOODS & OTHER SERVICES	GOODS & OTHER SERVICES	SUPPLIER S (NO.)	SUPPLIERS (%)
					(NO.)	(%)		
AFRICAN AMERICAN	125	7.23%	93	12.09%	29	9.06%	43	4.42%
ASIAN	28	1.62%	14	1.82%	3	0.94%	5	0.51%
CAUCASIAN	1565	90.46%	641	83.36%	283	88.44%	918	94.44%
HISPANIC	10	0.58%	19	2.47%	5	1.56%	3	0.31%
NATIVE AMERICAN	2	0.12%	2	0.26%	0	0.00%	3	0.31%
Total	1730	100.00%	769	100.00%	320	100.00%	972	100.00%

Figure 17 indicates the availability of firms in Cuyahoga County by broad industry and race and ethnic status. In professional services, African American firms accounted for the second largest percentage of firms 7.2%. Within Construction African American firms accounted for 12%. They accounted for 9% in goods and services and 4.4% in suppliers.

Available Firms by Cuyahoga County by Detailed Industry, Minority Status, Gender and Race

Figure 18. DISTRIBUTION OF AVAILABLE FIRMS BY DETAILED INDUSTRY CATEGORY

DETAILED INDUSTRY CATEGORY	CUYAHOGA NO.	CUYAHOGA(%)	GREATER CLEVELAND - OTHER NO.	GREATER CLEVELAND - OTHER (%)	TOTAL NO.	TOTAL(%)
UTILITIES, AGRICULTURE, MINING	30	0.79%	4	0.85%	34	0.80%
CONSTRUCTION: BUILDINGS	267	7.04%	33	7.05%	300	7.04%
CONSTRUCTION: HEAVY AND CIVIL	51	1.35%	13	2.78%	64	1.50%
CONSTRUCTION: SPECIALTY TRADES	451	11.90%	49	10.47%	500	11.74%
MANUFACTURING: LIGHT AND CHEMICAL	327	8.63%	45	9.62%	372	8.73%
MANUFACTURING: HEAVY AND METAL	263	6.94%	39	8.33%	302	7.09%
MANUF. : COMPUTER AND ELECTRONICS	171	4.51%	47	10.04%	218	5.12%
WHOLESALE AND RETAIL DISTRIBUTION	211	5.57%	39	8.33%	250	5.87%
TRANSPORTATION AND WAREHOUSING	74	1.95%	4	0.85%	78	1.83%
INFORMATION AND TELECOMMUNICATION	143	3.77%	14	2.99%	157	3.69%
PROFESSIONAL, SCIENTIFIC AND TECH.	1051	27.72%	95	20.3%	1146	26.9%
HEALTHCARE, SOCIAL SVCS AND MGT	536	14.14%	51	10.9%	587	13.8%
REPAIR, PER. SVCS., ACCOMMODATION	216	5.70%	35	7.5%	251	5.9%
Total	3791	100.00%	468	100.0%	4259	100.0%

Figure 18 indicates the availability of firms by detailed industry category. In total the top three industries with the largest number of firms were professional, scientific and technology 1,146, healthcare, social services and management at 587, and construction specialty trades at 500.

Figure 19. NUMBER AND PERCENT OF AVAILABLE FIRMS IN TOTAL MARKET AREA BY DETAILED INDUSTRY AND MINORITY STATUS

INDUSTRY	NON-MINORITY NO.	MINORITY %		
		OF INDUSTRY	MINORITY NO.	MINORITY % OF INDUSTRY
UTILITIES, AGRICULTURE, MINING	29	85.29%	5	14.71%
CONSTRUCTION: BUILDINGS	250	83.33%	50	16.67%
CONSTRUCTION: HEAVY AND CIVIL	48	75.00%	16	25.00%
CONSTRUCTION: SPECIALTY TRADES	438	87.60%	62	12.40%
MANUFACTURING: LIGHT AND CHEMICAL	358	96.24%	14	3.76%
MANUFACTURING: HEAVY AND METAL	294	97.35%	8	2.65%
MANUF. : COMPUTER AND ELECTRONICS	210	96.33%	8	3.67%
WHOLESALE AND RETAIL DISTRIBUTION	224	89.60%	26	10.40%
TRANSPORTATION AND WAREHOUSING	60	76.92%	18	23.08%
INFORMATION AND TELECOMMUNICATION	144	91.72%	13	8.28%
PROFESSIONAL, SCIENTIFIC AND TECH.	1042	90.92%	104	9.08%
HEALTHCARE, SOCIAL SVCS AND MGT	535	91.14%	52	8.86%
REPAIR, PER. SVCS., ACCOMMODATION	236	94.02%	15	5.98%
Total	3868	90.80%	391	9.20%

Figure 19 indicates the number and percent of available firms detailed industry category and minority status. In total the top three industries with the largest number of non-minority firms were professional, scientific and tech at 1,042, healthcare, social services and management at 535 and construction: specialty trades at 438. For minority firms, the industries with the greatest number of firms include professional, scientific and tech at 104, construction: specialty trades at 62 and healthcare, social services and management at 52.

Figure 20. NUMBER AND PERCENT OF AVAILABLE FIRMS IN TOTAL MARKET AREA BY DETAILED INDUSTRY AND GENDER STATUS

INDUSTRY	FEMALE %			
	FEMALE NO.	OF INDUSTRY	MALE NO.	MALE % OF INDUSTRY
UTILITIES, AGRICULTURE, MINING	5	14.71%	29	85.29%
CONSTRUCTION: BUILDINGS	33	11.00%	267	89.00%
CONSTRUCTION: HEAVY AND CIVIL	2	3.13%	62	96.88%
CONSTRUCTION: SPECIALTY TRADES	67	13.40%	433	86.60%
MANUFACTURING: LIGHT AND CHEMICAL	22	5.91%	350	94.09%
MANUFACTURING: HEAVY AND METAL	10	3.31%	292	96.69%
MANUF. : COMPUTER AND ELECTRONICS	14	6.42%	204	93.58%
WHOLESALE AND RETAIL DISTRIBUTION	28	11.20%	222	88.80%
TRANSPORTATION AND WAREHOUSING	14	17.95%	64	82.05%
INFORMATION AND TELECOMMUNICATION	13	8.28%	144	91.72%
PROFESSIONAL, SCIENTIFIC AND TECH.	106	9.25%	1040	90.75%
HEALTHCARE, SOCIAL SVCS AND MGT	50	8.52%	537	91.48%
REPAIR, PER. SVCS., ACCOMMODATION	15	5.98%	236	94.02%
Total	379	8.90%	3880	91.10%

Figure 20 indicates the availability of firms by detailed industry category and gender status. In total the top three industries with the largest number of female firms were professional, scientific and tech at 106, construction: specialty trades at 67, and healthcare, social services and management at 50.

Figure 21. NUMBER OF AVAILABLE FIRMS IN TOTAL MARKET AREA BY DETAILED INDUSTRY, RACE AND ETHNICITY

INDUSTRY	AFRICAN-AMERICAN		CAUCASIAN		NATIVE AMERICAN
	NO.	ASIAN NO.	NO.	HISPANIC NO.	
UTILITIES, AGRICULTURE, MINING	2	2	29	1	0
CONSTRUCTION: BUILDINGS	39	3	250	8	0
CONSTRUCTION: HEAVY AND CIVIL	9	7	48	0	0
CONSTRUCTION: SPECIALTY TRADES	45	4	438	11	2
MANUFACTURING: LIGHT AND CHEMICAL	12	1	358	1	0
MANUFACTURING: HEAVY AND METAL	4	1	294	0	3
MANUF. : COMPUTER AND ELECTRONICS	5	3	210	0	0
WHOLESALE AND RETAIL DISTRIBUTION	23	1	224	2	0
TRANSPORTATION AND WAREHOUSING	14	1	60	3	0
INFORMATION AND TELECOMMUNICATION	6	4	144	3	0
PROFESSIONAL, SCIENTIFIC AND TECH.	77	23	1042	3	1
HEALTHCARE, SOCIAL SVCS AND MGT	45	1	535	5	1
REPAIR, PER. SVCS., ACCOMMODATION	14	0	236	1	0
Total	295	51	3868	38	7

Figure 21 indicates the number of available firms by detailed industry category and race and ethnic status. The top three industries with the greatest number of African American was include professional, scientific and tech (77), healthcare, social services and management (45), and construction: specialty trades (45). The top three industries with the largest number of Asian firms were professional, scientific and tech (23), construction: heavy and civil (7), and a tie between construction: specialty trades and information and telecommunication (4). The top three industries with the greatest number of Hispanic firms were construction: specialty trades (11), construction: buildings and retail (8), and healthcare social services and management (5). Finally, the top three industries with the largest number of Native American firms were manufacturing: heavy and metal (3), construction: specialty trades (2), and a tie between professional, scientific and tech. and healthcare and social services (1).

Figure 22. PERCENT OF AVAILABLE FIRMS IN TOTAL MARKET AREA BY DETAILED INDUSTRY, RACE AND ETHNICITY

INDUSTRY	AFRICAN-AMERICAN % OF INDUSTRY	ASIAN % OF INDUSTRY	CAUCASIAN % OF INDUSTRY	HISPANIC % OF INDUSTRY	NATIVE AMERICAN % OF INDUSTRY
UTILITIES, AGRICULTURE, MINING	5.90%	5.90%	85.30%	2.90%	0.00%
CONSTRUCTION: BUILDINGS	13.00%	1.00%	83.30%	2.70%	0.00%
CONSTRUCTION: HEAVY AND CIVIL	14.10%	10.90%	75.00%	0.00%	0.00%
CONSTRUCTION: SPECIALTY TRADES	9.00%	0.80%	87.60%	2.20%	0.40%
MANUFACTURING: LIGHT AND CHEMICAL	3.20%	0.30%	96.20%	0.30%	0.00%
MANUFACTURING: HEAVY AND METAL	1.30%	0.30%	97.40%	0.00%	1.00%
MANUFACTURING: COMPUTER AND ELECTRONIC EQPT	2.30%	1.40%	96.30%	0.00%	0.00%
WHOLE AND RETAIL DISTRIBUTION	9.20%	0.40%	89.60%	0.80%	0.00%
TRANSPORTATION AND WAREHOUSING	17.90%	1.30%	76.90%	3.80%	0.00%
INFORMATION AND TELECOMMUNICATION	3.80%	2.50%	91.70%	1.90%	0.00%
PROFESSIONAL, SCIENTIFIC AND TECHNICAL	7.30%	0.00%	92.70%	0.00%	0.00%
HEALTHCARE, SOCIAL SERVICES AND MANAGEMENT	6.70%	2.40%	90.40%	0.30%	0.10%
RETAIL, PERSONAL SERVICES AND ACCOMMODATION	7.50%	0.20%	91.30%	0.80%	0.20%
REPAIR, PERSONAL SERVICE, ACCOMMODATION	5.60%	0.00%	94.00%	0.40%	0.00%
Total	6.90%	1.20%	90.80%	0.90%	0.20%

Figure 22 indicates the percent of available firms in the Cuyahoga County Market Area by detailed industry category and race and ethnic status. The top three industries with the greatest percentage of African American firms were transportation and warehousing (17.9%), construction: heavy and civil (14.1%), and construction: buildings (13%). The top three industries with the greatest number of Asian firms were construction: heavy and civil (10.9%), utilities, agriculture, and mining (5.9%), and information and telecommunication (2.5%). The top three industries with the largest number of Hispanic firms were transportation warehousing (3.8%), utilities, agriculture, and mining, (2.9%), and construction: buildings (2.7%). Finally, the top three industries with the greatest number of Native American firms were manufacturing: heavy and metal (1%), construction: specialty trades (.4%), and retail, personal services and accommodation (.2%).

Availability of SBE Certified Firms

Figure 23. SBE CERTIFIED FIRMS BY BROAD INDUSTRY GROUP AND MINORITY STATUS

BROAD INDUSTRY CATEGORY	NON-MINORITY		MINORITY	
	NO.	% OF GROUP	NO.	MINORITY % OF GROUP
PROFESSIONAL SERVICES	127	58.0%	92	42.0%
CONSTRUCTION	110	55.0%	90	45.0%
GOODS AND OTHER SERVICES	24	46.2%	28	53.8%
SUPPLIERS	48	68.6%	22	31.4%
Total	309	57.12%	232	42.88%

Figure 23 indicates the availability of SBE certified firms by broad industry group and minority status. Of the 541 SBE certified firms, Non-minority firms accounted for 57.1% while minority firms account for the remaining 42.8%. SBE certified non-minority firms comprised the largest percentage of firms in the supplier industry (68.8%) and the greatest number of firms in construction (110). The greatest number of SBE certified minority firms was in construction (90) while the largest percentage was in goods and other services (53.8%).

Figure 24. SBE CERTIFIED FIRMS BY BROAD INDUSTRY GROUP AND GENDER STATUS

BROAD INDUSTRY CATEGORY	FEMALE % OF		MALE % OF	
	FEMALE NO.	GROUP	MALE NO.	GROUP
PROFESSIONAL SERVICES	94	42.9%	125	57.1%
CONSTRUCTION	59	29.5%	141	70.5%
GOODS AND OTHER SERVICES	26	50.0%	26	50.0%
SUPPLIERS	27	38.6%	43	61.4%
Total	206	38.08%	335	61.92%

Figure 24 indicates the availability of SBE certified firm by broad industry group and gender status. Female firms accounted for 38%, while male firms account for the remaining 61.9%. SBE certified female firms comprised the largest percentage of firms in the goods and other services sector (50%) with the greatest number of firms in construction (59).

Figure 25. NUMBER OF SBE CERTIFIED FIRMS BY BROAD INDUSTRY GROUP, RACE AND ETHNIC STATUS

BROAD INDUSTRY CATEGORY	AFRICAN AMERICAN		CAUCASIA	HISPANIC	NATIVE
	NO.	ASIAN NO.	N NO.	NO.	AMERICAN NO.
PROFESSIONAL SERVICES	70	15	127	7	0
CONSTRUCTION	62	10	110	17	1
GOODS AND OTHER SERVICES	22	2	24	4	0
SUPPLIERS	21	0	48	1	0
Total	175	27	309	29	1

Figure 25 indicates the availability of SBE certified firms by broad industry group, race and ethnic status. Of the 175 SBE certified African American firms, the largest number of firms was in professional services (70) followed closely by firms in construction at (62). For SBE certified Asian firms, the largest number of firms was in professional services (15) which was closely followed by construction (10). Of the 29 Hispanic SBE firms, the largest number was in construction (17), followed by professional services (7).

Figure 26. PERCENT OF SBE CERTIFIED FIRMS BY BROAD INDUSTRY GROUP, RACE AND ETHNIC STATUS

BROAD INDUSTRY CATEGORY	AFRICAN AMERICAN %		CAUCASIA	HISPANIC %	NATIVE
	AMERICAN % OF INDUSTRY	ASIAN % OF INDUSTRY	N % OF INDUSTRY	OF INDUSTRY	AMERICAN % OF INDUSTRY
PROFESSIONAL SERVICES	32.0%	6.8%	58.0%	3.2%	0.0%
CONSTRUCTION	31.0%	5.0%	55.0%	8.5%	0.5%
GOODS AND OTHER SERVICES	42.3%	3.8%	46.2%	7.7%	0.0%
SUPPLIERS	30.0%	0.0%	68.6%	1.4%	0.0%
Total	32.3%	5.0%	57.1%	5.4%	0.2%

Figure 26 indicates the availability of SBE certified firms by broad industry group, race and ethnic status by percent. Of all SBE certified firms, Caucasian firms comprised 57.1%, African American firms 32.3%, Hispanic firms 5.4%, Asian firms 5%, and Native American firms .2%. Caucasian firms comprised the highest percentage of firms in the supplier sector (68.6). African American SBE certified firms comprised the largest percentage in goods and services (42.3%), and professional services at (32%). The highest percentage of SBE certified Asian firms was in professional services (6.8%) and construction (5%). This largest percentage for SBE certified Hispanic firms was in construction (8.5%) and goods and services (7.7%). SBE certified Native American firms had their largest percentage in construction at (.5%).

Figure 27. SBE CERTIFIED FIRMS BY DETAILED INDUSTRY AND MINORITY STATUS

INDUSTRY	NON-MINORITY NO.	NON-MINORITY	MINORITY	MINORITY
		ROW%	NO.	ROW%
UTILITIES, AGRICULTURE, MINING	4	57.1%	3	42.9%
CONSTRUCTION: BUILDINGS	25	43.1%	33	56.9%
CONSTRUCTION: HEAVY AND CIVIL	6	42.9%	8	57.1%
CONSTRUCTION: SPECIALTY TRADES	79	61.7%	49	38.3%
MANUFACTURING: LIGHT AND CHEMICAL	8	80.0%	2	20.0%
MANUFACTURING: HEAVY AND METAL	3	42.9%	4	57.1%
MANUF. : COMPUTER AND ELECTRONICS	2	40.0%	3	60.0%
WHOLESALE AND RETAIL DISTRIBUTION	35	72.9%	13	27.1%
TRANSPORTATION AND WAREHOUSING	14	50.0%	14	50.0%
INFORMATION AND TELECOMMUNICATION	5	45.5%	6	54.5%
PROFESSIONAL, SCIENTIFIC AND TECH.	94	64.8%	51	35.2%
HEALTHCARE, SOCIAL SVCS AND MGT	28	44.4%	35	55.6%
REPAIR, PER. SVCS., ACCOMMODATION	6	35.3%	11	64.7%
Total	309	57.1%	232	42.9%

Figure 27 indicates the availability of SBE Certified firms by detailed industry and minority status. For minority firms, the industries with the largest number of firms were professional, scientific and tech (51) followed by construction: specialty trades (49). The two industries with the largest percentage of SBE certified minority firms were repair, personal services and accommodation (64.7%) and manufacturing: computer and electronics (60%).

Figure 28. SBE CERTIFIED FIRMS BY DETAILED INDUSTRY AND GENDER STATUS

INDUSTRY	FEMALE NO.	FEMALE ROW%	MALE NO.	MALE ROW%
UTILITIES, AGRICULTURE, MINING	3	42.9%	4	57.1%
CONSTRUCTION: BUILDINGS	19	32.8%	39	67.2%
CONSTRUCTION: HEAVY AND CIVIL	1	7.1%	13	92.9%
CONSTRUCTION: SPECIALTY TRADES	39	30.5%	89	69.5%
MANUFACTURING: LIGHT AND CHEMICAL	4	40.0%	6	60.0%
MANUFACTURING: HEAVY AND METAL	1	14.3%	6	85.7%
MANUF. : COMPUTER AND ELECTRONICS	2	40.0%	3	60.0%
WHOLESALE AND RETAIL DISTRIBUTION	20	41.7%	28	58.3%
TRANSPORTATION AND WAREHOUSING	12	42.9%	16	57.1%
INFORMATION AND TELECOMMUNICATION	4	36.4%	7	63.6%
PROFESSIONAL, SCIENTIFIC AND TECH.	59	40.7%	86	59.3%
HEALTHCARE, SOCIAL SVCS AND MGT	31	49.2%	32	50.8%
REPAIR, PER. SVCS., ACCOMMODATION	11	64.7%	6	35.3%
Total	206	38.1%	335	61.9%

Figure 28 indicates the availability of SBE Certified firms by detailed industry and gender status, 206 female firms represented 38.1% of all SBE certified firms while the remaining 335 male firms represented 61.9%. The two industries with the greatest number of female firms was professional and scientific (59) and construction: specialty trades (39). The two industries with the greatest percentage of female firms was repair, personal services and accommodation (64.7%) and healthcare, social services and management (49.2%).

Figure 29. NUMBER OF SBE CERTIFIED FIRMS BY DETAILED INDUSTRY, RACE AND ETHNIC STATUS

INDUSTRY	AFRICAN AMERICAN NO.	ASIAN NO.	CAUCASIAN NO.	HISPANIC NO.	NATIVE AMERICAN NO.
UTILITIES, AGRICULTURE, MINING	1	2	4		
CONSTRUCTION: BUILDINGS	24	3	25	6	
CONSTRUCTION: HEAVY AND CIVIL	3	5	6		
CONSTRUCTION: SPECIALTY TRADES	35	2	79	11	1
MANUFACTURING: LIGHT AND CHEMICAL	2		8		
MANUFACTURING: HEAVY AND METAL	4		3		
MANUF. : COMPUTER AND ELECTRONICS	3		2		
WHOLESALE AND RETAIL DISTRIBUTION	12		35	1	
TRANSPORTATION AND WAREHOUSING	11		14	3	
INFORMATION AND TELECOMMUNICATION	3	1	5	2	
PROFESSIONAL, SCIENTIFIC AND TECH.	36	13	94	2	
HEALTHCARE, SOCIAL SVCS AND MGT	31	1	28	3	
REPAIR, PER. SVCS., ACCOMMODATION	10		6	1	
Total	175	27	309	29	1

Figure 29 indicates the number of available SBE Certified firms by detailed industry and race and ethnic status. There were 175 SBE certified African American firms, the greatest number was in professional, scientific and technical at 36 and construction; specialty trade at 35. There was a total of 27 SBE certified Asian firms; the highest number of which was in professional, scientific and tech at 13, and the second highest was in construction: heavy and civil at 5. There was a total of 29 Hispanic SBE certified firms; the two industries with the largest number was construction: specialty trade at 11 and construction: buildings at 6. There is only one SBE certified Native American firm and it is in construction: specialty trade.

Figure 30. PERCENT OF SBE CERTIFIED FIRMS BY DETAILED INDUSTRY, RACE AND ETHNIC STATUS

INDUSTRY	AFRICAN AMERICAN		CAUCASIAN	HISPANIC	NATIVE AMERICAN
	ROW %	ASIAN ROW %	ROW %	ROW %	ROW %
UTILITIES, AGRICULTURE, MINING	14%	29%	57%	0%	0%
CONSTRUCTION: BUILDINGS	41%	5%	43%	10%	0%
CONSTRUCTION: HEAVY AND CIVIL	21%	36%	43%	0%	0%
CONSTRUCTION: SPECIALTY TRADES	27%	2%	62%	9%	1%
MANUFACTURING: LIGHT AND CHEMICAL	20%	0%	80%	0%	0%
MANUFACTURING: HEAVY AND METAL	57%	0%	43%	0%	0%
MANUF. : COMPUTER AND ELECTRONICS	60%	0%	40%	0%	0%
WHOLESALE AND RETAIL DISTRIBUTION	25%	0%	73%	2%	0%
TRANSPORTATION AND WAREHOUSING	39%	0%	50%	11%	0%
INFORMATION AND TELECOMMUNICATION	27%	9%	46%	18%	0%
PROFESSIONAL, SCIENTIFIC AND TECH.	25%	9%	65%	1%	0%
HEALTHCARE, SOCIAL SVCS AND MGT	49%	2%	44%	5%	0%
REPAIR, PER. SVCS., ACCOMMODATION	59%	0%	35%	6%	0%
Total	32%	5%	57%	5%	0%

Figure 30 indicates the percent of available firms by detailed industry and race and ethnic status. The two industries that had the largest percentage of African American firms were manufacturing: computer and electronics (60%) and repair, personal services, accommodation (59%). The highest percentage of Asian firms was in construction: heavy and civil (36%) and utilities, agriculture and mining (29%). The highest percentage of Hispanic firms was in information and telecommunication (18%) and transportation and warehousing (11%). The highest percentage of Native American firms was in construction: specialty trades (1%).

Utilization of Firms on Prime Contracts

a. Utilization by Broad Industry Categories, Minority Status, Gender and Race

Figure 31. MINORITY UTILIZATION: ALL CUYAHOGA PRIME CONTRACTS 2009 - 2012

INDUSTRY	NON-MINORITY		MINORITY SUM OF CONTRACTS	MINORITY % IN INDUSTRY	TOTAL (SUM)	TOTAL % IN INDUSTRY
	SUM OF CONTRACTS	NON-MINORITY % IN INDUSTRY				
PROFESSIONAL	\$ 509,184,505	98.94%	\$ 5,470,766	1.06%	\$ 514,655,271	100.00%
CONSTRUCTION	\$ 52,952,952	99.35%	\$ 348,846	0.65%	\$ 53,301,798	100.00%
GOODS AND OTHER SERVICES	\$ 49,859,273	99.60%	\$ 199,055	0.40%	\$ 50,058,328	100.00%
SUPPLIERS	\$ 14,427,176	100.00%	.	0.00%	\$ 14,427,176	100.00%
Total	\$ 626,423,906	99.05%	\$ 6,018,667	0.95%	\$ 632,442,573	100.00%

Figure 31 indicates the utilization of minority firms on prime contracts awarded between 2009-2012. Total awards were \$632,442,573; of this amount, non-minority contracts accounted for 99.05% of all contracts or \$626,423,906. The largest amount of contracts for non-minority firms occurred in professional services (\$509,184,505), but the highest percentage of contracts was in supplier sector (100%). Minority contracts accounted for .95% of all contracting from 2009-2012 or \$6,018,667. The highest utilization of minority firms occurred in professional services which amounted to 1.06% of all contracting or \$5,470,766 in that industry.

Figure 32. GENDER UTILIZATION: ALL CUYAHOGA PRIME CONTRACTS BY BROAD INDUSTRY, 2009 - 2012

INDUSTRY	FEMALE		MALE		TOTAL SUM OF CONTRACTS	TOTAL % IN INDUSTRY
	SUM OF CONTRACTS	% IN INDUSTRY	SUM OF CONTRACTS	% IN INDUSTRY		
PROFESSIONAL SERVICES	\$ 6,443,751	1.25%	\$ 508,211,520	98.75%	\$ 514,655,271	100.00%
CONSTRUCTION	\$ 459,528	0.86%	\$ 52,842,270	99.14%	\$ 53,301,798	100.00%
GOODS AND OTHER SERVICES	\$ 5,193,573	10.38%	\$ 44,864,755	89.62%	\$ 50,058,328	100.00%
SUPPLIERS	\$ 19,982	0.14%	\$ 14,407,194	99.86%	\$ 14,427,176	100.00%
Total	\$ 12,116,834	1.92%	\$ 620,325,739	98.08%	\$ 632,442,573	100.00%

Figure 32 indicates the utilization of minority firms by prime contractors from 2009-2012 by broad industry category and gender status. Total contracting from 2009-2012 was \$632,442,573; of this amount, males accounted for 98.08% or \$620,325,739. The greatest amount of contracts for male occurred in professional services (\$508,211,520), but the highest

percentage of contracts was in supplier sector (99.86%). Female contracts accounted for 1.92% of all contracting from 2009-2012 or \$12,116,834. The greatest utilization of female firms occurred in professional services which amounted to 1.25% of all contracting or \$6,443,751.

Figure 33. MINORITY UTILIZATION: CUYAHOGA PRIME CONTRACTS BY DETAILED INDUSTRY, 2009 - 12

DETAILED INDUSTRY CATEGORY	NON-MINORITY SUM OF CONTRACTS	NON-MINORITY % IN INDUSTRY	MINORITY SUM OF CONTRACTS	MINORITY % IN INDUSTRY
UTILITIES, AGRICULTURE, MINING	\$ 168,750	100.00%	.	0.000%
CONSTRUCTION: BUILDINGS	\$ 5,958,761	95.29%	\$ 294,534	4.710%
CONSTRUCTION: HEAVY AND CIVIL	\$ 44,569,819	99.88%	\$ 54,312	0.122%
CONSTRUCTION: SPECIALTY TRADES	\$ 2,424,372	100.00%	.	0.000%
MANUFACTURING: LIGHT AND CHEMICAL	\$ 2,554,574	100.00%	.	0.000%
MANUFACTURING: HEAVY AND METAL	\$ 3,024,127	100.00%	.	0.000%
MANUF. : COMPUTER AND ELECTRONICS	\$ 4,739,557	100.00%	.	0.000%
WHOLESALE AND RETAIL DISTRIBUTION	\$ 4,108,917	100.00%	.	0.000%
TRANSPORTATION AND WAREHOUSING	\$ 2,742,173	93.23%	\$ 199,055	6.768%
INFORMATION AND TELECOMMUNICATION	\$ 4,720,827	100.00%	.	0.000%
PROFESSIONAL, SCIENTIFIC AND TECH.	\$ 341,188,821	99.71%	\$ 1,000,545	0.292%
HEALTHCARE, SOCIAL SVCS AND MGT	\$ 163,274,858	97.34%	\$ 4,470,221	2.665%
REPAIR, PER. SVCS., ACCOMMODATION	\$ 46,948,350	100.00%	.	0.000%
Total	\$ 626,423,906	99.05%	\$ 6,018,667	0.952%

Figure 33 indicates the utilization of minority firms on prime contractors by detailed industry and minority status. Minority firms accounted for .95% of all contracting or \$6,018,667; of that amount the largest amount was received in healthcare, social services and management at \$4,470,221. The second largest amount received by minority firms was in professional, scientific and tech at \$1,000,544.

Figure 34. GENDER UTILIZATION: ALL CUYAHOGA PRIME CONTRACTS BY DETAILED INDUSTRY, 2009 - 2012

<u>DETAILED INDUSTRY CATEGORY</u>	<u>FEMALE SUM OF CONTRACTS</u>	<u>FEMALE % IN INDUSTRY</u>	<u>MALE SUM OF CONTRACTS</u>	<u>MALE % IN INDUSTRY</u>
UTILITIES, AGRICULTURE, MINING	\$ 168,750.00	100.00%	.	0.00%
CONSTRUCTION: BUILDINGS	\$ 332,370.00	5.32%	\$ 5,920,924.90	94.68%
CONSTRUCTION: HEAVY AND CIVIL	.	0.00%	\$ 44,624,131.07	100.00%
CONSTRUCTION: SPECIALTY TRADES	\$ 127,157.78	5.24%	\$ 2,297,213.99	94.76%
MANUFACTURING: LIGHT AND CHEMICAL	.	0.00%	\$ 2,554,574.41	100.00%
MANUFACTURING: HEAVY AND METAL	\$ 19,982.00	0.66%	\$ 3,004,145.06	99.34%
MANUF. : COMPUTER AND ELECTRONICS	.	0.00%	\$ 4,739,556.87	100.00%
WHOLESALE AND RETAIL DISTRIBUTION	.	0.00%	\$ 4,108,917.31	100.00%
TRANSPORTATION AND WAREHOUSING	.	0.00%	\$ 2,941,228.07	100.00%
TELECOMMUNICATION	\$ 358,748.87	7.60%	\$ 4,362,077.95	92.40%
PROFESSIONAL, SCIENTIFIC AND TECH.	\$ 1,425,387.20	0.42%	\$ 340,763,978.36	99.6%
HEALTHCARE, SOCIAL SVCS AND MGT	\$ 4,659,614.97	2.78%	\$ 163,085,463.84	97.2%
REPAIR, PER. SVCS., ACCOMMODATION	\$ 5,024,823.00	10.70%	\$ 41,923,527.33	89.3%
Total	\$ 12,116,833.82	1.92%	\$ 620,325,739.16	98.1%

Figure 34 indicates the utilization of prime contractors by detailed industry and gender status. Female firms accounted for 1.92% of all contracting or \$12,116,833; of that amount the greatest was received in repair, personal services and accommodation at \$5,024,823. The second largest amount was received by female firms in healthcare, social services, and management, \$4,659,614.

Figure 35. RACE AND ETHNIC UTILIZATION: ALL CUYAHOGA PRIME CONTRACTS BY DETAILED INDUSTRY, 2009 - 2012

DETAILED INDUSTRY CATEGORY	AFRICAN AMERICAN SUM OF CONTRACTS	AFRICAN AMERICAN % IN INDUSTRY	ASIAN SUM OF CONTRACTS	ASIAN % IN INDUSTRY	CAUCASIAN SUM OF CONTRACTS	CAUCASIAN % IN INDUSTRY
UTILITIES, AGRICULTURE, MINING	.	0.00%	.	0.00%	\$ 168,750	100%
CONSTRUCTION: BUILDINGS	\$ 44,534	0.71%	\$ 250,000	4.00%	\$ 5,958,761	95%
CONSTRUCTION: HEAVY AND CIVIL	\$ 54,312	0.12%	.	0.00%	\$ 44,569,819	100%
CONSTRUCTION: SPECIALTY TRADES	.	0.00%	.	0.00%	\$ 2,424,372	100%
MANUFACTURING: LIGHT AND CHEMICAL	.	0.00%	.	0.00%	\$ 2,554,574	100%
MANUFACTURING: HEAVY AND METAL	.	0.00%	.	0.00%	\$ 3,024,127	100%
MANUF. : COMPUTER AND ELECTRONICS	.	0.00%	.	0.00%	\$ 4,739,557	100%
WHOLESALE AND RETAIL DISTRIBUTION	.	0.00%	.	0.00%	\$ 4,108,917	100%
TRANSPORTATION AND WAREHOUSING	.	0.00%	\$ 199,055	6.77%	\$ 2,742,173	93%
TELECOMMUNICATION	.	0.00%	.	0.00%	\$ 4,720,827	100%
PROFESSIONAL, SCIENTIFIC AND TECH.	\$ 997,378	0.29%	\$ 3,167	0.0%	\$ 341,188,821	100%
HEALTHCARE, SOCIAL SVCS AND MGT	\$ 4,470,221	2.66%	.	0.0%	\$ 163,274,858	97%
REPAIR, PER. SVCS., ACCOMMODATION	.	0.00%	.	0.0%	\$ 46,948,350	100%
Total	\$ 5,566,445	0.88%	\$ 452,222	0.1%	\$ 626,423,906	99%

Figure 35 indicates the utilization of prime contractors by detailed industry and race and ethnic status. African American firms accounted for .88% of all contracts or \$5,566,445. The top two industries for African American firms were healthcare, social services, and management at \$4,470,221 and professional, scientific, and tech at \$997,378. Asian firms accounted for .1% of all contracts or \$452,222. The top two industries include construction: buildings at \$250,000 and transportation and warehousing at \$199,055.

Utilization of SBEs on Subcontracts

a. Profile of County SBE Aspirational Goals

Figure 36. VALUE OF COUNTY CONTRACTS THAT COULD BE MATCHED TO PROCUREMENT REQUISITIONS

INDUSTRY	CONTRACT AMOUNT
PROFESSIONAL SERVICES	\$ 136,840,865
CONSTRUCTION	\$ 13,077,319
GOODS AND OTHER SERVICES	\$ 16,152,764
SUPPLIERS	\$ 6,692,453
Total	\$ 172,763,401

Figure 36 records information on contract awards that could be matched to procurement requisitions. The matching allowed the research team to identify the aspirational subcontracting goals set by the county, prime contractor commitment to SBEs and the SBE award. Total contracts equaled \$172,763,401; of that \$136,840,865 was in professional services, \$16,152,764 was in goods and other services, \$13,077,319 was in construction, and \$6,692,453 was in suppliers.

Figure 37. DISTRIBUTION OF PROCUREMENT AWARDS WITH ASPIRATIONAL GOALS

CONTRACT STATUS	NUMBER	% OF TOTAL
NON-SBE GOAL BASED CONTRACT	266	86.08%
SBE GOAL BASED CONTRACT	43	13.92%
Total	309	100.00%

Figure 37 indicates the distribution of procurement awards by aspirational goal status. Of the 309 contracts, aspirational goals were not set on 86% or 266 contracts, while SBE goal were set on the remaining 14% or 43 contracts.

Figure 38. PROCUREMENT AWARDS BY ASPIRATIONAL GOAL STATUS AND BROAD INDUSTRY GROUP

INDUSTRY	NON-SBE GOAL BASED CONTRACT (NO.)	NON-SBE GOAL BASED CONTRACT % IN INDUSTRY	SBE GOAL BASED CONTRACT (NO.)	SBE GOAL BASED CONTRACT % IN INDUSTRY
PROFESSIONAL SERVICES	209	87.45%	30	12.6%
CONSTRUCTION	18	90.00%	2	10.0%
GOODS AND OTHER SERVICES	23	76.67%	7	23.3%
SUPPLIERS	16	80.00%	4	20.0%
Total	266	86.08%	43	13.9%

Figure 38 indicates aspirational goal status by broad industry group. Among SBE contracts that had aspirational goals professional services accounted for the most at 30, goods and other services accounted for the second most at 7 and suppliers the third most at 4.

Figure 39. MEAN COUNTY SBE ASPIRATIONAL GOAL PERCENTAGE BY BOARD INDUSTRY GROUP

<u>INDUSTRY</u>	<u>MEAN PERCENTAGE</u>
PROFESSIONAL SERVICES	2.0%
CONSTRUCTION	3.0%
GOODS AND OTHER SERVICES	5.0%
SUPPLIERS	3.5%
Total	2.4%

Figure 39 indicates the mean county SBE aspirational goal percent by industry. The highest percentage was in goods and other services at 5%, the second highest was in suppliers at 3.5% and the third highest was in construction at 3%. This table includes all prime contracts (including those with and without aspirational goals). Considering only contracts with goals, the value ranged from 5% to 30% and the mean was 17.4%. The median was 15%.

Figure 40. VALUE OF COUNTY SBE ASPIRATIONAL GOALS

<u>INDUSTRY</u>	<u>COUNTY ASPIRATIONAL GOAL AMOUNT (SUM)</u>
PROFESSIONAL SERVICES	\$ 2,635,498.00
CONSTRUCTION	\$ 591,529.00
GOODS AND OTHER SERVICES	\$ 2,232,046.00
SUPPLIERS	\$ 262,320.00
Total	\$ 5,721,393.00

Figure 40 indicates the total for all contracts with aspirational goals. All contracts with aspirational goals amount to \$5,721,393. Of that amount, professional services accounted for the most at \$2,635,498; goods and other services accounted for the second most at \$2,232,046 and construction accounted for the third most at \$591,529. These goals were set by the county.

Figure 41. COUNTY ASPIRATIONAL GOAL PERCENTAGE TO SBEs BY DETAILED INDUSTRY

<u>INDUSTRY</u>	<u>COUNTY ASPIRATIONAL GOAL PERCENT (AVG)</u>
UTILITIES, AGRICULTURE, MINING	8.0%
CONSTRUCTION: BUILDINGS	3.0%
CONSTRUCTION: HEAVY AND CIVIL	0.0%
CONSTRUCTION: SPECIALTY TRADES	4.0%
MANUFACTURING: LIGHT AND CHEMICAL	0.0%
MANUFACTURING: HEAVY AND METAL	0.0%
MANUF. : COMPUTER AND ELECTRONICS	5.0%
WHOLESALE AND RETAIL DISTRIBUTION	6.0%
TRANSPORTATION AND WAREHOUSING	5.0%
INFORMATION AND TELECOMMUNICATION	0.0%
PROFESSIONAL, SCIENTIFIC AND TECH.	4.0%
HEALTHCARE, SOCIAL SVCS AND MGT	1.0%
REPAIR, PER. SVCS., ACCOMMODATION	5.0%
Total	2.0%

Figure 41 indicates the distribution of Cuyahoga County’s aspirational goal percentage by detailed industry. Utilities, agriculture and mining accounted for the highest percent at 8%, wholesale and retail distribution account for the second highest at 6%, and manufacturing: computer and electronics and transportation and warehousing are tied for the third highest percent at 5%.

b. Prime Contractor Commitment to SBE

Figure 42. PRIME CONTRACTOR AWARD COMMITMENT TO SBEs BY DETAILED INDUSTRY

<u>INDUSTRY</u>	<u>PRIME COMMITMENT AMOUNT (SUM)</u>
UTILITIES, AGRICULTURE, MINING	
CONSTRUCTION: BUILDINGS	\$ 1,478,405.00
CONSTRUCTION: HEAVY AND CIVIL	
CONSTRUCTION: SPECIALTY TRADES	\$ 454,034.00
MANUFACTURING: LIGHT AND CHEMICAL	
MANUFACTURING: HEAVY AND METAL	
MANUF. : COMPUTER AND ELECTRONICS	\$ 28,000.00
WHOLESALE AND RETAIL DISTRIBUTION	\$ 366,729.00
TRANSPORTATION AND WAREHOUSING	\$ 58,087.00
INFORMATION AND TELECOMMUNICATION	
PROFESSIONAL, SCIENTIFIC AND TECH.	\$ 5,463,715.00
HEALTHCARE, SOCIAL SVCS AND MGT	\$ 1,519,990.00
REPAIR, PER. SVCS., ACCOMMODATION	\$ 1,439,513.00
Total	\$ 10,808,475.00

Figure 42 indicates the commitment that prime contractors made to SBEs. The total commitment equals \$10,808,475. Of the \$10 million, the largest commitment (\$5,463,715)

occurred in professional and scientific and technical services, the second was \$1,519,990 in healthcare, social services and management.

Figure 43. VALUE OF PRIME CONTRACTORS' COMMITMENTS TO SBEs

<u>INDUSTRY</u>	<u>PRIME COMMITMENT AMOUNT (SUM)</u>
PROFESSIONAL SERVICES	\$ 6,983,706.00
CONSTRUCTION	\$ 1,932,440.00
GOODS AND OTHER SERVICES	\$ 1,497,600.00
SUPPLIERS	\$ 394,729.00
Total	\$ 10,808,475.00

Figure 43 indicates the total dollar value of prime contractor’s commitment to SBEs by broad industry category. The most was found in professional services at \$6,983,706. The second most was \$1,932,440 in construction, and the third most was \$1,497,600 in goods and other services.

Figure 44. PRIME CONTRACTOR GOAL COMMITMENT TO SBEs BY DETAILED INDUSTRY

<u>INDUSTRY</u>	<u>PRIME GOAL COMMITMENT PERCENT (AVG)</u>
UTILITIES, AGRICULTURE, MINING	0.0%
CONSTRUCTION: BUILDINGS	9.0%
CONSTRUCTION: HEAVY AND CIVIL	0.0%
CONSTRUCTION: SPECIALTY TRADES	4.0%
MANUFACTURING: LIGHT AND CHEMICAL	0.0%
MANUFACTURING: HEAVY AND METAL	0.0%
MANUF. : COMPUTER AND ELECTRONICS	15.0%
WHOLESALE AND RETAIL DISTRIBUTION	8.0%
TRANSPORTATION AND WAREHOUSING	5.0%
INFORMATION AND TELECOMMUNICATION	0.0%
PROFESSIONAL, SCIENTIFIC AND TECH.	4.0%
HEALTHCARE, SOCIAL SVCS AND MGT	1.0%
REPAIR, PER. SVCS., ACCOMMODATION	4.0%

Figure 44 indicates the average prime contractor goal commitment to SBEs by detailed industry. The highest average is in manufacturing: computer and electronics at 15%, the second highest is construction: buildings at 9% and the third highest is wholesale and retail distribution at 8%.

Figure 45. SBE SUBCONTRACT AWARDS BY INDUSTRY GROUP

INDUSTRY	CONTRACT AMOUNT (SUM)	CONTRACT NO.
PROFESSIONAL SERVICES	\$ 3,098,353	52
CONSTRUCTION	\$ 5,203,672	26
GOODS AND OTHER SERVICES	\$ 246,795	45
SUPPLIERS	\$ 1,226,836	6
Total	\$ 9,775,656	129

Figure 45 records the amount of SBE subcontract awarded by broad industry group. All awards amounted to \$9,775,656. Construction accounted for the largest awards at \$5,203,627 while professional services accounted for the second largest sum at \$3,098,353.

Figure 46. SBE SUBCONTRACT AWARDS BY INDUSTRY GROUP AND RACE/ETHNICITY

INDUSTRY	AFRICAN AMERICAN SUM OF SBE CONTRACTS	ASIAN SUM OF SBE CONTRACTS	CAUCASIAN SUM OF SBE CONTRACTS	HISPANIC SUM OF SBE CONTRACTS	NATIVE AMERICAN SUM OF SBE CONTRACTS
PROFESSIONAL SERVICES	\$ 1,143,972	\$ 20,092	\$ 1,934,289	.	.
CONSTRUCTION	\$ 998,930	.	\$ 3,240,262	\$ 964,480	.
GOODS AND OTHER SERVICES	\$ 56,581	.	\$ 190,214	.	.
SUPPLIERS	\$ 20,092	.	\$ 1,174,028	\$ 32,716	.
Total	\$ 2,219,575	\$ 20,092	\$ 6,538,793	\$ 997,196	.

Figure 46 indicates SBE subcontract awards by industry group and race and ethnicity. Caucasian firms were awarded the greatest sum of SBE subcontracts at \$6,538,793; African American firms accounted for the second largest sum at \$2,219,575 and Hispanic firms accounted for the third largest sum at \$997,196; the smallest was made to Asian firms at \$20,092; Native Americans firms received no SBE awards.

Figure 47. SBE SUBCONTRACT AWARDS BY INDUSTRY GROUP AND GENDER

INDUSTRY	MALE SUM OF SBE CONTRACTS	FEMALE SUM OF SBE CONTRACTS
PROFESSIONAL SERVICES	\$ 1,913,845	\$ 1,184,508
CONSTRUCTION	\$ 4,808,153	\$ 395,519
GOODS AND OTHER SERVICES	\$ 28,002	\$ 218,793
SUPPLIERS	\$ 539,176	\$ 687,660
Total	\$ 7,289,176	\$ 2,486,480

Figure 47 indicates SBE subcontract awards by industry group and gender status. Male SBE subcontract awards amounted to \$7,289,176. Of that the largest amount was awarded in

construction at \$4,808,153, the second largest was awarded in professional services at \$1,913,845. Female firms received for \$2,486,480 of all subcontracts. Of that amount, the largest was in professional services at \$1,184,508. The second largest amount was found in suppliers at \$687,660.

Figure 48. SBE SUBCONTRACT AWARDS BY INDUSTRY GROUP AND SBE STATUS

<u>INDUSTRY</u>	<u>NON-SBE AWARDEES SUM OF SBE CONTRACTS</u>	<u>SBE AWARDEES SUM OF SBE CONTRACTS</u>
PROFESSIONAL SERVICES	\$ 1,412,178	\$ 1,686,175
CONSTRUCTION	\$ 745,428	\$ 4,458,244
GOODS AND OTHER SERVICES	.	\$ 246,795
SUPPLIERS	\$ 20,092	\$ 1,206,744
Total	\$ 2,177,698	\$ 7,597,958

Finally, Figure 48 indicates SBE subcontract awards by industry group and SBE Certification Status. The results indicate that non-certified SBEs received \$2.2million of the \$9.8million awarded through the SBE program.

The Disparity Index Analysis

The simple disparity index is measured as the utilization percentage divided by the availability percentage. A resulting value of .80 or less provides an inference of discrimination.

Disparities are also measured by standard deviation units. The objective of standard deviations is to determine whether or not the actual disparity in awards to minorities or women differs from what would be expected given their availability in the marketplace. To standardize the results, the difference between the actual awards and expected awards is converted to standard deviation units. If the resulting value is negative and its absolute value is two or greater, an inference of discrimination is provided. The outcome of the standard deviation analysis may not be reliable if the number of observations (i.e. number of awards to the group under consideration) is less than five.

A high-level summary of the disparity index analysis is provided in the tables below. There are three categories of results presented in the six tables. The first two tables summarize disparity indexes for SBE subcontracting activity of minorities and for women. The second two tables summarize disparity indexes for prime contracting activity of minorities and women. Finally, the third two tables summarize disparity indexes for prime contracting and subcontracting activity of minorities and women.

Disparity Analysis of SBE Subcontracting

The two tables below provide the results of the simple disparity index. It is based on comparing the minority utilization percentage to the availability percentage for SBE subcontracting activity. The result provides an inference of discrimination. Specifically, the simple disparity index is .77 (availability was 42.9% and utilization was 33.1%). The same outcome was derived for women SBE subcontracting activity. Specifically, availability was 38.1% and utilization was 25.4% which produced a disparity index of .67. The standard deviation analysis does not yield the same result. Standard deviation is -.854 for minorities and -1.16 for women. However, it is important to note that some industry categories did not have a sufficient number of awards to minorities and women required for the standard deviation analysis.

Subcontracting Disparity Indexes: Minority SBE Subcontracting Activity

INDUSTRY	Minority Utilization percent	Minority Availability Percent	Simple Disparity Index	Standard Deviation Units	Insufficient no. of Awards for Std. Dev.
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PROFESSIONAL SVC	37.6%	42.0%	0.89	-0.17	*
CONSTRUCTION	37.7%	45.0%	0.84	-0.65	
GOODS & SERVICES	22.9%	53.8%	0.43		*
SUPPLIERS	4.3%	31.4%	0.14	-37.28	*
TOTAL OR AVERAGE	33.1%	42.9%	0.77	-0.85	

Subcontracting Disparity Indexes: Women SBE Subcontracting Activity

INDUSTRY	Women Utilization percent	Women Availability Percent	Simple Disparity Index	Standard Deviation Units	Insufficient no. of Awards for Std. Dev.
PROFESSIONAL SVC	38.2%	42.9%	0.89	-0.16	
CONSTRUCTION	7.6%	29.5%	0.26	-8.61	*
GOODS & SERVICES	88.7%	50.0%	1.77	2.50	*
SUPPLIERS	56.1%	38.6%	1.45		*
TOTAL OR AVERAGE	25.4%	38.1%	0.67	-1.16	

Subcontracting Disparity Indexes: African American SBE Subcontracting Activity

INDUSTRY	African American Utilization percent	African American Availability Percent	Simple Disparity Index	Standard Deviation Units	Insufficient no. of Awards for Std. Dev.
PROFESSIONAL SVC	36.9%	32.0%	1.16	0.23	*
CONSTRUCTION	19.2%	31.0%	0.62	-1.30	*
GOODS & SERVICES	22.9%	42.3%	0.54		*
SUPPLIERS	1.6%	30.0%	0.05		*
TOTAL OR AVERAGE	22.7%	32.3%	0.70	-0.96	

Disparity Analysis of Prime Contracting

The next two tables provide the results of the simple disparity index for prime contracting activity. It is based on comparing the minority utilization percentage to the availability percentage for prime contractors only. In this analysis, certified SBEs were not included in the pool of available prime contractors. The results provide a strong inference of discrimination. Specifically, the simple disparity index for minorities prime contractors was .67 (availability was 4.8% and utilization was .9%). The same outcome was true for women prime contractors.

Specifically, availability was 5.0% and utilization was 1.9%, which produced a disparity index of .38. The outcome of the standard deviation analysis replicated the results of the simple disparity index. In particular, the standard deviation for minorities was -5.87 and the standard deviation for women was -3.12. Again, some industry did not have observations.

Prime Contracting Disparity Indexes: Minority Prime Contracting Activity

INDUSTRY	Minority Utilization percent	Minority Availability Percent	Simple Disparity Index	Standard Deviation Units	Insufficient no. of Awards for Std. Dev.
PROFESSIONAL SVC	1.1%	5.7%	0.19	-5.96	
CONSTRUCTION	.6%	5.9%	0.10	-16.89	*
GOODS & SERVICES	.4%	3.8%	0.10		*
SUPPLIERS	.0%	3.2%	0.00		
TOTAL OR AVERAGE	.9%	4.8%	0.20	-5.87	

Prime Contracting Disparity Indexes: Women Prime Contracting Activity

INDUSTRY	Women Utilization percent	Women Availability Percent	Simple Disparity Index	Standard Deviation Units	Insufficient no. of Awards for Std. Dev.
PROFESSIONAL SVC	1.2%	5.2%	0.24	-4.68	
CONSTRUCTION	.8%	6.7%	0.11	-16.65	
GOODS & SERVICES	10.2%	2.6%	3.89	1.12	*
SUPPLIERS	.1%	4.4%	0.03		*
TOTAL OR AVERAGE	1.9%	5.0%	0.38	-3.12	

Prime Contracting Disparity Indexes: African American Prime Contracting Activity

INDUSTRY	African American Utilization percent	African American Availability Percent	Simple Disparity Index	Standard Deviation Units	Insufficient no. of Awards for Std. Dev.
PROFESSIONAL SVC	1.2%	4.3%	0.25	-4.20	
CONSTRUCTION	.8%	4.8%	0.03	-107.04	*
GOODS & SERVICES	10.2%	3.0%	0.00		
SUPPLIERS	.1%	2.1%	0.00		
TOTAL OR AVERAGE	1.9%	3.6%	0.24	-4.22	

Disparity Analysis of Prime and Subcontracting Combines

The final two tables provide the results of the simple disparity index for prime contracting and subcontracting activity combined. The availability analysis includes firms that are prime contractors and certified SBEs. Similarly, the utilization analysis includes awards made to minorities and women at prime contractors and subcontractors. The results also provide a strong inference of discrimination. Specifically, the simple disparity index for minorities prime contracting and subcontracting activity combined was .16 (availability was 9.1% and utilization was 1.4%). The standard deviation for minorities was -9.07.

A similar outcome was found for women. Specifically, availability was 8.7% and utilization was 2.3%, which produced a disparity index of .26. The standard deviation was -5.46.

Prime and Subcontracting Disparity Indexes: Minority Prime & Subcontracting Activity

INDUSTRY	Minority Utilization percent	Minority Availability Percent	Simple Disparity Index	Standard Deviation Units	Insufficient no. of Awards for Std. Dev.
PROFESSIONAL SVC	1.3%	8.8%	0.15	-7.20	
CONSTRUCTION	3.8%	14.8%	0.26	-8.70	
GOODS & SERVICES	.5%	10.5%	0.05	-50.20	*
SUPPLIERS	.4%	4.9%	0.07	-73.34	*
TOTAL OR AVERAGE	1.4%	9.1%	0.16	-9.07	

Prime and Subcontracting Disparity Indexes: Women Prime & Subcontracting Activity

INDUSTRY	Women Utilization percent	Women Availability Percent	Simple Disparity Index	Standard Deviation Units	Insufficient no. of Awards for Std. Dev.
PROFESSIONAL SVC	1.5%	8.6%	0.17	-6.26	
CONSTRUCTION	1.4%	11.8%	0.12	-21.45	
GOODS & SERVICES	10.7%	9.1%	1.17	0.18	
SUPPLIERS	.4%	6.5%	0.06	-1.87	*
TOTAL OR AVERAGE	2.3%	8.7%	0.26	-5.46	

Prime and Subcontracting Disparity Indexes: African American Prime & Subcontracting Activity

INDUSTRY	African American Utilization percent	African American Availability Percent	Simple Disparity Index	Standard Deviation Units	Insufficient no. of Awards for Std. Dev.
PROFESSIONAL SVC	1.3%	6.7%	0.19	-5.18	
CONSTRUCTION	1.8%	10.8%	0.17	-8.99	
GOODS & SERVICES	.1%	8.3%	0.01		
SUPPLIERS	.1%	3.9%	0.04		
TOTAL OR AVERAGE	1.2%	6.9%	0.18	-6.70	

Minority and Women Business Revenue Capacity

The findings do not suggest the statistically significant disparities in prime contracting for minorities and women are the result of insufficient capacity. In particular, the research used the firm’s average revenue over three years as an indicator of the size of awards the firm is capable of performing. The research team created for categories of awards and correspondingly, for categories of revenues. The categories of awards were as follows: (1) contracts whose award value was less than \$50,000; (2) contracts that range from \$50,000 - \$99,999; (3) contracts whose value range from \$100,00 - \$499,999; and (4) contracts whose values were \$500,000 and greater.

Based on an evaluation of firm revenue, 44.1% of nonminority businesses were capable of performing contract of \$500,000 and greater; this is true for 17.6% of minority businesses and 54.9% of businesses owned by women. For contracts that range between \$100,000 and \$499,999, the results indicated that 27.4% of nonminority businesses Revenue within that range while 16.6% of minority businesses do and 25.6% of women owned businesses do. When business is a broken down by race and ethnic status, it is also clear that those businesses have sufficient capacity to engage in prime contracting.

Distribution of Prime Contracts by the Value of Awards in Comparison to the Distribution of Available Firms by Average Revenue

Category	Percent Distribution of Prime Contract by Award Amount	Percent Distribution of Non-minority Businesses by Revenue	Percent Distribution of Minority Businesses by Revenue	Percent Distribution of Women Businesses by Revenue
Less than \$50,000	49.0%	19.6%	3.6%	12.3%
\$50,000 - \$99,999	10.9%	8.9%	2.1%	7.2%
\$100,00 - \$499,999	22.8%	27.4%	16.6%	25.6%
\$500,000 and greater	17.3%	44.1%	17.6%	54.9%
No. of Contracts or Firms Observed	943	607	281	277

Distribution of Prime Contracts by the Value of Awards in Comparison to the Distribution of Available Firms by Average Revenue and Race and Ethnicity

Category	Percent Distribution of Prime Contract by Award Amount	Percent Distribution of African American Businesses by Revenue	Percent Distribution of Hispanic Businesses by Revenue	Percent Distribution of Asian Businesses by Revenue
Less than \$50,000	49.0%	23.3%	18.8%	.0%
\$50,000 - \$99,999	10.9%	10.0%	9.4%	3.1%
\$100,00 - \$499,999	22.8%	29.0%	18.8%	21.9%
\$500,000 and greater	17.3%	37.6%	53.1%	75.0%
No. of Contracts or Firms Observed	943	210	32	32

Regression Analysis of Disparity

The research team also conducted a regression analysis used to regression analysis to determine whether or not the statistical evidence suggested an inference of discrimination. The regression equation was designed to explain the average revenue of 727 firms that were available to Cuyahoga County. Average three-year revenue was depicted variable and it was converted to a natural logarithm. The regression analysis controlled for the four broad industry categories in which firms operated; the gender of the firm's owner; whether or not the firm was SBE certified; whether or not the firm was owned by African-American, other minority group member or white American; the length of time the firm was in operation; and a logistic probability variable that corrected the results for truncation bias related to average revenue.

The results indicated that, controlling for other factors firms owned by women experienced 42% lower revenue than did firms owned by men, and the results were statistically significant. Firms owned by blacks experience revenues that were 98% lower in comparison to firms owned by whites and those results were also statistically significant. The number of observations on firms owned by none black minorities were too few to draw a definitive conclusion in the regression equation. These regression results were supported by similar regression results on firms that operated in the general market area. In particular, an analysis of discrimination in the private market found statistically significant disparities in firm revenue for firms owned by African-Americans and Native Americans.

Figure 49. REGRESSION ANALYSIS AND OUTPUT

7. Regression Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.563a	0.317	0.308	1.6891

8. Regression ANOVA						
Model		Sum of Squares	Df.	Mean Square	F	Sig.
1	Regression	961.012	9	106.779	37.426	.000a
	Residual	2074.174	727	2.853		
	Total	3035.186	736			

9. Regression Coefficients							
VARIABLES IN THE MODEL (NOTE: Dependent variable = 3 year Average Annual Revenue in Natural Log)			Unstandardized Coefficients		Standardized Coefficients	t	Sig.
			B	Std. Error	Beta		
	(Constant)	*	13.825	0.359		38.491	0
	PROFESSIONAL_SERVICE		-0.713	0.237	-0.159	-3.009	0.003
	CONSTRUCTION		0.194	0.233	0.044	0.83	0.407
	OTHER_GOODS_SERVICES	*	-0.582	0.322	-0.116	-1.804	0.072
	GENDER	*	-0.417	0.209	-0.096	-1.993	0.047
	SBE_CERTIFIED	*	-0.908	0.358	-0.22	-2.538	0.011
	BLACK	*	-0.984	0.402	-0.21	-2.45	0.015
	OTHER_MINORITY	*	0.021	0.328	0.003	0.065	0.948
	YEARS_OF OPERATION(2013)	*	0.029	0.004	0.264	6.933	0
	Predicted probability		5.265	4.952	0.118	1.063	0.288

Private Market Analysis of Discrimination

A component of the data analysis required the research team to conduct an assessment of the experiences of firms in Cuyahoga's private market. The objective is to determine whether or not one could infer, from an investigation of the evidence, that businesses owned by minorities and women encounter discriminatory treatment in the private market which has affected their performance and growth. The analysis included observations on 9692 representative businesses that are qualified, willing and able to engage in government contracting and are located in the State of Ohio. Of the total number of businesses, 24% (2304) were located in the Cleveland Metropolitan Area.

Results of the descriptive statistics indicated that all categories of minorities (with the exception of subcontinent Asian Americans) and women experienced statistically significant disparities in the private market of Cleveland SMSA and Ohio. The metric used for measuring business performance is average annual revenue for 2012. The results of the descriptive statistics give rise to an inference of discrimination regarding those groups.

The regression analysis specified validated the findings of the descriptive statistics. In particular, it found that after holding constant factors such as use of operation, employment size of business, industry of operation, legal form of business organization, and geographic location of business, the annual average revenue of firms owned by Black Americans was lower than that owned by nonminorities by 81.7%. For Native Americans, annual revenue was lower than that of nonminority spot 59.7%. Regression results for businesses owned by women also indicated that on average women businesses generated 13.8% lower revenue after controlling for other factors.

Demographic and Business Profile of the County

To execute the analysis of discrimination in the Cuyahoga County private market sector, EuQuant used a unique data set that had a representative sample of businesses which are **qualified, willing and able** to engage in government contracting in the Cuyahoga County market area and the state of Ohio. The data set is proprietary and derived in part from information assembled for research engagement for the US Small Business Administration and ongoing research assistance provided to the U.S. Senate Committee on Small Business and Entrepreneurship. Data was compiled in 2013 and revenue figures are for 2012.

Through these ongoing engagements, EuQuant has assembled a nationally representative database of government contractors. The database includes all small businesses that are

registered with the federal government's Section 8 (A) Business Development Program, the Small Disadvantaged Business Program, the Economically Disadvantaged Women Owned Business Program, the Veteran Owned Business Program, the Disabled Veteran Owned Business Program, the HUBZone business program and State Departments of Transportation. The database also includes other minority and nonminority businesses that are registered with the federal government but do not participate in one of those programs.

Included in the database were 9692 businesses located in the Ohio market area. Of the total number of businesses, 24% (2304) were located in the Cleveland Metropolitan Area. Private market analysis was conducted on businesses in the Cleveland SMSA as well as other businesses in the State of Ohio Market Area. These attributes of businesses in both geographic areas were almost identical.

Using the NAICS designations the businesses were organized into 23 different industries. The industries included agriculture mining and utilities; building construction, heavy construction contracting and specialty trades construction; textile and food manufacturing, paper and printing, chemicals and nine metals manufacturing, metals and machinery, computer and electronic, and vehicle parts manufacturing; wholesale trade; retail trade; transportation and warehousing; publishing; information technology publishing, telecom and data and information services; finance, insurance and real estate; leasing services; professional, engineering and scientific services; educational services; health care and social services; accommodation and food services; and a personal services.

Figure 50 illustrates the industry distribution of businesses in Cleveland SMSA and the rest of Ohio was almost identical. Specifically, in both geographic locations about 20% of the businesses operated in professional, legal engineering and scientific services; 13% were in metal and machinery manufacturing; 7% were in specialty trade contracting; 7% were and wholesale trades; and 6% were in building construction. Figure 51 indicates that minorities comprised 11.8% of all businesses in Cleveland SMSA and 12.0% of the businesses in the state of Ohio.

Among minority groups, blacks had the highest representation comprising 8.1% of businesses in Cleveland SMSA and 6.8% of businesses in the rest of Ohio, figure 52. The next 5% was Subcontinent Asian Americans, who comprised 1.1% and a 1.6% respectively of the businesses in Cleveland SMSA and the rest of Ohio. Businesses owned by Asian and Pacific Island Americans comprised 1.2% and 1.7% respectively of those located in the two geographic areas; while Hispanic Americans comprised 1.0% and 1.2% respectively of the businesses in the two areas. Finally, Native Americans represented .3% and .8% respectively of businesses in the geographic regions.

The data set contained observations on 1907 women-owned businesses in Cleveland SMSA and 1481 businesses owned by women located in the rest of Ohio. Overall, 19.7% of all businesses were owned by women (18.5% within Cleveland SMSA and 20.0% within the rest of Ohio), Figure 53.

Figure 50. DISTRIBUTION OF BUSINESSES BY LOCATION AND DETAILED INDUSTRY IN CLEVELAND SMSA AND REST OF OHIO

<u>INDUSTRY DISTRIBUTION</u>	<u>REST OF OHIO (NO.)</u>	<u>REST OF OHIO (%)</u>	<u>CLEVELAND SMSA (NO.)</u>	<u>CLEVELAND SMSA (%)</u>	<u>TOTAL (NO.)</u>	<u>TOTAL (%)</u>
AGRICULTURE MINING AND UTILITIES	165	2.20%	29	1.30%	194	2.00%
CONSTRUCTION: BUILDINGS	465	6.30%	140	6.10%	605	6.20%
CONSTRUCTION: HEAVY	287	3.90%	69	3.00%	356	3.70%
CONSTRUCTION: SPECIALTY	509	6.90%	134	5.80%	643	6.60%
MANUFACTURING: TEXTILE, LEATHER, FOOD	153	2.10%	51	2.20%	204	2.10%
MANUFACTURING: PAPER, PRINTING AND RELATED	210	2.80%	48	2.10%	258	2.70%
MANUFACTURING: CHEMICAL, NONMETALLICs	304	4.10%	112	4.90%	416	4.30%
MANUFACTURING: METAL AND MACHINERY	934	12.60%	364	15.80%	1298	13.40%
MANUFACTURING: COMPUTER AND ELECTRONIC	300	4.10%	134	5.80%	434	4.50%
MANUFACTURING: MOTOR VEHICLES & PARTS	239	3.20%	88	3.80%	327	3.40%
WHOLESALE TRADE	534	7.20%	203	8.80%	737	7.60%
RETAIL TRADES	307	4.20%	72	3.10%	379	3.90%
TRANSPORTATION AND WAREHOUSING	231	3.10%	52	2.30%	283	2.90%
PUBLISHING; NEWSPAPERS AND PERIODICALS	28	0.40%	6	0.30%	34	0.40%
INFORMATION: INTERNET PUBLISHING AND PRODUCING	121	1.60%	20	0.90%	141	1.50%
TELECOM, DATA AND INFORMATION SERVICES	113	1.50%	29	1.30%	142	1.50%
FINANCIAL, INSURANCE, REAL ESTATE SERVICES	330	4.50%	101	4.40%	431	4.40%
LEASING SERVICES	34	0.50%	11	0.50%	45	0.50%
EDUCATIONAL SERVICES						
HEALTHCARE AND SOCIAL SERVICES	217	2.90%	60	2.60%	277	2.90%
ACCOMMODATION AND FOOD	161	2.20%	35	1.50%	196	2.00%
PERSONAL SERVICES	132	1.80%	43	1.90%	175	1.80%
Total	7388	100.00%	2304	100.00%	9692	100.00%

Figure 51. MINORITY STATUS OF GOVERNMENT CONTRACTS IN CLEELAND SMSA & REST OF OHIO

<u>MINORITY STATUS</u>	<u>REST OF OHIO (NO.)</u>	<u>REST OF OHIO (%)</u>	<u>CLEVELAND SMSA (NO.)</u>	<u>CLEVELAND SMSA (%)</u>	<u>TOTAL (NO.)</u>	<u>TOTAL (%)</u>
NON-MINORITY	6501	88.00%	2032	88.20%	8533	88.00%
MINORITY	887	12.00%	272	11.80%	1159	12.00%
Total	7388	100.00%	2304	100.00%	9692	100.00%

Figure 52. MARKET AVAILABILITY BY RACE & ETHNIC STATUS OF GOVERNMENT CONTRACTORS IN CLEVELAND SMSA & REST OF OHIO

<u>RACE/ETHNICITY OF BUSINESS OWNER</u>	<u>REST OF OHIO (NO.)</u>	<u>REST OF OHIO (%)</u>	<u>CLEVELAND SMSA (NO.)</u>	<u>CLEVELAND SMSA (%)</u>	<u>TOTAL (NO.)</u>	<u>TOTAL (%)</u>
NON-MINORITY	6501	88.00%	2032	88.20%	8533	88.00%
NATIVE AMERICAN	58	0.80%	8	0.30%	66	0.70%
ASIAN PACIFIC AMERICAN	122	1.70%	2700.00%	1.20%	14900.00%	1.50%
BLACK AMERICAN	502	6.80%	18700.00%	8.10%	68900.00%	7.10%
SUBCONTINENT ASIAN AMERICAN	115	1.60%	2600.00%	1.10%	14100.00%	1.50%
HISPANIC AMERICAN	90	1.20%	24	1.00%	114	1.20%
Total	7388	100.00%	2304	100.00%	9692	100.00%

Figure 53. GENDER STATUS OF GOVERNMENT CONTRACTS IN CLEVELAND SMSA & REST OF OHIO

MINORITY STATUS	LOCATION OF BUSINESS					
	REST OF OHIO		CLEVELAND SMSA		TOTAL	
	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT
MALE	5907	80.0%	1878	81.5%	7785	80.3%
FEMALE	1481	20.0%	426	18.5%	1907	19.7%
Total	7388	100.0%	2304	100.0%	9692	100.0%

Detailed Findings Based on Descriptive Statistics

The descriptive statistical analysis indicated that all categories of minorities (with the exception of subcontinent Asian Americans) and women, experience statistically significant disparities in the private sector market of Cuyahoga County. This gives rise to an inference of discrimination regarding those groups. Results for average annual revenue, share of total revenue, availability of businesses and disparity index of businesses in the Cleveland SMSA by race and ethnic status are given below:

Average Revenue by Race and ethnic status, Cleveland SMSA (see Figure 54)

- Average revenue of nonminority firms, \$5,100,863
- Average revenue affirms owned by Native Americans, \$2,170,049
- Average revenue affirms owned by Asian and Pacific Islander Americans, \$2,219,405
- Average revenue affirms owned by Black Americans, \$1,659,582
- Average revenue affirms owned by Asian subcontinent Americans, \$7,124,135
- Average revenue affirms owned by Hispanic Americans, \$1,757,820

Share of total Revenue by Race and ethnic categories, Cleveland SMSA (see Figure 54)

- Nonminority firms, 94.4%
- Native Americans, .2%
- Asian and Pacific Islander Americans, .5%
- Black Americans, 2.8%
- Asian subcontinent Americans, 1.7%
- Hispanic Americans, .4%

Figure 54. AVERAGE REVENUE & SHARE OF TOTAL REVENUE BY RACE AND ETHNIC STATUS OF GOVERNMENT CONTRACTORS IN CLEVELAND SMSA & REST OF OHIO

RACE/ETHNICITY OF BUSINESS OWNER	LOCATION OF BUSINESS					
	REST OF OHIO		CLEVELAND SMSA		TOTAL	
	Ave Rev	PERCENT	Ave Rev	NUMBER	Ave Rev	NUMBER
NON-MINORITY	5,120,363	93.3%	5,100,863	94.4%	5,115,720	93.5%
NATIVE AMERICAN	2,077,642	.3%	2,170,049	.2%	2,088,843	.3%
ASIAN PACIFIC AMERICAN	4,830,860	1.7%	2,219,405	.5%	4,357,644	1.4%
BLACK AMERICAN	1,750,378	2.5%	1,659,582	2.8%	1,725,735	2.5%
SUBCONTINENT ASIAN AMERICAN	3,727,011	1.2%	7,124,135	1.7%	4,353,431	1.3%
HISPANIC AMERICAN	4,321,607	1.1%	1,757,820	.4%	3,781,862	.9%
Total	4,831,293	100.0%	4,765,623	100.0%	4,815,682	100.0%

Share of Available firms by Race and ethnic categories, Cleveland SMSA (see Figure 55)

- Nonminority firms, 88.0%
- Native Americans, .7%
- Asian and Pacific Islander Americans, 1.5%
- Black Americans, 7.1%
- Asian subcontinent Americans, 1.5%
- Hispanic Americans, 1.2%

Simple disparity index, Cleveland SMSA (see Figure 55)

- Nonminority firms, 1.07
- Native Americans, .67*
- Asian and Pacific Islander Americans, .42*
- Black Americans, .35*
- Asian subcontinent Americans, 1.55
- Hispanic Americans, .40*

Figure 55. REVENUE SHARE, AVAILABILITY AND SIMPLE DISPARITY INDEX BY RACE AND ETHNIC STATUS OF GOVERNMENT CONTRACTORS IN CLEVELAND SMSA & REST OF OHIO

RACE/ETHNICITY OF BUSINESS OWNER	REST OF OHIO		CLEVELAND		SIMPLE DISPARITY INDEX	
	Revenue & Availability		Revenue & Availability		REST OHIO	CLEVELAND
	% REV	% AVAIL	% REV	% AVAIL		
NON-MINORITY	93.3%	88.0%	94.4%	88.2%	1.06	1.07
NATIVE AMERICAN	0.3%	0.8%	0.2%	0.3%	0.38	0.67
ASIAN PACIFIC AMERICAN	1.7%	1.7%	0.5%	1.2%	1.00	0.42
BLACK AMERICAN	2.5%	6.8%	2.8%	8.1%	0.37	0.35
SUBCONTINENT ASIAN AMERICAN	1.2%	1.6%	1.7%	1.1%	0.75	1.55
HISPANIC AMERICAN	1.1%	1.2%	0.4%	1.0%	0.92	0.40
Total	100.0%	100.0%	100.0%	100.0%	1.00	1.00

Findings Based on Regression Analysis (See Figures Below)

However, to examine the results in more detail we used to regression analysis. Regression analysis allows researchers to examine differences in firm performance (as measured by annual revenue) after holding other relevant factors. The relevant factors included the following: the legal form of business organization (proprietorship, partnership, S corporation, limited liability corporation or C corporation); number of employees in the organization, the years of operation as of 2013, the market area of operation (Cleveland SMSA and the rest of Ohio), certification status (DOT certified, SBA 8(a) certified), and industry of operation.

The regression analysis specified in Figures 55-57 validated the findings of the descriptive statistics. In particular, it found that after holding constant the numerous factors specified above, the annual average revenue of firms owned by Black Americans was lower than that owned by nonminority by 81.7%. For Native Americans, annual revenue was lower than that of nonminority spot 59.7%.

A second regression indicated that for businesses owned by women indicated that on average women businesses generated 13.8% lower revenue after controlling for other factors.

The regression results for other ethnic groups, namely Asian and Hispanics indicated the differences were not statistically significant. However, the lack of significant could have been attributable to the relatively small number of observations.

Figure 56. REGRESSION MODEL SUMMARY

Regression Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.827 ^a	.684	.683	1.2456371

Figure 57. REGRESSION ANOVA

Regression ANOVA						
Model		Sum of Squares	Df.	Mean Square	F	Sig.
1	Regression	31177.955	29	1075.102	692.894	.000 ^a
	Residual	14402.060	9282	1.552		
	Total	45580.015	9311			

Figure 58. REGRESSION COEFFICIENTS

Regression Coefficients						
VARIABLES IN THE MODEL (NOTE: Dependent variable = 3 year Average Annual Revenue in Natural Log)		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
CONSTANT	*	10.692	.076		141.103	.001
LEGAL FORM OF ORGANIZATION						
• PROPRIETORSHIP (REF. CAT.)						
• PARTNERSHIP & LLP	*	.804	.067	.089	11.989	.001
• S CORPORATION	*	.947	.051	.186	18.572	.001
• LIMITER LIABILITY CORP	*	.585	.052	.102	11.165	.001
• C CORP	*	.890	.050	.197	17.698	.001
NO. EMPLOYEES (IN NATURAL LOG)	*	1.032	.011	.690	96.173	.001
YEARS OPERATING AS OF 2013	*	.005	.001	.048	6.965	.001
MARKET AREA						
• REST OF OHIO (REF. CAT.)						
• CLEVELAND SMSA	*	.085	.030	.016	2.784	.005
CERTIFICATION STATUS						
• DOT CERTIFIED VS NOT	*	.148	.071	.013	2.088	.037
• SBA 8(A) CERTIFIED VS NOT	*	.484	.113	.027	4.301	.001
RACE/ETHNICITY OF OWNER						

• NON-MINORITY (REF. CAT.)						
• BLACK AMERICAN	*	-.817	.054	-.095	-15.088	.001
• HISPANIC AMERICAN		-.026	.123	-.001	-.210	.834
• NATIVE AMERICAN	*	-.597	.158	-.022	-3.784	.001
• ASIAN AMERICAN		-.054	.077	-.004	-.695	.487
INDUSTRY OF OPERATION						
• FIRE (REF. CAT)						
• CONSTRUCTION: BLDG	*	.211	.083	.023	2.532	.011
• CONSTRUCTION: HEAVY		.015	.093	.001	.155	.876
• CONSTRUCTION: SPECIALTY	*	-.131	.082	-.015	-1.608	.108
• MANUF: TEXTILE & CHEMICAL		.065	.078	.009	.832	.405
• MANUF: METALS & PARTS		-.083	.073	-.014	-1.144	.253
• MANUF: ELECTRONICS, COMPUTERS		-.097	.089	-.009	-1.099	.272
• WHOLESALE	*	.399	.080	.049	5.010	.001
• RETAIL		.072	.091	.006	.786	.432
• TRANSPORT & WAREHOUSING	*	-.320	.099	-.025	-3.237	.001
• INFORMATION, INTERNET	*	-.297	.124	-.016	-2.392	.017
• TELECOM & DATASVCS	*	-.329	.123	-.018	-2.663	.008
• PROFESSIONAL & ENG.	*	-.476	.071	-.088	-6.751	.001
• EDUCATIONAL SVCS	*	-.963	.134	-.048	-7.170	.001
• HEALTH & SOCIAL SVCS	*	-.771	.100	-.059	-7.724	.001
• ACCOMMODATION & FOOD	*	-.870	.111	-.056	-7.806	.001
• PERSONAL SVCS	*	-.418	.115	-.026	-3.644	.000

Appendix 1: Detailed Calculations for the Disparity Indexes

DISPARITY INDEXES: SBE SUBCONTRACTING BY MINORITY STATUS											
	UTILIZATION	AVAILABILITY	MINORITY	MINORITY	MINORITY	MINORITY	DISPARITY	SIG	STANDARD	SIG	AWARDS
INDUSTRY	SBE TOTAL	SBE TOTAL	TOT. UTIL.	% UTILIZATION	TOT. AVAIL.	% AVAIL.	INDEX		DEVIATION		TOT. NO.
PROFESSIONAL SERVICES	\$ 3,098,353	219	\$ 1,164,064	37.6%	92	42.0%	0.89		-0.17		3
CONSTRUCTION	\$ 5,203,672	200	\$ 1,963,410	37.7%	90	45.0%	0.84		-0.65		5
GOODS AND SERVICES	\$ 246,795	52	\$ 56,581	22.9%	28	53.8%	0.43				1
SUPPLIERS	\$ 1,226,836	70	\$ 52,808	4.3%	22	31.4%	0.14		-37.28		2
Total	\$ 9,775,656	541	\$ 3,236,863	33.1%	232	42.9%	0.77		-0.85		11
DISPARITY INDEXES: SBE SUBCONTRACTING BY GENDER STATUS											
	UTILIZATION	AVAILABILITY	WOMEN	WOMEN	WOMEN	WOMEN	DISPARITY	SIG	STANDARD	SIG	AWARDS
INDUSTRY	SBE TOTAL	SBE TOTAL	TOT. UTIL.	% UTILIZATION	TOT. AVAIL.	% AVAIL.	INDEX		DEVIATION		TOT. NO.
PROFESSIONAL SERVICES	\$ 3,098,353	219	\$ 1,184,508	38.2%	94	42.9%	0.89		-0.16		5
CONSTRUCTION	\$ 5,203,672	200	\$ 395,519	7.6%	59	29.5%	0.26		-8.61		2
GOODS AND SERVICES	\$ 246,795	52	\$ 218,793	88.7%	26	50.0%	1.77		2.50		3
SUPPLIERS	\$ 1,226,836	70	\$ 687,660	56.1%	27	38.6%	1.45				1
Total	\$ 9,775,656	541	\$ 2,486,480	25.4%	206	38.1%	0.67		-1.16		11
DISPARITY INDEXES: SBE SUBCONTRACTING BY AFRICAN AMERICANS											
	UTILIZATION	AVAILABILITY	BLACKS	BLACKS	BLACKS	BLACKS	DISPARITY	SIG	STANDARD	SIG	AWARDS
INDUSTRY	SBE TOTAL	SBE TOTAL	TOT. UTIL.	% UTILIZATION	TOT. AVAIL.	% AVAIL.	INDEX		DEVIATION		TOT. NO.
PROFESSIONAL SERVICES	\$ 3,098,353	219	\$ 1,143,972	36.9%	70	32.0%	1.16		0.23		2
CONSTRUCTION	\$ 5,203,672	200	\$ 998,930	19.2%	62	31.0%	0.62		-1.30		3
GOODS AND SERVICES	\$ 246,795	52	\$ 56,581	22.9%	22	42.3%	0.54				1
SUPPLIERS	\$ 1,226,836	70	\$ 20,092	1.6%	21	30.0%	0.05				1
Total	\$ 9,775,656	541	\$ 2,219,575	22.7%	175	32.3%	0.70		-0.96		7

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DISPARITY INDEXES: SBE SUBCONTRACTING BY HISPANIC AMERICANS											
	UTILIZATION	AVAILABILITY	HISPANICS	HISPANICS	HISPANICS	HISPANICS	DISPARITY	SIG	STANDARD	SIG	AWARDS
INDUSTRY	SBE TOTAL	SBE TOTAL	TOT. UTIL.	% UTILIZATION	TOT. AVAIL.	% AVAIL.	INDEX		DEVIATION		TOT. NO.
PROFESSIONAL SERVICES	\$ 3,098,353	219	.	.0%	7	3.2%	0.00				
CONSTRUCTION	\$ 5,203,672	200	\$ 964,480	18.5%	17	8.5%	2.18		1.80		2
GOODS AND SERVICES	\$ 246,795	52	.	.0%	4	7.7%	0.00				
SUPPLIERS	\$ 1,226,836	70	\$ 32,716	2.7%	1	1.4%	1.87				1
Total	\$ 9,775,656	541	\$ 997,196	10.2%	29	5.4%	1.90		1.01		3
DISPARITY INDEXES: SBE SUBCONTRACTING BY ASIAN AMERICANS											
	UTILIZATION	AVAILABILITY	ASIANS	ASIANS	ASIANS	ASIANS	DISPARITY	SIG	STANDARD	SIG	AWARDS
INDUSTRY	SBE TOTAL	SBE TOTAL	TOT. UTIL.	% UTILIZATION	TOT. AVAIL.	% AVAIL.	INDEX		DEVIATION		TOT. NO.
PROFESSIONAL SERVICES	\$ 3,098,353	219	\$ 20,092	.6%	15	6.8%	0.09				1
CONSTRUCTION	\$ 5,203,672	200	.	.0%	10	5.0%	0.00				
GOODS AND SERVICES	\$ 246,795	52	.	.0%	2	3.8%	0.00				
SUPPLIERS	\$ 1,226,836	70	.	.0%		.0%					
Total	\$ 9,775,656	541	\$ 20,092	.2%	27	5.0%	0.04				1
DISPARITY INDEXES: SBE SUBCONTRACTING BY NATIVE AMERICANS											
	UTILIZATION	AVAILABILITY	NATIVE AMS.	NATIVE AMS.	NATIVE AMS.	NATIVE AMS.	DISPARITY	SIG	STANDARD	SIG	AWARDS
INDUSTRY	SBE TOTAL	SBE TOTAL	TOT. UTIL.	% UTILIZATION	TOT. AVAIL.	% AVAIL.	INDEX		DEVIATION		TOT. NO.
PROFESSIONAL SERVICES	\$ 3,098,353	219	\$ -	.0%		.0%					
CONSTRUCTION	\$ 5,203,672	200	\$ -	.0%	1	.5%					
GOODS AND SERVICES	\$ 246,795	52	\$ -	.0%		.0%					
SUPPLIERS	\$ 1,226,836	70	\$ -	.0%		.0%					
Total	\$ 9,775,656	541	\$ -	.0%	1	.2%					

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DISPARITY INDEXES: PRIME CONTRACTING BY MINORITY STATUS											
	UTILIZATION	AVAILABILITY	MINORITY	MINORITY	MINORITY	MINORITY	DISPARITY	SIG	STANDARD	SIG	AWARDS
INDUSTRY	PRIME TOTAL	PRIME TOTAL	TOT. UTIL.	% UTILIZATION	TOT. AVAIL.	% AVAIL.	INDEX		DEVIATION		TOT. NO.
PROFESSIONAL SERVICES	\$ 515,617,005	1317	\$ 5,470,766	1.1%	75	5.7%	0.19		-5.96		7
CONSTRUCTION	\$ 60,329,082	645	\$ 348,846	.6%	38	5.9%	0.10		-16.89		4
GOODS AND SERVICES	\$ 50,754,642	266	\$ 199,055	.4%	10	3.8%	0.10				1
SUPPLIERS	\$ 14,427,176	1070	.	.0%	34	3.2%	0.00				
Total	\$ 641,127,905	3298	\$ 6,018,667	.9%	157	4.8%	0.20		-5.87		12
DISPARITY INDEXES: PRIME CONTRACTING BY GENDER STATUS											
	UTILIZATION	AVAILABILITY	WOMEN	WOMEN	WOMEN	WOMEN	DISPARITY	SIG	STANDARD	SIG	AWARDS
INDUSTRY	PRIME TOTAL	PRIME TOTAL	TOT. UTIL.	% UTILIZATION	TOT. AVAIL.	% AVAIL.	INDEX		DEVIATION		TOT. NO.
PROFESSIONAL SERVICES	\$ 515,617,005	1317	\$ 6,443,751	1.2%	68	5.2%	0.24		-4.68		20
CONSTRUCTION	\$ 60,329,082	645	\$ 459,528	.8%	43	6.7%	0.11		-16.65		6
GOODS AND SERVICES	\$ 50,754,642	266	\$ 5,193,573	10.2%	7	2.6%	3.89		1.12		2
SUPPLIERS	\$ 14,427,176	1070	\$ 19,982	.1%	47	4.4%	0.03				1
Total	\$ 641,127,905	3298	\$12,116,834	1.9%	165	5.0%	0.38		-3.12		29
DISPARITY INDEXES: PRIME CONTRACTING BY AFRICAN AMERICANS											
	UTILIZATION	AVAILABILITY	BLACKS	BLACKS	BLACKS	BLACKS	DISPARITY	SIG	STANDARD	SIG	AWARDS
INDUSTRY	PRIME TOTAL	PRIME TOTAL	TOT. UTIL.	% UTILIZATION	TOT. AVAIL.	% AVAIL.	INDEX		DEVIATION		TOT. NO.
PROFESSIONAL SERVICES	\$ 515,617,005	1317	\$ 5,467,599	1.1%	56	4.3%	0.25		-4.20		6
CONSTRUCTION	\$ 60,329,082	645	\$ 98,846	.2%	31	4.8%	0.03		-107.04		3
GOODS AND SERVICES	\$ 50,754,642	266	.	.0%	8	3.0%	0.00				
SUPPLIERS	\$ 14,427,176	1070	.	.0%	23	2.1%	0.00				
Total	\$ 641,127,905	3298	\$ 5,566,445	.9%	118	3.6%	0.24		-4.22		9

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DISPARITY INDEXES: PRIME CONTRACTING BY HISPANIC AMERICANS											
	UTILIZATION	AVAILABILITY	HISPANICS	HISPANICS	HISPANICS	HISPANICS	DISPARITY	SIG	STANDARD	SIG	AWARDS
INDUSTRY	PRIME TOTAL	PRIME TOTAL	TOT. UTIL.	% UTILIZATION	TOT. AVAIL.	% AVAIL.	INDEX		DEVIATION		TOT. NO.
PROFESSIONAL SERVICES	\$ 515,617,005	1317	\$ -	.0%	4	.3%	0.00				
CONSTRUCTION	\$ 60,329,082	645	\$ -	.0%	2	.3%	0.00				
GOODS AND SERVICES	\$ 50,754,642	266	\$ -	.0%	1	.4%	0.00				
SUPPLIERS	\$ 14,427,176	1070	\$ -	.0%	2	.2%	0.00				
Total	\$ 641,127,905	3298	\$ -	.0%	9	.3%	0.00				
DISPARITY INDEXES: PRIME CONTRACTING BY ASIAN AMERICANS											
	UTILIZATION	AVAILABILITY	ASIANS	ASIANS	ASIANS	ASIANS	DISPARITY	SIG	STANDARD	SIG	AWARDS
INDUSTRY	PRIME TOTAL	PRIME TOTAL	TOT. UTIL.	% UTILIZATION	TOT. AVAIL.	% AVAIL.	INDEX		DEVIATION		TOT. NO.
PROFESSIONAL SERVICES	\$ 515,617,005	1317	\$ 3,167	.0%	13	1.0%	0.00				1
CONSTRUCTION	\$ 60,329,082	645	\$ 250,000	.4%	4	.6%	0.67				1
GOODS AND SERVICES	\$ 50,754,642	266	\$ 199,055	.4%	1	.4%	1.04				1
SUPPLIERS	\$ 14,427,176	1070	.	.%	6	.6%					
Total	\$ 641,127,905	3298	\$ 452,222	.1%	24	.7%	0.10		-22.86		3
DISPARITY INDEXES: PRIME CONTRACTING BY NATIVE AMERICANS											
	UTILIZATION	AVAILABILITY	NATIVE AMS.	NATIVE AMS.	NATIVE AMS.	NATIVE AMS.	DISPARITY	SIG	STANDARD	SIG	AWARDS
INDUSTRY	PRIME TOTAL	PRIME TOTAL	TOT. UTIL.	% UTILIZATION	TOT. AVAIL.	% AVAIL.	INDEX		DEVIATION		TOT. NO.
PROFESSIONAL SERVICES	\$ 515,617,005	1317	\$ -	.0%	2	.2%	0.00				
CONSTRUCTION	\$ 60,329,082	645	\$ -	.0%	1	.2%	0.00				
GOODS AND SERVICES	\$ 50,754,642	266	\$ -	.0%		.0%					
SUPPLIERS	\$ 14,427,176	1070	\$ -	.0%	3	.3%	0.00				
Total	\$ 641,127,905	3298	\$ -	.0%	6	.2%	0.00				

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DISPARITY INDEXES: PRIME AND SUBCONTRACTING BY MINORITY STATUS											
	UTILIZATION	AVAILABILITY	MINORITY	MINORITY	MINORITY	MINORITY	DISPARITY	SIG	STANDARD	SIG	AWARDS
INDUSTRY	TOTAL	TOTAL	TOT. UTIL.	% TOT UTIL	TOT. AVAIL	% TOT AVAIL.	INDEX		DEVIATION		TOT. NO
PROFESSIONAL SERVICES	\$ 515,617,005	1890	\$ 6,634,830	1.3%	167	8.8%	0.15		-7.20		10
CONSTRUCTION	\$ 60,329,082	864	\$ 2,312,256	3.8%	128	14.8%	0.26		-8.70		9
GOODS AND SERVICES	\$ 50,754,642	363	\$ 255,636	.5%	38	10.5%	0.05		-50.20		2
SUPPLIERS	\$ 14,427,176	1142	\$ 52,808	.4%	56	4.9%	0.07		-73.34		2
Total	\$ 641,127,905	4259	\$ 9,255,530	1.4%	389	9.1%	0.16		-9.07		23
DISPARITY INDEXES: PRIME AND SUBCONTRACTING BY GENDER STATUS											
	UTILIZATION	AVAILABILITY	WOMEN	WOMEN	WOMEN	WOMEN	DISPARITY	SIG	STANDARD	SIG	AWARDS
INDUSTRY	PRIME TOTAL	TOTAL	TOT. UTIL	% UTILIZATION	TOT. AVAIL	% AVAIL.	INDEX		DEVIATION		TOT. NO
PROFESSIONAL SERVICES	\$ 515,617,005	1890	\$ 7,628,259	1.5%	162	8.6%	0.17		-6.26		25
CONSTRUCTION	\$ 60,329,082	864	\$ 855,047	1.4%	102	11.8%	0.12		-21.45		8
GOODS AND SERVICES	\$ 50,754,642	363	\$ 5,412,366	10.7%	33	9.1%	1.17		0.18		5
SUPPLIERS	\$ 14,427,176	1142	\$ 52,808	.4%	74	6.5%	0.06		-1.87		2
Total	\$ 641,127,905	4259	\$14,603,314	2.3%	371	8.7%	0.26		-5.46		40
DISPARITY INDEXES: PRIME AND SUBCONTRACTING BY AFRICAN AMERICANS											
	UTILIZATION	AVAILABILITY	BLACKS	BLACKS	BLACKS	BLACKS	DISPARITY	SIG	STANDARD	SIG	AWARDS
INDUSTRY	PRIME TOTAL	TOTAL	TOTAL UTIL	% UTILIZATION	TOT. AVAIL	% AVAIL.	INDEX		DEVIATION		TOT. NO
PROFESSIONAL SERVICES	\$ 515,617,005	1890	\$ 6,611,571	1.3%	126	6.7%	0.19		-5.18		8
CONSTRUCTION	\$ 60,329,082	864	\$ 1,097,776	1.8%	93	10.8%	0.17		-8.99		6
GOODS AND SERVICES	\$ 50,754,642	363	\$ 56,581	.1%	30	8.3%	0.01				1
SUPPLIERS	\$ 14,427,176	1142	\$ 20,092	.1%	44	3.9%	0.04				1
Total	\$ 641,127,905	4259	\$ 7,786,020	1.2%	293	6.9%	0.18		-6.70		16

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DISPARITY INDEXES: PRIME AND SUBCONTRACTING BY HISPANIC AMERICANS											
	UTILIZATION	AVAILABILITY	HISPANICS	HISPANICS	HISPANICS	HISPANICS	DISPARITY	SIG	STANDARD	SIG	AWARDS
INDUSTRY	PRIME TOTAL	TOTAL	TOT. UTIL	% UTILIZATION	TOT. AVAIL	% AVAIL.	INDEX		DEVIATION		TOT. NO
PROFESSIONAL SERVICES	\$ 515,617,005	1890	\$ -	.0%	11	.6%	0.00				
CONSTRUCTION	\$ 60,329,082	864	\$ 964,480	1.6%	19	2.2%	0.73		-1.25		2
GOODS AND SERVICES	\$ 50,754,642	363	\$ -	.0%	5	1.4%	0.00				
SUPPLIERS	\$ 14,427,176	1142	\$ 32,716	.2%	3	.3%	0.86				1
Total	\$ 641,127,905	4259	\$ 997,196	.2%	38	.9%	0.17		-10.09		3
DISPARITY INDEXES: PRIME AND SUBCONTRACTING BY ASIAN AMERICANS											
	UTILIZATION	AVAILABILITY	ASIANS	ASIANS	ASIANS	ASIANS	DISPARITY	SIG	STANDARD	SIG	AWARDS
INDUSTRY	PRIME TOTAL	TOTAL	TOT. UTIL	% UTILIZATION	TOT. AVAIL	% AVAIL.	INDEX		DEVIATION		TOT. NO
PROFESSIONAL SERVICES	\$ 515,617,005	1890	\$ 23,259	.0%	28	1.5%	0.00		-636.33		2
CONSTRUCTION	\$ 60,329,082	864	\$ 250,000	.4%	14	1.6%	0.26				1
GOODS AND SERVICES	\$ 50,754,642	363	\$ 199,055	.4%	3	.8%	0.47				1
SUPPLIERS	\$ 14,427,176	1142	\$ -	.0%	6	.5%					
Total	\$ 641,127,905	4259	\$ 472,314	.1%	51	1.2%	0.06		-33.32		4
DISPARITY INDEXES: PRIME AND SUBCONTRACTING BY NATIVE AMERICANS											
	UTILIZATION	AVAILABILITY	NATIVE AMS.	NATIVE AMS.	NATIVE AMS.	NATIVE AMS.	DISPARITY	SIG	STANDARD	SIG	AWARDS
INDUSTRY	PRIME TOTAL	TOTAL	TOT. UTIL	% UTILIZATION	TOT. AVAIL	% AVAIL.	INDEX		DEVIATION		TOT. NO
PROFESSIONAL SERVICES	\$ 515,617,005	1890	\$ -	.0%	2	.1%	0.00				
CONSTRUCTION	\$ 60,329,082	864	\$ -	.0%	2	.2%	0.00				
GOODS AND SERVICES	\$ 50,754,642	363	\$ -	.0%		.0%					
SUPPLIERS	\$ 14,427,176	1142	\$ -	.0%	3	.3%	0.00				
Total	\$ 641,127,905	4259	\$ -	.0%	7	.2%	0.00				

Ohio_2014

Hello. My name is _____, and I am calling (from Oppenheim Research) on behalf of a study being done for Cuyahoga County government. We are conducting a survey to determine the business climate in Cuyahoga County. Is this && (Company's name)? IF YES, CONTINUE. Have I reached (VERIFY TELEPHONE NUMBER)? _____? IF YES, CONTINUE

IF NO, TERMINATE

May I speak with the && (owner/CEO/manager) please?

IF OWNER IS PUT ON THE LINE: CONTINUE WITH INTRODUCTION

IF TRANSFERRED TO ANOTHER PARTY (CEO, MANAGER, ETC):

Are you able to answer questions concerning ownership? IF YES, CONTINUE

IF NO, SCHEDULE A CALL BACK WHEN THE OWNER OR CEO MAY BE AVAILABLE

AND LEAVE TELEPHONE NUMBER. IF NOBODY IS AVAILABLE TO ANSWER QUESTIONS:

SCHEDULE CALL BACK DATE AND TIME

Under contract with Cuyahoga County government we are contacting area businesses to get their opinions about the business climate in Cuyahoga County. Your company's name and phone number has been provided to us by Cuyahoga County to help them learn more about local businesses so they can better respond to local business needs. Your opinions are important to us, and will help Cuyahoga County to develop better business practices.

This call may be monitored to evaluate my performance.

Questionnaire # _____ (1-4)

Q.1 To begin, which ONE of the following is your company's primary line of business?

READ LIST

[REQUIRE ANSWER]

- (5)
- Construction (general contractor) – Specify .. 1
- Personal Services –Specify: 2
- Other Services-Specify 3
- Goods- Specify 4
- No Response 5

[S - IF THE ANSWER IS 2, THEN SKIP TO QUESTION 3]

[S - IF THE ANSWER IS 3, THEN SKIP TO QUESTION 4]

[S - IF THE ANSWER IS 4, THEN SKIP TO QUESTION 5]

[S - IF THE ANSWER IS 5, THEN SKIP TO QUESTION 6]

Q.2 Construction (general contractor)

[REQUIRE ANSWER]

(6-155)

[A - IF THE ANSWER TO QUESTION 1 IS NOT 2, THEN SKIP TO QUESTION 6]

Q.3 Professional Services

[REQUIRE ANSWER]

_____ (156-305)

[A - IF THE ANSWER TO QUESTION 1 IS NOT 3, THEN SKIP TO QUESTION 6]

Q.4 Other Services

[REQUIRE ANSWER]

_____ (306-455)

[A - IF THE ANSWER TO QUESTION 1 IS NOT 4, THEN SKIP TO QUESTION 6]

Q.5 Goods- Specify

[REQUIRE ANSWER]

_____ (456-605)

Q.6 In what year was your company established?
9999-No Response (Don't Know)

[REQUIRE ANSWER]

_____ (606-609)

Q.7 Is your company a sole proprietor, partnership, corporation or other?

[REQUIRE ANSWER]

_____ (610)
Sole proprietor 1

Corporation	2
Limited Liability Corporation ..	3
Partnership	4
Limited Liability Partnership ..	5
Non-Profit Organization	6
No Response	7
Other	8

Q.8 Excluding yourself, (if owner), on average, how many employees does your company keep on the payroll, including full-time and part-time staff? (Number of Employees)

9999999= No Response (Don't Know) 7 digits

[REQUIRE ANSWER]

_____ (611-617)

Q.9 Excluding yourself, (if owner), on average, how many minority employees does your company keep on the payroll, including full-time and part-time staff? (Minority Employees)

9999999= No Response (Don't Know) 7 digits

[REQUIRE ANSWER]

_____ (618-624)

Q.10 Excluding yourself, (if owner), on average, how many women employees does your company keep on the payroll, including full-time and part-time staff? (Women Employees)

9999999=No Response (Don't Know) 7 digits

[REQUIRE ANSWER]

_____ (625-631)

Q.11 Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party?
Would you say:

NOTE: IF RESPONDENT HAS A BI-RACIAL OR MULTI-RACIAL BACKGROUND, HAVE THEM IDENTIFY THE CATEGORY TO WHICH THEY MOST CLOSELY IDENTIFY.

READ LIST

[REQUIRE ANSWER]

(632)
Black American 1
Asian Pacific 2
Hispanic American ... 3
Native american 4
Subcontinent Asian .. 5
No Response 6
Other 7

[A - IF THE ANSWER TO QUESTION 11 IS NOT 7, THEN SKIP TO QUESTION 13]

Q.12 Other:

[REQUIRE ANSWER]

(633-707)

Q.13 Is more than 50 percent of your company owned and controlled by a woman or women?

[REQUIRE ANSWER]

(708)
Yes 1
No 2
No Response .. 3

Q.14 What is the highest level of education completed by the owner of your company? Would you say:

READ LIST

[REQUIRE ANSWER]

(709)

Some High School	1
High School graduate	2
Some College	3
College Graduate	4
Post Graduate Degree	5
Trade or Technical Certificate ..	6
No Response	7

Q.15 How many years of experience in your company's business line does the primary owner of your firm have?

[REQUIRE ANSWER]

_____ (710-713)

Q.16 Which of the following categories best approximates your company's gross revenues for calendar year 2012?

READ LIST

[REQUIRE ANSWER]

(714-715)

\$50,000 or less	1
\$50,001 - \$100,000	2
\$100,001 - \$300,000	3
\$300,001 - \$500,000	4
\$500,001 - \$1,000,000	5
\$1,000,001 - \$3,000,000	6
\$3,000,001 - \$5,000,000	7
\$5,000,001 to \$10,000,000 ..	8
over \$10 million	9
No Response	10

Q.17 Which of the following categories best approximates your company's public sector gross (government) revenues for calendar year 2012?

[REQUIRE ANSWER]

(716-717)

\$50,000 or less	1
\$50,001 - \$100,000	2
\$100,001 - \$300,000	3
\$300,001 - \$500,000	4
\$500,001 - \$1,000,000	5
\$1,000,001 - \$3,000,000	6
\$3,000,001 - \$5,000,000	7
\$5,000,001 to \$10,000,000 ..	8
over \$10,000,000	9
No Response	10

Q.18 Are you required to have bonding for the type of work your company bids?

[REQUIRE ANSWER]

(718)

Yes .	1
No ...	2
DK ...	3

[S - IF THE ANSWER IS NOT 1, THEN SKIP TO QUESTION 21]

Q.19 What is your current aggregate bonding limit?

[REQUIRE ANSWER]

(719)

Below \$100,000	1
\$100,001 to \$500,000	2
\$500,001 to \$1,000,000	3
\$1,000,001 to \$1,500,000 ..	4
Over \$1,500,000	5
No Applicable	6

Q.20 What is your current single project bonding limit?

[REQUIRE ANSWER]

- (720)
- Below \$100,000 1
 - \$100,001 to \$500,000 2
 - \$500,001 to \$1,000,000 3
 - \$1,000,001 to \$1,500,000 .. 4
 - Over \$1,500,000 5
 - No Applicable 6

Q.21 READ THE FOLLOWING:

This study is to capture information over a four-year period from 2009 through 2012. The next set of questions I will ask refer to those time frames and concern your company's attempts to do business with Cuyahoga County, other public sector (government) entities, and private sector (non-government) entities.

Since July 1, 2009, how many times has your company submitted bids or proposals for projects as prime contractor on:

[REQUIRE ANSWER]

	None	1-10	11-25	26-50	51-100	Over 100	DK/NA
Cuyahoga County Public Projects	1	2	3	4	5	6	7 (721)
Private Sector Projects	1	2	3	4	5	6	7 (722)
Other Public Sector (non-County Projects)	1	2	3	4	5	6	7 (723)

Q.22 Since July 1, 2009, has your company performed any work as a prime contractor for:

[REQUIRE ANSWER]

	Yes	No	DK/NA
Cuyahoga County Public Projects	1	2	3 (724)
Private Sector Projects	1	2	3 (725)
Other Public Sector (non-County projects)	1	2	3 (726)

Q.23 Since July 1, 2009, has your company used a subcontractor or sub-consultant on projects in:

[REQUIRE ANSWER] [READ ONLY ANSWERS CORRESPONDING TO SUB-QUESTIONS ANSWERED 1 IN QUESTION 22]

	Yes	No	DK/NA
Cuyahoga County Public Projects	1	2	3 (727)
Private Sector Projects	1	2	3 (728)
Other Public Sector (non-County Projects)	1	2	3 (729)

Q.24 How frequently do you use minority or women-owned subcontractors or subconsultants on:

[REQUIRE ANSWER] [READ ONLY ANSWERS CORRESPONDING TO SUB-QUESTIONS ANSWERED 1 IN QUESTION 22]

	Very Often	Often	Seldom	Never	DK/NA
Cuyahoga County Public Projects	1	2	3	4	5 (730)
Private Sector Projects	1	2	3	4	5 (731)
Other Public Sector (non-County Projects)	1	2	3	4	5 (732)

[A - IF THE ANSWER TO SUB-QUESTION 1 OF QUESTION 22 IS NOT 1, THEN SKIP TO QUESTION 26]
 [A - IF THE ANSWER TO SUB-QUESTION 2 OF QUESTION 22 IS NOT 1, THEN SKIP TO QUESTION 26]
 [A - IF THE ANSWER TO SUB-QUESTION 3 OF QUESTION 22 IS NOT 1, THEN SKIP TO QUESTION 26]

Q.25 How would you rate your experience with sub-contractors or sub-consultants owned by:

[REQUIRE ANSWER]

	Excellent	Good	Fair	Poor	DK/NA
Minorities	1	2	3	4	5 (733)
Women	1	2	3	4	5 (734)
Non-Minority Men	1	2	3	4	5 (735)

Q.26 Does your company bid or perform as a sub-contractor in:

[REQUIRE ANSWER]

	Yes	No	DK/NA
Cuyahoga County Public Projects	1	2	3 (736)
Private Sector Projects	1	2	3 (737)
Other Public Sector (non-County Projects)	1	2	3 (738)

Q.27 Have you ever served as a sub-contractor on a Cuyahoga County project?

[REQUIRE ANSWER]

(739)
 Yes . 1
 No ... 2
 DK ... 3

[S - IF THE ANSWER IS NOT 1, THEN SKIP TO QUESTION 30]

Q.28 How often have you served as a sub-contractor on a Cuyahoga County project?

[REQUIRE ANSWER]

(740)
 1-10 1
 11-25 2
 26-50 3
 51-100 4
 Over 100 . 5
 DK 6

Q.29 Have you been invited to participate in public contracts with the same prime contractors that you may have worked with in the public sector?

[REQUIRE ANSWER]

(741)
 Yes . 1
 No ... 2
 DK ... 3

Q.30 Since 2009, how many times has your company done the following in the public sector and private sector?

[REQUIRE ANSWER]

	None	1-10	11-25	26-50	51-100	Over 100	DK/NA
Regularly bid with other public agencies, but not with Cuyahoga Co.?	1	2	3	4	5	6	7 (742)
Asked to be a subcontractor by a prime contract	1	2	3	4	5	6	7 (743)

or or prime consulta nt?							
Hired as a subcont ractor by a prime	1	2	3	4	5	6	7 (744)

Q.31 What is the amount of time that it typically takes to receive payment for your services on Cuyahoga County projects?

[REQUIRE ANSWER]

(745)
Less than 30 days .. 1
30-60 days 2
60-90 days 3
90-120 days 4
Over 120 days 5
DK/NA 6

Q.32 How would you rate the quality of interaction with Cuyahoga County on contract opportunities on a scale of 1 to 7, where 1 is Extremely Satisfied and 7 is Extremely Dissatisfied?

[REQUIRE ANSWER]

(746)
Extremely Satisfied 1
Satisfied 2
Somewhat Satisfied 3
Neutral 4
Somewhat Dissatisfied .. 5
Dissatisfied 6
Extremely Dissatisfied ... 7
DK/NA 8

Q.33 Is there anything that can be done to improve this interaction?

IF YES: What?

[REQUIRE ANSWER]

(747-946)

Q.34 I will now read you a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to obtaining work on projects for Cuyahoga County.

Yes=1
 No=2
 DK=3

[REQUIRE ANSWER]

	Yes	NO	DK/NA
a. Pre-qualification requirements?	1	2	3 (947)
b. Performance bond requirements?	1	2	3 (948)
c. Bid bond requirements	1	2	3 (949)
d. Financing?	1	2	3 (950)
e. Insurance requirements?	1	2	3 (951)
f. Bid specifications?	1	2	3 (952)
g. Limited time given to prepare bid package or quote?	1	2	3 (953)
h. Limited knowledge of purchasing / contracting policies and procedures?	1	2	3 (954)
i. Lack of experience?	1	2	3 (955)
j. Lack of personnel?	1	2	3 (956)
k. Contract too large?	1	2	3 (957)
l. Contract too expensive to bid?	1	2	3 (958)
m. Informal networks?	1	2	3 (959)
n. Selection process?	1	2	3 (960)
o. Competing with large companies?	1	2	3 (961)

Q.35 Is your company a certified business?

[REQUIRE ANSWER]

(962)
 Yes 1
 No 2
 DK/NA .. 3

[S - IF THE ANSWER IS 2, THEN SKIP TO QUESTION 37]
 [S - IF THE ANSWER IS 3, THEN SKIP TO QUESTION 38]

Q.36 What is your certification?

[REQUIRE ANSWER]

	Yes	No	DK/NA
MBE (Minority Business Enterprise)	1	2	3 (963)
WBE (Women Business Enterprise)	1	2	3 (964)
DBE (Disabled Business Enterprise)	1	2	3 (965)
SBE (Small Business Enterprise)	1	2	3 (966)

[A - IF THE ANSWER TO QUESTION 35 IS 1, THEN SKIP TO QUESTION 38]

[A - IF THE ANSWER TO SUB-QUESTION 2 OF QUESTION 36 IS 1, THEN SKIP TO QUESTION 39]

[A - IF THE ANSWER TO SUB-QUESTION 3 OF QUESTION 36 IS 1, THEN SKIP TO QUESTION 39]

[A - IF THE ANSWER TO SUB-QUESTION 4 OF QUESTION 36 IS 1, THEN SKIP TO QUESTION 39]

Q.37 Why is your company not certified?

[REQUIRE ANSWER]

(967-1066)

Q.38 Do you believe that there is favoritism or disparate treatment in the certification process?

[REQUIRE ANSWER]

(1067)

Yes . 1

No ... 2

DK ... 3

Q.39 Are you certified with one of the following agencies?

[REQUIRE ANSWER]

	Yes	No	DK/NA
City of Cleveland	1	2	3 (1068)
Cuyahoga County	1	2	3 (1069)
Federal Small Business Administration	1	2	3 (1070)
State of Ohio	1	2	3 (1071)
Other	1	2	3 (1072)

Q.40 Have you ever served as:

[REQUIRE ANSWER]

	Yes	No	DK/Na
Prime Contractor in the private sector?	1	2	3 (1073)
Subcontractor in the private sector?	1	2	3 (1074)

Q.41 Do you feel as though you have experienced discriminatory behavior from the private sector (non-government) in the past?

[REQUIRE ANSWER]

(1075)
 Yes . 1
 No ... 2
 DK ... 3

Q.42 Have you applied for a commercial (business) bank loan between 2009 amd 2012?

[REQUIRE ANSWER]

(1076)
 Yes . 1
 No ... 2
 DK ... 3

[S - IF THE ANSWER IS NOT 1, THEN SKIP TO QUESTION 47]

Q.43 How many times have you applied for a commercial (business) bank loan between 2009 and 2012?

[REQUIRE ANSWER]

(1077)
1-10 1
11-25 2
26-50 3
51-100 4
Over 100 . 5
DK/NA 6

Q.44 How many times have you been approved for a commercial (business) bank loan between 2009 and 2012?

[REQUIRE ANSWER]

(1078)
None 1
1-10 2
11-25 3
26-50 4
51-100 5
Over 100 . 6
DK/NA 7

[S - IF THE ANSWER IS 1, THEN SKIP TO QUESTION 46]

Q.45 What has been the highest amount of a commercial loan you have received between 2009 and 2012?

[REQUIRE ANSWER]

(1079-1080)
\$50,000 or less 1
\$50,001 - \$100,000 2
\$100,001 - \$300,000 3
\$300,001 - \$500,000 4
\$500,001 - \$1,000,000 5
\$1,000,001 - \$3,000,000 6
\$3,000,001 - \$5,000,000 7
\$5,000,001 to \$10,000,000 .. 8
over \$10,000,000 9
No Response 10

Q.46 How many times have you been denied a commercial (business) bank loan between 2009 and 2012?

[REQUIRE ANSWER]

(1081)
 None 1
 1-10 2
 11-25 3
 26-50 4
 51-100 5
 Over 100 . 6
 DK/NA 7

Q.47 How many times have you sought venture capital between 2009 and 2012?

[REQUIRE ANSWER]

(1082)
 None 1
 1-10 2
 11-25 3
 26-50 4
 51-100 5
 Over 100 . 6
 DK/NA 7

Q.48 Since 2009, has your company applied for any of the following?

[REQUIRE ANSWER]

	Yes	No	DK/NA
Business start-up loan?	1	2	3 (1083)
Operating capital loan?	1	2	3 (1084)
Equipment loan?	1	2	3 (1085)
Commercial/Professional liability insurance?	1	2	3 (1086)

Q.49 Since 2009, has your company been approved for any of the following?

[REQUIRE ANSWER] [READ ONLY ANSWERS CORRESPONDING TO SUB-QUESTIONS ANSWERED 1 IN QUESTION 48]

	Yes	No	DK/NA
Business start-up loan?	1	2	3 (1087)
Operating capital loan?	1	2	3 (1088)
Equipment loan?	1	2	3 (1089)
Commercial/Professional liability insurance?	1	2	3 (1090)

Q.50 Since 2009, has your company been denied for any of the following?

Yes=1

No=2

DK=3

[REQUIRE ANSWER] [READ ONLY ANSWERS CORRESPONDING TO SUB-QUESTIONS ANSWERED 1 IN QUESTION 48]

	Yes	No	DK/NA
Business start-up loan?	1	2	3 (1091)
Operating capital loan?	1	2	3 (1092)
Equipment loan?	1	2	3 (1093)
Commercial/Professional liability insurance?	1	2	3 (1094)

Q.51 Of the items your company was denied for, what was the denial reason?

READ CHOICES

- Insufficient Documentation (ID) =1
- Insufficient Business History (IBH)=2
- Confusion about Process (C)=3
- Race or Ethnic Origin (RE)=4
- Gender of Owner (G)=5
- Adverse Credit History (ACH)=6
- Other (O)=7
- DK=8

[REQUIRE ANSWER] [READ ONLY ANSWERS CORRESPONDING TO SUB-QUESTIONS ANSWERED 1 IN QUESTION 50]

	ID	IBH	C	RE	G	ACH	O	DK/NA
Business start-up loan?	1	2	3	4	5	6	7	8 (1095)
Operating capital loan?	1	2	3	4	5	6	7	8 (1096)
Equipment loan?	1	2	3	4	5	6	7	8 (1097)
Commercial/Professional liability insurance?	1	2	3	4	5	6	7	8 (1098)

Q.52 Please indicate your agreement or disagreement with the following statement: “Some nonminority prime contractors change their bidding procedures when they are not required to hire minority and women-owned businesses as sub-contractors”.

[REQUIRE ANSWER]

- (1099)
- Strongly Agree 1
- Agree 2
- Neither Agree or Disagree .. 3
- Disagree 4

Strongly Disagree 5
DK 6

Q.53 Since 2009, has your company experienced discriminatory behavior from Cuyahoga County?

[REQUIRE ANSWER]

(1100)
Yes . 1
No ... 2
DK ... 3

[S - IF THE ANSWER IS NOT 1, THEN SKIP TO QUESTION 72]

Q.54 Since 2009, have you experienced discriminatory behavior from Cuyahoga County due to race, ethnicity, or disability of the owner?

[REQUIRE ANSWER]

(1101)
Yes . 1
No ... 2
DK ... 3

[S - IF THE ANSWER IS NOT 1, THEN SKIP TO QUESTION 60]

Q.55 On a scale of 1 to 4 where 4 represents “Very Often” and 1 represents “Never”, do you believe that you have experienced this racial, ethnic, or disability discriminatory behavior from the County:

READ

[REQUIRE ANSWER]

(1102)
Never 1
Seldom 2
Often 3
Very Often .. 4

DK 5

Q.56 How was the discrimination expressed to you: (READ LIST)

[REQUIRE ANSWER]

(1103)

- Verbal comment from the County 1
- Written statement from the County 2
- Action taken against company from the County .. 3
- DK 4
- Other 5

[A - IF THE ANSWER TO QUESTION 56 IS NOT 5, THEN SKIP TO QUESTION 58]

Q.57 Other Response:

[REQUIRE ANSWER]

(1104-1203)

Q.58 When did discrimination occur: (READ LIST)

[REQUIRE ANSWER]

(1204)

- During bidding process (before the contract award) .. 1
- After contract awarded 2
- DK 3
- Other 4

[A - IF THE ANSWER TO QUESTION 58 IS NOT 4, THEN SKIP TO QUESTION 60]

Q.59 Other Response:

[REQUIRE ANSWER]

(1205-1304)

Q.60 Since 2009, have you experienced discriminatory behavior from Cuyahoga County due to the gender of the owner?

[REQUIRE ANSWER]

(1305)
Yes . 1
No ... 2
DK ... 3

[S - IF THE ANSWER IS NOT 1, THEN SKIP TO QUESTION 66]

Q.61 On a scale of 1 to 4 where 4 represents "Very Often" and 1 represents "Never", do you believe that you have experienced this gender discriminatory behavior from the County:

READ

[REQUIRE ANSWER]

(1306)
Never 1
Seldom 2
Often 3
Very Often .. 4
DK 5

Q.62 How was the discrimination expressed to you: (READ LIST)

[REQUIRE ANSWER]

- (1307)
- Verbal comment from the County 1
- Written statement from the County 2
- Action taken against company from the County .. 3
- DK 4
- Other 5

[A - IF THE ANSWER TO QUESTION 62 IS NOT 5, THEN SKIP TO QUESTION 64]

Q.63 Other Response

[REQUIRE ANSWER]

_____ (1308-1407)

Q.64 When did discrimination occur: (READ LIST)

[REQUIRE ANSWER]

- (1408)
- During bidding process (before the contract award) .. 1
- After contract awarded 2
- DK 3
- Other 4

[A - IF THE ANSWER TO QUESTION 64 IS NOT 4, THEN SKIP TO QUESTION 66]

Q.65 Other Response

[REQUIRE ANSWER]

_____ (1409-1508)

Q.66 Since 2009, have you experienced discriminatory behavior from Cuyahoga County due to the time in business?

[REQUIRE ANSWER]

(1509)
Yes . 1
No ... 2
DK ... 3

[S - IF THE ANSWER IS NOT 1, THEN SKIP TO QUESTION 72]

Q.67 On a scale of 1 to 4 where 4 represents "Very Often" and 1 represents "Never", do you believe that you have experienced this time in business discriminatory behavior from the County:

READ

[REQUIRE ANSWER]

(1510)
Never 1
Seldom 2
Often 3
Very Often .. 4
DK 5

Q.68 How was the discrimination expressed to you: (READ LIST)

[REQUIRE ANSWER]

(1511)
Verbal comment from the County 1
Written statement from the County 2
Action taken against company from the County .. 3
DK 4
Other 5

[A - IF THE ANSWER TO QUESTION 68 IS NOT 5, THEN SKIP TO QUESTION 70]

Q.69 Other Response:

[REQUIRE ANSWER]

(1512-1611)

Q.70 When did discrimination occur: (READ LIST)

[REQUIRE ANSWER]

(1612)

- During bidding process (before the contract award) .. 1
- After contract awarded 2
- DK 3
- Other 4

[A - IF THE ANSWER TO QUESTION 70 IS NOT 4, THEN SKIP TO QUESTION 72]

Q.71 Other Response:

[REQUIRE ANSWER]

(1613-1712)

Q.72 Please indicate your level of agreement or disagreement, on a scale of 1 to 5, where 1 is Strongly Agree and 5 is Strongly Disagree.

There is an informal network of prime and sub-contractors in Cuyahoga County.

[REQUIRE ANSWER]

(1713)

- Strongly Agree 1
- Agree 2
- Neither 3
- Disagree 4
- Strongly Disagree .. 5
- DK 6

Q.73 Exclusion from this network has kept my company from bidding or has interfered with our ability to contract in the public (government) or private sector.

[REQUIRE ANSWER]

(1714)
Strongly Agree 1
Agree 2
Neither 3
Disagree 4
Strongly Disagree .. 5
DK 6

Q.74 Although exclusion from this informal network adversely affects a majority of small businesses, the adverse impact is probably felt the greatest among women and minority-owned businesses.

[REQUIRE ANSWER]

(1715)
Strongly Agree 1
Agree 2
Neither 3
Disagree 4
Strongly Disagree .. 5
DK 6

Q.75 Double standards in qualification and performance make it more difficult for minority and/or women-owned, businesses to win bids or contracts.

[REQUIRE ANSWER]

(1716)
Strongly Agree 1
Agree 2
Neither 3
Disagree 4
Strongly Disagree .. 5
DK 6

Q.76 Sometimes, a prime contractor will include a minority and women-owned sub-contractor on a bid to meet the “good faith effort” requirement, then drop the company as a sub-contractor after winning the award.

[REQUIRE ANSWER]

(1717)
Strongly Agree 1
Agree 2
Neither 3
Disagree 4
Strongly Disagree .. 5
DK 6

Q.77 In general, minority and/or women-owned businesses tend to be viewed by the general public as less competent than non-minority male businesses.

[REQUIRE ANSWER]

(1718)
Strongly Agree 1
Agree 2
Neither 3
Disagree 4
Strongly Disagree .. 5
DK 6

Q.78 Some non-minority (male) prime contractors change their bidding procedures when they are not required to hire minority and/or women-owned businesses.

[REQUIRE ANSWER]

(1719)
Strongly Agree 1
Agree 2
Neither 3
Disagree 4
Strongly Disagree .. 5
DK 6

Q.79 Is there anything that we have not covered that you feel will be helpful to this study or do you have any additional comments that you feel will be helpful to this study?

[REQUIRE ANSWER]

(1720)
Yes . 1
No ... 2
DK ... 3

[S - IF THE ANSWER IS NOT 1, THEN SKIP TO QUESTION 81]

Q.80 What are your comments?

[REQUIRE ANSWER]

_____ (1721-2020)

Q.81 What is your title?

[REQUIRE ANSWER]

(2021)
Owner/CEO/President 1
Manager/Financial Officer .. 2
Other 3

Q.82 May I have your name or initials just in case we have any further questions?

[REQUIRE ANSWER]

_____ (2022-2046)

Q.83 That completes the survey. On behalf of the research team we thank you for your participation and valuable comments.

Q.84 Code Industry Code from Top

	(2047)
Construction	1
Goods	2
Other Services	3
Professional Services ..	4
No Code	5

Q.85 Telephone Number

_____ (2048-2063)

Q.86 Ref Name

_____ (2064-2073)

Q.87 Ref #

_____ (2074-2083)

Q.88 Industry Name

_____ (2084-2113)

Q.89 Contact Name

_____ (2114-2143)

Q.90 Company Name

_____ (2144-2193)

Q.91 Address

_____ (2194-2233)

Q.92 City

_____ (2234-2263)

Q.93 County

_____ (2264-2293)

Q.94 State

_____ (2294-2295)

Q.95 MFD

___ (2296)

Q.96 MCG VID

_____ (2297-2306)

Q.97 CVRS VID

_____ (2307-2316)

Q.98 NIGP

_____ (2317-2321)

Q.99 Interviewer

_____ (2322-2325)

Q.100 Date

_____ (2326-2334)

Q.101 Time

_____ (2335-2340)

Q.102 Duration

_____ (2341-2346)

Q.103 Call Result

_____ (2347-2348)

**CUYAHOGA COUNTY
DISPARITY STUDY
TELEPHONE SURVEY
OPPENHEIM RESEARCH**

CROSS-TABULATED BY RACE1
CROSS-TABULATED BY GENDER.....111

Ohio-Cuyahoga County Final X-tab by Race/Minority June 16, 2014

Table 1: To begin, which ONE of the following is your company's primary line of business?
READ LIST

		Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:							
		NOTE: IF RESPONDENT HAS A BI-RACIAL OR MULTI-RACIAL BACKGROUND, HAVE THEM IDENTIFY THE CATEGORY TO WHICH THEY MOST CLOSELY IDENTIFY.							
		READ LIST							
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Professional Services (general contractor) – Specify	98 32.0%	64 27.4%	20 44.4%	3 50.0%	2 28.6%	0 0.0%	2 50.0%	2 66.7%	5 71.4%
Construction –Specify:	56 18.3%	36 15.4%	14 31.1%	1 16.7%	4 57.1%	0 0.0%	0 0.0%	0 0.0%	1 14.3%
Goods and Services-Specify	73 23.9%	59 25.2%	8 17.8%	2 33.3%	0 0.0%	0 0.0%	2 50.0%	1 33.3%	1 14.3%
Supplier- Specify	79 25.8%	75 32.1%	3 6.7%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

Table 7: Is your company a sole proprietor, partnership, corporation or other?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	NOTE: IF RESPONDENT HAS A BI-RACIAL OR MULTI-RACIAL BACKGROUND, HAVE THEM IDENTIFY THE CATEGORY TO WHICH THEY MOST CLOSELY IDENTIFY. READ LIST								
	Tot al	Cau casi an	Bl ack Am eric an	Asi an Pac ific	His pan ic Am eric an	Nati ve Am eric an	Sub con tine nt Asi an	No Res pon se	Oth er
Unweighted Base	306	234	45	6	7	0	4	3	7
Sole proprietor	45 14.7%	30 12.8%	12 26.7%	1 7%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	1 14.3%
Corporation	186 60.8%	154 65.8%	16 35.6%	3 50.0%	4 57.1%	0 0.0%	4 100.0%	3 100.0%	2 28.6%
Limited Liability Corporation	46 15.0%	32 13.7%	11 24.4%	1 7%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	1 14.3%
Partnership	5 1.6%	4 1.7%	1 2.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Limited Liability Partnership	2 0.7%	1 0.4%	1 2.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Non-Profit Organization	11 3.6%	5 2.1%	3 6.7%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 28.6%
No Response	1 0.3%	0 0.0%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Other	10 3.3%	8 3.4%	1 2.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 14.3%

Table 11: Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:

NOTE: IF RESPONDENT HAS A BI-RACIAL OR MULTI-RACIAL BACKGROUND, HAVE THEM IDENTIFY THE CATEGORY TO WHICH THEY MOST CLOSELY IDENTIFY.

READ LIST

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	NOTE: IF RESPONDENT HAS A BI-RACIAL OR MULTI-RACIAL BACKGROUND, HAVE THEM IDENTIFY THE CATEGORY TO WHICH THEY MOST CLOSELY IDENTIFY.								
	READ LIST								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Caucasian	234 76.5%	234 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Black American	45 14.7%	0 0.0%	45 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Asian Pacific	6 2.0%	0 0.0%	0 0.0%	6 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Hispanic American	7 2.3%	0 0.0%	0 0.0%	0 0.0%	7 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Subcontinent Asian	4 1.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 100.0%	0 0.0%	0 0.0%
No Response	3 1.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 100.0%	0 0.0%
Other	7 2.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	7 100.0%

Table 13: Is more than 50 percent of your company owned and controlled by a woman or women?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	101 33.0%	76 32.5%	16 35.6%	3 50.0%	2 28.6%	0 0.0%	0 0.0%	2 66.7%	2 28.6%
No	199 65.0%	153 65.4%	29 64.4%	3 50.0%	5 71.4%	0 0.0%	4 100.0%	1 33.3%	4 57.1%
No Response	6 2.0%	5 2.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 14.3%

Table 14: What is the highest level of education completed by the owner of your company? Would you say:

READ LIST

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	NOTE: IF RESPONDENT HAS A BI-RACIAL OR MULTI-RACIAL BACKGROUND, HAVE THEM IDENTIFY THE CATEGORY TO WHICH THEY MOST CLOSELY IDENTIFY.								
	READ LIST								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subsontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Some High School	4 1.3%	3 1.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 14.3%
High School graduate	26 8.5%	20 8.5%	5 11.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%
Some College	52 17.0%	37 15.8%	12 26.7%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	2 28.6%
College Graduate	134 43.8%	110 47.0%	14 31.1%	1 16.7%	6 85.7%	0 0.0%	1 25.0%	0 0.0%	2 28.6%
Post Graduate Degree	73 23.9%	50 21.4%	13 28.9%	5 83.3%	0 0.0%	0 0.0%	3 75.0%	1 33.3%	1 14.3%
Trade or Technical Certificate	4 1.3%	3 1.3%	1 2.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
No Response	13 4.2%	11 4.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	1 14.3%

Table 16: Which of the following categories best approximates your company's gross revenues for calendar year 2012?

READ LIST

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	NOTE: IF RESPONDENT HAS A BI-RACIAL OR MULTI-RACIAL BACKGROUND, HAVE THEM IDENTIFY THE CATEGORY TO WHICH THEY MOST CLOSELY IDENTIFY.								
	READ LIST								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subs. continent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
\$50,000 or less	28 9.2%	14 6.0%	12 7%	0 0%	1 3%	0 0%	1 25%	0 0%	0 0%
\$50,001 - \$100,000	16 5.3%	11 4.7%	2 4.4%	0 0%	1 3%	0 0%	0 0%	0 0%	2 28%
\$100,001 - \$300,000	23 7.6%	14 6.0%	6 13%	0 0%	1 3%	0 0%	0 0%	0 0%	2 28%
\$300,001 - \$500,000	28 9.2%	20 8.6%	7 15%	0 0%	0 0%	0 0%	0 0%	0 0%	1 14%
\$500,001 - \$1,000,000	37 12.2%	29 12.5%	7 15%	0 0%	1 3%	0 0%	0 0%	0 0%	0 0%
\$1,000,001 - \$3,000,000	57 18.8%	47 20.3%	4 8.9%	2 4%	1 3%	0 0%	2 50%	0 0%	1 14%
\$3,000,001 - \$5,000,000	20 6.6%	15 6.5%	3 6.7%	0 0%	0 0%	0 0%	0 0%	1 33%	1 14%
\$5,000,001 to \$10,000,000	17 5.6%	13 5.6%	2 4.4%	0 0%	1 3%	0 0%	1 25%	0 0%	0 0%
over \$10 million	35 11.6%	32 13.8%	0 0%	1 2%	0 0%	0 0%	0 0%	2 7%	0 0%
No Response/DK	42 13.9%	37 15.9%	2 4.4%	2 4%	1 3%	0 0%	0 0%	0 0%	0 0%
No Response	3	2	0	1	0	0	0	0	0

Table 17: Which of the following categories best approximates your company's public sector gross (government) revenues for calendar year 2012?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
\$50,000 or less	104 34.3%	71 30.6%	23 51.1%	2 40.0%	3 42.9%	0 0.0%	0 0.0%	1 33.3%	4 57.1%
\$50,001 - \$100,000	25 8.3%	21 9.1%	3 6.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 14.3%
\$100,001 - \$300,000	26 8.6%	21 9.1%	3 6.7%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	1 14.3%
\$300,001 - \$500,000	19 6.3%	14 6.0%	4 8.9%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
\$500,001 - \$1,000,000	20 6.6%	13 5.6%	5 11.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	1 14.3%
\$1,000,001 - \$3,000,000	12 4.0%	11 4.7%	1 2.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
\$3,000,001 - \$5,000,000	12 4.0%	12 5.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
\$5,000,001 to \$10,000,000	16 5.3%	12 5.2%	2 4.4%	1 20.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%
over \$10,000,000	7 2.3%	6 2.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%
No Response/DK	62 20.5%	51 22.0%	4 8.9%	2 40.0%	2 28.6%	0 0.0%	2 50.0%	1 33.3%	0 0.0%
No Response	3	2	0	1	0	0	0	0	0

Table 18: Are you required to have bonding for the type of work your company bids?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	98 32.0%	72 30.8%	21 46.7%	1 16.7%	2 28.6%	0 0.0%	1 25.0%	0 0.0%	1 14.3%
No	201 65.7%	156 66.7%	23 51.1%	5 83.3%	5 71.4%	0 0.0%	3 75.0%	3 100.0%	6 85.7%
DK	7 2.3%	6 2.6%	1 2.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

Table 19: What is your current aggregate bonding limit?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subsidiary Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Below \$100,000	12 12.4%	8 11.3%	3 14.3%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
\$100,001 to \$500,000	15 15.5%	7 9.9%	7 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%
\$500,001 to \$1,000,000	17 17.5%	12 16.9%	5 23.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
\$1,000,001 to \$1,500,000	14 14.4%	12 16.9%	1 4.8%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%
Over \$1,500,000	37 38.1%	30 42.3%	5 23.8%	1 100.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
No Applicable/DK	2 2.1%	2 2.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
No Response	209	163	24	5	5	0	3	3	6

Table 20: What is your current single project bonding limit?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subsidiary Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Below \$100,000	12 12.4%	7 9.9%	4 19.0%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
\$100,001 to \$500,000	15 15.5%	9 12.7%	5 23.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%
\$500,001 to \$1,000,000	15 15.5%	12 16.9%	3 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
\$1,000,001 to \$1,500,000	11 11.3%	9 12.7%	1 4.8%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%
Over \$1,500,000	23 23.7%	17 23.9%	4 19.0%	1 100.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
No Applicable/DK	21 21.6%	17 23.9%	4 19.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
No Response	209	163	24	5	5	0	3	3	6

Cuyahoga County Frequencies

Table 21.1: READ THE FOLLOWING:

This study is to capture information over a four-year period from 2009 through 2012. The next set of questions I will ask refer to those time frames and concern your company's attempts to do business with Cuyahoga County, other public sector (government) entities, and private sector (non-government) entities.

Since July 1, 2009, how many times has your company submitted bids or proposals for projects as prime contractor on:

Cuyahoga County Public Projects

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
None	123 40.2%	87 37.2%	25 55.6%	2 33%	4 57.1%	0 0%	2 50%	0 0%	3 42.9%
1-10	121 39.5%	94 40.2%	17 37.8%	2 33%	2 28.6%	0 0%	1 25%	2 66.7%	3 42.9%
11-25	16 5.2%	16 6.8%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
26-50	3 1.0%	2 0.9%	0 0%	1 16.7%	0 0%	0 0%	0 0%	0 0%	0 0%
51-100	3 1.0%	3 1.3%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%	0 0%
Over 100	14 4.6%	9 3.8%	2 4.4%	1 16.7%	0 0%	0 0%	1 25%	1 33%	0 0%
DK/NA	26 8.5%	23 9.8%	1 2.2%	0 0%	1 14.3%	0 0%	0 0%	0 0%	1 14.3%

Table 21.2: READ THE FOLLOWING:

This study is to capture information over a four-year period from 2009 through 2012. The next set of questions I will ask refer to those time frames and concern your company's attempts to do business with Cuyahoga County, other public sector (government) entities, and private sector (non-government) entities.

Since July 1, 2009, how many times has your company submitted bids or proposals for projects as prime contractor on:

Private Sector Projects

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
None	93 30.4%	71 30.3%	13 28.9%	1 16.7%	3 42.9%	0 0.0%	1 25.0%	1 33.3%	3 42.9%
1-10	55 18.0%	35 15.0%	17 37.8%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 28.6%
11-25	26 8.5%	19 8.1%	4 8.9%	2 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 14.3%
26-50	11 3.6%	6 2.6%	3 6.7%	0 0.0%	2 28.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
51-100	14 4.6%	13 5.6%	1 2.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Over 100	79 25.8%	67 28.6%	6 13.3%	2 33.3%	1 14.3%	0 0.0%	1 25.0%	2 66.7%	0 0.0%
DK/NA	28 9.2%	23 9.8%	1 2.2%	0 0.0%	1 14.3%	0 0.0%	2 50.0%	0 0.0%	1 14.3%

Table 21.3: READ THE FOLLOWING:

This study is to capture information over a four-year period from 2009 through 2012. The next set of questions I will ask refer to those time frames and concern your company's attempts to do business with Cuyahoga County, other public sector (government) entities, and private sector (non-government) entities.

Since July 1, 2009, how many times has your company submitted bids or proposals for projects as prime contractor on:

Other Public Sector (non-County Projects)

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
None	104 34.0%	80 34.2%	15 33.3%	0 0.0%	3 42.9%	0 0.0%	2 50.0%	0 0.0%	4 57.1%
1-10	72 23.5%	49 20.9%	18 40.0%	2 33.3%	2 28.6%	0 0.0%	0 0.0%	0 0.0%	1 14.3%
11-25	23 7.5%	16 6.8%	5 11.1%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 14.3%
26-50	18 5.9%	15 6.4%	2 4.4%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
51-100	11 3.6%	9 3.8%	2 2.2%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%
Over 100	46 15.0%	39 16.7%	2 4.4%	2 33.3%	0 0.0%	0 0.0%	1 25.0%	2 66.7%	0 0.0%
DK/NA	32 10.5%	26 11.1%	2 4.4%	1 16.7%	1 14.3%	0 0.0%	0 0.0%	1 33.3%	1 14.3%

Cuyahoga County Frequencies

Table 22.1: Since July 1, 2009, has your company performed any work as a prime contractor for:

Cuyahoga County Public Projects

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	93 30.4%	78 33.3%	8 17.8%	0 0.0%	1 14.3%	0 0.0%	1 25.0%	2 66.7%	3 42.9%
No	188 61.4%	135 57.7%	35 77.8%	6 100.0%	6 85.7%	0 0.0%	3 75.0%	0 0.0%	3 42.9%
DK/NA	25 8.2%	21 9.0%	2 4.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	1 14.3%

Table 22.2: Since July 1, 2009, has your company performed any work as a prime contractor for:

Private Sector Projects

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	156 51.0%	117 50.0%	27 60.0%	3 50.0%	3 42.9%	0 0.0%	3 75.0%	1 33.3%	2 28.6%
No	126 41.2%	97 41.5%	16 35.6%	3 50.0%	4 57.1%	0 0.0%	1 25.0%	1 33.3%	4 57.1%
DK/NA	24 7.8%	20 8.5%	2 4.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	1 14.3%

Table 22.3: Since July 1, 2009, has your company performed any work as a prime contractor for:

Other Public Sector (non-County projects)

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	131 42.8%	103 44.0%	19 42.2%	3 50.0%	1 14.3%	0 0.0%	2 50.0%	1 33.3%	2 28.6%
No	146 47.7%	109 46.6%	23 51.1%	2 33.3%	5 71.4%	0 0.0%	2 50.0%	1 33.3%	4 57.1%
DK/NA	29 9.5%	22 9.4%	3 6.7%	1 16.7%	1 14.3%	0 0.0%	0 0.0%	1 33.3%	1 14.3%

Cuyahoga County Frequencies

Table 23.1: Since July 1, 2009, has your company used a subcontractor or sub-consultant on projects in:

Cuyahoga County Public Projects

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	36 38.7%	28 35.9%	4 50.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	1 50.0%	2 66.7%
No	52 55.9%	46 59.0%	4 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	1 33.3%
DK/NA	5 5.4%	4 5.1%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
No Response	213	156	37	6	6	0	3	1	4

Table 23.2: Since July 1, 2009, has your company used a subcontractor or sub-consultant on projects in:

Private Sector Projects

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	74 47.4%	52 44.4%	13 48.1%	3 100.0%	3 100.0%	0 0.0%	3 100.0%	0 0.0%	0 0.0%
No	78 50.0%	61 52.1%	14 51.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	2 100.0%
DK/NA	4 2.6%	4 3.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
No Response	150	117	18	3	4	0	1	2	5

Cuyahoga County Frequencies

Table 23.3: Since July 1, 2009, has your company used a subcontractor or sub-consultant on projects in:

Other Public Sector (non-County Projects)

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:									
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other	
Unweighted Base	306	234	45	6	7	0	4	3	7	
Yes	63 48.1%	47 45.6%	9 47.4%	3 100.0%	1 100.0%	0 0.0%	2 100.0%	0 0.0%	1 50.0%	1 0%
No	64 48.9%	52 50.5%	10 52.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	1 50.0%	1 0%
DK/NA	4 3.1%	4 3.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
No Response	175	131	26	3	6	0	2	2	5	

Cuyahoga County Frequencies

Table 24.1: How frequently do you use minority or women-owned subcontractors or subconsultants on:

Cuyahoga County Public Projects

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:									
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other	
Unweighted Base	306	234	45	6	7	0	4	3	7	
Very Often	21 22.6%	16 20.5%	2 5.0%	0 0.0%	0 0.0%	0 0.0%	1 10.0%	1 50.0%	1 33.3%	1 3.3%
Often	10 10.8%	8 10.3%	2 5.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Seldom	11 11.8%	9 11.5%	0 0.0%	0 0.0%	1 10.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.3%
Never	26 28.0%	24 30.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	1 33.3%	1 3.3%
DK/NA	25 26.9%	21 26.9%	4 10.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
No Response	213	156	37	6	6	0	3	1	4	

Table 24.2: How frequently do you use minority or women-owned subcontractors or subconsultants on:

Private Sector Projects

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:									
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other	
Unweighted Base	306	234	45	6	7	0	4	3	7	
Very Often	21 13.5%	10 8.5%	8 29.6%	0 0.0%	0 0.0%	0 0.0%	2 66.7%	0 0.0%	0 0.0%	1 50.0%
Often	26 16.7%	17 14.5%	7 25.9%	1 33.3%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%
Seldom	27 17.3%	20 17.1%	3 11.1%	1 33.3%	3 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Never	40 25.6%	34 29.1%	4 14.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	1 50.0%	0 0.0%
DK/NA	42 26.9%	36 30.8%	5 18.5%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
No Response	150	117	18	3	4	0	1	2	5	

Table 24.3: How frequently do you use minority or women-owned subcontractors or subconsultants on:

Other Public Sector (non-County Projects)

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:									
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other	
Unweighted Base	306	234	45	6	7	0	4	3	7	
Very Often	19 14.5%	12 11.7%	6 31.6%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%
Often	24 18.3%	17 16.5%	5 26.3%	1 33.3%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%
Seldom	21 16.0%	18 17.5%	2 10.5%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Never	33 25.2%	27 26.2%	3 15.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	2 100.0%	0 0.0%
DK/NA	34 26.0%	29 28.2%	3 15.8%	1 33.3%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
No Response	175	131	26	3	6	0	2	2	5	

Table 25.1: How would you rate your experience with sub-contractors or sub-consultants owned by:

Minorities

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:									
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other	
Unweighted Base	306	234	45	6	7	0	4	3	7	
Excellent	16 24.6%	11 19.6%	2 50.0%	0 0.0%	1 100.0%	0 0.0%	1 100.0%	0 0.0%	1 50.0%	1 50.0%
Good	17 26.2%	15 26.8%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	1 50.0%
Fair	4 6.2%	4 7.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Poor	3 4.6%	3 5.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
DK/NA	25 38.5%	23 41.1%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%
No Response	241	178	41	6	6	0	3	2	5	

Table 25.2: How would you rate your experience with sub-contractors or sub-consultants owned by:

Women

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:									
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other	
Unweighted Base	306	234	45	6	7	0	4	3	7	
Excellent	18 27.7%	12 21.4%	2 50.0%	0 0.0%	1 100.0%	0 0.0%	1 100.0%	0 0.0%	2 100.0%	
Good	16 24.6%	15 26.8%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	
Fair	2 3.1%	2 3.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	
Poor	1 1.5%	1 1.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	
DK/NA	28 43.1%	26 46.4%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	
No Response	241	178	41	6	6	0	3	2	5	

Table 25.3: How would you rate your experience with sub-contractors or sub-consultants owned by:

Non-Minority Men

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:									
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other	
Unweighted Base	306	234	45	6	7	0	4	3	7	
Excellent	16 24.6%	12 21.4%	2 50.0%	0 0.0%	1 100.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%
Good	21 32.3%	19 33.9%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	1 100.0%
Fair	2 3.1%	2 3.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Poor	1 1.5%	1 1.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
DK/NA	25 38.5%	22 39.3%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	1 50.0%	1 100.0%
No Response	241	178	41	6	6	0	3	2	5	

Cuyahoga County Frequencies

Table 26.1: Does your company bid or perform as a sub-contractor in:

Cuyahoga County Public Projects

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	67 21.9%	47 20.1%	12 26.7%	2 33%	3 42.9%	0 0.0%	0 0.0%	0 0.0%	3 42.9%
No	206 67.3%	162 69.2%	28 62.2%	4 66.7%	3 42.9%	0 0.0%	4 100.0%	2 66.7%	3 42.9%
DK/NA	33 10.8%	25 10.7%	5 11.1%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	1 33.3%	1 14.3%

Table 26.2: Does your company bid or perform as a sub-contractor in:

Private Sector Projects

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	101 33.0%	70 29.9%	19 42.2%	4 66.7%	4 57.1%	0 0.0%	1 25.0%	0 0.0%	3 42.9%
No	173 56.5%	140 59.8%	21 46.7%	2 33.3%	2 28.6%	0 0.0%	3 75.0%	2 66.7%	3 42.9%
DK/NA	32 10.5%	24 10.3%	5 11.1%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	1 33.3%	1 14.3%

Table 26.3: Does your company bid or perform as a sub-contractor in:

Other Public Sector (non-County Projects)

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	87 28.4%	61 26.1%	16 35.6%	4 7%	3 42.9%	0 0.0%	0 0.0%	0 0.0%	3 42.9%
No	187 61.1%	149 63.7%	24 53.3%	2 3%	3 42.9%	0 0.0%	4 100.0%	2 66.7%	3 42.9%
DK/NA	32 10.5%	24 10.3%	5 11.1%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	1 33.3%	1 14.3%

Table 27: Have you ever served as a sub-contractor on a Cuyahoga County project?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	64 20.9%	45 19.2%	14 31.1%	2 33%	1 14.3%	0 0.0%	1 25.0%	0 0.0%	1 14.3%
No	237 77.5%	186 79.5%	30 66.7%	4 66.7%	5 71.4%	0 0.0%	3 75.0%	3 100.0%	6 85.7%
DK	5 1.6%	3 1.3%	1 2.2%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

Table 28: How often have you served as a sub-contractor on a Cuyahoga County project?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
1-10	50 78.1%	33 73.3%	13 92.9%	2 100.0%	1 100.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%
11-25	7 10.9%	7 15.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
26-50	2 3.1%	2 4.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
51-100	1 1.6%	1 2.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Over 100	1 1.6%	0 0.0%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
DK	3 4.7%	2 4.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%
No Response	242	189	31	4	6	0	3	3	6

Table 29: Have you been invited to participate in public contracts with the same prime contractors that you may have worked with in the public sector?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	45 70.3%	32 71.1%	11 78.6%	1 0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
No	14 21.9%	12 26.7%	2 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
DK	5 7.8%	1 2.2%	1 7.1%	1 50.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	1 100.0%
No Response	242	189	31	4	6	0	3	3	6

Table 30.1: Since 2009, how many times has your company done the following in the public sector and private sector?

Regularly bid with other public agencies, but not with Cuyahoga Co.?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
None	107 35.0%	81 34.6%	19 42.2%	1 16.7%	3 42.9%	0 0.0%	3 75.0%	0 0.0%	0 0.0%
1-10	74 24.2%	57 24.4%	12 26.7%	1 16.7%	1 14.3%	0 0.0%	0 0.0%	1 33.3%	2 28.6%
11-25	26 8.5%	17 7.3%	6 13.3%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 28.6%
26-50	10 3.3%	7 3.0%	1 2.2%	0 0.0%	2 28.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
51-100	15 4.9%	12 5.1%	1 2.2%	1 16.7%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%
Over 100	43 14.1%	37 15.8%	4 8.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 66.7%	0 0.0%
DK/NA	31 10.1%	23 9.8%	2 4.4%	2 33.3%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	3 42.9%

Table 30.2: Since 2009, how many times has your company done the following in the public sector and private sector?

Asked to be a subcontractor by a prime contractor or prime consultant?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
None	155 50.7%	129 55.1%	17 37.8%	1 16.7%	2 28.6%	0 0.0%	3 75.0%	1 33.3%	2 28.6%
1-10	74 24.2%	48 20.5%	16 35.6%	4 66.7%	3 42.9%	0 0.0%	1 25.0%	0 0.0%	2 28.6%
11-25	13 4.2%	8 3.4%	3 6.7%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	1 14.3%
26-50	10 3.3%	8 3.4%	2 4.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
51-100	5 1.6%	4 1.7%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Over 100	16 5.2%	11 4.7%	5 11.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
DK/NA	33 10.8%	26 11.1%	2 4.4%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	2 66.7%	2 28.6%

Table 30.3: Since 2009, how many times has your company done the following in the public sector and private sector?

Hired as a subcontractor by a prime

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
None	168 54.9%	133 56.8%	23 51.1%	2 33.3%	3 42.9%	0 0.0%	3 75.0%	1 33.3%	3 42.9%
1-10	56 18.3%	38 16.2%	10 22.2%	3 50.0%	2 28.6%	0 0.0%	1 25.0%	0 0.0%	2 28.6%
11-25	17 5.6%	10 4.3%	6 13.3%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
26-50	8 2.6%	7 3.0%	1 2.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
51-100	6 2.0%	6 2.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Over 100	16 5.2%	12 5.1%	3 6.7%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
DK/NA	35 11.4%	28 12.0%	2 4.4%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	2 66.7%	2 28.6%

Table 31: What is the amount of time that it typically takes to receive payment for your services on Cuyahoga County projects?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Less than 30 days	43 14.1%	30 12.8%	10 22.2%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	1 33.3%	1 14.3%
30-60 days	92 30.1%	74 31.6%	8 17.8%	2 3.3%	2 28.6%	0 0.0%	1 25.0%	1 33.3%	4 57.1%
60-90 days	35 11.4%	29 12.4%	5 11.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%
90-120 days	6 2.0%	6 2.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Over 120 days	7 2.3%	6 2.6%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
DK/NA	123 40.2%	89 38.0%	22 48.9%	4 66.7%	3 42.9%	0 0.0%	3 75.0%	0 0.0%	2 28.6%

Table 32: How would you rate the quality of interaction with Cuyahoga County on contract opportunities on a scale of 1 to 7, where 1 is Extremely Satisfied and 7 is Extremely Dissatisfied?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Extremely Satisfied	30 9.8%	25 10.7%	4 8.9%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Satisfied	61 19.9%	51 21.8%	8 17.8%	1 16.7%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%
Somewhat Satisfied	35 11.4%	28 12.0%	3 6.7%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	2 66.7%	1 14.3%
Neutral	47 15.4%	37 15.8%	7 15.6%	1 16.7%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	1 14.3%
Somewhat Dissatisfied	25 8.2%	18 7.7%	6 13.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 14.3%
Dissatisfied	25 8.2%	18 7.7%	5 11.1%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	1 33.3%	0 0.0%
Extremely Dissatisfied	26 8.5%	17 7.3%	6 13.3%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	2 28.6%
DK/NA	57 18.6%	40 17.1%	6 13.3%	3 50.0%	3 42.9%	0 0.0%	3 75.0%	0 0.0%	2 28.6%

Table 34.1: I will now read you a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to obtaining work on projects for Cuyahoga County.

Yes=1
 No=2
 DK=3

a. Pre-qualification requirements?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	44 14.4%	28 12.0%	10 22.2%	0 0.0%	2 28.6%	0 0.0%	1 25.0%	0 0.0%	3 42.9%
NO	211 69.0%	163 69.7%	33 73.3%	5 83.3%	4 57.1%	0 0.0%	1 25.0%	3 100.0%	2 28.6%
DK/NA	51 16.7%	43 18.4%	2 4.4%	1 16.7%	1 14.3%	0 0.0%	2 50.0%	0 0.0%	2 28.6%

Cuyahoga County Frequencies

Table 34.2: I will now read you a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to obtaining work on projects for Cuyahoga County.

Yes=1
 No=2
 DK=3

b. Performance bond requirements?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	NOTE: IF RESPONDENT HAS A BI-RACIAL OR MULTI-RACIAL BACKGROUND, HAVE THEM IDENTIFY THE CATEGORY TO WHICH THEY MOST CLOSELY IDENTIFY. READ LIST								
	Total	Caucasian	Black American	Asi Pacific	Hisp an American	Nati ve American	Sub continent Asian	No Res ponse	Oth er
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	42 13.7%	27 11.5%	12 26.7%	0 0.0%	2 28.6%	0 0.0%	0 0.0%	0 0.0%	1 14.3%
NO	215 70.3%	167 71.4%	30 66.7%	5 83.3%	4 57.1%	0 0.0%	2 50.0%	3 100.0%	4 57.1%
DK/NA	49 16.0%	40 17.1%	3 6.7%	1 16.7%	1 14.3%	0 0.0%	2 50.0%	0 0.0%	2 28.6%

Cuyahoga County Frequencies

Table 34.3: I will now read you a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to obtaining work on projects for Cuyahoga County.

Yes=1
 No=2
 DK=3

c. Bid bond requirements

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asi Pacific	Hispanic American	Native American	Sub continent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	45 14.7%	30 12.8%	11 24.4%	0 0.0%	2 28.6%	0 0.0%	0 0.0%	0 0.0%	2 28.6%
NO	211 69.0%	162 69.2%	32 71.1%	5 83.3%	4 57.1%	0 0.0%	2 50.0%	3 100.0%	3 42.9%
DK/NA	50 16.3%	42 17.9%	2 4.4%	1 16.7%	1 14.3%	0 0.0%	2 50.0%	0 0.0%	2 28.6%

Cuyahoga County Frequencies

Table 34.4: I will now read you a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to obtaining work on projects for Cuyahoga County.

Yes=1
 No=2
 DK=3

d. Financing?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	NOTE: IF RESPONDENT HAS A BI-RACIAL OR MULTI-RACIAL BACKGROUND, HAVE THEM IDENTIFY THE CATEGORY TO WHICH THEY MOST CLOSELY IDENTIFY. READ LIST								
	Total	Caucasian	Black American	Asi Pacific	Hispanic American	Native American	Sub continent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	43 14.1%	17 7.3%	21 46.7%	0 0.0%	3 42.9%	0 0.0%	0 0.0%	0 0.0%	2 28.6%
NO	217 70.9%	179 76.5%	21 46.7%	5 83.3%	3 42.9%	0 0.0%	2 50.0%	3 100.0%	4 57.1%
DK/NA	46 15.0%	38 16.2%	3 6.7%	1 16.7%	1 14.3%	0 0.0%	2 50.0%	0 0.0%	1 14.3%

Cuyahoga County Frequencies

Table 34.5: I will now read you a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to obtaining work on projects for Cuyahoga County.

Yes=1
 No=2
 DK=3

e. Insurance requirements?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	NOTE: IF RESPONDENT HAS A BI-RACIAL OR MULTI-RACIAL BACKGROUND, HAVE THEM IDENTIFY THE CATEGORY TO WHICH THEY MOST CLOSELY IDENTIFY. READ LIST								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	24 7.8%	16 6.8%	6 13.3%	0 0.0%	2 28.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
NO	238 77.8%	181 77.4%	37 82.2%	5 83.3%	4 57.1%	0 0.0%	2 50.0%	3 100.0%	6 85.7%
DK/NA	44 14.4%	37 15.8%	2 4.4%	1 16.7%	1 14.3%	0 0.0%	2 50.0%	0 0.0%	1 14.3%

Cuyahoga County Frequencies

Table 34.6: I will now read you a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to obtaining work on projects for Cuyahoga County.

Yes=1
 No=2
 DK=3

f. Bid specifications?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asi Pacific	Hisp an American	Nati ve American	Sub con tine nt Asian	No Res pon se	Oth er
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	60 19.6%	44 18.8%	12 26.7%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	3 42.9%
NO	198 64.7%	151 64.5%	30 66.7%	5 83.3%	6 85.7%	0 0.0%	1 25.0%	3 100.0%	2 28.6%
DK/NA	48 15.7%	39 16.7%	3 6.7%	1 16.7%	1 14.3%	0 0.0%	2 50.0%	0 0.0%	2 28.6%

Cuyahoga County Frequencies

Table 34.7: I will now read you a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to obtaining work on projects for Cuyahoga County.

Yes=1
 No=2
 DK=3

g. Limited time given to prepare bid package or quote?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	NOTE: IF RESPONDENT HAS A BI-RACIAL OR MULTI-RACIAL BACKGROUND, HAVE THEM IDENTIFY THE CATEGORY TO WHICH THEY MOST CLOSELY IDENTIFY. READ LIST								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	65 21.2%	40 17.1%	21 46.7%	1 16.7%	1 14.3%	0 0.0%	1 25.0%	0 0.0%	1 14.3%
NO	198 64.7%	160 68.4%	22 48.9%	4 66.7%	5 71.4%	0 0.0%	1 25.0%	3 100.0%	3 42.9%
DK/NA	43 14.1%	34 14.5%	2 4.4%	1 16.7%	1 14.3%	0 0.0%	2 50.0%	0 0.0%	3 42.9%

Cuyahoga County Frequencies

Table 34.8: I will now read you a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to obtaining work on projects for Cuyahoga County.

Yes=1
 No=2
 DK=3

h. Limited knowledge of purchasing / contracting policies and procedures?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	NOTE: IF RESPONDENT HAS A BI-RACIAL OR MULTI-RACIAL BACKGROUND, HAVE THEM IDENTIFY THE CATEGORY TO WHICH THEY MOST CLOSELY IDENTIFY. READ LIST								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	56 18.3%	37 15.8%	16 35.6%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	1 14.3%
NO	201 65.7%	157 67.1%	27 60.0%	4 66.7%	6 85.7%	0 0.0%	2 50.0%	2 66.7%	3 42.9%
DK/NA	49 16.0%	40 17.1%	2 4.4%	1 16.7%	1 14.3%	0 0.0%	2 50.0%	0 0.0%	3 42.9%

Cuyahoga County Frequencies

Table 34.9: I will now read you a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to obtaining work on projects for Cuyahoga County.

Yes=1
 No=2
 DK=3

i. Lack of experience?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	NOTE: IF RESPONDENT HAS A BI-RACIAL OR MULTI-RACIAL BACKGROUND, HAVE THEM IDENTIFY THE CATEGORY TO WHICH THEY MOST CLOSELY IDENTIFY. READ LIST								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	33 10.8%	21 9.0%	9 20.0%	1 16.7%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	1 14.3%
NO	231 75.5%	179 76.5%	33 73.3%	4 66.7%	5 71.4%	0 0.0%	2 50.0%	3 100.0%	5 71.4%
DK/NA	42 13.7%	34 14.5%	3 6.7%	1 16.7%	1 14.3%	0 0.0%	2 50.0%	0 0.0%	1 14.3%

Cuyahoga County Frequencies

Table 34.10: I will now read you a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to obtaining work on projects for Cuyahoga County.

Yes=1
 No=2
 DK=3

j. Lack of personnel?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	NOTE: IF RESPONDENT HAS A BI-RACIAL OR MULTI-RACIAL BACKGROUND, HAVE THEM IDENTIFY THE CATEGORY TO WHICH THEY MOST CLOSELY IDENTIFY. READ LIST								
	Total	Caucasian	Black American	Asi Pacific	Hispanic American	Native American	Sub continent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	28 9.2%	19 8.1%	8 17.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 14.3%
NO	237 77.5%	182 77.8%	35 77.8%	5 83.3%	6 85.7%	0 0.0%	2 50.0%	3 100.0%	4 57.1%
DK/NA	41 13.4%	33 14.1%	2 4.4%	1 16.7%	1 14.3%	0 0.0%	2 50.0%	0 0.0%	2 28.6%

Cuyahoga County Frequencies

Table 34.11: I will now read you a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to obtaining work on projects for Cuyahoga County.

Yes=1
 No=2
 DK=3

k. Contract too large?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asi Pacific	Hispanic American	Native American	Sub continent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	51 16.7%	32 13.7%	17 37.8%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	1 14.3%
NO	211 69.0%	168 71.8%	25 55.6%	5 83.3%	5 71.4%	0 0.0%	2 50.0%	3 100.0%	3 42.9%
DK/NA	44 14.4%	34 14.5%	3 6.7%	1 16.7%	1 14.3%	0 0.0%	2 50.0%	0 0.0%	3 42.9%

Cuyahoga County Frequencies

Table 34.12: I will now read you a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to obtaining work on projects for Cuyahoga County.

Yes=1
 No=2
 DK=3

I. Contract too expensive to bid?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asi Pacific	Hispanic American	Native American	Sub continent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	57 18.6%	36 15.4%	18 40.0%	0 0.0%	2 28.6%	0 0.0%	0 0.0%	0 0.0%	1 14.3%
NO	202 66.0%	160 68.4%	25 55.6%	5 83.3%	4 57.1%	0 0.0%	2 50.0%	3 100.0%	3 42.9%
DK/NA	47 15.4%	38 16.2%	2 4.4%	1 16.7%	1 14.3%	0 0.0%	2 50.0%	0 0.0%	3 42.9%

Cuyahoga County Frequencies

Table 34.13: I will now read you a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to obtaining work on projects for Cuyahoga County.

Yes=1
 No=2
 DK=3

m. Informal networks?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	NOTE: IF RESPONDENT HAS A BI-RACIAL OR MULTI-RACIAL BACKGROUND, HAVE THEM IDENTIFY THE CATEGORY TO WHICH THEY MOST CLOSELY IDENTIFY. READ LIST								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	65 21.2%	43 18.4%	15 33.3%	1 16.7%	3 42.9%	0 0.0%	1 25.0%	1 33.3%	1 14.3%
NO	189 61.8%	151 64.5%	25 55.6%	4 66.7%	3 42.9%	0 0.0%	1 25.0%	2 66.7%	3 42.9%
DK/NA	52 17.0%	40 17.1%	5 11.1%	1 16.7%	1 14.3%	0 0.0%	2 50.0%	0 0.0%	3 42.9%

Cuyahoga County Frequencies

Table 34.14: I will now read you a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to obtaining work on projects for Cuyahoga County.

Yes=1
 No=2
 DK=3

n. Selection process?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	NOTE: IF RESPONDENT HAS A BI-RACIAL OR MULTI-RACIAL BACKGROUND, HAVE THEM IDENTIFY THE CATEGORY TO WHICH THEY MOST CLOSELY IDENTIFY. READ LIST								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	62 20.3%	40 17.1%	14 31.1%	1 16.7%	3 42.9%	0 0.0%	1 25.0%	0 0.0%	3 42.9%
NO	185 60.5%	147 62.8%	25 55.6%	4 66.7%	3 42.9%	0 0.0%	1 25.0%	3 100.0%	2 28.6%
DK/NA	59 19.3%	47 20.1%	6 13.3%	1 16.7%	1 14.3%	0 0.0%	2 50.0%	0 0.0%	2 28.6%

Cuyahoga County Frequencies

Table 34.15: I will now read you a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to obtaining work on projects for Cuyahoga County.

Yes=1

No=2

DK=3

o. Competing with large companies?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	NOTE: IF RESPONDENT HAS A BI-RACIAL OR MULTI-RACIAL BACKGROUND, HAVE THEM IDENTIFY THE CATEGORY TO WHICH THEY MOST CLOSELY IDENTIFY.								
	READ LIST								
	Total	Caucasian	Black American	Asi Pacific	Hispanic American	Native American	Sub continent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	88 28.8%	52 22.2%	26 57.8%	2 33%	4 57.1%	0 0.0%	0 0.0%	0 0.0%	4 57.1%
NO	169 55.2%	142 60.7%	16 35.6%	3 50.0%	2 28.6%	0 0.0%	2 50.0%	3 100.0%	1 14.3%
DK/NA	49 16.0%	40 17.1%	3 6.7%	1 16.7%	1 14.3%	0 0.0%	2 50.0%	0 0.0%	2 28.6%

Table 35: Is your company a certified business?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	176 57.5%	128 54.7%	34 75.6%	4 67%	4 57.1%	0 0.0%	4 100.0%	0 0.0%	2 28.6%
No	122 39.9%	100 42.7%	11 24.4%	2 33%	3 42.9%	0 0.0%	0 0.0%	2 66.7%	4 57.1%
DK/NA	8 2.6%	6 2.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	1 14.3%

Table 36.1: What is your certification?

MBE (Minority Business Enterprise)

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	46 26.1%	5 3.9%	29 85.3%	3 75.0%	4 100.0%	0 0.0%	4 100.0%	0 0.0%	1 50.0%
No	126 71.6%	119 93.0%	5 14.7%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0%
DK/NA	4 2.3%	4 3.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
No Response	130	106	11	2	3	0	0	3	5

Table 36.2: What is your certification?

WBE (Women Business Enterprise)

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	50 28.4%	39 30.5%	7 20.6%	2 50.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0%
No	123 69.9%	86 67.2%	27 79.4%	2 50.0%	3 75.0%	0 0.0%	4 100.0%	0 0.0%	1 50.0%
DK/NA	3 1.7%	3 2.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
No Response	130	106	11	2	3	0	0	3	5

Table 36.3: What is your certification?

DBE (Disabled Business Enterprise)

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	9 5.1%	3 2.3%	6 17.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
No	164 93.2%	122 95.3%	28 82.4%	4 100.0%	4 100.0%	0 0.0%	4 100.0%	0 0.0%	2 100.0%
DK/NA	3 1.7%	3 2.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
No Response	130	106	11	2	3	0	0	3	5

Table 36.4: What is your certification?

SBE (Small Business Enterprise)

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	124 70.5%	96 75.0%	20 58.8%	2 0%	3 75.0%	0 0%	1 25.0%	0 0%	2 100.0%
No	48 27.3%	29 22.7%	14 41.2%	2 50.0%	0 0%	0 0%	3 75.0%	0 0%	0 0%
DK/NA	4 2.3%	3 2.3%	0 0%	0 0%	1 25.0%	0 0%	0 0%	0 0%	0 0%
No Response	130	106	11	2	3	0	0	3	5

Table 38: Do you believe that there is favoritism or disparate treatment in the certification process?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:									
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other	
Unweighted Base	306	234	45	6	7	0	4	3	7	
Yes	51 16.7%	39 16.7%	8 17.8%	0 0.0%	2 28.6%	0 0.0%	1 25.0%	0 0.0%	1 14.3%	
No	194 63.6%	144 61.8%	33 73.3%	6 100.0%	3 42.9%	0 0.0%	3 75.0%	2 66.7%	3 42.9%	
DK	60 19.7%	50 21.5%	4 8.9%	0 0.0%	2 28.6%	0 0.0%	0 0.0%	1 33.3%	3 42.9%	
No Response	1	1	0	0	0	0	0	0	0	

Table 39.1: Are you certified with one of the following agencies?

City of Cleveland

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	149 48.7%	110 47.0%	27 60.0%	3 50.0%	4 57.1%	0 0.0%	3 75.0%	0 0.0%	2 28.6%
No	132 43.1%	104 44.4%	17 37.8%	2 33.3%	3 42.9%	0 0.0%	0 0.0%	2 66.7%	4 57.1%
DK/NA	25 8.2%	20 8.5%	1 2.2%	1 16.7%	0 0.0%	0 0.0%	1 25.0%	1 33.3%	1 14.3%

Cuyahoga County Frequencies

Table 39.2: Are you certified with one of the following agencies?

Cuyahoga County

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	158 51.6%	123 52.6%	23 51.1%	2 33%	4 57.1%	0 0.0%	3 75.0%	0 0.0%	3 42.9%
No	124 40.5%	94 40.2%	21 46.7%	2 33%	3 42.9%	0 0.0%	0 0.0%	2 66.7%	2 28.6%
DK/NA	24 7.8%	17 7.3%	1 2.2%	2 33%	0 0.0%	0 0.0%	1 25.0%	1 33.3%	2 28.6%

Table 39.3: Are you certified with one of the following agencies?

Federal Small Business Administration

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	77 25.2%	53 22.6%	16 35.6%	4 66.7%	2 28.6%	0 0.0%	1 25.0%	0 0.0%	1 14.3%
No	199 65.0%	155 66.2%	28 62.2%	2 33.3%	4 57.1%	0 0.0%	3 75.0%	2 66.7%	5 71.4%
DK/NA	30 9.8%	26 11.1%	1 2.2%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	1 33.3%	1 14.3%

Table 39.4: Are you certified with one of the following agencies?

State of Ohio

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	127 41.5%	88 37.6%	26 57.8%	5 83.3%	3 42.9%	0 0.0%	4 100.0%	0 0.0%	1 14.3%
No	156 51.0%	125 53.4%	19 42.2%	1 16.7%	4 57.1%	0 0.0%	0 0.0%	2 66.7%	5 71.4%
DK/NA	23 7.5%	21 9.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	1 14.3%

Table 39.5: Are you certified with one of the following agencies?

Other

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	54 17.6%	38 16.2%	10 22.2%	2 33.3%	3 42.9%	0 0.0%	1 25.0%	0 0.0%	0 0.0%
No	228 74.5%	177 75.6%	34 75.6%	3 50.0%	3 42.9%	0 0.0%	3 75.0%	2 66.7%	6 85.7%
DK/NA	24 7.8%	19 8.1%	1 2.2%	1 16.7%	1 14.3%	0 0.0%	0 0.0%	1 33.3%	1 14.3%

Cuyahoga County Frequencies

Table 40.1: Have you ever served as:

Prime Contractor in the private sector?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	156 51.0%	119 50.9%	24 53.3%	5 83.3%	2 28.6%	0 0.0%	3 75.0%	2 66.7%	1 14.3%
No	128 41.8%	98 41.9%	20 44.4%	1 16.7%	3 42.9%	0 0.0%	1 25.0%	0 0.0%	5 71.4%
DK/Na	22 7.2%	17 7.3%	1 2.2%	0 0.0%	2 28.6%	0 0.0%	0 0.0%	1 33.3%	1 14.3%

Cuyahoga County Frequencies

Table 40.2: Have you ever served as:

Sub-contractor in the private sector?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	114 37.3%	80 34.2%	23 51.1%	5 83.3%	4 57.1%	0 0.0%	1 25.0%	0 0.0%	1 14.3%
No	169 55.2%	138 59.0%	20 44.4%	0 0.0%	1 14.3%	0 0.0%	3 75.0%	2 66.7%	5 71.4%
DK/Na	23 7.5%	16 6.8%	2 4.4%	1 16.7%	2 28.6%	0 0.0%	0 0.0%	1 33.3%	1 14.3%

Table 41: Do you feel as though you have experienced discriminatory behavior from the private sector (non-government) in the past?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	50 16.3%	26 11.1%	20 44.4%	0 0.0%	3 42.9%	0 0.0%	0 0.0%	0 0.0%	1 14.3%
No	249 81.4%	205 87.6%	22 48.9%	6 100.0%	3 42.9%	0 0.0%	4 100.0%	3 100.0%	6 85.7%
DK	7 2.3%	3 1.3%	3 6.7%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

Table 42: Have you applied for a commercial (business) bank loan between 2009 and 2012?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	90 29.4%	64 27.4%	19 42.2%	2 33%	4 57.1%	0 0.0%	0 0.0%	0 0.0%	1 14.3%
No	196 64.1%	151 64.5%	26 57.8%	4 66.7%	3 42.9%	0 0.0%	3 75.0%	3 100.0%	6 85.7%
DK	20 6.5%	19 8.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%

Table 43: How many times have you applied for a commercial (business) bank loan between 2009 and 2012?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
1-10	83 92.2%	58 90.6%	19 100.0%	2 100.0%	3 75.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%
11-25	1 1.1%	1 1.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
DK/NA	6 6.7%	5 7.8%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
No Response	216	170	26	4	3	0	4	3	6

Table 44: How many times have you been approved for a commercial (business) bank loan between 2009 and 2012?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
None	19 21.1%	5 7.8%	13 68.4%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
1-10	65 72.2%	54 84.4%	6 31.6%	1 50.0%	3 75.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%
11-25	1 1.1%	1 1.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
DK/NA	5 5.6%	4 6.3%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
No Response	216	170	26	4	3	0	4	3	6

Table 45: What has been the highest amount of a commercial loan you have received between 2009 and 2012?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
\$50,000 or less	11 15.5%	9 15.3%	1 16.7%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
\$50,001 - \$100,000	8 11.3%	7 11.9%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
\$100,001 - \$300,000	15 21.1%	11 18.6%	2 33.3%	1 10.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
\$300,001 - \$500,000	5 7.0%	4 6.8%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
\$500,001 - \$1,000,000	7 9.9%	7 11.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
\$1,000,001 - \$3,000,000	6 8.5%	5 8.5%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
\$5,000,001 to \$10,000,000	1 1.4%	1 1.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
over \$10,000,000	4 5.6%	3 5.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%
No Response/DK	14 19.7%	12 20.3%	1 16.7%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
No Response	235	175	39	5	3	0	4	3	6

Table 46: How many times have you been denied a commercial (business) bank loan between 2009 and 2012?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
None	59 65.6%	50 78.1%	3 15.8%	2 100.0%	3 75.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%
1-10	26 28.9%	10 15.6%	16 84.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
DK/NA	5 5.6%	4 6.3%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
No Response	216	170	26	4	3	0	4	3	6

Table 47: How many times have you sought venture capital between 2009 and 2012?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
None	249 81.4%	195 83.3%	32 71.1%	5 83.3%	6 85.7%	0 0.0%	4 100.0%	1 33.3%	6 85.7%
1-10	27 8.8%	17 7.3%	9 20.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
11-25	2 0.7%	0 0.0%	2 4.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
DK/NA	28 9.2%	22 9.4%	2 4.4%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	2 66.7%	1 14.3%

Table 48.1: Since 2009, has your company applied for any of the following?

Business start-up loan?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	8 2.6%	4 1.7%	3 6.7%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%
No	277 90.5%	212 90.6%	42 93.3%	4 66.7%	6 85.7%	0 0.0%	3 75.0%	3 100.0%	7 100.0%
DK/NA	21 6.9%	18 7.7%	0 0.0%	2 33.3%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

Table 48.2: Since 2009, has your company applied for any of the following?

Operating capital loan?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	42 13.7%	27 11.5%	14 31.1%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
No	240 78.4%	187 79.9%	31 68.9%	3 50.0%	6 85.7%	0 0.0%	3 75.0%	3 100.0%	7 100.0%
DK/NA	24 7.8%	20 8.5%	0 0.0%	2 33.3%	1 14.3%	0 0.0%	1 25.0%	0 0.0%	0 0.0%

Table 48.3: Since 2009, has your company applied for any of the following?

Equipment loan?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	49 16.0%	38 16.2%	9 20.0%	0 0.0%	2 28.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
No	236 77.1%	177 75.6%	36 80.0%	5 83.3%	4 57.1%	0 0.0%	4 100.0%	3 100.0%	7 100.0%
DK/NA	21 6.9%	19 8.1%	0 0.0%	1 16.7%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

Table 48.4: Since 2009, has your company applied for any of the following?

Commercial/Professional liability insurance?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	152 49.7%	114 48.7%	22 48.9%	4 66.7%	2 28.6%	0 0.0%	3 75.0%	2 66.7%	5 71.4%
No	132 43.1%	101 43.2%	23 51.1%	1 16.7%	4 57.1%	0 0.0%	0 0.0%	1 33.3%	2 28.6%
DK/NA	22 7.2%	19 8.1%	0 0.0%	1 16.7%	1 14.3%	0 0.0%	1 25.0%	0 0.0%	0 0.0%

Table 49.1: Since 2009, has your company been approved for any of the following?

Business start-up loan?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	3 37.5%	1 25.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%
No	5 62.5%	3 75.0%	2 66.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
No Response	298	230	42	6	7	0	3	3	7

Table 49.2: Since 2009, has your company been approved for any of the following?

Operating capital loan?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	29 69.0%	21 77.8%	8 57.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
No	13 31.0%	6 22.2%	6 42.9%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
No Response	264	207	31	5	7	0	4	3	7

Table 49.3: Since 2009, has your company been approved for any of the following?

Equipment loan?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	41 83.7%	34 89.5%	5 55.6%	0 0.0%	2 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
No	7 14.3%	3 7.9%	4 44.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
DK/NA	1 2.0%	1 2.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
No Response	257	196	36	6	5	0	4	3	7

Table 49.4: Since 2009, has your company been approved for any of the following?

Commercial/Professional liability insurance?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	150 98.7%	114 100.0%	21 95.5%	3 75.0%	2 100.0%	0 0.0%	3 100.0%	2 100.0%	5 100.0%
No	2 1.3%	0 0.0%	1 4.5%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
No Response	154	120	23	2	5	0	1	1	2

Table 50.1: Since 2009, has your company been denied for any of the following?

Yes=1
 No=2
 DK=3

Business start-up loan?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Cau casi an	Bla ck Am eric an	Asi an Pac ific	His pan ic Am eric an	Nati ve Am eric an	Sub con tine nt Asi an	No Res pon se	Oth er
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	5 62. 5%	3 75. 0%	2 66. 7%	0 0.0 %	0 0.0 %	0 0.0 %	0 0.0 %	0 0.0 %	0 0.0 %
No	3 37. 5%	1 25. 0%	1 33. 3%	0 0.0 %	0 0.0 %	0 0.0 %	1 100. 0%	0 0.0 %	0 0.0 %
No Response	298	230	42	6	7	0	3	3	7

Table 50.2: Since 2009, has your company been denied for any of the following?

Yes=1
 No=2
 DK=3

Operating capital loan?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Cau casi an	Bla ck Am eric an	Asi an Pac ific	His pan ic Am eric an	Nati ve Am eric an	Sub con tine nt Asi an	No Res pon se	Oth er
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	16 38. 1%	5 18. 5%	10 71. 4%	1 100. 0%	0 0.0 %	0 0.0 %	0 0.0 %	0 0.0 %	0 0.0 %
No	26 61. 9%	22 81. 5%	4 28. 6%	0 0.0 %	0 0.0 %	0 0.0 %	0 0.0 %	0 0.0 %	0 0.0 %
No Response	264	207	31	5	7	0	4	3	7

Table 50.3: Since 2009, has your company been denied for any of the following?

Yes=1
 No=2
 DK=3

Equipment loan?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Cau casi an	Bla ck Am eric an	Asi an Pac ific	His pan ic Am eric an	Nati ve Am eric an	Sub con tine nt Asi an	No Res pon se	Oth er
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	8 16. 3%	4 10. 5%	4 44. 4%	0 0.0 %	0 0.0 %	0 0.0 %	0 0.0 %	0 0.0 %	0 0.0 %
No	39 79. 6%	32 84. 2%	5 55. 6%	0 0.0 %	2 100. 0%	0 0.0 %	0 0.0 %	0 0.0 %	0 0.0 %
DK/NA	2 4.1 %	2 5.3 %	0 0.0 %	0 0.0 %	0 0.0 %	0 0.0 %	0 0.0 %	0 0.0 %	0 0.0 %
No Response	257	196	36	6	5	0	4	3	7

Table 50.4: Since 2009, has your company been denied for any of the following?

Yes=1
 No=2
 DK=3

Commercial/Professional liability insurance?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subsidiary Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	1 0.7 %	0 0.0 %	1 4.5 %	0 0.0 %	0 0.0 %	0 0.0 %	0 0.0 %	0 0.0 %	0 0.0 %
No	149 98.0 %	112 98.2 %	21 95.5 %	4 100.0 %	2 100.0 %	0 0.0 %	3 100.0 %	2 100.0 %	5 100.0 %
DK/NA	2 1.3 %	2 1.8 %	0 0.0 %	0 0.0 %	0 0.0 %	0 0.0 %	0 0.0 %	0 0.0 %	0 0.0 %
No Response	154	120	23	2	5	0	1	1	2

Table 51.1: Of the items your company was denied for, what was the denial reason?

READ CHOICES

- Insufficient Documentation (ID) =1
- Insufficient Business History (IBH)=2
- Confusion about Process (C)=3
- Race or Ethnic Origin (RE)=4
- Gender of Owner (G)=5
- Adverse Credit History (ACH)=6
- Other (O)=7
- DK=8

Business start-up loan?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subsidiary Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
ID	1 20.0%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
IBH	2 40.0%	2 66.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
O	1 20.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
DK/NA	1 20.0%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
No Response	301	231	43	6	7	0	4	3	7

Table 51.2: Of the items your company was denied for, what was the denial reason?

READ CHOICES

- Insufficient Documentation (ID) =1
- Insufficient Business History (IBH)=2
- Confusion about Process (C)=3
- Race or Ethnic Origin (RE)=4
- Gender of Owner (G)=5
- Adverse Credit History (ACH)=6
- Other (O)=7
- DK=8

Operating capital loan?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	NOTE: IF RESPONDENT HAS A BI-RACIAL OR MULTI-RACIAL BACKGROUND, HAVE THEM IDENTIFY THE CATEGORY TO WHICH THEY MOST CLOSELY IDENTIFY.								
	READ LIST								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subsidiary	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
ID	1 6.3%	0 0.0%	1 10.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
IBH	1 6.3%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
RE	1 6.3%	0 0.0%	1 10.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
ACH	8 50.0%	3 60.0%	5 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
O	2 12.5%	0 0.0%	1 10.0%	1 10.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
DK/NA	3 18.8%	1 20.0%	2 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
No Response	290	229	35	5	7	0	4	3	7

Table 51.3: Of the items your company was denied for, what was the denial reason?

READ CHOICES

- Insufficient Documentation (ID) =1
- Insufficient Business History (IBH)=2
- Confusion about Process (C)=3
- Race or Ethnic Origin (RE)=4
- Gender of Owner (G)=5
- Adverse Credit History (ACH)=6
- Other (O)=7
- DK=8

Equipment loan?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
IBH	1 12.5%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
RE	1 12.5%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
ACH	3 37.5%	1 25.0%	2 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
O	2 25.0%	1 25.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
DK/NA	1 12.5%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
No Response	298	230	41	6	7	0	4	3	7

Table 51.4: Of the items your company was denied for, what was the denial reason?

READ CHOICES

- Insufficient Documentation (ID) =1
- Insufficient Business History (IBH)=2
- Confusion about Process (C)=3
- Race or Ethnic Origin (RE)=4
- Gender of Owner (G)=5
- Adverse Credit History (ACH)=6
- Other (O)=7
- DK=8

Commercial/Professional liability insurance?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	NOTE: IF RESPONDENT HAS A BI-RACIAL OR MULTI-RACIAL BACKGROUND, HAVE THEM IDENTIFY THE CATEGORY TO WHICH THEY MOST CLOSELY IDENTIFY.								
	READ LIST								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
C	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
No Response	305	234	44	6	7	0	4	3	7

Table 52: Please indicate your agreement or disagreement with the following statement:
 “Some nonminority prime contractors change their bidding procedures when they are not required to hire minority and women-owned businesses as sub-contractors”.

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Strongly Agree	33 10.8%	21 9.0%	8 17.8%	0 0.0%	2 28.6%	0 0.0%	1 25.0%	0 0.0%	1 14.3%
Agree	60 19.6%	41 17.5%	13 28.9%	1 16.7%	1 14.3%	0 0.0%	1 25.0%	1 33.3%	2 28.6%
Neither Agree or Disagree	108 35.3%	87 37.2%	13 28.9%	3 50.0%	2 28.6%	0 0.0%	0 0.0%	1 33.3%	2 28.6%
Disagree	52 17.0%	41 17.5%	4 8.9%	2 33.3%	1 14.3%	0 0.0%	2 50.0%	1 33.3%	1 14.3%
Strongly Disagree	7 2.3%	6 2.6%	1 2.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
DK	46 15.0%	38 16.2%	6 13.3%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	1 14.3%

Table 53: Since 2009, has your company experienced discriminatory behavior from Cuyahoga County?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	24 7.8%	16 6.8%	6 13.3%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	1 14.3%
No	267 87.3%	208 88.9%	38 84.4%	4 66.7%	5 71.4%	0 0.0%	4 100.0%	3 100.0%	5 71.4%
DK/NA	15 4.9%	10 4.3%	1 2.2%	2 33.3%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	1 14.3%

Table 54: Since 2009, have you experienced discriminatory behavior from Cuyahoga County due to race, ethnicity, or disability of the owner?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	14 56.0%	6 37.5%	7 100.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
No	11 44.0%	10 62.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%
No Response	281	218	38	6	6	0	4	3	6

Table 55: On a scale of 1 to 4 where 4 represents “Very Often” and 1 represents “Never”, do you believe that you have experienced this racial, ethnic, or disability discriminatory behavior from the County:

READ

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Never	2 14.3%	1 16.7%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Seldom	4 28.6%	1 16.7%	3 42.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Often	3 21.4%	3 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Very Often	5 35.7%	1 16.7%	3 42.9%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
No Response	292	228	38	6	6	0	4	3	7

Table 56: How was the discrimination expressed to you: (READ LIST)

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	NOTE: IF RESPONDENT HAS A BI-RACIAL OR MULTI-RACIAL BACKGROUND, HAVE THEM IDENTIFY THE CATEGORY TO WHICH THEY MOST CLOSELY IDENTIFY.								
	READ LIST								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subsidiary Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Verbal comment from the County	1 7.7%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Written statement from the County	1 7.7%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Action taken against company from the County	7 53.8%	3 50.0%	3 50.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
DK/NA	1 7.7%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Other	3 23.1%	0 0.0%	3 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
No Response	293	228	39	6	6	0	4	3	7

Table 58: When did discrimination occur: (READ LIST)

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
During bidding process (before the contract award)	8 61.5%	5 83.3%	2 33.3%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
After contract awarded	1 7.7%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
DK/NA	1 7.7%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Other	3 23.1%	0 0.0%	3 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
No Response	293	228	39	6	6	0	4	3	7

Table 60: Since 2009, have you experienced discriminatory behavior from Cuyahoga County due to the gender of the owner?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	7 2.2%	7 43.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
No	17 70.8%	9 56.3%	6 100.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%
No Response	282	218	39	6	6	0	4	3	6

Table 61: On a scale of 1 to 4 where 4 represents “Very Often” and 1 represents “Never”, do you believe that you have experienced this gender discriminatory behavior from the County:

READ

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	NOTE: IF RESPONDENT HAS A BI-RACIAL OR MULTI-RACIAL BACKGROUND, HAVE THEM IDENTIFY THE CATEGORY TO WHICH THEY MOST CLOSELY IDENTIFY.								
	READ LIST								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Seldom	4 57.1%	4 57.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Often	2 28.6%	2 28.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Very Often	1 14.3%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
No Response	299	227	45	6	7	0	4	3	7

Table 62: How was the discrimination expressed to you: (READ LIST)

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	NOTE: IF RESPONDENT HAS A BI-RACIAL OR MULTI-RACIAL BACKGROUND, HAVE THEM IDENTIFY THE CATEGORY TO WHICH THEY MOST CLOSELY IDENTIFY.								
	READ LIST								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subsidiary Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Verbal comment from the County	1 14. 3%	1 14. 3%	0 0.0 %	0 0.0 %	0 0.0 %	0 0.0 %	0 0.0 %	0 0.0 %	0 0.0 %
Written statement from the County	1 14. 3%	1 14. 3%	0 0.0 %	0 0.0 %	0 0.0 %	0 0.0 %	0 0.0 %	0 0.0 %	0 0.0 %
Action taken against company from the County	1 14. 3%	1 14. 3%	0 0.0 %	0 0.0 %	0 0.0 %	0 0.0 %	0 0.0 %	0 0.0 %	0 0.0 %
DK/NA	1 14. 3%	1 14. 3%	0 0.0 %	0 0.0 %	0 0.0 %	0 0.0 %	0 0.0 %	0 0.0 %	0 0.0 %
Other	3 42. 9%	3 42. 9%	0 0.0 %	0 0.0 %	0 0.0 %	0 0.0 %	0 0.0 %	0 0.0 %	0 0.0 %
No Response	299	227	45	6	7	0	4	3	7

Table 64: When did discrimination occur: (READ LIST)

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
During bidding process (before the contract award)	3 42.9%	3 42.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
After contract awarded	1 14.3%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
DK/NA	2 28.6%	2 28.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Other	1 14.3%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
No Response	299	227	45	6	7	0	4	3	7

Table 66: Since 2009, have you experienced discriminatory behavior from Cuyahoga County due to the time in business?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	1 4.2%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
No	23 95.8%	16 100.0%	5 83.3%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%
No Response	282	218	39	6	6	0	4	3	6

Table 67: On a scale of 1 to 4 where 4 represents “Very Often” and 1 represents “Never”, do you believe that you have experienced this time in business discriminatory behavior from the County:

READ

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	NOTE: IF RESPONDENT HAS A BI-RACIAL OR MULTI-RACIAL BACKGROUND, HAVE THEM IDENTIFY THE CATEGORY TO WHICH THEY MOST CLOSELY IDENTIFY.								
	READ LIST								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Very Often	1 100 .0%	0 0.0 %	1 100 .0%	0 0.0 %	0 0.0 %	0 0.0 %	0 0.0 %	0 0.0 %	0 0.0 %
No Response	305	234	44	6	7	0	4	3	7

Table 68: How was the discrimination expressed to you: (READ LIST)

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	NOTE: IF RESPONDENT HAS A BI-RACIAL OR MULTI-RACIAL BACKGROUND, HAVE THEM IDENTIFY THE CATEGORY TO WHICH THEY MOST CLOSELY IDENTIFY.								
	READ LIST								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Action taken against company from the County	1 100.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
No Response	305	234	44	6	7	0	4	3	7

Table 70: When did discrimination occur: (READ LIST)

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
During bidding process (before the contract award)	1 100.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
No Response	305	234	44	6	7	0	4	3	7

Table 72: Please indicate your level of agreement or disagreement, on a scale of 1 to 5, where 1 is Strongly Agree and 5 is Strongly Disagree.

There is an informal network of prime and sub-contractors in Cuyahoga County.

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Strongly Agree	71 23.2%	46 19.7%	19 42.2%	0 0.0%	4 57.1%	0 0.0%	1 25.0%	0 0.0%	1 14.3%
Agree	63 20.6%	50 21.4%	9 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	3 42.9%
Neither	78 25.5%	59 25.2%	12 26.7%	3 50.0%	1 14.3%	0 0.0%	1 25.0%	1 33.3%	1 14.3%
Disagree	41 13.4%	34 14.5%	1 2.2%	2 33.3%	1 14.3%	0 0.0%	0 0.0%	1 33.3%	2 28.6%
Strongly Disagree	17 5.6%	15 6.4%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%
DK	36 11.8%	30 12.8%	4 8.9%	0 0.0%	1 14.3%	0 0.0%	1 25.0%	0 0.0%	0 0.0%

Table 73: Exclusion from this network has kept my company from bidding or has interfered with our ability to contract in the public (government) or private sector.

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Strongly Agree	37 12.1%	21 9.0%	9 20.0%	0 0%	3 42.9%	0 0%	1 25.0%	0 0%	3 42.9%
Agree	35 11.4%	23 9.8%	11 24.4%	0 0%	1 14.3%	0 0%	0 0%	0 0%	0 0%
Neither	72 23.5%	60 25.6%	7 15.6%	3 50.0%	1 14.3%	0 0%	0 0%	1 33.3%	0 0%
Disagree	95 31.0%	72 30.8%	13 28.9%	3 50.0%	1 14.3%	0 0%	1 25.0%	2 66.7%	3 42.9%
Strongly Disagree	39 12.7%	35 15.0%	1 2.2%	0 0%	0 0%	0 0%	2 50.0%	0 0%	1 14.3%
DK	28 9.2%	23 9.8%	4 8.9%	0 0%	1 14.3%	0 0%	0 0%	0 0%	0 0%

Table 74: Although exclusion from this informal network adversely affects a majority of small businesses, the adverse impact is probably felt the greatest among women and minority-owned businesses.

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Strongly Agree	46 15.0%	25 10.7%	15 33.3%	0 0.0%	3 42.9%	0 0.0%	1 25.0%	0 0.0%	2 28.6%
Agree	51 16.7%	33 14.1%	15 33.3%	2 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 14.3%
Neither	92 30.1%	75 32.1%	8 17.8%	3 50.0%	2 28.6%	0 0.0%	0 0.0%	2 66.7%	2 28.6%
Disagree	66 21.6%	59 25.2%	4 8.9%	1 16.7%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	1 14.3%
Strongly Disagree	16 5.2%	14 6.0%	1 2.2%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%
DK	35 11.4%	28 12.0%	2 4.4%	0 0.0%	1 14.3%	0 0.0%	2 50.0%	1 33.3%	1 14.3%

Table 75: Double standards in qualification and performance make it more difficult for minority and/or women-owned, businesses to win bids or contracts.

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Strongly Agree	40 13.1%	20 8.5%	15 33.3%	0 0.0%	2 28.6%	0 0.0%	1 25.0%	0 0.0%	2 28.6%
Agree	36 11.8%	18 7.7%	15 33.3%	1 16.7%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	1 14.3%
Neither	74 24.2%	63 26.9%	3 6.7%	4 66.7%	1 14.3%	0 0.0%	1 25.0%	0 0.0%	2 28.6%
Disagree	92 30.1%	77 32.9%	8 17.8%	1 16.7%	2 28.6%	0 0.0%	1 25.0%	2 66.7%	1 14.3%
Strongly Disagree	33 10.8%	29 12.4%	2 4.4%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	1 14.3%
DK	31 10.1%	27 11.5%	2 4.4%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	1 33.3%	0 0.0%

Table 76: Sometimes, a prime contractor will include a minority and women-owned sub-contractor on a bid to meet the “good faith effort” requirement, then drop the company as a sub-contractor after winning the award.

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Strongly Agree	42 13.7%	26 11.1%	12 26.7%	0 0.0%	3 42.9%	0 0.0%	1 25.0%	0 0.0%	0 0.0%
Agree	48 15.7%	32 13.7%	11 24.4%	3 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 28.6%
Neither	103 33.7%	83 35.5%	10 22.2%	3 50.0%	2 28.6%	0 0.0%	0 0.0%	0 0.0%	5 71.4%
Disagree	53 17.3%	46 19.7%	5 11.1%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	1 33.3%	0 0.0%
Strongly Disagree	14 4.6%	11 4.7%	1 2.2%	0 0.0%	1 14.3%	0 0.0%	1 25.0%	0 0.0%	0 0.0%
DK	46 15.0%	36 15.4%	6 13.3%	0 0.0%	1 14.3%	0 0.0%	1 25.0%	2 66.7%	0 0.0%

Table 77: In general, minority and/or women-owned businesses tend to be viewed by the general public as less competent than non-minority male businesses.

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Strongly Agree	39 12.7%	20 8.5%	15 33.3%	0 0.0%	3 42.9%	0 0.0%	1 25.0%	0 0.0%	0 0.0%
Agree	62 20.3%	40 17.1%	16 35.6%	2 33.3%	2 28.6%	0 0.0%	1 25.0%	0 0.0%	1 14.3%
Neither	81 26.5%	70 29.9%	3 6.7%	3 50.0%	2 28.6%	0 0.0%	0 0.0%	1 33.3%	2 28.6%
Disagree	86 28.1%	71 30.3%	8 17.8%	1 16.7%	0 0.0%	0 0.0%	1 25.0%	2 66.7%	3 42.9%
Strongly Disagree	25 8.2%	22 9.4%	2 4.4%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%
DK	13 4.2%	11 4.7%	1 2.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 14.3%

Table 78: Some non-minority (male) prime contractors change their bidding procedures when they are not required to hire minority and/or women-owned businesses.

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Strongly Agree	43 14.1%	25 10.7%	13 28.9%	0 0.0%	3 42.9%	0 0.0%	2 50.0%	0 0.0%	0 0.0%
Agree	73 23.9%	52 22.2%	13 28.9%	2 33.3%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	5 71.4%
Neither	91 29.7%	76 32.5%	7 15.6%	4 66.7%	2 28.6%	0 0.0%	0 0.0%	0 0.0%	2 28.6%
Disagree	45 14.7%	40 17.1%	3 6.7%	0 0.0%	1 14.3%	0 0.0%	1 25.0%	0 0.0%	0 0.0%
Strongly Disagree	14 4.6%	12 5.1%	1 2.2%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%
DK	40 13.1%	29 12.4%	8 17.8%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	2 66.7%	0 0.0%

Table 79: Is there anything that we have not covered that you feel will be helpful to this study or do you have any additional comments that you feel will be helpful to this study?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Yes	76 24.8%	54 23.1%	14 31.1%	1 16.7%	2 28.6%	0 0.0%	1 25.0%	0 0.0%	4 57.1%
No	228 74.5%	179 76.5%	31 68.9%	5 83.3%	4 57.1%	0 0.0%	3 75.0%	3 100.0%	3 42.9%
DK	2 0.7%	1 0.4%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

Table 81: What is your title?

	Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:								
	NOTE: IF RESPONDENT HAS A BI-RACIAL OR MULTI-RACIAL BACKGROUND, HAVE THEM IDENTIFY THE CATEGORY TO WHICH THEY MOST CLOSELY IDENTIFY.								
	READ LIST								
	Total	Caucasian	Black American	Asian Pacific	Hispanic American	Native American	Subcontinent Asian	No Response	Other
Unweighted Base	306	234	45	6	7	0	4	3	7
Owner/CEO/President	206 67.3%	148 63.2%	38 84.4%	5 83.3%	6 85.7%	0 0.0%	2 50.0%	1 33.3%	6 85.7%
Manager/Financial Officer	80 26.1%	67 28.6%	7 15.6%	1 16.7%	0 0.0%	0 0.0%	2 50.0%	2 66.7%	1 14.3%
Other	20 6.5%	19 8.1%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

Ohio-Cuyahoga County Final X-tab Woman Owned June16, 2014

Table 1: To begin, which ONE of the following is your company's primary line of business?
READ LIST

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Professional Services (general contractor) – Specify	98 32.0%	40 39.6%	56 28.1%	2 33.3%
Construction –Specify:	56 18.3%	14 13.9%	42 21.1%	0 0.0%
Goods and Services-Specify	73 23.9%	25 24.8%	46 23.1%	2 33.3%
Supplier- Specify	79 25.8%	22 21.8%	55 27.6%	2 33.3%

Table 7: Is your company a sole proprietor, partnership, corporation or other?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Sole proprietor	45 14.7%	16 15.8%	29 14.6%	0 0.0%
Corporation	186 60.8%	57 56.4%	126 63.3%	3 50.0%
Limited Liability Corporation	46 15.0%	17 16.8%	28 14.1%	1 16.7%
Partnership	5 1.6%	0 0.0%	5 2.5%	0 0.0%
Limited Liability Partnership	2 0.7%	1 1.0%	1 0.5%	0 0.0%
Non-Profit Organization	11 3.6%	3 3.0%	7 3.5%	1 16.7%
No Response	1 0.3%	1 1.0%	0 0.0%	0 0.0%
Other	10 3.3%	6 5.9%	3 1.5%	1 16.7%

Table 11: Which of the following categories would you consider to be the race or ethnic origin of the owner or controlling party? Would you say:

NOTE: IF RESPONDENT HAS A BI-RACIAL OR MULTI-RACIAL BACKGROUND, HAVE THEM IDENTIFY THE CATEGORY TO WHICH THEY MOST CLOSELY IDENTIFY.

READ LIST

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Caucasian	234 76.5%	76 75.2%	153 76.9%	5 83.3%
Black American	45 14.7%	16 15.8%	29 14.6%	0 0.0%
Asian Pacific	6 2.0%	3 3.0%	3 1.5%	0 0.0%
Hispanic American	7 2.3%	2 2.0%	5 2.5%	0 0.0%
Subcontinent Asian	4 1.3%	0 0.0%	4 2.0%	0 0.0%
No Response	3 1.0%	2 2.0%	1 0.5%	0 0.0%
Other	7 2.3%	2 2.0%	4 2.0%	1 16.7%

Table 13: Is more than 50 percent of your company owned and controlled by a woman or women?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	101 33.0%	101 100.0%	0 0.0%	0 0.0%
No	199 65.0%	0 0.0%	199 100.0%	0 0.0%
No Response	6 2.0%	0 0.0%	0 0.0%	6 100.0%

Table 14: What is the highest level of education completed by the owner of your company? Would you say:

READ LIST

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Some High School	4 1.3%	1 1.0%	3 1.5%	0 0.0%
High School graduate	26 8.5%	9 8.9%	17 8.5%	0 0.0%
Some College	52 17.0%	24 23.8%	28 14.1%	0 0.0%
College Graduate	134 43.8%	35 34.7%	97 48.7%	2 33.3%
Post Graduate Degree	73 23.9%	29 28.7%	41 20.6%	3 50.0%
Trade or Technical Certificate	4 1.3%	0 0.0%	4 2.0%	0 0.0%
No Response	13 4.2%	3 3.0%	9 4.5%	1 16.7%

Table 16: Which of the following categories best approximates your company's gross revenues for calendar year 2012?

READ LIST

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
\$50,000 or less	28 9.2%	14 14.1%	14 7.1%	0 0.0%
\$50,001 - \$100,000	16 5.3%	9 9.1%	7 3.5%	0 0.0%
\$100,001 - \$300,000	23 7.6%	7 7.1%	16 8.1%	0 0.0%
\$300,001 - \$500,000	28 9.2%	12 12.1%	16 8.1%	0 0.0%
\$500,001 - \$1,000,000	37 12.2%	17 17.2%	20 10.1%	0 0.0%
\$1,000,001 - \$3,000,000	57 18.8%	15 15.2%	41 20.7%	1 16.7%
\$3,000,001 - \$5,000,000	20 6.6%	3 3.0%	17 8.6%	0 0.0%
\$5,000,001 to \$10,000,000	17 5.6%	3 3.0%	13 6.6%	1 16.7%
over \$10 million	35 11.6%	4 4.0%	29 14.6%	2 33.3%
No Response/DK	42 13.9%	15 15.2%	25 12.6%	2 33.3%
No Response	3	2	1	0

Table 17: Which of the following categories best approximates your company's public sector gross (government) revenues for calendar year 2012?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
\$50,000 or less	104 34.3%	43 43.4%	61 30.8%	0 0.0%
\$50,001 - \$100,000	25 8.3%	8 8.1%	17 8.6%	0 0.0%
\$100,001 - \$300,000	26 8.6%	9 9.1%	17 8.6%	0 0.0%
\$300,001 - \$500,000	19 6.3%	8 8.1%	11 5.6%	0 0.0%
\$500,001 - \$1,000,000	20 6.6%	6 6.1%	12 6.1%	2 33.3%
\$1,000,001 - \$3,000,000	12 4.0%	3 3.0%	9 4.5%	0 0.0%
\$3,000,001 - \$5,000,000	12 4.0%	2 2.0%	10 5.1%	0 0.0%
\$5,000,001 to \$10,000,000	16 5.3%	1 1.0%	14 7.1%	1 16.7%
over \$10,000,000	7 2.3%	1 1.0%	5 2.5%	1 16.7%
No Response/DK	62 20.5%	18 18.2%	42 21.2%	2 33.3%
No Response	3	2	1	0

Table 18: Are you required to have bonding for the type of work your company bids?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	98 32.0%	35 34.7%	61 30.7%	2 33.3%
No	201 65.7%	64 63.4%	134 67.3%	3 50.0%
DK	7 2.3%	2 2.0%	4 2.0%	1 16.7%

Table 19: What is your current aggregate bonding limit?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Below \$100,000	12 12.4%	8 23.5%	4 6.6%	0 0.0%
\$100,001 to \$500,000	15 15.5%	8 23.5%	7 11.5%	0 0.0%
\$500,001 to \$1,000,000	17 17.5%	4 11.8%	12 19.7%	1 50.0%
\$1,000,001 to \$1,500,000	14 14.4%	7 20.6%	7 11.5%	0 0.0%
Over \$1,500,000	37 38.1%	7 20.6%	29 47.5%	1 50.0%
No Applicable/DK	2 2.1%	0 0.0%	2 3.3%	0 0.0%
No Response	209	67	138	4

Table 20: What is your current single project bonding limit?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Below \$100,000	12 12.4%	7 20.6%	5 8.2%	0 0.0%
\$100,001 to \$500,000	15 15.5%	4 11.8%	11 18.0%	0 0.0%
\$500,001 to \$1,000,000	15 15.5%	3 8.8%	11 18.0%	1 50.0%
\$1,000,001 to \$1,500,000	11 11.3%	6 17.6%	5 8.2%	0 0.0%
Over \$1,500,000	23 23.7%	4 11.8%	18 29.5%	1 50.0%
No Applicable/DK	21 21.6%	10 29.4%	11 18.0%	0 0.0%
No Response	209	67	138	4

Cuyahoga County Frequencies

Table 21.1: READ THE FOLLOWING:

This study is to capture information over a four-year period from 2009 through 2012. The next set of questions I will ask refer to those time frames and concern your company's attempts to do business with Cuyahoga County, other public sector (government) entities, and private sector (non-government) entities.

Since July 1, 2009, how many times has your company submitted bids or proposals for projects as prime contractor on:

Cuyahoga County Public Projects

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
None	123 40.2%	38 37.6%	84 42.2%	1 16.7%
1-10	121 39.5%	42 41.6%	77 38.7%	2 33.3%
11-25	16 5.2%	6 5.9%	10 5.0%	0 0.0%
26-50	3 1.0%	1 1.0%	2 1.0%	0 0.0%
51-100	3 1.0%	2 2.0%	1 0.5%	0 0.0%
Over 100	14 4.6%	4 4.0%	9 4.5%	1 16.7%
DK/NA	26 8.5%	8 7.9%	16 8.0%	2 33.3%

Table 21.2: READ THE FOLLOWING:

This study is to capture information over a four-year period from 2009 through 2012. The next set of questions I will ask refer to those time frames and concern your company's attempts to do business with Cuyahoga County, other public sector (government) entities, and private sector (non-government) entities.

Since July 1, 2009, how many times has your company submitted bids or proposals for projects as prime contractor on:

Private Sector Projects

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
None	93 30.4%	38 37.6%	54 27.1%	1 16.7%
1-10	55 18.0%	14 13.9%	41 20.6%	0 0.0%
11-25	26 8.5%	5 5.0%	21 10.6%	0 0.0%
26-50	11 3.6%	3 3.0%	8 4.0%	0 0.0%
51-100	14 4.6%	6 5.9%	8 4.0%	0 0.0%
Over 100	79 25.8%	27 26.7%	49 24.6%	3 50.0%
DK/NA	28 9.2%	8 7.9%	18 9.0%	2 33.3%

Cuyahoga County Frequencies

Table 21.3: READ THE FOLLOWING:

This study is to capture information over a four-year period from 2009 through 2012. The next set of questions I will ask refer to those time frames and concern your company's attempts to do business with Cuyahoga County, other public sector (government) entities, and private sector (non-government) entities.

Since July 1, 2009, how many times has your company submitted bids or proposals for projects as prime contractor on:

Other Public Sector (non-County Projects)

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
None	104 34.0%	38 37.6%	65 32.7%	1 16.7%
1-10	72 23.5%	20 19.8%	52 26.1%	0 0.0%
11-25	23 7.5%	5 5.0%	17 8.5%	1 16.7%
26-50	18 5.9%	7 6.9%	11 5.5%	0 0.0%
51-100	11 3.6%	4 4.0%	6 3.0%	1 16.7%
Over 100	46 15.0%	16 15.8%	29 14.6%	1 16.7%
DK/NA	32 10.5%	11 10.9%	19 9.5%	2 33.3%

Cuyahoga County Frequencies

Table 22.1: Since July 1, 2009, has your company performed any work as a prime contractor for:

Cuyahoga County Public Projects

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	93 30.4%	35 34.7%	57 28.6%	1 16.7%
No	188 61.4%	55 54.5%	129 64.8%	4 66.7%
DK/NA	25 8.2%	11 10.9%	13 6.5%	1 16.7%

Table 22.2: Since July 1, 2009, has your company performed any work as a prime contractor for:

Private Sector Projects

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	156 51.0%	46 45.5%	107 53.8%	3 50.0%
No	126 41.2%	44 43.6%	80 40.2%	2 33.3%
DK/NA	24 7.8%	11 10.9%	12 6.0%	1 16.7%

Table 22.3: Since July 1, 2009, has your company performed any work as a prime contractor for:

Other Public Sector (non-County projects)

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	131 42.8%	40 39.6%	88 44.2%	3 50.0%
No	146 47.7%	47 46.5%	97 48.7%	2 33.3%
DK/NA	29 9.5%	14 13.9%	14 7.0%	1 16.7%

Cuyahoga County Frequencies

Table 23.1: Since July 1, 2009, has your company used a subcontractor or sub-consultant on projects in:

Cuyahoga County Public Projects

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	36 38.7%	10 28.6%	26 45.6%	0 0.0%
No	52 55.9%	22 62.9%	29 50.9%	1 100.0%
DK/NA	5 5.4%	3 8.6%	2 3.5%	0 0.0%
No Response	213	66	142	5

Table 23.2: Since July 1, 2009, has your company used a subcontractor or sub-consultant on projects in:

Private Sector Projects

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	74 47.4%	15 32.6%	58 54.2%	1 33.3%
No	78 50.0%	29 63.0%	48 44.9%	1 33.3%
DK/NA	4 2.6%	2 4.3%	1 0.9%	1 33.3%
No Response	150	55	92	3

Cuyahoga County Frequencies

Table 23.3: Since July 1, 2009, has your company used a subcontractor or sub-consultant on projects in:

Other Public Sector (non-County Projects)

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	63 48.1%	14 35.0%	49 55.7%	0 0.0%
No	64 48.9%	24 60.0%	38 43.2%	2 66.7%
DK/NA	4 3.1%	2 5.0%	1 1.1%	1 33.3%
No Response	175	61	111	3

Table 24.1: How frequently do you use minority or women-owned subcontractors or subconsultants on:

Cuyahoga County Public Projects

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Very Often	21 22.6%	7 20.0%	14 24.6%	0 0.0%
Often	10 10.8%	3 8.6%	7 12.3%	0 0.0%
Seldom	11 11.8%	2 5.7%	9 15.8%	0 0.0%
Never	26 28.0%	10 28.6%	16 28.1%	0 0.0%
DK/NA	25 26.9%	13 37.1%	11 19.3%	1 100.0%
No Response	213	66	142	5

Cuyahoga County Frequencies

Table 24.2: How frequently do you use minority or women-owned subcontractors or subconsultants on:

Private Sector Projects

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Very Often	21 13.5%	10 21.7%	11 10.3%	0 0.0%
Often	26 16.7%	5 10.9%	20 18.7%	1 33.3%
Seldom	27 17.3%	4 8.7%	23 21.5%	0 0.0%
Never	40 25.6%	12 26.1%	28 26.2%	0 0.0%
DK/NA	42 26.9%	15 32.6%	25 23.4%	2 66.7%
No Response	150	55	92	3

Table 24.3: How frequently do you use minority or women-owned subcontractors or subconsultants on:

Other Public Sector (non-County Projects)

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Very Often	19 14.5%	6 15.0%	13 14.8%	0 0.0%
Often	24 18.3%	5 12.5%	19 21.6%	0 0.0%
Seldom	21 16.0%	3 7.5%	18 20.5%	0 0.0%
Never	33 25.2%	12 30.0%	20 22.7%	1 33.3%
DK/NA	34 26.0%	14 35.0%	18 20.5%	2 66.7%
No Response	175	61	111	3

Table 25.1: How would you rate your experience with sub-contractors or sub-consultants owned by:

Minorities

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Excellent	16 24.6%	3 13.0%	13 31.7%	0 0.0%
Good	17 26.2%	6 26.1%	11 26.8%	0 0.0%
Fair	4 6.2%	2 8.7%	2 4.9%	0 0.0%
Poor	3 4.6%	1 4.3%	2 4.9%	0 0.0%
DK/NA	25 38.5%	11 47.8%	13 31.7%	1 100.0%
No Response	241	78	158	5

Table 25.2: How would you rate your experience with sub-contractors or sub-consultants owned by:

Women

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Excellent	18 27.7%	3 13.0%	15 36.6%	0 0.0%
Good	16 24.6%	5 21.7%	11 26.8%	0 0.0%
Fair	2 3.1%	1 4.3%	1 2.4%	0 0.0%
Poor	1 1.5%	0 0.0%	1 2.4%	0 0.0%
DK/NA	28 43.1%	14 60.9%	13 31.7%	1 100.0%
No Response	241	78	158	5

Cuyahoga County Frequencies

Table 25.3: How would you rate your experience with sub-contractors or sub-consultants owned by:

Non-Minority Men

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Excellent	16 24.6%	2 8.7%	14 34.1%	0 0.0%
Good	21 32.3%	10 43.5%	11 26.8%	0 0.0%
Fair	2 3.1%	0 0.0%	2 4.9%	0 0.0%
Poor	1 1.5%	0 0.0%	1 2.4%	0 0.0%
DK/NA	25 38.5%	11 47.8%	13 31.7%	1 100.0%
No Response	241	78	158	5

Table 26.1: Does your company bid or perform as a sub-contractor in:

Cuyahoga County Public Projects

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	67 21.9%	18 17.8%	47 23.6%	2 33.3%
No	206 67.3%	68 67.3%	137 68.8%	1 16.7%
DK/NA	33 10.8%	15 14.9%	15 7.5%	3 50.0%

Table 26.2: Does your company bid or perform as a sub-contractor in:

Private Sector Projects

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	101 33.0%	28 27.7%	72 36.2%	1 16.7%
No	173 56.5%	59 58.4%	112 56.3%	2 33.3%
DK/NA	32 10.5%	14 13.9%	15 7.5%	3 50.0%

Table 26.3: Does your company bid or perform as a sub-contractor in:

Other Public Sector (non-County Projects)

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	87 28.4%	21 20.8%	65 32.7%	1 16.7%
No	187 61.1%	66 65.3%	119 59.8%	2 33.3%
DK/NA	32 10.5%	14 13.9%	15 7.5%	3 50.0%

Table 27: Have you ever served as a sub-contractor on a Cuyahoga County project?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	64 20.9%	19 18.8%	44 22.1%	1 16.7%
No	237 77.5%	81 80.2%	152 76.4%	4 66.7%
DK	5 1.6%	1 1.0%	3 1.5%	1 16.7%

Table 28: How often have you served as a sub-contractor on a Cuyahoga County project?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
1-10	50 78.1%	18 94.7%	32 72.7%	0 0.0%
11-25	7 10.9%	1 5.3%	6 13.6%	0 0.0%
26-50	2 3.1%	0 0.0%	2 4.5%	0 0.0%
51-100	1 1.6%	0 0.0%	1 2.3%	0 0.0%
Over 100	1 1.6%	0 0.0%	1 2.3%	0 0.0%
DK	3 4.7%	0 0.0%	2 4.5%	1 100.0%
No Response	242	82	155	5

Table 29: Have you been invited to participate in public contracts with the same prime contractors that you may have worked with in the public sector?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	45 70.3%	12 63.2%	33 75.0%	0 0.0%
No	14 21.9%	5 26.3%	9 20.5%	0 0.0%
DK	5 7.8%	2 10.5%	2 4.5%	1 100.0%
No Response	242	82	155	5

Table 30.1: Since 2009, how many times has your company done the following in the public sector and private sector?

Regularly bid with other public agencies, but not with Cuyahoga Co.?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
None	107 35.0%	34 33.7%	73 36.7%	0 0.0%
1-10	74 24.2%	22 21.8%	52 26.1%	0 0.0%
11-25	26 8.5%	10 9.9%	15 7.5%	1 16.7%
26-50	10 3.3%	1 1.0%	9 4.5%	0 0.0%
51-100	15 4.9%	5 5.0%	9 4.5%	1 16.7%
Over 100	43 14.1%	16 15.8%	24 12.1%	3 50.0%
DK/NA	31 10.1%	13 12.9%	17 8.5%	1 16.7%

Table 30.2: Since 2009, how many times has your company done the following in the public sector and private sector?

Asked to be a subcontractor by a prime contractor or prime consultant?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
None	155 50.7%	56 55.4%	96 48.2%	3 50.0%
1-10	74 24.2%	20 19.8%	54 27.1%	0 0.0%
11-25	13 4.2%	6 5.9%	7 3.5%	0 0.0%
26-50	10 3.3%	3 3.0%	7 3.5%	0 0.0%
51-100	5 1.6%	1 1.0%	4 2.0%	0 0.0%
Over 100	16 5.2%	3 3.0%	13 6.5%	0 0.0%
DK/NA	33 10.8%	12 11.9%	18 9.0%	3 50.0%

Cuyahoga County Frequencies

Table 30.3: Since 2009, how many times has your company done the following in the public sector and private sector?

Hired as a subcontractor by a prime

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
None	168 54.9%	55 54.5%	110 55.3%	3 50.0%
1-10	56 18.3%	21 20.8%	35 17.6%	0 0.0%
11-25	17 5.6%	5 5.0%	12 6.0%	0 0.0%
26-50	8 2.6%	2 2.0%	6 3.0%	0 0.0%
51-100	6 2.0%	2 2.0%	4 2.0%	0 0.0%
Over 100	16 5.2%	3 3.0%	13 6.5%	0 0.0%
DK/NA	35 11.4%	13 12.9%	19 9.5%	3 50.0%

Table 31: What is the amount of time that it typically takes to receive payment for your services on Cuyahoga County projects?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Less than 30 days	43 14.1%	13 12.9%	30 15.1%	0 0.0%
30-60 days	92 30.1%	36 35.6%	54 27.1%	2 33.3%
60-90 days	35 11.4%	13 12.9%	22 11.1%	0 0.0%
90-120 days	6 2.0%	1 1.0%	5 2.5%	0 0.0%
Over 120 days	7 2.3%	1 1.0%	5 2.5%	1 16.7%
DK/NA	123 40.2%	37 36.6%	83 41.7%	3 50.0%

Table 32: How would you rate the quality of interaction with Cuyahoga County on contract opportunities on a scale of 1 to 7, where 1 is Extremely Satisfied and 7 is Extremely Dissatisfied?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Extremely Satisfied	30 9.8%	11 10.9%	17 8.5%	2 33.3%
Satisfied	61 19.9%	19 18.8%	42 21.1%	0 0.0%
Somewhat Satisfied	35 11.4%	9 8.9%	25 12.6%	1 16.7%
Neutral	47 15.4%	19 18.8%	27 13.6%	1 16.7%
Somewhat Dissatisfied	25 8.2%	10 9.9%	14 7.0%	1 16.7%
Dissatisfied	25 8.2%	10 9.9%	15 7.5%	0 0.0%
Extremely Dissatisfied	26 8.5%	6 5.9%	20 10.1%	0 0.0%
DK/NA	57 18.6%	17 16.8%	39 19.6%	1 16.7%

Table 34.1: I will now read you a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to obtaining work on projects for Cuyahoga County.

Yes=1
No=2
DK=3

a. Pre-qualification requirements?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	44 14.4%	14 13.9%	30 15.1%	0 0.0%
NO	211 69.0%	73 72.3%	135 67.8%	3 50.0%
DK/NA	51 16.7%	14 13.9%	34 17.1%	3 50.0%

Cuyahoga County Frequencies

Table 34.2: I will now read you a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to obtaining work on projects for Cuyahoga County.

Yes=1
No=2
DK=3

b. Performance bond requirements?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	42 13.7%	19 18.8%	23 11.6%	0 0.0%
NO	215 70.3%	68 67.3%	144 72.4%	3 50.0%
DK/NA	49 16.0%	14 13.9%	32 16.1%	3 50.0%

Table 34.3: I will now read you a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to obtaining work on projects for Cuyahoga County.

Yes=1
No=2
DK=3

c. Bid bond requirements

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	45 14.7%	22 21.8%	23 11.6%	0 0.0%
NO	211 69.0%	66 65.3%	142 71.4%	3 50.0%
DK/NA	50 16.3%	13 12.9%	34 17.1%	3 50.0%

Cuyahoga County Frequencies

Table 34.4: I will now read you a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to obtaining work on projects for Cuyahoga County.

Yes=1
 No=2
 DK=3

d. Financing?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	43 14.1%	16 15.8%	27 13.6%	0 0.0%
NO	217 70.9%	71 70.3%	142 71.4%	4 66.7%
DK/NA	46 15.0%	14 13.9%	30 15.1%	2 33.3%

Table 34.5: I will now read you a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to obtaining work on projects for Cuyahoga County.

Yes=1
 No=2
 DK=3

e. Insurance requirements?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	24 7.8%	14 13.9%	10 5.0%	0 0.0%
NO	238 77.8%	76 75.2%	158 79.4%	4 66.7%
DK/NA	44 14.4%	11 10.9%	31 15.6%	2 33.3%

Cuyahoga County Frequencies

Table 34.6: I will now read you a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to obtaining work on projects for Cuyahoga County.

Yes=1
No=2
DK=3

f. Bid specifications?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	60 19.6%	24 23.8%	34 17.1%	2 33.3%
NO	198 64.7%	65 64.4%	132 66.3%	1 16.7%
DK/NA	48 15.7%	12 11.9%	33 16.6%	3 50.0%

Table 34.7: I will now read you a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to obtaining work on projects for Cuyahoga County.

Yes=1
No=2
DK=3

g. Limited time given to prepare bid package or quote?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	65 21.2%	27 26.7%	37 18.6%	1 16.7%
NO	198 64.7%	63 62.4%	133 66.8%	2 33.3%
DK/NA	43 14.1%	11 10.9%	29 14.6%	3 50.0%

Cuyahoga County Frequencies

Table 34.8: I will now read you a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to obtaining work on projects for Cuyahoga County.

Yes=1
No=2
DK=3

h. Limited knowledge of purchasing / contracting policies and procedures?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	56 18.3%	19 18.8%	37 18.6%	0 0.0%
NO	201 65.7%	66 65.3%	132 66.3%	3 50.0%
DK/NA	49 16.0%	16 15.8%	30 15.1%	3 50.0%

Table 34.9: I will now read you a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to obtaining work on projects for Cuyahoga County.

Yes=1
No=2
DK=3

i. Lack of experience?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	33 10.8%	11 10.9%	22 11.1%	0 0.0%
NO	231 75.5%	77 76.2%	150 75.4%	4 66.7%
DK/NA	42 13.7%	13 12.9%	27 13.6%	2 33.3%

Table 34.10: I will now read you a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to obtaining work on projects for Cuyahoga County.

Yes=1
 No=2
 DK=3

j. Lack of personnel?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	28 9.2%	11 10.9%	16 8.0%	1 16.7%
NO	237 77.5%	79 78.2%	155 77.9%	3 50.0%
DK/NA	41 13.4%	11 10.9%	28 14.1%	2 33.3%

Table 34.11: I will now read you a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to obtaining work on projects for Cuyahoga County.

Yes=1
 No=2
 DK=3

k. Contract too large?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	51 16.7%	19 18.8%	32 16.1%	0 0.0%
NO	211 69.0%	69 68.3%	139 69.8%	3 50.0%
DK/NA	44 14.4%	13 12.9%	28 14.1%	3 50.0%

Cuyahoga County Frequencies

Table 34.12: I will now read you a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to obtaining work on projects for Cuyahoga County.

Yes=1
No=2
DK=3

I. Contract too expensive to bid?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	57 18.6%	18 17.8%	39 19.6%	0 0.0%
NO	202 66.0%	71 70.3%	128 64.3%	3 50.0%
DK/NA	47 15.4%	12 11.9%	32 16.1%	3 50.0%

Table 34.13: I will now read you a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to obtaining work on projects for Cuyahoga County.

Yes=1
No=2
DK=3

m. Informal networks?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	65 21.2%	25 24.8%	40 20.1%	0 0.0%
NO	189 61.8%	62 61.4%	124 62.3%	3 50.0%
DK/NA	52 17.0%	14 13.9%	35 17.6%	3 50.0%

Cuyahoga County Frequencies

Table 34.14: I will now read you a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to obtaining work on projects for Cuyahoga County.

Yes=1
No=2
DK=3

n. Selection process?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	62 20.3%	22 21.8%	39 19.6%	1 16.7%
NO	185 60.5%	60 59.4%	123 61.8%	2 33.3%
DK/NA	59 19.3%	19 18.8%	37 18.6%	3 50.0%

Table 34.15: I will now read you a list of things that may prevent companies from bidding or obtaining work on a project. In your experience, have any of the following been a barrier to obtaining work on projects for Cuyahoga County.

Yes=1
No=2
DK=3

o. Competing with large companies?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	88 28.8%	34 33.7%	54 27.1%	0 0.0%
NO	169 55.2%	54 53.5%	112 56.3%	3 50.0%
DK/NA	49 16.0%	13 12.9%	33 16.6%	3 50.0%

Table 35: Is your company a certified business?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	176 57.5%	67 66.3%	108 54.3%	1 16.7%
No	122 39.9%	33 32.7%	87 43.7%	2 33.3%
DK/NA	8 2.6%	1 1.0%	4 2.0%	3 50.0%

Table 36.1: What is your certification?

MBE (Minority Business Enterprise)

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	46 26.1%	15 22.4%	31 28.7%	0 0.0%
No	126 71.6%	50 74.6%	76 70.4%	0 0.0%
DK/NA	4 2.3%	2 3.0%	1 0.9%	1 100.0%
No Response	130	34	91	5

Cuyahoga County Frequencies

Table 36.2: What is your certification?

WBE (Women Business Enterprise)

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	50 28.4%	46 68.7%	4 3.7%	0 0.0%
No	123 69.9%	20 29.9%	103 95.4%	0 0.0%
DK/NA	3 1.7%	1 1.5%	1 0.9%	1 100.0%
No Response	130	34	91	5

Table 36.3: What is your certification?

DBE (Disabled Business Enterprise)

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	9 5.1%	3 4.5%	6 5.6%	0 0.0%
No	164 93.2%	63 94.0%	101 93.5%	0 0.0%
DK/NA	3 1.7%	1 1.5%	1 0.9%	1 100.0%
No Response	130	34	91	5

Table 36.4: What is your certification?

SBE (Small Business Enterprise)

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	124 70.5%	39 58.2%	85 78.7%	0 0.0%
No	48 27.3%	26 38.8%	22 20.4%	0 0.0%
DK/NA	4 2.3%	2 3.0%	1 0.9%	1 100.0%
No Response	130	34	91	5

Table 38: Do you believe that there is favoritism or disparate treatment in the certification process?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	51 16.7%	19 19.0%	32 16.1%	0 0.0%
No	194 63.6%	65 65.0%	128 64.3%	1 16.7%
DK	60 19.7%	16 16.0%	39 19.6%	5 83.3%
No Response	1	1	0	0

Table 39.1: Are you certified with one of the following agencies?

City of Cleveland

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	149 48.7%	52 51.5%	95 47.7%	2 33.3%
No	132 43.1%	41 40.6%	88 44.2%	3 50.0%
DK/NA	25 8.2%	8 7.9%	16 8.0%	1 16.7%

Cuyahoga County Frequencies

Table 39.2: Are you certified with one of the following agencies?

Cuyahoga County

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	158 51.6%	57 56.4%	99 49.7%	2 33.3%
No	124 40.5%	37 36.6%	84 42.2%	3 50.0%
DK/NA	24 7.8%	7 6.9%	16 8.0%	1 16.7%

Table 39.3: Are you certified with one of the following agencies?

Federal Small Business Administration

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	77 25.2%	24 23.8%	53 26.6%	0 0.0%
No	199 65.0%	68 67.3%	126 63.3%	5 83.3%
DK/NA	30 9.8%	9 8.9%	20 10.1%	1 16.7%

Table 39.4: Are you certified with one of the following agencies?

State of Ohio

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	127 41.5%	45 44.6%	80 40.2%	2 33.3%
No	156 51.0%	50 49.5%	103 51.8%	3 50.0%
DK/NA	23 7.5%	6 5.9%	16 8.0%	1 16.7%

Table 39.5: Are you certified with one of the following agencies?

Other

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	54 17.6%	21 20.8%	31 15.6%	2 33.3%
No	228 74.5%	73 72.3%	152 76.4%	3 50.0%
DK/NA	24 7.8%	7 6.9%	16 8.0%	1 16.7%

Table 40.1: Have you ever served as:

Prime Contractor in the private sector?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	156 51.0%	46 45.5%	108 54.3%	2 33.3%
No	128 41.8%	47 46.5%	79 39.7%	2 33.3%
DK/Na	22 7.2%	8 7.9%	12 6.0%	2 33.3%

Table 40.2: Have you ever served as:

Sub-contractor in the private sector?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	114 37.3%	31 30.7%	82 41.2%	1 16.7%
No	169 55.2%	60 59.4%	106 53.3%	3 50.0%
DK/Na	23 7.5%	10 9.9%	11 5.5%	2 33.3%

Table 41: Do you feel as though you have experienced discriminatory behavior from the private sector (non-government) in the past?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	50 16.3%	22 21.8%	28 14.1%	0 0.0%
No	249 81.4%	76 75.2%	168 84.4%	5 83.3%
DK	7 2.3%	3 3.0%	3 1.5%	1 16.7%

Table 42: Have you applied for a commercial (business) bank loan between 2009 and 2012?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	90 29.4%	26 25.7%	63 31.7%	1 16.7%
No	196 64.1%	72 71.3%	120 60.3%	4 66.7%
DK	20 6.5%	3 3.0%	16 8.0%	1 16.7%

Table 43: How many times have you applied for a commercial (business) bank loan between 2009 and 2012?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
1-10	83 92.2%	25 96.2%	58 92.1%	0 0.0%
11-25	1 1.1%	0 0.0%	1 1.6%	0 0.0%
DK/NA	6 6.7%	1 3.8%	4 6.3%	1 100.0%
No Response	216	75	136	5

Table 44: How many times have you been approved for a commercial (business) bank loan between 2009 and 2012?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
None	19 21.1%	6 23.1%	13 20.6%	0 0.0%
1-10	65 72.2%	19 73.1%	46 73.0%	0 0.0%
11-25	1 1.1%	0 0.0%	1 1.6%	0 0.0%
DK/NA	5 5.6%	1 3.8%	3 4.8%	1 100.0%
No Response	216	75	136	5

Table 45: What has been the highest amount of a commercial loan you have received between 2009 and 2012?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
\$50,000 or less	11 15.5%	4 20.0%	7 14.0%	0 0.0%
\$50,001 - \$100,000	8 11.3%	3 15.0%	5 10.0%	0 0.0%
\$100,001 - \$300,000	15 21.1%	6 30.0%	9 18.0%	0 0.0%
\$300,001 - \$500,000	5 7.0%	1 5.0%	4 8.0%	0 0.0%
\$500,001 - \$1,000,000	7 9.9%	2 10.0%	5 10.0%	0 0.0%
\$1,000,001 - \$3,000,000	6 8.5%	1 5.0%	5 10.0%	0 0.0%
\$5,000,001 to \$10,000,000	1 1.4%	0 0.0%	1 2.0%	0 0.0%
over \$10,000,000	4 5.6%	0 0.0%	4 8.0%	0 0.0%
No Response/DK	14 19.7%	3 15.0%	10 20.0%	1 100.0%
No Response	235	81	149	5

Table 46: How many times have you been denied a commercial (business) bank loan between 2009 and 2012?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
None	59 65.6%	16 61.5%	43 68.3%	0 0.0%
1-10	26 28.9%	9 34.6%	17 27.0%	0 0.0%
DK/NA	5 5.6%	1 3.8%	3 4.8%	1 100.0%
No Response	216	75	136	5

Table 47: How many times have you sought venture capital between 2009 and 2012?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
None	249 81.4%	86 85.1%	161 80.9%	2 33.3%
1-10	27 8.8%	6 5.9%	21 10.6%	0 0.0%
11-25	2 0.7%	0 0.0%	2 1.0%	0 0.0%
DK/NA	28 9.2%	9 8.9%	15 7.5%	4 66.7%

Table 48.1: Since 2009, has your company applied for any of the following?

Business start-up loan?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	8 2.6%	3 3.0%	5 2.5%	0 0.0%
No	277 90.5%	91 90.1%	182 91.5%	4 66.7%
DK/NA	21 6.9%	7 6.9%	12 6.0%	2 33.3%

Table 48.2: Since 2009, has your company applied for any of the following?

Operating capital loan?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	42 13.7%	7 6.9%	35 17.6%	0 0.0%
No	240 78.4%	86 85.1%	150 75.4%	4 66.7%
DK/NA	24 7.8%	8 7.9%	14 7.0%	2 33.3%

Table 48.3: Since 2009, has your company applied for any of the following?

Equipment loan?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	49 16.0%	12 11.9%	37 18.6%	0 0.0%
No	236 77.1%	83 82.2%	149 74.9%	4 66.7%
DK/NA	21 6.9%	6 5.9%	13 6.5%	2 33.3%

Table 48.4: Since 2009, has your company applied for any of the following?

Commercial/Professional liability insurance?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	152 49.7%	49 48.5%	101 50.8%	2 33.3%
No	132 43.1%	46 45.5%	84 42.2%	2 33.3%
DK/NA	22 7.2%	6 5.9%	14 7.0%	2 33.3%

Table 49.1: Since 2009, has your company been approved for any of the following?

Business start-up loan?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	3 37.5%	1 33.3%	2 40.0%	0 0.0%
No	5 62.5%	2 66.7%	3 60.0%	0 0.0%
No Response	298	98	194	6

Table 49.2: Since 2009, has your company been approved for any of the following?

Operating capital loan?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	29 69.0%	4 57.1%	25 71.4%	0 0.0%
No	13 31.0%	3 42.9%	10 28.6%	0 0.0%
No Response	264	94	164	6

Table 49.3: Since 2009, has your company been approved for any of the following?

Equipment loan?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	41 83.7%	9 75.0%	32 86.5%	0 0.0%
No	7 14.3%	3 25.0%	4 10.8%	0 0.0%
DK/NA	1 2.0%	0 0.0%	1 2.7%	0 0.0%
No Response	257	89	162	6

Table 49.4: Since 2009, has your company been approved for any of the following?

Commercial/Professional liability insurance?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	150 98.7%	48 98.0%	100 99.0%	2 100.0%
No	2 1.3%	1 2.0%	1 1.0%	0 0.0%
No Response	154	52	98	4

Table 50.1: Since 2009, has your company been denied for any of the following?

Yes=1
No=2
DK=3

Business start-up loan?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	5 62.5%	2 66.7%	3 60.0%	0 0.0%
No	3 37.5%	1 33.3%	2 40.0%	0 0.0%
No Response	298	98	194	6

Table 50.2: Since 2009, has your company been denied for any of the following?

Yes=1
No=2
DK=3

Operating capital loan?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	16 38.1%	3 42.9%	13 37.1%	0 0.0%
No	26 61.9%	4 57.1%	22 62.9%	0 0.0%
No Response	264	94	164	6

Table 50.3: Since 2009, has your company been denied for any of the following?

Yes=1
No=2
DK=3

Equipment loan?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	8 16.3%	3 25.0%	5 13.5%	0 0.0%
No	39 79.6%	9 75.0%	30 81.1%	0 0.0%
DK/NA	2 4.1%	0 0.0%	2 5.4%	0 0.0%
No Response	257	89	162	6

Table 50.4: Since 2009, has your company been denied for any of the following?

Yes=1
No=2
DK=3

Commercial/Professional liability insurance?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	1 0.7%	1 2.0%	0 0.0%	0 0.0%
No	149 98.0%	48 98.0%	100 99.0%	1 50.0%
DK/NA	2 1.3%	0 0.0%	1 1.0%	1 50.0%
No Response	154	52	98	4

Table 51.1: Of the items your company was denied for, what was the denial reason?

READ CHOICES

- Insufficient Documentation (ID) =1
- Insufficient Business History (IBH)=2
- Confusion about Process (C)=3
- Race or Ethnic Origin (RE)=4
- Gender of Owner (G)=5
- Adverse Credit History (ACH)=6
- Other (O)=7
- DK=8

Business start-up loan?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
ID	1 20.0%	0 0.0%	1 33.3%	0 0.0%
IBH	2 40.0%	1 50.0%	1 33.3%	0 0.0%
O	1 20.0%	1 50.0%	0 0.0%	0 0.0%
DK/NA	1 20.0%	0 0.0%	1 33.3%	0 0.0%
No Response	301	99	196	6

Table 51.2: Of the items your company was denied for, what was the denial reason?

READ CHOICES

- Insufficient Documentation (ID) =1
- Insufficient Business History (IBH)=2
- Confusion about Process (C)=3
- Race or Ethnic Origin (RE)=4
- Gender of Owner (G)=5
- Adverse Credit History (ACH)=6
- Other (O)=7
- DK=8

Operating capital loan?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
ID	1 6.3%	0 0.0%	1 7.7%	0 0.0%
IBH	1 6.3%	0 0.0%	1 7.7%	0 0.0%
RE	1 6.3%	0 0.0%	1 7.7%	0 0.0%
ACH	8 50.0%	3 100.0%	5 38.5%	0 0.0%
O	2 12.5%	0 0.0%	2 15.4%	0 0.0%
DK/NA	3 18.8%	0 0.0%	3 23.1%	0 0.0%
No Response	290	98	186	6

Table 51.3: Of the items your company was denied for, what was the denial reason?

READ CHOICES

- Insufficient Documentation (ID) =1
- Insufficient Business History (IBH)=2
- Confusion about Process (C)=3
- Race or Ethnic Origin (RE)=4
- Gender of Owner (G)=5
- Adverse Credit History (ACH)=6
- Other (O)=7
- DK=8

Equipment loan?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
IBH	1 12.5%	0 0.0%	1 20.0%	0 0.0%
RE	1 12.5%	0 0.0%	1 20.0%	0 0.0%
ACH	3 37.5%	2 66.7%	1 20.0%	0 0.0%
O	2 25.0%	1 33.3%	1 20.0%	0 0.0%
DK/NA	1 12.5%	0 0.0%	1 20.0%	0 0.0%
No Response	298	98	194	6

Table 51.4: Of the items your company was denied for, what was the denial reason?

READ CHOICES

- Insufficient Documentation (ID) =1
- Insufficient Business History (IBH)=2
- Confusion about Process (C)=3
- Race or Ethnic Origin (RE)=4
- Gender of Owner (G)=5
- Adverse Credit History (ACH)=6
- Other (O)=7
- DK=8

Commercial/Professional liability insurance?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
C	1 100.0%	1 100.0%	0 0.0%	0 0.0%
No Response	305	100	199	6

Table 52: Please indicate your agreement or disagreement with the following statement: "Some nonminority prime contractors change their bidding procedures when they are not required to hire minority and women-owned businesses as sub-contractors".

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Strongly Agree	33 10.8%	12 11.9%	20 10.1%	1 16.7%
Agree	60 19.6%	18 17.8%	42 21.1%	0 0.0%
Neither Agree or Disagree	108 35.3%	36 35.6%	70 35.2%	2 33.3%
Disagree	52 17.0%	13 12.9%	38 19.1%	1 16.7%
Strongly Disagree	7 2.3%	2 2.0%	5 2.5%	0 0.0%
DK	46 15.0%	20 19.8%	24 12.1%	2 33.3%

Table 53: Since 2009, has your company experienced discriminatory behavior from Cuyahoga County?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	24 7.8%	10 9.9%	13 6.5%	1 16.7%
No	267 87.3%	86 85.1%	176 88.4%	5 83.3%
DK/NA	15 4.9%	5 5.0%	10 5.0%	0 0.0%

Table 54: Since 2009, have you experienced discriminatory behavior from Cuyahoga County due to race, ethnicity, or disability of the owner?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	14 56.0%	5 45.5%	9 69.2%	0 0.0%
No	11 44.0%	6 54.5%	4 30.8%	1 100.0%
No Response	281	90	186	5

Table 55: On a scale of 1 to 4 where 4 represents “Very Often” and 1 represents “Never”, do you believe that you have experienced this racial, ethnic, or disability discriminatory behavior from the County:

READ

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Never	2 14.3%	0 0.0%	2 22.2%	0 0.0%
Seldom	4 28.6%	1 20.0%	3 33.3%	0 0.0%
Often	3 21.4%	2 40.0%	1 11.1%	0 0.0%
Very Often	5 35.7%	2 40.0%	3 33.3%	0 0.0%
No Response	292	96	190	6

Table 56: How was the discrimination expressed to you: (READ LIST)

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Verbal comment from the County	1 7.7%	1 25.0%	0 0.0%	0 0.0%
Written statement from the County	1 7.7%	0 0.0%	1 11.1%	0 0.0%
Action taken against company from the County	7 53.8%	2 50.0%	5 55.6%	0 0.0%
DK/NA	1 7.7%	0 0.0%	1 11.1%	0 0.0%
Other	3 23.1%	1 25.0%	2 22.2%	0 0.0%
No Response	293	97	190	6

Table 58: When did discrimination occur: (READ LIST)

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
During bidding process (before the contract award)	8 61.5%	2 50.0%	6 66.7%	0 0.0%
After contract awarded	1 7.7%	1 25.0%	0 0.0%	0 0.0%
DK/NA	1 7.7%	1 25.0%	0 0.0%	0 0.0%
Other	3 23.1%	0 0.0%	3 33.3%	0 0.0%
No Response	293	97	190	6

Table 60: Since 2009, have you experienced discriminatory behavior from Cuyahoga County due to the gender of the owner?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	7 29.2%	3 30.0%	4 30.8%	0 0.0%
No	17 70.8%	7 70.0%	9 69.2%	1 100.0%
No Response	282	91	186	5

Cuyahoga County Frequencies

Table 61: On a scale of 1 to 4 where 4 represents “Very Often” and 1 represents “Never”, do you believe that you have experienced this gender discriminatory behavior from the County:

READ

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Seldom	4 57.1%	2 66.7%	2 50.0%	0 0.0%
Often	2 28.6%	1 33.3%	1 25.0%	0 0.0%
Very Often	1 14.3%	0 0.0%	1 25.0%	0 0.0%
No Response	299	98	195	6

Table 62: How was the discrimination expressed to you: (READ LIST)

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Verbal comment from the County	1 14.3%	1 33.3%	0 0.0%	0 0.0%
Written statement from the County	1 14.3%	0 0.0%	1 25.0%	0 0.0%
Action taken against company from the County	1 14.3%	0 0.0%	1 25.0%	0 0.0%
DK/NA	1 14.3%	0 0.0%	1 25.0%	0 0.0%
Other	3 42.9%	2 66.7%	1 25.0%	0 0.0%
No Response	299	98	195	6

Table 64: When did discrimination occur: (READ LIST)

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
During bidding process (before the contract award)	3 42.9%	0 0.0%	3 75.0%	0 0.0%
After contract awarded	1 14.3%	1 33.3%	0 0.0%	0 0.0%
DK/NA	2 28.6%	1 33.3%	1 25.0%	0 0.0%
Other	1 14.3%	1 33.3%	0 0.0%	0 0.0%
No Response	299	98	195	6

Table 66: Since 2009, have you experienced discriminatory behavior from Cuyahoga County due to the time in business?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	1 4.2%	0 0.0%	1 7.7%	0 0.0%
No	23 95.8%	10 100.0%	12 92.3%	1 100.0%
No Response	282	91	186	5

Table 67: On a scale of 1 to 4 where 4 represents “Very Often” and 1 represents “Never”, do you believe that you have experienced this time in business discriminatory behavior from the County:

READ

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Very Often	1 100.0%	0 0.0%	1 100.0%	0 0.0%
No Response	305	101	198	6

Table 68: How was the discrimination expressed to you: (READ LIST)

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Action taken against company from the County	1 100.0%	0 0.0%	1 100.0%	0 0.0%
No Response	305	101	198	6

Table 70: When did discrimination occur: (READ LIST)

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
During bidding process (before the contract award)	1 100.0%	0 0.0%	1 100.0%	0 0.0%
No Response	305	101	198	6

Table 72: Please indicate your level of agreement or disagreement, on a scale of 1 to 5, where 1 is Strongly Agree and 5 is Strongly Disagree.

There is an informal network of prime and sub-contractors in Cuyahoga County.

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Strongly Agree	71 23.2%	27 26.7%	42 21.1%	2 33.3%
Agree	63 20.6%	17 16.8%	46 23.1%	0 0.0%
Neither	78 25.5%	22 21.8%	55 27.6%	1 16.7%
Disagree	41 13.4%	17 16.8%	23 11.6%	1 16.7%
Strongly Disagree	17 5.6%	4 4.0%	13 6.5%	0 0.0%
DK	36 11.8%	14 13.9%	20 10.1%	2 33.3%

Table 73: Exclusion from this network has kept my company from bidding or has interfered with our ability to contract in the public (government) or private sector.

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Strongly Agree	37 12.1%	13 12.9%	23 11.6%	1 16.7%
Agree	35 11.4%	15 14.9%	20 10.1%	0 0.0%
Neither	72 23.5%	26 25.7%	46 23.1%	0 0.0%
Disagree	95 31.0%	25 24.8%	67 33.7%	3 50.0%
Strongly Disagree	39 12.7%	12 11.9%	27 13.6%	0 0.0%
DK	28 9.2%	10 9.9%	16 8.0%	2 33.3%

Table 74: Although exclusion from this informal network adversely affects a majority of small businesses, the adverse impact is probably felt the greatest among women and minority-owned businesses.

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Strongly Agree	46 15.0%	27 26.7%	19 9.5%	0 0.0%
Agree	51 16.7%	16 15.8%	35 17.6%	0 0.0%
Neither	92 30.1%	26 25.7%	65 32.7%	1 16.7%
Disagree	66 21.6%	18 17.8%	47 23.6%	1 16.7%
Strongly Disagree	16 5.2%	3 3.0%	11 5.5%	2 33.3%
DK	35 11.4%	11 10.9%	22 11.1%	2 33.3%

Table 75: Double standards in qualification and performance make it more difficult for minority and/or women-owned, businesses to win bids or contracts.

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Strongly Agree	40 13.1%	23 22.8%	16 8.0%	1 16.7%
Agree	36 11.8%	12 11.9%	24 12.1%	0 0.0%
Neither	74 24.2%	24 23.8%	49 24.6%	1 16.7%
Disagree	92 30.1%	27 26.7%	62 31.2%	3 50.0%
Strongly Disagree	33 10.8%	7 6.9%	25 12.6%	1 16.7%
DK	31 10.1%	8 7.9%	23 11.6%	0 0.0%

Table 76: Sometimes, a prime contractor will include a minority and women-owned sub-contractor on a bid to meet the “good faith effort” requirement, then drop the company as a sub-contractor after winning the award.

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Strongly Agree	42 13.7%	17 16.8%	23 11.6%	2 33.3%
Agree	48 15.7%	14 13.9%	34 17.1%	0 0.0%
Neither	103 33.7%	32 31.7%	70 35.2%	1 16.7%
Disagree	53 17.3%	19 18.8%	32 16.1%	2 33.3%
Strongly Disagree	14 4.6%	5 5.0%	9 4.5%	0 0.0%
DK	46 15.0%	14 13.9%	31 15.6%	1 16.7%

Table 77: In general, minority and/or women-owned businesses tend to be viewed by the general public as less competent than non-minority male businesses.

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Strongly Agree	39 12.7%	19 18.8%	20 10.1%	0 0.0%
Agree	62 20.3%	24 23.8%	37 18.6%	1 16.7%
Neither	81 26.5%	25 24.8%	54 27.1%	2 33.3%
Disagree	86 28.1%	26 25.7%	58 29.1%	2 33.3%
Strongly Disagree	25 8.2%	4 4.0%	20 10.1%	1 16.7%
DK	13 4.2%	3 3.0%	10 5.0%	0 0.0%

Table 78: Some non-minority (male) prime contractors change their bidding procedures when they are not required to hire minority and/or women-owned businesses.

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Strongly Agree	43 14.1%	14 13.9%	28 14.1%	1 16.7%
Agree	73 23.9%	23 22.8%	48 24.1%	2 33.3%
Neither	91 29.7%	31 30.7%	59 29.6%	1 16.7%
Disagree	45 14.7%	14 13.9%	29 14.6%	2 33.3%
Strongly Disagree	14 4.6%	3 3.0%	11 5.5%	0 0.0%
DK	40 13.1%	16 15.8%	24 12.1%	0 0.0%

Table 79: Is there anything that we have not covered that you feel will be helpful to this study or do you have any additional comments that you feel will be helpful to this study?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Yes	76 24.8%	28 27.7%	47 23.6%	1 16.7%
No	228 74.5%	72 71.3%	151 75.9%	5 83.3%
DK	2 0.7%	1 1.0%	1 0.5%	0 0.0%

Table 81: What is your title?

	Total	Is more than 50 percent of your company owned and controlled by a woman or women?		
		Yes	No	No Response
Unweighted Base	306	101	199	6
Owner/CEO/President	206 67.3%	80 79.2%	125 62.8%	1 16.7%
Manager/Financial Officer	80 26.1%	14 13.9%	63 31.7%	3 50.0%
Other	20 6.5%	7 6.9%	11 5.5%	2 33.3%

My name is José C. Feliciano, Chairman of the Hispanic Roundtable. I want to thank you for the opportunity to express the concerns of the Hispanic Roundtable regarding the frustrations, challenges, and, if not, outright denials of opportunities that Hispanic businesses, contractors, and subcontractors face in procuring contracts from Cuyahoga County.

Let me tell you little bit about the Hispanic Roundtable.

The Hispanic Roundtable is a civic organization of Hispanic leaders whose vision is to act as a catalyst to empower and obtain parity for the Hispanic Community. More specifically, our mission is to act as a catalyst to empower the Hispanic Community to become full partners in the economic, education, political, civic, and social life of Greater Cleveland.

One of our principal activities is to sponsor a community-wide convention, which we call the Convencion, where civic organizations, including every Hispanic organization in the area, is invited to participate and help set the agenda principally for the Hispanic community of the Greater Cleveland area.

Among the activities of the Roundtable is to sponsor a community convention, the last of which was held October 19, 2013 at St. Ignatius High School where some 3000 people were in attendance, as reported by *The Cleveland Plain Dealer* the following day. Convencion Hispana 2013 sponsored a job fair, college fair, career fair, community organizing workshops, and an immigration debate, in addition to passing community resolutions and hearing the keynote address of the then Mayor of San Antonio and now secretary of HUD, Julian Castro.

Let me provide you a number of documents for your review as you consider the important issue of Hispanic participation in County procurement projects.

First, I leave the program book for the most recent community convention, which outlines our issues and identifies the agenda items of our community. This program book will give you a sense of the vibrancy of the Hispanic community in the Greater Cleveland area and the effort the Hispanic community is making to improve this area for everyone. (Attachment A).

Secondly, I leave you with a newspaper article from the Cleveland Plain Dealer dated October 19, 2013, reporting on our Convencion and observing that there were 3000 participants at the Convencion. (Attachment B). To be sure, those numbers speak to our presence in this community and the need to ensure fair participation in all aspects of civic and business life in the county.

I also leave you with an article from Kaleidoscope magazine outlining our Convencion. (Attachment C).

Let me begin by telling you a little bit about Hispanics in our community. In the City of Cleveland, as of 2010, the Hispanic population was approximately 40,000 residents, making up more than 10% of the residents of the city, and it is one of a few growth areas in the city. See http://en.wikipedia.org/wiki/Demographics_of_Cleveland

As of 2010, the County has approximately 61,000 Hispanic residents, representing a 30% increase in Hispanics in this County since 2000. See <http://planning.co.cuyahoga.oh.us/census/2010latino.html>

Finally, the State of Ohio has over 350,000 Hispanics or approximately 3.1% of the population, also representing a rapidly growing segment of the population on a state-wide basis. See <http://en.wikipedia.org/wiki/Ohio#Demographics>

These numbers, to be sure, are greater as of 2014.

The Hispanic community is one of the few growth areas in the State of Ohio in terms of population. Every day we further understand that demographics is destiny.

I was not born in the continental United States. I was born in Puerto Rico. I, however, have been a resident of Ohio some 62 years. I grew up on the near West side of Cleveland about 2 miles from here. I have been a lawyer 38 years, and now practice from my office on E. 9th Street and Euclid, a stone's throw from here.

I have been blessed with the privilege to serve the Hispanic community in a variety of capacities since college. That is the basis for my sharing my observations.

I can tell you of numerous anecdotal situations where businesses and contractors have come to me personally and to the Hispanic Roundtable, decrying that they have been shut out of opportunities in Cuyahoga County. Their plea was so dire in the construction area that we helped create the Hispanic Contractors' Association to help address these needs. I urge you to speak to its president and founder, Mr. Gustavo Hoyas. I also attached an article in the Plain Dealer on April 29, 2011, where he expressed his concerns. (Attachment D).

I urge you to closely examine the history of Cuyahoga County in awarding contracts and subcontracts to Hispanics. While I do not have the exact numbers, I would venture to say, with great confidence, the numbers are miniscule and an embarrassment to this County.

I would suggest to you that these numbers are compelling evidence that there needs to be wider participation by Hispanics in this process. Even more specifically, I urge that your report find that a program is needed to eliminate the effects of past discrimination of Hispanics.

Allow me to make my penultimate point. In February of 2013, the City of Cleveland, along with eight stakeholders signed a Memorandum of Understanding (MOU), including the Hispanic Roundtable, the Cleveland Metropolitan School District, the Cleveland Building and Construction Trades Association, the Construction Employers Association, Cuyahoga Community College, the Greater Cleveland Partnership, Hardhatted Women, and the Urban League of Greater Cleveland, creating a Community Benefits Agreement (CBA). Cuyahoga County was not a signatory. As of September 2013 ten public and private institutions have endorsed the MOU, including Case Western Reserve University, the Cleveland Clinic, the Cleveland Metropolitan School District, the Cuyahoga Metropolitan Housing Authority, Dominion East Ohio, Geis Companies, Medical Centers Companies, the MetroHealth System,

the Northeast Ohio Regional Sewer District, and University Hospitals. My sincere hope is that the County either signs this Community Benefits Agreement or develops a robust Community Benefits Agreement of its own.

Finally, only last week the Cleveland Plain Dealer reported on September 12, 2014 that the State of Ohio recognized the opportunity disparity for minorities and set a goal of at least 20% for minority and disadvantaged businesses for the \$267 million Opportunity Corridor. More specifically, it set a goal of 1.5% or \$4 million for Hispanic owned companies.

Similarly, I think that the appropriate remedy for Cuyahoga County is to set a minimum of 1.5% of the County spend for Hispanic-owned companies.

Please forgive me for not personally attending the hearing, but I am currently on a long planned family vacation en La Isla del Encanto.

Please feel free to contact me with any questions or concerns about this statement or these issues.

Thank you very much.

Respectfully Submitted,

José C Feliciano
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The foregoing testimony was presented on behalf of José C Feliciano, Chairman Hispanic Roundtable at the **Public Hearing on Monday, September 15th from 5pm to 7pm at the Cuyahoga County Council Chambers (2079 East 9th Street, 4th Floor)** on the occasion of the **CUYAHOGA COUNTY PUBLIC HEARING ON EQUAL ACCESS TO PROCUREMENT PROCESS**.

San Antonio mayor Castro lauds local event

His speech here aims to elevate education, achievement

JAMES DWINGER
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Julian Castro, San Antonio's dynamic young mayor, applauded the Cleveland Hispanic Roundtable and the triennial Convención Hispana Saturday, and his audience responded in kind to his keynote address at the convention on the St. Ignace High School campus.

More than 1,300 filled a school gymnasium, applauded throughout the address, and mobbed Castro afterwards. It took him at least an hour to leave the gym so he could get to the airport.

Castro did not come to politics. He came to promote education, ambition and achievement in the Hispanic community here and around the country.

Thus, the 39-year-old mayor, the Roundtable and the Convention that it puts on every three years have common priorities.

They share the objectives of encouraging greater engagement of the Hispanic community in business and politics, and making maximum use of educational resources as a means to these goals. Castro called San Antonio, with a population that is more than 60 percent Hispanic, "the new face of the American dream."

He said the Latino population is not only growing in places like Texas and California, but "it is growing in Arkansas, Iowa, North Carolina, South Carolina, Georgia and right here in Cleveland, Ohio."

San Antonio was proactive in underwriting a pre-kindergarten program, he said, because Texas is not among the states that are serious about underwriting quality education.



San Antonio Mayor Julian Castro greets conventiongoers after speaking at the Convención Hispana on Saturday at St. Ignace High School. His remarks focused on the importance of education.



Cleveland patrol officer Ana Mercado greets her friend Maria Chibvent at the Convención Hispana on Saturday. Mercado patrols the area where Chibvent works.

the next eight years. He shared his own story as an adult tax increase, he said. The example of how education and programs' website said it aims to improve the educational trajectory of 22,400 4-year-olds over His grandmother came from

PHOTOGRAPHS BY LONNIE THOMPSON; TOP BY AIN DEALER

"Somewhere in the United States, there is a Hispanic president. We just don't know who she is yet. Or who he is."

Jose Feliciano, chairman, trustee of the Hispanic Roundtable Mexico to the United States when she was 6 years old. Because of her lack of education, he said, she spent her life working as a maid, a cook and a babysitter. She also hated politics.

She encouraged her daughter to go to college and that woman, mother of Julian and Joaquin Castro, encouraged her two boys to go to college. At the same time she dragged them to political events in spite of a disinterest they would only sated in adulthood.

They went on to Stanford in the early 1990s, despite the high tuition and the family's lack of wealth. Then they went to Harvard Law School and eventually

ratio of 420 to one. (In 2013, the average ratio in the U.S. was 47/1 to one.)

The solution is called Carecollega, a one-stop shop for college advice and guidance. It also has a runway-intervention program.

The mayor said there is no substitute for ambition and self-confidence. He said that at age 16, 16 or 17 "one of the most powerful things you can do is to believe in yourself."

He also advised that young people should "always reach for more than you think is possible."

Castro gained notoriety last year when he delivered the keynote address to the Democratic National Convention. He is the first Hispanic to give that address.

His speech today steered around politics and his ambitions. But Magda Gomez, president of the Hispanic Roundtable, echoed a belief that seems to be gaining traction. In introducing Castro, she said, "We believe he could be our first Hispanic president."

Jose Feliciano, chairman and trustee of the Roundtable, was more circumspect on the topic of the presidency when he spoke earlier in the day.

"There is a Hispanic president," he said. "Somewhere in the United States, there is a Hispanic president." We just don't know who she is yet," he said, pausing. "Or who he is."

During a press conference before his address, Castro was critical of the Republican Party and House Speaker John Boehner. He said Boehner tried to place the Tea Party supporters in his party by refusing to bring a bipartisan spending bill to a simple vote. Ultimately the speaker "did what he should have done in the first place and allowed a simple vote" that ended the government shutdown.

Castro said that if Boehner would just allow a simple vote on immigration reform, there are at least 17 or 18 Republicans who would vote for it, allowing passage.

The Roundtable launched the event in 1993. An estimated 3,000 attended this year.

Setting the agenda

Convencion Hispana lays out local Latino community's goals for next three years

By Nina Polien Light

Convencion Hispana occurs more frequently than a presidential election. And, for the burgeoning local Hispanic community, it just may have a greater effect on their daily lives.

"At Convencion we set our agenda and have workshops to train people on how to accomplish the objectives of the agenda and use our resolutions in the interim to broker with institutions in Cleveland," says Jose Feliciano, founder and chairman of the Hispanic Roundtable of Cleveland, which serves as a catalyst for education, empowerment and economic development within the local Hispanic community. "It gives us a sense of direction and literally guides our path for the future and helps to frame and support those who are helping us."

Held every three years, Convencion Hispana focuses on education, empowerment, health, and workforce/economic development. Each area is organized by a dedicated volunteer committee. The free, one-day event — held this year on October 19 at St. Ignatius High School — featured community booths, workshops, resolutions, a job fair, college fair, immigration debate, presentation on grassroots organizing and a keynote address by San Antonio Mayor Julian Castro.

"We're lucky to get him," Feliciano says. "He's the personification of Hispanic achievement in America today. He's speaking on, 'Where are we going?' Because of

(Hispanics') role here, it's really, 'Where is America going?'"

This year's convention includes 2,500 attendees and about 100 volunteers, led by co-chairs Elizabeth Hajar, Luis Cartagena and Diana Centeno-Gomez. Funds raised by the Hispanic Roundtable Community Programs, the programming arm of the Hispanic Roundtable, fully support the convention and its free breakfast and lunch. HRCP is chaired by Magda Gomez.

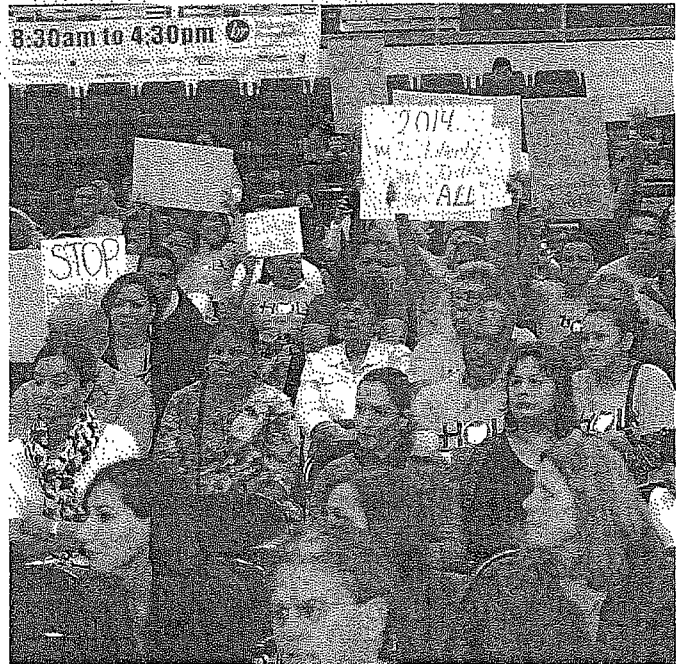
In addition to attracting the area's Hispanics, the group welcomed leaders they met during recent outreach efforts with other communities.

"We invited them to Convencion to see what we do, as a way of bridge-building and hopefully to work on issues together with the African-American community and the ethnic community," Feliciano says.

Organizing and empowering the Hispanic community becomes increasingly important as the population expands. According to Feliciano, Hispanics comprise nearly 40,000 or 10 percent of residents in the city of Cleveland. Some 73,000 Hispanics reside in Cuyahoga County and 375,000 Latinos call Ohio home.



San Antonio Mayor Julian Castro with Jose Feliciano, chairman, Hispanic Roundtable, and Magda Gomez, president, Hispanic Roundtable Community Programs.



Convencion attendees gather to hear Mayor Julian Castro's speech.

Between conventions, the Hispanic Roundtable and HRCF work tirelessly to implement resolutions passed at the convention. Initiatives that have come from past gatherings include the formation of the Esperanza scholarship fund, Hispanic Business Association, Hispanic Contractors Association, Hispanic Senior Citizens Programs and the Hispanic Domestic Violence Program.

Since the last Convencion Hispana, the Hispanic Roundtable has sponsored various community information meetings, including meet-the-candidate nights and issues forums. Feliciano, who is also a partner at BakerHostetler, says the group was the only organization to publicly support the change from county commissioners to a county executive leading Cuyahoga County. The organization regularly supports school levies and meets with Cleveland Metropolitan School District CEO Eric Gordon to work on increasing the system's graduation and college matriculation rates.

"If you ask anybody in this city, ask the mayor, we typically have 500 people for a candidates' night," Feliciano says. "Candidates fall over each other to get to our meetings."

The group has also led redistricting efforts and was successful in improving the representation of Hispanics in Ward 4 from 36 percent to 42 percent.

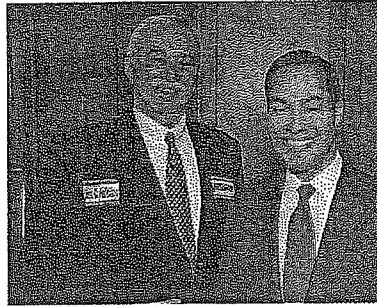
"We also led the issue on (creating) bilingual ballots," Feliciano says. "It's controversial, but from my perspective, it's necessary. The right to vote, in my judgment, is borderline sacred."

The organization also provided the Hispanic voice to the Community Benefits Agreement. The CBA is an initiative of Mayor Frank Jackson, Hispanic Roundtable, Urban League, Cuyahoga Community College, Cleveland Metropolitan School District, Hard Hatted Women, Construction Employers Association, Cleveland Building and Construction Trades Council, Greater Cleveland Partnership, owners, contractors and the trades. The CBA is designed to create economic opportunities for minorities, including Hispanics, in the contracting and trade industries.

Young Latino professionals hoping to get a stronger foot in the working world have benefited from three speed-networking events sponsored by the Hispanic Roundtable. Similar to the popular speed-dating concept, the latest gathering at the



The exhibit hall at St. Ignatius High School featured community booths, workshops, job and college fair, and health screenings.



Jose Feliciano, chairman, Hispanic Roundtable with San Antonio Mayor Julian Castro.



Jose Feliciano presents Andre Gonzalez with the Hispanic Roundtable Servant Leadership Award alongside (at podium) Luis Cartagena, co-chairman of the Convencion Hispana.

Federal Reserve Board attracted 20 Hispanics in the early stages of their career. They rotated among an equal number of prominent local business professionals, including then-Federal Reserve President and CEO Sandy Pianalto, Sherwin-Williams CEO Chris Connor and Eaton CEO Sandy Cutler. Each five-minute meeting allowed the younger folks to ask questions and develop relationships with corporate executives they might not have met otherwise.

“That’s an example of our mentoring program,” Feliciano says. “In turn, we expect young people to do something with Esperanza and to pass on the opportunities they’ve had to college students.”

Additionally, the Hispanic Roundtable has sponsored large, faith-based rallies and educated the community about immigration reform at a screening of the award-winning film “Harvest of Empire.”

“We try to identify and invite the most significant and important leaders of the community to participate in our Roundtable in the business, public service and nonprofit areas,” Feliciano says. “Then our key Hispanic leadership has community briefings with these key business and civic leaders, such as Mayor Jackson, governors (Ted) Strickland and (John) Kasich and CEOs Cutler and Connor.”

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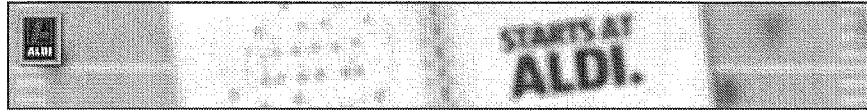
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Hispanic contractors want more work on medical mart

Print (http://blog.cleveland.com/cuyahoga-county/print.html?entry=/2011/04/hispanic_contractors_want_more_work_on_medical_mart.html)

(<http://connect.cleveland.com/staff/ljohnsto/index.html>) By Laura Johnston, Northeast Ohio Media Group (<http://connect.cleveland.com/staff/ljohnsto/posts.html>)

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CLEVELAND, Ohio -- The Hispanic Contractors Association wants more opportunities to build Cuyahoga County's taxpayer-financed **medical mart and convention center**



The Plain Dealer

Hispanic contractors want a bigger piece of the \$465 million medical mart construction project.

(<http://www.cleveland.com/medicalmart/>).

Although small businesses have so far been awarded 37 percent of the work -- far exceeding the county's 25 percent requirement -- few Hispanic firms have been involved, association President Gus Hoyas said Thursday.

"We don't want to be guaranteed the outcomes," said Hoyas, whose group represents 37 companies. "We want to be given opportunities."

The county and its private partner, Chicago-based MMPI, are building an L-shaped convention center beneath Malls B and C. The center will connect to a four-story showplace for medical technology on the northeast corner of St. Clair Avenue and Ontario Street.

The \$465 million project is expected to open in 2013.

Already, five buildings have been demolished and nearly 85,000 cubic yards of debris have been trucked away. More than \$35 million has been paid out to MMPI, construction manager Turner Construction and a host of subcontractors.

According to MMPI, 32 companies have been hired as first-time subcontractors, in part because of a January outreach event. MMPI and Turner will host another **meeting May 18** (<http://www.minoritybiz.org/City/MEDMART1.pdf>) to prepare small business owners to bid on the project.

"We've been a very proactive owner on this project," said MMPI spokesman Dave Johnson. "We have really tried to establish a new and very inclusive way to do business in Cleveland."

(http://ads.cleveland.com/RealMedia/ads/click_ix.ads/www.cleveland.com/cuyahoga-county/2011/04/hispanic_contractors_want_more_work_on_medical_mart.html)

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The county requires participation from small businesses, not specifically minority- or woman-owned businesses. **To qualify** (<http://opd.cuyahogacounty.us/en-US/SBE-certification.aspx>), firms must be located in Cuyahoga County, be in business for at least one year and have gross revenues less than \$28.5 million.

M. Rivera Construction was hired as a small business by Independence Excavating to help demolish the ballroom in the old, underground convention center.

"This is huge for us," said Hispanic owner Mark Rivera, lauding the process.

But Rivera's contract is not enough, Hoyas said.

Hoyas wants Hispanic firms to make up 10 to 15 percent of the small businesses on site and win about \$12 million of the work. He would like a MMPI to hire someone Hispanic on its medical mart management team. He wants Minority Business Solutions, which MMPI hired to handle outreach, to make a more concerted effort in the Hispanic community.

Rick Zamora, president of **Global Point Technologies** (<http://www.gptinc.com/>), a North Royalton cabling company, agreed, urging MMPI to "diversify your diversity."

Zamora said he has sat in on plenty of meetings but has not been awarded any electrical contracts.

"I think they're allowing some of the people who have been around, the good-old-boy network, to influence some decisions," he said. "We're fighting an uphill battle."

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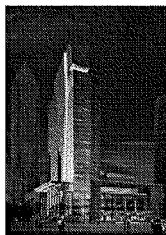
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POLICY MATTERS OHIO

COMMUNITY BENEFIT AND OPPORTUNITY PROGRAM RECOMMENDATIONS FOR CUYAHOGA COUNTY

Presented October 7, 2014

1. Health Impact Assessment, Mitigation and Design Requirements
2. Construction Careers Program
3. Responsible Contracting
4. Non-Construction Employer Requirements
5. Developer Requirements
6. Buy Local Program
7. Contracting Equity
8. Community Benefits Fund
9. Public Input and Oversight
10. Implementation
11. Definitions

1) Health Impact Assessment, Mitigation and Design Requirements

- A. *Health Impact Assessment and Mitigation Requirement.* Prior to approval of county-owned construction projects, require a health impact assessment be conducted to determine potential effects of the proposed project on the health of a population and the distribution of those effects within the population. The health impact assessment should take into account transportation access and pedestrian environment, air quality, as well as food access and affordable housing when appropriate. Any negative impact of project must be mitigated with a net positive setoff.
- B. *Design Requirements.* Project specifications produced by county architect or via professional service contract should be reviewed by the County Sustainability & Housing Department. Whenever appropriate, the final design should meet green building standards established by County Sustainability & Housing Department, include carbon mitigating green space and infrastructure, and maximize use of efficiency and renewable energy technologies.

2) Construction Careers Program. Promote quality construction and use of a skilled, local, and diverse workforce by requiring a project labor agreement (PLA) and targeted hiring policy on all multi-trade County-owned projects that have a total construction value of \$500,000 or more. All contractors are eligible to work on covered projects, so long as they agree to abide by requirements of the PLA and targeted hiring policy. The PLA and targeted hiring policy should include the following:

- a. A commitment to pay prevailing wages to all workers.
- b. Project-wide requirements that 40% of all worker hours be performed by workers residing in Cuyahoga County; and that 20% of all hours be performed by disadvantaged workers.
- c. Project-wide requirements that at least 20% of all work hours be completed by registered apprentices; and that half of the apprentice hours be performed by disadvantaged workers or graduates of any pre-apprentice training program recognized by the Ohio State Apprenticeship Council and designated by the County as serving primarily targeted populations and residents of low-income areas.
- d. Commitments by building trades unions: (i) to promptly resolve jurisdictional disputes; (ii) to refrain from strikes or other work stoppages; (iii) to refer targeted workers on a priority basis, when contractors need such workers in order to comply with local hire requirements; (iv) to coordinate with apprenticeship programs to help contractors satisfy requirements for use of targeted new apprentices.
- e. Requirements that developers, contractors, and subcontractors take specified steps to comply with various elements of the Construction Careers Program. Certified payroll reports will identify disadvantaged workers and document disadvantaged worker hours. Contractors who meet the numerical hiring requirements are automatically in compliance. Contractors and subs who do not meet the hiring requirement must document their effort to do so, including: written requests to hiring halls to refer local workers; documenting why those workers were not hired (if pertinent).

3) Responsible Contracting. Responsible contractor status is a best practice and industry standard for construction. All construction contractors and subcontractors on County-owned projects not covered by a PLA must document they are responsible contractors, with regard to expertise, quality of training, and conditions of employment. Contractors must show that:

- A. Workers are classified as employees and not misclassified as independent contractors;
- B. Workers are paid prevailing wages and the contractor has had no prevailing wage or wage/hour violations for the past 3 years;
- C. Workers receive 10 hour OSHA safety training; supervisory workers receive 30 hour safety training;
- D. The contractor agrees to participate in a targeted hiring program and submits a written plan for how compliance will be ensured, which may include contractor sponsorship of graduates from any pre-apprenticeship program registered with the Ohio State Apprenticeship Council as a mechanism for ensuring compliance.

Cuyahoga County will establish the documentation requirements and process and maintain the list of contractors deemed responsible.

- 4) **Non-Construction Employer Requirements.** Require non-construction employers that receive County non-construction contracts with a total value of \$500,000 or more to:
 - A. pay living wages; and
 - B. participate in a targeted hire program using Employment Connection as a first source for all hiring.
 - 1. Employers agree to a goal of 40% of all jobs filled by local workers; 20% by disadvantaged workers.
 - 2. The hiring process
 - a. For major new hire-up periods, employers work with EC to do a job fair; for three weeks, only applicants referred through EC will be considered for open positions. Employers will make every effort to hire workers through this referral.
 - b. For ongoing hiring, the employer gives EC applicants a 3-day lead time period. During that time, the employer only considers applicants referred through EC and makes every effort to hire them. After 3 days, any application may be considered.
- 5) **Developer Requirements.** Require developers of all development projects that receive \$500,000 or more in County funds (in the form of direct cash grants, tax incentives, financing assistance, land sales, and project-specific infrastructure enhancements, among other things) and recipients of more than \$500,000 in business attraction and retention subsidies to comply with provisions 1-3 above and 6-7 below. Tenants of development projects to comply with provision 4 above.
- 6) **Buy-Local Program.** Ensure that construction and non-construction employers receiving grants or contracts from the County with a total value of \$500,000 or more participate in a buy-local program modeled after Cuyahoga County's existing program.
- 7) **Contracting Equity.** Ensure the new disparity study being commissioned by Cuyahoga County is strongly implemented, with aggressive new measures to assure contracting equity for both minority- and female-owned businesses in County contracting.
- 8) **Community Benefits Fund.** Set aside ½ of 1 percent of all construction, service contract, and development incentive dollars budgeted by the county to support community benefit efforts. Use community benefit funds to increase staff and technical capacity in order to achieve the following:

- A. *Create a one-stop business assistance shop for small and disadvantaged business enterprises.*
1. Streamline certification process for small and disadvantaged businesses.
 2. Build a toolkit for contractors, local and disadvantaged businesses to help achieve goals of County's community benefits policy.
 3. Provide technical assistance, mentoring and networking opportunities for local and disadvantaged businesses to help them grow into successful businesses.
 4. Align business and workforce resources to support minority- and female-owned businesses and organizations, such as access to capital and bonding assistance.
 5. Promote and support socially responsible bidders, businesses and organizations contracting with the County. Create stamp of approval for socially responsible county businesses, provide marketing support to them, and create an online directory for consumers.
 6. Work with organizations in community to connect socially responsible businesses to carbon foot printing, buy-local, and live-near-your work programs.
- B. *Build career pathways out of poverty into construction careers.* Support pre-apprenticeship training programs to strengthen the workforce pipeline into construction trades for disadvantaged workers. Target public resources towards pre-apprenticeship training programs registered with the Ohio State Apprenticeship Council
1. Support related outreach and recruitment of targeted populations and the provision of soft skills.
 2. Identify and direct related county resources and WIA/WIOA funds to pre-apprentice students for stipends, bus passes, books and supplies for pre-apprentices during in-school training period.
 3. Provide matching dollars to employers for pre-apprentice students and graduates to gain paid on-the-job work experience.
 4. Support work to identify disadvantaged workers; refer good candidates to pre-apprentice programs; help pre-apprentice students and graduates identify union apprenticeship and job opportunities; and help pre-apprentices secure related work experience.
- C. *Ensure Meaningful Community Participation, Data Reporting, Learning from Best Practices.*
1. Provide for organizing capacity to achieve meaningful input on county-owned projects or private development projects awarded over \$500,000 in county funds.
 2. Acquire monitoring and compliance software system for long-term tracking of race, gender and residency status of employees in organizations and businesses contracting with the county or receiving over \$500,000 in county funds, and to support carbon foot printing effort. Promote use of common tools among cities within County, employers, labor and workforce system. Identify methods to track long-term career progress of disadvantaged residents and businesses, particularly the progress of disadvantaged workers in the trades.
 3. Prepare monthly reports and assessments, as well as an annual report, on progress. These reports should be public and posted on an easily accessible website, for the sake of transparency and to encourage outside analysis of trends.
 4. Document best practices

D. *Develop projections of workforce needs going forward, particularly for skill development purposes.* Help assess more clearly job implications from expenditure of public dollars for construction, service contracts and development incentives.

E. *Expand county buy-local program to support contractor requirements*

F. *Support local art.* A portion of the community benefits fund must go towards public art with the goal of promoting quality art and revitalizing neighborhoods

9) Public Input and Oversight. The County should create a Community Benefit Advisory Subcommittee to the County Equity Commission. The subcommittee should be made up of workforce labor, contractor, environmental, and community representatives, in addition to any public officials. The goal for the Subcommittee is to learn from experiences, improve, and study best practices. Advisory panel should meet monthly and review reports and metrics provided by County personnel in charge of implementing community benefits efforts and achieving goals. Subcommittee has the power to require contractors and other key parties to come forth in the case of non-compliance to help them understand reasons for noncompliance.

10) Implementation. Upon an employer's initial failure to satisfy community benefits requirements, that employer will be required to negotiate a corrective action plan. In cases of persistent noncompliance, sanctions may include liquidated damages, temporary debarment from County work, and other contractual remedies. The County will undertake an annual review of the community benefits policy and take appropriate action based on that review.

11) Definitions

A. *Disadvantaged Worker.* A disadvantaged worker is anyone who:

1. lives in a low-income area, identified as Cuyahoga County zip codes in which the percentage of families in poverty is more than two times the statewide percentage; or
2. has documented receipt of public assistance within the 12 months prior to being certified disadvantaged (TANF, CHIP, Food Share, CCSAP, WIA, EITC).

B. *Living Wage.* A living wage is defined as a wage high enough to lift a single-headed household of three out of poverty to at least 125 percent of the federal poverty level.