



**AGENDA**  
**CUYAHOGA COUNTY FINANCE & BUDGETING COMMITTEE MEETING**  
**MONDAY, JUNE 22, 2015**  
**CUYAHOGA COUNTY ADMINISTRATIVE HEADQUARTERS**  
**C. ELLEN CONNALLY COUNCIL CHAMBERS – 4<sup>TH</sup> FLOOR**  
**1:00 PM**

- 1. CALL TO ORDER**
- 2. ROLL CALL**
- 3. PUBLIC COMMENT RELATED TO THE AGENDA**
- 4. APPROVAL OF MINUTES FROM THE JUNE 15, 2015 MEETING**
- 5. MATTERS REFERRED TO COMMITTEE**
  - a) None
- 6. DISCUSSION**
  - a) First Quarter Financial Results
  - b) Personnel Review Commission's request for additional funding
  - c) 2016-2017 biennial budget review protocol
- 7. MISCELLANEOUS BUSINESS**
- 8. OTHER PUBLIC COMMENT**
- 9. ADJOURNMENT**

*\*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.*

*\*\*Council Chambers is equipped with a hearing assistance system. If needed, please see the Clerk to obtain a receiver.*

*\*\*\* Finance & Budgeting Committee Mission Statement: To provide the County Council with objective fiscal and public policy analysis, recommendations and oversight of the County's financial resources and operations and to improve efficiencies and ensure accountability through effective allocation of resources for the benefit of all constituents of Cuyahoga County.*



## MINUTES

CUYAHOGA COUNTY FINANCE & BUDGETING COMMITTEE MEETING

MONDAY, JUNE 15, 2015

CUYAHOGA COUNTY ADMINISTRATIVE HEADQUARTERS

C. ELLEN CONNALLY COUNCIL CHAMBERS – 4<sup>TH</sup> FLOOR

1:00 PM

### 1. CALL TO ORDER

**Chairman Greenspan called the meeting to order at 1:05 p.m.**

### 2. ROLL CALL

**Mr. Greenspan asked Assistant Deputy Clerk Culek to call the roll. Committee members Greenspan, Miller, Hairston and Gallagher were in attendance and a quorum was determined. Committee members Schron and Brown entered the meeting shortly after the roll call was taken. Committee member Jones was absent from the meeting.**

### 3. PUBLIC COMMENT RELATED TO THE AGENDA

**No public comments were given.**

### 4. APPROVAL OF MINUTES FROM THE JUNE 1, 2015 MEETING

**A motion was made by Mr. Miller, seconded by Mr. Gallagher and approved by unanimous vote to approve the minutes of the June 1, 2015 meeting.**

### 5. MATTERS REFERRED TO COMMITTEE

- a) R2015-0111: A Resolution adopting the Annual Tax Budget, including the Cuyahoga County Library Budget, for the year 2016; and declaring the necessity that this Resolution become immediately effective.

**Mr. Dennis Kennedy, Fiscal Officer, addressed the Committee regarding Resolution No. R2015-0111. Discussion ensued.**

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

**On a motion by Mr. Greenspan with a second by Mr. Miller, Resolution No. R2015-0111 was considered and approved by unanimous vote to be referred to the full Council agenda with a recommendation for passage under second reading suspension of the rules.**

- b) R2015-0114: A Resolution making an award on RQ32092 to Northwoods Consulting Partners, Inc. in the amount not-to-exceed \$573,229.00 for software and professional services for maintenance and support of the Electronic Document Imaging System for the period 9/1/2015 - 8/31/2016; 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.

**Mr. Jeff Mowry, Chief Information Officer; Mr. Matt Bender, Senior Information Systems Administrator for Cuyahoga Health and Human Services; and Mr. David Merriman, Administrator for Cuyahoga Jobs and Family Services, addressed the Committee regarding Resolution No. R2015-0114. Discussion ensued.**

**Committee members asked questions of Mr. Mowry, Mr. Bender and Mr. Merriman pertaining to the item, which they answered accordingly.**

**On a motion by Mr. Greenspan with a second by Mr. Schron, Resolution No. R2015-0114 was considered and approved by unanimous vote to be referred to the full Council agenda for second reading.**

#### 6. MISCELLANEOUS BUSINESS

**Mr. Greenspan announced that the next Finance & Budgeting Committee meeting will be scheduled for June 22, 2015 at 1:00 p.m. to discuss the First Quarter Financial Results, the Personnel Review Commission's request for additional funding and the 2016-2017 budget protocol.**

#### 7. OTHER PUBLIC COMMENT

**No public comments were given.**

#### 8. ADJOURNMENT

**With no further business to discuss, Chairman Greenspan adjourned the meeting at 1:27 p.m., without objection.**



Thomas L. Colaluca, Commissioner  
Deborah Southerington, Commissioner  
Robert M. Wolff, Commissioner

June 9, 2015

Ms. Beth Supan  
Budget Management Analyst  
Office of Budget & Management  
Cuyahoga County Fiscal Office

Dear Beth,

The PRC is requesting additional funding to hire 2 additional full-time employees (FTEs) in the position of Employment Testing Specialist (ETS) to respond more efficiently to the County's need to fill vacancies in the classified service. This is a reiteration of a similar request we presented to County Council in 2014, which was partially funded for 2015.

**1. Program or Service Overview** – The PRC's testing program fulfills the PRC's Charter obligation to 'administer an efficient and economical system for the employment of persons in the public service of the County according to merit and fitness'. By developing valid, job-relevant tests that comply with civil service regulations, the PRC is able to ensure that persons selected for employment in the County's classified service are qualified for their positions, and to ensure the validity and reliability necessary to successfully defend any legal challenges to these selection procedures.

Our testing team currently consists of 1 FTE Manager and 3 FTE ETS's. These teams conduct job analyses, write position descriptions, develop tests or other selection procedures, and administer tests for the County's civil service positions (about 650 total classifications countywide, including non-bargaining and bargaining unit). Currently, this team is addressing requests for over 40 tests; depending on several variables, this process can take anywhere from 60 to 75 labor hours to fully complete. With our current staff, it will take 4-5 months to complete the work assignments they have today; that doesn't factor in any additional requests in the meantime. The PRC's goal remains to be out in front of vacancies with lists of qualified applicants when vacancies are posted, but until this foundational work is completed for the hiring practices, our immediate goal will be to reduce the response time by reducing the number of projects assigned to each staff member. Ideally, we'd like to be able to have an eligibility list available when a hiring need is presented, but we need additional staff to reach this goal. Several County managers have already expressed concern over the time it takes to get their hiring needs met, and the PRC's goal is to contribute efficiency, not to add more time to an already time-consuming process. We use master's level Interns to assist staff with some duties, but we need dedicated FTEs who can develop the organizational knowledge necessary to complete this work efficiently and effectively.

**2. Milestones/Timeline** – The overall objective of the testing team is stated in Section 1, and the testing team has identified the following milestones and timelines:

**#1 - Improving Time –to- Hire Outcomes:** Our current data indicates that the full process, from application deadline to establishment of an eligibility list, takes 75 days. Our goal is 60 days, but a large number of postings recently closed that we expect will drive our process to 100-110 days. The PRC’s goals are to reduce this time to 90 days by end of 8/15; to 75 days by end of 11/15, and to 60 days by 3/16, but the team needs additional staff to achieve these goals.

**#2 –Hiring Manager Satisfaction:** This objective relates directly to the objective above: Hiring managers will be more satisfied when this process takes less time. Currently, we are generally aware there is dissatisfaction amongst the hiring managers, but this only partially informs our objectives; we are designing an instrument to fully assess client satisfaction with our work processes and products and to establish related performance objectives to improve them.

**#3 - Criterion-data supporting our content- validity approach:** The ideal method for ensuring the PRC’s efforts achieve desired outcomes is to statistically analyze the relationship between test scores and performance scores. Ultimately, the PRC intends to conduct the analysis necessary to determine whether high scorers on the selection procedures we’ve developed turn out to be the County’s best performers, but this is a long-term goal after we have sufficiently addressed the County’s hiring needs.

**3. Program or Service Budget** – The costs for funding the current staff, including the Manager and 3 ETS FTEs are illustrated in the charts below, as are the additional costs associated with this request.

| <b>COSTS RELATED TO PROPOSED REQUEST</b>                               |   |                    |  |   |   |
|--|---|--------------------|--|---|---|
| <b>CURRENT STAFFING LEVEL COSTS</b>                                    |   |                    |  |   |   |
| Current Titles and # of Staff  |   | Salaries           | Estimated Benefits Costs (est. 30% per employee) | Combined Salaries & Benefits Costs                            | <b>TOTAL COST OF CURRENT STAFFING LEVEL</b> |
| Manager of Employment Testing (Unclassified)                           | 1 | \$80,000.00        | \$24,000.00                                      | \$104,000.00  |   |
| Employment Testing Specialists (current staff at Step 7, Pay Grade 12) | 3 | \$183,005.94       | \$54,901.78                                      | \$237,907.72  |   |
| <b>ESTIMATED 2015 COSTS FOR PROPOSED STAFF ADDITIONS ON 7/1/15</b>     |   |                    |  |   |   |
| Proposed Additional Staff Titles and Number                            |   | Estimated Salaries | Estimated Benefits Costs (30% per FTE)           | Estimated Capital Outlay (\$2668 per FTE for computers, etc.) | <b>ESTIMATED 2015 COST OF REQUEST</b>       |
| Employment Testing Specialists (estimated at Step 7, Pay Grade 12)     | 2 | \$61,002.00        | \$18,300.60                                      | \$5,336.00  | \$79,302.60                                 |

| ESTIMATED 2016 COSTS FOR PROPOSED ADDITIONAL STAFF<br>(ANNUAL IMPACT)       |                       |  |  |
|---|-----------------------|--|--|
| Proposed Additional Staff Titles<br>and Number                              | Estimated<br>Salaries | Estimated Benefits<br>Costs<br>(30% per FTE) | ESTIMATED 2016<br>COST OF REQUEST<br>(Annual Impact) |
| Employment Testing<br>Specialists<br>(estimated at Step 7, Pay<br>Grade 12) | 2                     | \$122,004.00                                 | \$36,601.20  |
|   |                       |  | \$158,605.20   |

Please let me know if you need additional information to consider this request.

Sincerely,



Rebecca Kopcienski, Administrator

cc: PRC Chairman Thomas Colaluca  
 PRC Commissioner Debbie Southerington  
 PRC Commissioner Robert Wolff



**Dave Greenspan**  
Cuyahoga County Council  
District 1

Committee Chair: Finance & Budgeting  
Committee Vice Chair: Public Safety & Justice Affairs  
Committee Member: Council Operations & Intergovernmental Relations  
Committee Member: Economic Development & Planning  
Committee Member: Public Works, Procurement & Contracting

## MEMORANDUM

To: Members of the County Council

From: Dave Greenspan

Date: June 3, 2015

Subject: **2016-2017 Executive's Recommended 2016-2017 Biennial Budget Review Protocol**

### OVERVIEW

Council will start reviewing the Executive's recommended 2016 – 2017 Biennial Operating Budget and Capital Improvements Program beginning in October. As in previous years, Council will conduct a series of committee meetings in an effort to question, review and verify the proposed budget.

### THE PHILOSOPHY

The Operating Budget and Capital Improvements Program are financial barometers to the County's operational and strategic plan. The guiding principles for the 2016-2017 biennial budget are as follows:

#### Mission Statement:

*Develop a Biennial Operating Budget and Capital Improvements Program for the efficient delivery of services with an emphasis on **accountability and transparency** while focusing on people, place, prosperity, and partnerships.*

#### Vision Statement:

*The Cuyahoga County Budget and Capital Improvements Program are **operational and aspirational** and are so designed to best serve the constituents of the County.*

### THE STRATEGY

Council will review the Executive's recommended budget using an **Outcome Based Budget** strategy.

Outcome-Based Budgeting is the practice of developing budgets based on the relationship between program funding levels and expected measureable results.

This approach to budgeting will assist the County in identifying its priorities and achieving its stated goals.

## THE PROCESS

To implement the Outcome Based Budget strategy, each agency, department, board, and commission is required to include the following information when developing its requested budget with the Administration. This information will be included in the Executive's recommended budget.

- I. Mission Statement of the County Agency, Department, Board, or Commission
- II. Identify Goals and Objectives
  - a. Establish broad goals designed to guide decision-making - (*What will you do?*)
  - b. Develop operational approaches to achieve goals - (*How will you do it?*)
  - c. Develop a protocol for evaluating performance - (*How will you gauge success?*)
- III. Accountability – Key Performance Measures
  - a. Analyze and compare the actual key performance measures to the estimates and targets presented in the previous budget
  - b. Explain the entity's accomplishments over the past 2 years
  - c. If a variance of 5% or greater exists between the goals and/or targets identified in previous budgets and the measured outcomes, please provide a brief overview explaining the variance
  - d. Provide and briefly explain at least three key performance measures that the entity plans to accomplish each year over the next three years
- IV. List of New Programs or Expansion of Existing Programs

Pursuant to Cuyahoga County Code Section 701.04, any requests for new programs or services that require an additional appropriation as a part of the biennial budget process shall include the following information:

- a. Program or service overview – detailing the request for additional appropriation
- b. Program or service budget – itemize expenses related to personnel, other operating and capital outlays
- c. Program or service milestones/timeline – outline the program or service's goals and objectives as well as key performance measures in order to ensure these goals or objectives are met
- d. Program or service staffing levels – document the projected staffing levels required for the program or service including titles, salary and benefits

These requirements also apply to existing programs or services if there is a major expansion or shift in policy; but do not apply to additional appropriations that do not expand the goals or objectives of existing programs or services.

- V. Reduced or Discontinued Programs or Service

If applicable, provide a brief explanation of any program or service reduction or discontinuation.

## **CONCLUSION**

Outcome Based Budgeting is the practice of developing budgets based on the relationship between funding and the expected results.

It is important to note that no matter what budget approach we use, the County will always have more needs than available financial resources.

This budget process will serve as an evaluation tool to develop, design, implement and measure goals and outcomes in a quantitative process to help guide Council's adoption of the budget.



**Dave Greenspan**  
Cuyahoga County Council  
District 1

Committee Chair: Finance & Budgeting  
Committee Vice Chair: Public Safety & Justice Affairs  
Committee Member: Council Operations & Intergovernmental Relations  
Committee Member: Economic Development & Planning  
Committee Member: Public Works, Procurement & Contracting

To: County Executive Budish  
Council President Brady  
Members of the County Council and Staff

From: Dave Greenspan, Chair – Finance and Budget Committee

Date: June 3, 2015

**Subject: *County Executive's Recommended 2016-2017 Biennial Budget and Capital Improvements Program***

Council will review the 2016-2017 Biennial Budget and Capital Improvements Program in two phases. The first phase will encompass a presentation by the agency, department, board or commission. The second phase is scheduled to address additional questions and discussion that arise from the first phase.

Below is the proposed schedule to discuss the County Executive's Recommended 2016-2017 Biennial Budget and Capital Improvements Program:

|              |  |   |
|--------------|--|---|
| October 13th | <b><u>Committee of the Whole</u></b><br>Budget Summary –Section I<br>Schedules – Section II  | <b>3:00pm – 5:00pm</b><br>Dennis Kennedy<br>Dennis Kennedy  |
|              | <b><u>First Reading</u></b>  | <b>5:00pm</b>   |
| October 22nd | <b><u>Budget Hearing Session I</u></b><br>Health & Human Services<br>ADAMHS Board<br>MetroHealth System<br>Children & Family Services<br>Senior & Adult Services   | <b>9:00am – 12:00pm</b><br>Matt Carroll<br>Bill Denihan<br>Dr. Akram Boutros<br>Thomas Pristow<br>Dr. Richard Jones         |
|              | <b><u>Budget Hearing Session II</u></b><br>Jobs & Family Services<br>Office of Homeless Services<br>Early Childhood/Invest in Children<br>Family & Children First Council<br>HHS Office of Re-Entry<br>Workforce Development | <b>1:00pm – 4:30pm</b><br>David Merriman<br>Ruth Gillett<br>Rebekah Dorman<br>Robin Martin<br>Luis Vazquez<br>Grace Kilbane |

|                           |  |   |
|---------------------------|--|---|
| October 23 <sup>rd</sup>  | <p><b><u>Budget Hearing Session III</u></b><br/> Justice Services &amp; Public Safety<br/> Law Department<br/> Clerk of Courts<br/> Sheriff<br/> County Prosecutor<br/> Public Defender</p>  | <p><b>9:00am – 12:00pm</b><br/> Frank Bova<br/> Robert Triozzi<br/> Nailah Byrd<br/> Clifford Pinkney<br/> Timothy McGinty<br/> Robert Tobik</p>  |
|                           | <p><b><u>Budget Hearing Session IV</u></b><br/> Justice Services &amp; Public Safety (continued)<br/> Court of Common Pleas<br/> Juvenile Court<br/> Domestic Relations Court<br/> Probate Court<br/> 8<sup>th</sup> District Court of Appeals</p> <p>Development &amp; Public Works<br/> Public Works<br/> County Planning Commission</p> | <p><b>1:00pm – 4:30pm</b></p> <p>The Hon. John J. Russo<br/> The Hon. Kristin W. Sweeney<br/> The Hon. Diane M. Palos<br/> The Hon. Anthony J. Russo<br/> The Hon. Frank D. Celebrezze</p> <p>Mike Dever<br/> Glenn Coyne</p> |
| October 29 <sup>th</sup>  | <p><b><u>Budget Hearing Session V</u></b><br/> Development &amp; Public Works (continued)<br/> Development<br/> Regional Collaboration</p> <p>General Government &amp; Supportive Services<br/> County Council<br/> Information Technology<br/> Fiscal Department<br/> Human Resources Department</p>                                      | <p><b>9:00am – 12:00pm</b></p> <p>Nathan Kelly<br/> Eddie Kraus</p> <p>Sharon S. Jordan<br/> Joseph Nanni<br/> Jeff Mowry<br/> Dennis Kennedy<br/> Lisa Durkin</p>  |
|                           | <p><b><u>Budget Hearing Session VI</u></b><br/> General Government &amp; Supportive Services (continued)<br/> Internal Audit<br/> Personnel Review Commission<br/> Inspector General<br/> Board of Elections</p>   | <p><b>1:00pm – 4:30pm</b></p> <p>Valerie Harry<br/> Rebecca Kopcienski<br/> Mark Griffin<br/> Pat McDonald</p>  |
|                           | <p>Capital Plan and Debt Management Overview</p>   | <p>Dennis Kennedy</p>   |
| November 5 <sup>th</sup>  | <p><b><u>Budget Discussion</u></b></p>   | <p><b>9:00am – 12:00pm</b></p>  |
| November 10 <sup>th</sup> | <p><b><u>Budget Discussion</u></b></p>   | <p><b>3:00pm – 5:00 pm</b></p>  |
| November 24 <sup>th</sup> | <p><b><u>Second Reading</u></b></p>  | <p><b>5:00pm</b></p>  |
| December 8 <sup>th</sup>  | <p><b><u>Third Reading/Adoption</u></b></p>  | <p><b>5:00pm</b></p>  |