



January 12, 2013 at 8:30am
Notice posted

Minutes

**Meeting of the Charter Review Commission
Cuyahoga County
Saturday, January 12, 2013 at 8:30 A.M.
Cuyahoga County Administration Building, 4th Floor**

Required notices were provided and posted and the meeting was called to order at 8:45 AM by the Chair. The roll was called.

Present: McLaughlin; Akers; Tarter; Albright; Riley; Russell; Dietrich; Headen; Callahan

Absent: none

A quorum was present.

Akers called for public comments. There were no public comments.

Akers introduced **County Councilman Dale Miller**. He provided a brief introduction on **Miller's** background and experience. **Miller** provided written comments for the CRC and articulated a process that had been utilized by the County Council as it reviewed the Charter for amendments in 2012. The comments provided by **Miller** are attached in their entirety and are incorporated herein.

At the conclusion of **Miller's** comments, **Akers** opened the meeting to questions from the CRC. **Tarter** thanked **Miller** for the thorough presentation and the manner in which it was organized. **Tarter** sought clarification regarding **Miller's** second point, **Council Actions Not Requiring Executive Approval**. (CANREA).

Miller commented that the Council's budget is approved by the Executive and the concept that hiring, promotion and other allocations for council staff (as long as still within the approved budget) would require Executive confirmation seemed to be unnecessary and might allow conflicts between the branches.

McLaughlin asked **Miller** about the political affiliation requirements in the BOR hiring process and presented questions about identifying affiliation and changes in the person's registration after being hired by the BOR. **Miller** concurred with **McLaughlin** regarding some of the problems that could result and stressed that the most important thing to do when hiring for the BOR was to bring on the best candidate rather than meet some political quota. **Russell** noted that problems may occur in determining the term of a BOR hearing officer when the individual is hired to replace another member. **Miller** stressed the need for continuity as the BOR moves forward. Tarter noted that Steen had earlier proposed that the hearing board members could be independent contractors. **Miller** did not recommend that this be implemented but felt that flexible language should be used to allow the number of officers to adjust as needs fluctuated.

McLaughlin addressed **Miller's** comments regarding the Law Department and the Prosecutor's duties and noted that opinions seem to indicate that the Prosecutor represents the various county boards and commissions. **Miller** noted that he is not a lawyer and did not offer legal analysis but felt that the charter could be amended to allow clearer lines of representation. **McLaughlin** asked for **Miller's** rationale. **Miller** commented that he was presenting a broader vision of the composition of the County government, one that permitted the County Executive to have powers to allow a broad, coherent approach to governing rather than piecemeal.

Regarding the Clerk of Courts, **Miller** acknowledged the divergent theories that had been presented. He stated that, in his opinion, it makes more sense to have the Clerk's office under the Executive. **Miller** stated that this arrangement would allow greater accountability and could serve as a check on the judiciary. **Akers** reiterated earlier comments from **Fuerst** regarding frustrations with processes and **Miller** noted that outside accountability would lead to a collaborative approach from the Clerk's office. **McLaughlin** asked **Miller** if the same level of accountability could be achieved if the Judges appointed the Clerk of Courts, subject to confirmation by the County Council. **Miller** did not feel that this would be a significant benefit and noted that there is a great deal of difference between choosing a person and confirming that person.

Headen further addressed the CANREA and asked if matters were currently proceeding without Executive approval. **Miller** acknowledged that some minor matters had gone through the approval process without Executive approval. **Gross** related non-privileged discussions with the Law Department and noted that some procedural matters had been approved without Executive approval. **Headen** asked **Miller** if this process could allow County Council to spend as much money as it saw fit. **Miller** noted that no amounts could be spend that had not been appropriated and Council, along with any other agency, could not spend beyond its budgeted amount.

Tarter inquired about the process that the County Council would utilize after the CRC had completed its process. **Miller** stated that the work performed by the CRC would have great authority and legitimacy before the Council. He noted that even if Councilmembers did not agree with the specific charter amendment recommendation, it would not preclude the council from agreeing to place the amendment before the electorate.

Akers thanked **Miller** for his comments and his presentation. **County Councilwoman Yvonne Conwell** was introduced by **Akers** he provided some background information about **Conwell**. **Conwell** addressed the HRC and felt that having the HRC members selected by the County Council, rather than the County Executive, was beneficial. She illuminated three distinct reasons for this:

- To eliminate the perception that the entire process of employee retention, promotion, discipline and dismissal was controlled by the Executive;
- To serve as a needed check and balance between the branches of government; and,
- To allow the involvement of the County Council in the process.

Conwell joined in **Miller**'s comments regarding the BOR. She also stated that the Executive should hire the hearing board members and urged the CRC to follow the recommendations submitted by **Miller** on this issue. As the Chair of the Human Resources/Appointment Committee, **Conwell** dealt first hand with the problems created by the thirty day time frame that council had to confirm and Executive appointment. She noted that this time frame was too short and recommended that the provision be changed from thirty to sixty days.

Riley clarified that the HRC members were appointed by the Executive subject to Council confirmation. **Conwell** agreed. **McLaughlin** sought **Conwell**'s opinions on the Clerk of Courts issue and the division of duties between the Prosecutor and

the Law Director. **Conwell** noted that she was not a lawyer and would not interject legal analysis but stressed that clear lines of authority were needed. She added that under the current situation the County Council is precluded from hiring outside counsel. **Conwell** envisioned a situation where a conflict could arise between the County Council and the County Executive and noted that the Law Director is counsel to both entities.

Dietrich sought **Conwell**'s opinion regarding the inclusion of the political party affiliation requirement in the BOR. **Conwell** joined the comments of **Miller** and noted that this provision led to a situation where a higher ranked candidate had to be by-passed for hiring because the candidate was a member of a certain party. The BOR needs the best candidate, regardless of affiliation, she stated. **Albright** asked whether specific job experience should be included in the BOR section. **Conwell** stated that it could be included or it could be left to the Executive to determine that prior to making any nominations.

The CRC thanked **Conwell** for her comments and her time. **Akers** introduced **Cuyahoga County Prosecuting Attorney Tim McGinty**. **Akers** provided some background information about **McGinty** and specifically acknowledged the wisdom of **McGinty** hiring **Jane Platten** as his Chief of Staff.

McGinty thanked the CRC members for taking on the challenge of reviewing the Charter and making recommended amendments. He noted that there seemed to be a "revolution in spirit" in the County since the institution of the new government. He noted that, historically, there is a lack of confidence in a government after a scandal but that has not occurred here.

McGinty presented a request that the charter be amended to include a provision mandating that an annual Justice System audit be performed. As a former Judge, **McGinty** noted that the justice system has been "highly resistant to transparency". He noted that the Anthony Sowell case was a prime example of how the justice system's dysfunction allowed horrific results. **McGinty** stressed that creating defined performance objectives with accountability would allow the justice system to work better, more efficiently and cost less money. **McGinty** noted that the justice system had not performed any "best practices" study. **McGinty** distributed a handout titled "**2013 JSR Goals, Objectives and Measures**" that detailed some of the objectives that the justice system should strive to attain. A copy of this document is attached and incorporated herein.

McGinty took questions from the CRC. **McLaughlin** asked **McGinty** who would perform this study or audit and how much would it cost. **McGinty** stated that there were numerous non-profit entities that would be available to assist. He noted that the Justice Management Institute was a good candidate. He further added that the cost to perform such an audit was \$141,000 in 2005, the last year he tried to have the study commissioned. **McGinty** stressed that performing this type of audit would not only provide confidence in the functions of the justice system, but would also lead to a better, more efficient delivery of services.

McLaughlin asked **McGinty** to comment on the appointment process for the Clerk of Courts. **McGinty** felt that continuing the current practice articulated in the Charter was preferred. He noted that this allowed the county to “get a foot in the door” to the operation of this office.

Albright asked **McGinty** for his thoughts on the interaction between the Law Department and his office and whether any amendments to the charter would be beneficial. **McGinty** stated that his working relationship with **Law Director Makhlof** was great and that the level of cooperation was excellent. However, **McGinty** stated that, pursuant to Ohio law, the Prosecutor was the lawyer for Cuyahoga County and that was the law. He felt that there was not any actions that either the County or the CRC could take that would alter the state mandates. He stated that it was not possible to give all the civil legal matters to the Law Director and stated that the Attorney General Opinion issued previously spelled that out. Upon questioning from **McLaughlin**, **McGinty** stated that clear lines should be drawn but the County cannot have overlapping legal authorities.

Callahan asked **McGinty** about changes that he had implemented since taking office. **McGinty** noted that the prosecution of capital murder cases was very expensive and required an enormous amount of legal work, including appeals that last for decades. Since taking office, **McGinty** has decreased the number of capital murder indictments significantly. He stated that his goal as Prosecutor is to reduce the number of capital indictments by 80-90%. **McGinty** has implemented a new office protocol for eligibility for capital prosecution as well.

Headen asked for comments on the issue of auditing the justice system, noting that performing an audit as **McGinty** had outlined, may be too large a task if performed on an annual basis. **McGinty** was open to starting the audit process, understanding that it may be better to have future audits done every two years. Regarding the Clerk of Courts, **McGinty** noted that the judiciary has not been open to transparency in the past and he re-stated his opposition to having the Courts name

the Clerk. He continued by stating that the Clerk has never been appointed by the judiciary and achieving any level of efficiency has never been a real goal of either the Courts or the Clerk's office. **McGinty** stated that it was appropriate to solicit advice and comments from numerous entities before naming a Clerk but the ultimate hiring decision should come from the Executive not the Court system.

A discussion about the scheduling of upcoming CRC meetings took place between the members of the CRC. Agenda for the next meeting was discussed.

At 7:00 PM, **Riley** made a motion to adjourn. The motion was seconded by **McLaughlin**. The motion was unanimously approved by a voice vote of the CRC members.

Draft 1-17
Issue 1-17
App. 1-23
Posted 1-24

Presentation to Charter Review Commission

Dale Miller

January 12, 2013

INTRODUCTION

Mr. Chairman, and esteemed members of the Charter Review Commission, I congratulate you on your appointments to this most significant first Cuyahoga County Charter Review Commission and thank you for the extensive time and effort you are putting in to insure the success of this effort.

Considering that this Charter was created without the benefit of direct operational experience, we have received an excellent document with which to start our new County government. However, experience has clearly revealed needed areas of improvement. It is important to note that amending the Charter through the Review Commission is a three step process--recommendation by your Commission, placement on the ballot by Council, and approval by the voters. Therefore, I encourage you to be bold, comprehensive, and to think outside the box in putting forth recommendations that you believe would move us forward. It would be better for you to recommend a half dozen scatterbrained ideas along with good ones than to be reluctant in putting proposals forward. I am confident that the three step process provides a winnowing approach that will enable us to incorporate the very best of our thinking and experience into the Charter.

I have two recommendations of a procedural nature. The first is to use a committee structure as envisioned in the Rules for Charter Review Commissions, as passed by the Council. This will enable you to work quickly and effectively and get more done on schedule. Note that the particular division of committee responsibilities that we proposed is the one rule that we allow you to change without coming back to County Council for approval. If you don't like the way we divided it up, find a different way that suits you, but do use a committee process.

The second procedural item is to note that we are expecting recommendations to come in the form of the exact proposed language changes, not just concepts. In our process last year, we found that getting from concepts to exact language often exposed significant issues that needed to be resolved. The process of converting exact amendment language to ballot language can be left to the administration and Council.

1. BOARD OF REVISION

In my opinion, the Charter language on the Board of Revision is the most problematical of any in the Charter and urgently needs comprehensive revision. Among the problems are the following:

1. The language does not distinguish between the statutory Board of Revision and the hearing boards, authorizing multiple boards that seem to have authority to perform both functions.

2. The language is unclear as to how the boards should be administered, and there has been some expression of interest by the boards to collectively do their own administration, rather than being administered through the statutory officers named in Ohio law.

3. The standard three year term for all boards makes it difficult to match capacity with workload, making it probable that at times there will be boards in place that have little or no work to do.

4. Hiring board members through an 11-member Council is cumbersome and probably not the best way to do it.

5. The political party requirement has created operational issues.

6. Other than the political party requirement, nothing is said about the qualifications of the people who will hear the cases.

7. There is no provision for removal of hearing board members for cause.

My views on the Board of Revision are almost identical to those put forward last week by Councilman Greenspan, and I will add some additional detail. The amendment that I'm proposing is the same one that was voted on by County Council on August 14th of last year and failed to make the ballot by 1 vote. The text is provided immediately following my testimony. This amendment was carefully developed over months and vetted with all the major interested parties, and there is a consensus in Council on almost all of its provisions. Three votes were lost due to lack of agreement on the political party language, and one member wanted all amendments to be considered by your Commission before going to the ballot. It also appears that the Executive supports most of its provisions. Therefore, this amendment should serve as a strong starting point for your work on the Board of Revision.

The first paragraph creates a single, separate statutory Board of Revision to administer the process, as opposed to the hearing boards, which actually hear the cases. The three-member board is comprised of the County Executive, the Fiscal Officer, and one member of County Council, appointed by the Council President. The state law, designed for the 86 Commission Counties, comprises this Board as one County Commissioner, the Auditor, and the Treasurer. A literal translation would be the Executive, Fiscal Officer, and Treasurer. However, we note that under the Commission system, the three positions are each independent and separately elected officers. Therefore, we believe that including one Council person is actually more in tune with the spirit of the state law language, and as a charter county, we are certainly entitled to specify the composition.

The first paragraph also says that the Board of Revision shall exercise all the powers and duties of a county board of revision as prescribed in general law, except as otherwise provided in this Charter. This insures that if there are any differences, the Charter provision will prevail under home rule.

The second paragraph empowers the Board of Revision to determine its own rules of procedure, appoint an administrator, hire staff, administer the hearing boards, and set hearing schedules. It also enables the Board, in coordination with the Department of Human Resources, to set compensation for

its employees, and specifies that the employees shall be unclassified employees. This paragraph provides the administrative clarity that is lacking in the current language.

The third paragraph deals with the creation of hearing boards. We propose to take the County Council out of the business of hiring hearing board members. This is an administrative function better left to others. We propose that the Board of Revision appoints the hearing board members, subject to confirmation by Council. We specify that hearing board members shall have experience and proven ability in appraisal, real estate, and/or law but leave it to the Board of Revision to establish the exact qualifications. This paragraph also states that the hearing boards shall have the same powers as board of revision hearing boards in state law. The most important aspect of this is that hearing decisions become the decision of the Board of Revision and may be appealed to the courts but not to the statutory board.

The fourth paragraph deals with hearing board terms. It contains two provisions designed to help match capacity with workload. The first is that the Board of Revision is directed to stagger the end dates of the three-year boards. Second, the Board of Revision is empowered to create temporary hearing boards lasting one year or less to deal with temporary peaks in workload. You might also consider authorizing the Board of Revision to create a temporary hearing board from among the members of existing boards to hear complex cases requiring special expertise.

The final paragraph deals with compensation for hearing board members. It requires the Council to determine a compensation plan for hearing board members, with the understanding that the Board of Revision would use the plan to set the compensation for individual members as they are hired. This paragraph also provides for removal of hearing board members for cause.

This version contains no political party requirements, and I have a modest preference for this version. You have two other options. The first would be to retain the requirement that not all members of a hearing board may be of the same political party. We did, however, observe several problems with that provision. In some cases, we were required to hire applicants that did not score as well on our evaluation as other applicants in order to comply. Sometimes, the official Board of Elections designation does not accurately reflect a person's politics. Problems may be created if a hearing board member changes political allegiance after appointment. Also, creation of temporary boards to take advantage of specific expertise could be made more difficult.

The other option would be to require that the member of Council on the Board of Revision be appointed to create political party balance. We did run into difficulties trying to create such language. There is no guarantee that there will be members of multiple political parties on Council, and Council President Connally expressed concern about adding additional conditional language to the Charter. There is also the question of how to handle the Council appointment if the Executive and Fiscal Officer are already of different political parties, and then what to do when this changes. Finally, meeting this requirement may require appointment of a Council member who is not best qualified by experience and interest to serve on the Board of Revision. However, if workable language can be found to implement this concept, it is worthy of serious consideration.

So, I'm asking your Commission to give careful consideration to whether and how there should be a political party requirement for the Board of Revision and/or the hearing boards. I believe that the County Council will support a carefully considered recommendation from your Commission on this issue.

Note that this amendment provides the usual 30 days for Council review of appointments. If we change that generally, we should probably do so here as well.

2. COUNCIL ACTIONS NOT REQUIRING EXECUTIVE APPROVAL

In my opinion, there is a very serious problem in current Charter language, in that there are certain actions of Council that should not or cannot require approval by the Executive, but the Charter language does not seem to allow for this possibility. The Charter says in Section 3.09 that "All powers of the Council shall be exercised by ordinance or resolution" and then says in Section 3.10, Subsection 5 that "Each 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." This language does not seem to allow any exceptions.

I drafted a proposal to amend Section 3.10, Subsection 5, to provide a list of exceptions including:

1. Adoption or amendment to the Council's rules and order of business.
2. Adoption of the Council's meeting schedule, creation of Council committees, and other internal Council actions.
3. Adoption of the Council's internal staff structure and determination of compensation for same.
4. Approval of contracts or amendments to contracts for the Council's office operation, consistent with the operating budget.
5. Confirmation of Executive appointments.
6. Making appointments designated by the Charter to be made by Council.
7. Exercise of the Council's investigatory powers as provided by the Charter.
8. Submission of proposed Charter amendments to the voters, as provided by the Ohio Constitution.

Each of these things would seem to be Council's right to do without Executive approval, but I shudder whenever we do them, as it seems to be a clear violation of the Charter.

The amendment also provides conforming language for Section 3.10, Subsection 8 on effective dates.

Legal advisors have suggested that we not correct this problem by providing a list of exceptions, for fear that something may be left out. The alternative would probably need to amend Section 3.10, Subsection 5 to provide general language stating that some resolutions need not be presented to the Executive and clear language describing when this would be the case. If such language can be developed, the alternative should be strongly considered.

My major aim regarding this item is to persuade your Commission that this is a serious problem that needs to be corrected. I would be strongly inclined to support any reasonable solution.

3. EXECUTIVE & COUNCIL VACANCIES

The Charter provides for temporary appointments to fill vacancies in the office of County Executive and County Council. In the case of the Executive, the President of Council succeeds to the office. In the case of County Council, appointment is made by precinct committee members or by the Council. While others have raised the question of the Council President's succession to Executive, this amendment does not deal with the temporary appointments.

Rather, this amendment deals with the election process for filling vacant positions after the temporary appointments are made. In the case of both the Executive and Council, the Charter contains similar language saying that "If a vacancy occurs during 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." This language is problematical. Suppose for example that a Council member resigns in October of the second year, or even June or July. There would not be enough time to allow for filing, hold primaries, and then elect the successor in the November election.

I submitted a narrowly crafted amendment, which said that the midterm election would be used to fill the vacancy only if the vacancy occurred 30 days or more before the filing deadline for the midterm election. The amendment also added that the newly elected person would take office on the first day of January following the election, rather than immediately upon election. This would seem especially important in the case of the Executive.

However, the narrow fix has been criticized, saying that it would further expand the amount of time that people would serve without being subject to election. The Council referred this issue to your Commission specifically to give you full opportunity to consider the use of immediate special elections to fill vacancies. Doing so would clearly be more expensive, but would provide greater transparency and legitimacy. In some legislative bodies, a very significant percentage of members first take office by appointment, rather than election.

This is another case where my main point is to say that the existing Charter language is clearly deficient, and I urge your Commission to recommend a solution that you believe is best.

4. EFFECTIVE DATE OF REDISTRICTING

In Section 3.04, Subsection 2 on redistricting, the Charter states that each apportionment shall be effective for the first regular County election after it is completed. However, it does not say when apportionment become effective in terms of Council members representing their districts. The assumption we made is that the new apportionment should be effective on the day of the organizational meeting of Council after the election, that is, on the first day that Council members chosen at the general election take office. The Charter should state this explicitly, and the proposed amendment adds a sentence to Section 3.04, Subsection 2 that does so.

5. EFFECT OF REDISTRICTING ON ELIGIBILITY FOR COUNCIL

Section 3.03 states that "once elected or appointed, Council members shall reside within their respective districts, during the tenure of their term." This language creates a problem for a Council member if redistricting occurs in the first half of their term and if under the new apportionment, the member no longer resides in the district to which they were elected. This puts the member in violation of the Charter for the 2nd half of their term.

The proposal submitted here amends Section 3.03 by adding a clause stating that a Council member shall not be disqualified from serving their full term due to redistricting. At the same time, the amendment deletes extraneous language that contemplated that some Council members would be elected at large.

This concludes the presentation of amendments that I have personally worked on and have detailed knowledge about. I conclude with brief comments on some of the other key issues that have arisen.

6. LAW DEPARTMENT AND PROSECUTOR

In my opinion, the provisions of Section 4.01 giving the Prosecuting Attorney all of the powers provided for in general law, including employment of outside counsel and the provisions of Section 5.06 making the Director of Law "the legal advisor to and representative of the County Executive and County Council" are inconsistent with each other. I support an amendment giving the Director of Law full responsibility on the civil area and giving the Prosecuting Attorney full responsibility in the criminal area. As to specific language, I recommend that you use the amendment submitted by Councilwoman Sunny Simon, which is included in the packet that was sent from Council by Sister Joanne Gross as an excellent starting point. From there, you need to do a deep dive on the legal and constitutional issues involved in providing a clear delineation of the powers of these two offices.

I also recommend that provision be made for the Council to obtain its own outside counsel in certain circumstances, particularly concerning cases regarding the respective powers of the Council and the Executive.

7. HUMAN RESOURCES COMMISSION

The primary role of the Human Resources Commission is to hear personnel grievances. Prior to the new government, such cases were heard by the Ohio Personnel Board of Review, which is entirely independent of County government. The current system, in which the County Executive both hires, promotes, and fires County personnel and also appoints the Commission which hears personnel grievances creates a perception in which employees may not be confident of getting a fair hearing. I support the amendment to create some independence by having the Council appoint the Human Resource Commission, as proposed by Human Resources Committee Chairperson Yvonne Conwell and supported by Council President Connally and other members of Council.

8. CLERK OF COURTS

I respectfully disagree with my Council President and believe that appointment of the Clerk of Courts should be left as is. In my opinion, the work of the Clerk of Court is administrative in nature and appointment by the Executive does not violate separation of powers. In addition, we do not have as much check and balance with the judiciary because the separation of powers issue gives the courts considerable power to insist on their budget when they deem it necessary to perform their duties. I believe that leaving the Clerk of Courts as is would provide greater opportunity to improve court operations through performance measurement, greater collaboration, and improved collection of court costs.

9. CONFIRMATION OF EXECUTIVE APPOINTMENTS

I agree that 30 days has proven to be insufficient time to properly consider Executive appointments, and I recommend 60 days. The concept of three meetings is also worthy of consideration, but since there is nothing specified in the Charter on frequency of meetings, my initial impression is to prefer the clock.

It would be helpful if your Commission could provide us guidance as to whether we may deal with the question of interim appointments by ordinance, or whether this should be in the Charter. If it needs to be in the Charter, I would recommend that both full and interim appointments should require confirmation, but that appointees be allowed to work on an interim basis prior to confirmation.

10. COUNTY TREASURER

The County Charter should specify that the County Treasurer be a separate and distinct office but need not specify whether the Treasurer reports to the Fiscal Officer or directly to the Executive. The Executive and Council should be allowed to determine the structural question by ordinance.

11. EXECUTIVE AND COUNCIL RESIDENCY

The residency requirement should be the same for both offices. I recommend one year immediately prior to filing a declaration of candidacy or appointment to fill a vacancy.

12. COUNTY SHERIFF

I support appointment of the County Sheriff to achieve overall coordination of policy and operational efficiencies. I do not believe that the Council should be involved in approving termination of the Sheriff. If recommended by this Commission, I would support appointment of the Sheriff for a set term, during which the Sheriff could be removed only for cause, but I don't feel strongly about it.

Thanks very much for the opportunity to present my views on the County Charter to your Commission. I appreciate your consideration of my suggestions and will be happy to answer any questions.

Proposed Charter Amendment #1 - Board of Revision

Charter Section 6.02 – BOARD OF REVISION

Proposed Amendment with New Language Underlined and Deleted Language Crossed Out:

There shall be one or more ~~a Board~~ Boards of Revision, each consisting of three electors of the County. ~~Two members of each board, who shall not be of the same political party, shall be appointed by the Council, and one member shall be appointed by the County Executive, each for a term of three years.~~ which shall consist of the County Executive, the Fiscal Officer, and one County Councilperson, who shall be appointed by the Council President to a two-year term, ending at the end of each odd-numbered calendar year, or for the remainder of a two year term if a vacancy occurs. The County Council may, by ordinance, provide for the appointment of alternates to serve on behalf of the members of the Board of Revision. ~~The~~ Each Board of Revision shall exercise all powers and duties of a county board of revision as prescribed by general law, except as otherwise provided in this Charter. ~~The Council may provide for compensation for members of a Board of Revision. There shall be no additional compensation for members of the Board of Revision in addition to their regular compensation by the County.~~

The Board of Revision shall determine its own rules and procedures, consistent with this charter and general law and shall appoint an Administrator and such other assistants as it deems necessary for the efficient performance of its duties, consistent with the County's operating budget. The Administrator shall be responsible for the office operations of the Board of Revision and the Hearing Boards and shall set the hearing schedules for hearing of complaints regarding the valuation of real property and other matters permitted under the Ohio Revised Code or this Charter. The Board of Revision, with the assistance of the Department of Human Resources, shall determine compensation for its administrative staff, who shall be unclassified employees.

The Board of Revision may create one or more Hearing Boards, which shall have the same powers to hear and make decisions on complaints as to the value of real property that are given to board of revision hearing boards by general law. The Board of Revision shall establish qualifications for members of the Hearing Boards to insure that such members have experience and proven ability in the areas of appraisal, real estate and/or law. Each Hearing Board shall consist of three residents of the County, appointed by the Board of Revision, subject to confirmation by the Council. If a position on any Hearing Board becomes vacant, the Board of Revision shall appoint a new member for the remainder of the term in the same way that the original members were appointed.

If the Council fails to act on the question of any such appointment within thirty days of the date that the Board of Revision submits such appointment to Council for its consideration, that appointment shall be deemed confirmed without further action by the Council.

Each Hearing Board member shall be appointed to a term of three years, except that in consultation with the Administrator, the Board of Revision may create one or more temporary Hearing Boards with a term of up to one year in order to clear backlogs or in anticipation of heavy workloads. The above provisions on length of term notwithstanding, the Board of Revision shall, if it appoints more than one Hearing Board, adjust the term of future appointments so that the ending dates of the various Hearing Boards are staggered, but the terms of all the members of any one Hearing Board end at the same time.

The Council, in consultation with the Board of Revision and the Department of Human Resources, shall determine a compensation plan for members of the Hearing Boards, who shall be considered full-time unclassified employees of the Board of Revision. The Board of Revision may remove a member of a Hearing Board for cause, subject to confirmation by the Council, using the same confirmation process as for appointment.

This is How the Section Would Read if the Amendment is Incorporated:

There shall be a Board of Revision, which shall consist of the County Executive, the Fiscal Officer, and one County Councilperson, who shall be appointed by the Council President to a two-year term, ending at the end of each odd-numbered calendar year, or for the remainder of a two year term if a vacancy occurs. The County Council may, by ordinance, provide for the appointment of alternates to serve on behalf of the members of the Board of Revision. The Board of Revision shall exercise all powers and duties of a county board of revision as prescribed by general law, except as otherwise provided in this Charter. There shall be no additional compensation for members of the Board of Revision in addition to their regular compensation by the County.

The Board of Revision shall determine its own rules and procedures, consistent with this charter and general law and shall appoint an Administrator and such other assistants as it deems necessary for the efficient performance of its duties, consistent with the County's operating budget. The Administrator shall be responsible for the office operations of the Board of Revision and the Hearing Boards and shall set the hearing schedules for hearing of complaints regarding the valuation of real property and other matters permitted under the Ohio Revised Code or this Charter. The Board of Revision, with the assistance of the Department of Human Resources, shall determine compensation for its administrative staff, who shall be unclassified employees.

The Board of Revision may create one or more Hearing Boards, which shall have the same powers to hear and make decisions on complaints as to the value of real property that are given to board of revision hearing boards by general law. The Board of Revision shall establish qualifications for members of the Hearing Boards to insure that such members have experience and proven ability in the areas of appraisal, real estate and/or law. Each Hearing Board shall consist of three residents of the County, appointed by the Board of Revision, subject to confirmation by the Council. If a position on any Hearing Board becomes vacant, the Board of Revision shall appoint a new member for the remainder of the term in the same way that the original members were appointed. If the Council fails to act on the question of any such appointment within thirty days of the date that the Board of Revision submits such appointment to Council for its consideration, that appointment shall be deemed confirmed without further action by the Council.

Each Hearing Board member shall be appointed to a term of three years, except that in consultation with the Administrator, the Board of Revision may create one or more temporary Hearing Boards with a term of up to one year in order to clear backlogs or in anticipation of heavy workloads. The above provisions on length of term notwithstanding, the Board of Revision shall, if it appoints more than one Hearing Board, adjust the term of future appointments so that the ending dates of the various Hearing Boards are staggered, but the terms of all the members of any one Hearing Board end at the same time.

The Council, in consultation with the Board of Revision and the Department of Human Resources, shall determine a compensation plan for members of the Hearing Boards, who shall be considered full-time unclassified employees of the Board of Revision. The Board of Revision may remove a member of a Hearing Board for cause, subject to confirmation by the Council, using the same confirmation process as for appointment.

Proposed Charter Amendment #2 – Council Actions Not Requiring Approval of the Executive

Charter Sections 3.10 (5) & (8) – ORGANIZATION, RULES AND PROCEDURES – Adoption by Council and Effective Dates of Legislation

Proposed Amendment with New Language Underlined and Deleted Language Crossed Out:

3.10 (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 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) Adoption of the Council office's organizational structure and hiring and setting compensation of the employees of the Council office consistent with the approved internal operating budget of the County Council office;

(d) Approval of contracts or amendments to contracts for services for the Council office, consistent with the approved internal operating budget of the County Council office;

(e) Confirmation of appointments recommended by the County Executive;

(f) Making of appointments designated in this Charter to be made by Council;

(g) Adoption of resolutions to require the attendance of County employees or officers at Council meetings and resolutions to compel the attendance of witnesses, issue subpoenas, or refer matters to the Prosecuting Attorney in accordance with Article 3, Section 12; and

(h) Submission of proposed amendments to this Charter to the electors of Cuyahoga County.

3.10 (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 resolution 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. Any ordinance or resolution that does not require presentation to the County Executive for approval or disapproval shall become effective in the same way provided for in this section, except that any required time intervals shall be determined starting with the time that the measure is signed by the presiding officer following adoption by the Council.

These are How the Sections Would Read if the Amendment is incorporated:

3.10 (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 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) Adoption of the Council office's organizational structure and hiring and setting compensation of the employees of the Council office consistent with the approved internal operating budget of the County Council office;
- (d) Approval of contracts or amendments to contracts for services for the Council office, consistent with the approved internal operating budget of the County Council office;
- (e) Confirmation of appointments recommended by the County Executive;
- (f) Making of appointments designated in this Charter to be made by Council;
- (g) Adoption of resolutions to require the attendance of County employees or officers at Council meetings and resolutions to compel the attendance of

witnesses, issue subpoenas, or refer matters to the Prosecuting Attorney in accordance with Article 3, Section 12; and

(h) Submission of proposed amendments to this Charter to the electors of Cuyahoga County.

3.10 (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 resolution 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. Any ordinance or resolution that does not require presentation to the County Executive for approval or disapproval shall become effective in the same way provided for in this section, except that any required time intervals shall be determined starting with the time that the measure is signed by the presiding officer following adoption by the Council.

Proposed Charter Amendment #3 - Executive & Council Vacancies

Charter Sections 2.04 and 3.07 – VACANCY and VACANCIES; LENGTH OF APPOINTMENT

Proposed Amendment with New Language Underlined and Deleted Language Crossed Out:

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 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.~~ at least thirty (30) days prior to the filing deadline for the primary for the countywide general election held during the second year of a four-year term, the interim appointment shall be for a period until the end of the calendar year in which that same countywide general election takes place, at which election the position shall be filled for the remainder of the unexpired term. Otherwise, the interim appointment shall extend for the remainder of the 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 President of Council shall be filled in the manner described herein as provided for in Article 3, Section 5 or 6, as applicable.

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.~~ at least thirty (30) days prior to the filing deadline for the primary for the countywide general election held during the second year of a four-year term, the

interim appointment shall be for a period until the end of the calendar year in which that same countywide general election takes place, at which election the position shall be filled for the remainder of the unexpired term. Otherwise, the interim appointment shall extend for the remainder of the four-year term.

These are How the Sections Would Read if the Amendment is incorporated:

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 at least thirty (30) days prior to the filing deadline for the primary for the countywide general election held during the second year of a four-year term, the interim appointment shall be for a period until the end of the calendar year in which that same countywide general election takes place, at which election the position shall be filled for the remainder of the unexpired term. Otherwise, the interim appointment shall extend for the remainder of the 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 President of Council shall be filled as provided for in Article 3, Section 5 or 6, as applicable.

3.07 VACANCIES; LENGTH OF APPOINTMENT.

If a vacancy occurs at least thirty (30) days prior to the filing deadline for the primary for the countywide general election held during the second year of a four-year term, the interim appointment shall be for a period until the end of the calendar year in which that same countywide general election takes place, at which election the position shall be filled for the remainder of the unexpired term. Otherwise, the interim appointment shall extend for the remainder of the four-year term.

Proposed Charter Amendment #4 - Effective Date of Redistricting

Charter Section 3.04 (2) – COUNCIL DISTRICTS - Redistricting

Proposed Amendment with New Language Underlined and Deleted Language Crossed Out:

3.04 (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. Following each redistricting, Council members shall represent their new districts, starting on day of the first organizational meeting of County Council after the redistricting plan is certified to the Board of Elections of Cuyahoga County.

This is How the Section Would Read if the Amendment is Incorporated:

3.04 (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. Following each redistricting, Council members shall represent their new districts, starting on day of the first organizational meeting of County Council after the redistricting plan is certified to the Board of Elections of Cuyahoga County.

Proposed Charter Amendment #5 - Effect of Redistricting on Eligibility for Council

Charter Section 3.03 - RESIDENCY REQUIREMENT

Proposed Amendment with New Language Underlined and Deleted Language Crossed Out:

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 ~~the County, and members elected from districts shall reside within their respective districts, during the tenure of their terms.~~ 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.

This is How the Section Would Read if the Amendment is Incorporated:

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.

2013 JSR Goals, Objectives and Measures

GOALS

- Improve the quality of justice we deliver through the implementation of best practices.
- Assure the constitutional rights of the accused while protecting the public from preventable and unnecessary crime.
- Improve efficiency and reduce costs in felony cases.
- Transform the Cuyahoga County Justice System into a culture with these traits:
 - Transparent,
 - Performance measured,
 - Data driven,
 - Goal setting and achieving.

The result will be an accountable, business-like operation that improves public confidence

- Realize a \$10 million benefit to the county in the first year through efficiency, cost reduction and revenue enhancement.

OBJECTIVES

OBJECTIVE 1: PRETRIAL DETENTION. Reduce average felony pre-trial detention to < 30 days for lower-level felony cases by June 30, 2013, and for all felony levels by December 31, 2013.

Measures:

Average time (in days) for each felony level (1-5 and murder) and case processing route -- Expedited Case Management ("ECM")/Early Disposition Court ("EDC") vs. traditional, separately for jail and bail cases. Provide separate measures for entire court and for each individual courtroom

- Initial Appearance to EDC/ECM hearing (separately for jail and bail cases, hereafter "J/B")
- Felony arrest to charge by Information or Indictment (J/B)
- Information or Indictment to arraignment (J/B)
- Arraignment to first pretrial (J/B)
- First pretrial to plea or verdict (J/B)
- Plea or verdict to sentencing (J/B)
- Pretrials - number of pretrials per case (J/B)
- Number of days between pretrials (J/B)
- Total days from felony arrest to disposition (J/B)

OBJECTIVE 1.a. REDUCE PRETRIAL DETENTION AND PRETRIAL JAIL DAYS by < 33%

OBJECTIVE 1.b. TRIAL DATE CERTAINTY. Improve Trial Date Certainty.

Measures:

- Using CourTools: percentage tried on date first set

OBJECTIVE 2: PROMPT FIRST APPEARANCE. Reduce time from arrest to first court appearance (IA) with attorney and discovery to within 48 hours by June 30, 2013. Reduce time to first court appearance (IA) with attorney and discovery to within 36 hours by December 31, 2013.

Measures:

Average time (in days) for each period below by each felony level (1-5 and murder):

- Felony arrest to charge
- Felony arrest to probable cause determination
- Felony arrest to setting of bond
- Felony arrest to counsel assigned
- Felony arrest to first court appearance (IA) with assigned or retained attorney.
- Difference (measured by percentage) between the above measures for EDC/ECM defendants and traditionally processed defendants

OBJECTIVE 3: REDUCE DISPOSITION TIME FRAME BY IMPROVING ECM/EDC

OBJECTIVE 3a. REESTABLISH AN EARLY DISPOSITION COURT ("EDC") in a centralized location with Judge to take pleas/informations. Prosecutor will determine eligibility from F5s, F4s and F3s. EDC eligible defendants will be offered a plea resolution with an agreement or recommendation of probation.

OBJECTIVE 3b. CONDUCT EXPEDITED CASE MANAGEMENT ("ECM")
Conferences for all other cases (except Major Trial Unit, Economic Crimes Unit, Public Corruption Unit cases and cases involving sexually oriented offenses) to negotiate agreed Information charges.

Measures:

- Number of cases not eligible for EDC or ECM
- EDC Stats – Number/percentage for each result:
 - EDC cases referred to grand jury (no waiver or resolution)
 - EDC cases resolved by Information and Plea
 - EDC cases proceeding by Information, but no plea
 - EDC cases proceeding by Information, referred for Early Intervention Program
 - EDC cases proceeding by Information, referred for Intervention in Lieu of Conviction
 - EDC cases proceeding by Information, referred for Drug Court
 - EDC cases proceeding by Information, referring for Diversion
 - EDC cases admitted to Diversion
 - EDC cases withdrawn
- ECM Stats – Number/percentage for each result:
 - ECM cases to grand jury (no waiver of grand jury)
 - ECM cases proceeding by information (waiving grand jury)

OBJECTIVE 3c. MAINTAIN GRAND JURY DEADLINES. Jail cases to grand jury within 10 days; bail cases to grand jury within 15 days of initial appearance (IA).

OBJECTIVE 3d. REDUCE OVERALL TIME FROM INDICTMENT/INFORMATION TO DISPOSITION. Reduce time for preparation of Presentence Investigation Reports by half, by providing probation officers instant electronic access to prosecutor files.

Measures:

- Average number of days from Indictment/Information to plea or finding of guilt.
- Average number of days from plea/finding of guilt to sentencing.

OBJECTIVE 4: RETENTION OF CASES IN MUNICIPAL COURTS. Encourage municipal courts to retain suitable cases as misdemeanors.

OBJECTIVE 4a. Involve county prosecutors in the initial charging decisions in Cleveland Municipal Court.

Measures:

- Number of cases received and reviewed by Assistant County Prosecutors prior to felony charge
- Number of felony arrests retained for misdemeanor prosecution or alternative programs by Cleveland Municipal Court

OBJECTIVE 4b. Encourage municipal courts to retain cases chargeable as felonies.

Measures:

- Number of cases withdrawn and referred back to suburban municipal courts

OBJECTIVE 5: REDUCE JAIL COSTS > 33% by December 31, 2013.

OBJECTIVE 5a. REDUCE Prisoner Board & Care ("PB&C") > 50% by December 31, 2013.

Measures:

- Annual Average Daily Population ("ADP")
- Annual Prisoner Board & Care ("PB&C")
- Per diem for felony inmates housed somewhere other than the county jail
- Per diem costs for misdemeanor inmates sentenced under state offenses and housed somewhere other than the county jail

OBJECTIVE 5b. REDUCE INMATE POPULATION HOUSED AT COUNTY EXPENSE.

Measures:

- Variable costs excluding PB&C
- Number of jail days for each type of prisoner population
- Net cost for each type of prisoner population

OBJECTIVE 5c. REDUCE NUMBER OF WARRANTS.

Measures:

- track percentage of defendants who fail to appear for arraignment and have capias issued

OBJECTIVE 6: REDUCE EXPENDITURES FOR ASSIGNED COUNSEL. Track and reduce expenditures for assigned attorneys. Perform a meaningful indigency assessment prior to assignment of counsel. Determine when assigned counsel fees should be reimbursed by non-indigent defendants.

Measures:

- Total number and percentage of cases with retained counsel
- Total number and percentage of cases assigned to Public Defender (PD)
- Total number and percentage of cases assigned to private defense counsel
- Total cost of assigned counsel and PD
- Average cost of assigned counsel broken down per felony level
- Time (in days) from arrest to meaningful indigency assessment
- Total number of cases where a defendant was found NOT to be indigent, then subsequently found to be indigent
- Total number of cases where defendants were determined NOT to be indigent and were required to reimburse all of assigned counsel fees
- Total number of cases where defendant was ordered to make partial reimbursement
- Total number and percentage of cases in which assigned counsel or PD fees were actually collected by clerk's office

OBJECTIVE 7: CENTRAL BOOKING. Complete a Central Booking system by September 20, 2013.

OBJECTIVE 8: COMMUNITY CONFIDENCE/SATISFACTION SURVEYS.

Conduct employee satisfaction survey, using CourTools by December 31, 2013.

Conduct community user surveys, using CourTools, by December 31, 2013.

Conduct justice partner stakeholder surveys by December 31, 2013.

OBJECTIVE 9: INCREASE REVENUES by > 50% by December 31, 2013.

OBJECTIVE 9a. REVENUE FROM MONETARY PENALTIES. Order and collect monetary penalties including court costs, fines, attorney fees, fines, cost of investigation, forfeitures, and bond forfeitures.

Measures - separately for the entire court and for individual courtrooms:

- Cost per case (per CourTools measure) by F1, F2, F3, F4, F5, jail and bail cases
- Number and percentage of cases in which fine assessed
- Number and percentage of cases in which fine was actually collected by clerk of courts
- Number and percentage of cases in which fine was waived by court, and the amount of potential revenue waived
- Number and percentage of cases in which fine was waived by court after a meaningful indigency assessment
- Total amount of fines that could have been imposed.
- Number and percentage of case in which court costs assessed
- Number and percentage of cases in which court costs were actually collected by clerk of courts
- Number and percentage of cases in which court costs were waived by court
- Number and percentage of cases in which court costs were waived by court after a meaningful indigency assessment

OBJECTIVE 9b: REVENUE FROM BONDS.

Make better use of 10% bonds and bond forfeitures.

Measures - separately for the entire court and for individual courtrooms:

- Total number and percentage of cases in which 10% bond set
- Total number and percentage of cases in which 10% posting was used to collect assessed court costs
- Total number and percentage of cases in which 10% posting was used to collect fine
- Total number of cases in which bond forfeiture was ordered
- Percentage of cases where bond forfeiture was subsequently vacated
- Percentage of cases where bond forfeiture was collected
- Percentage of cases where 10% bond posted was actually forfeited and collected by clerk of courts

OBJECTIVE 10: REDUCE RECIDIVISM

Use EDC court and alternative programs to reduce future criminal conduct by program participants.

- Percentage of EDC defendants who reoffend while their case is pending
- Percentage of EDC defendants who reoffend while in probation
- Percentage of EDC defendants who reoffend within one year after termination of probation
- Comparison of the above statistics with traditionally processed defendants