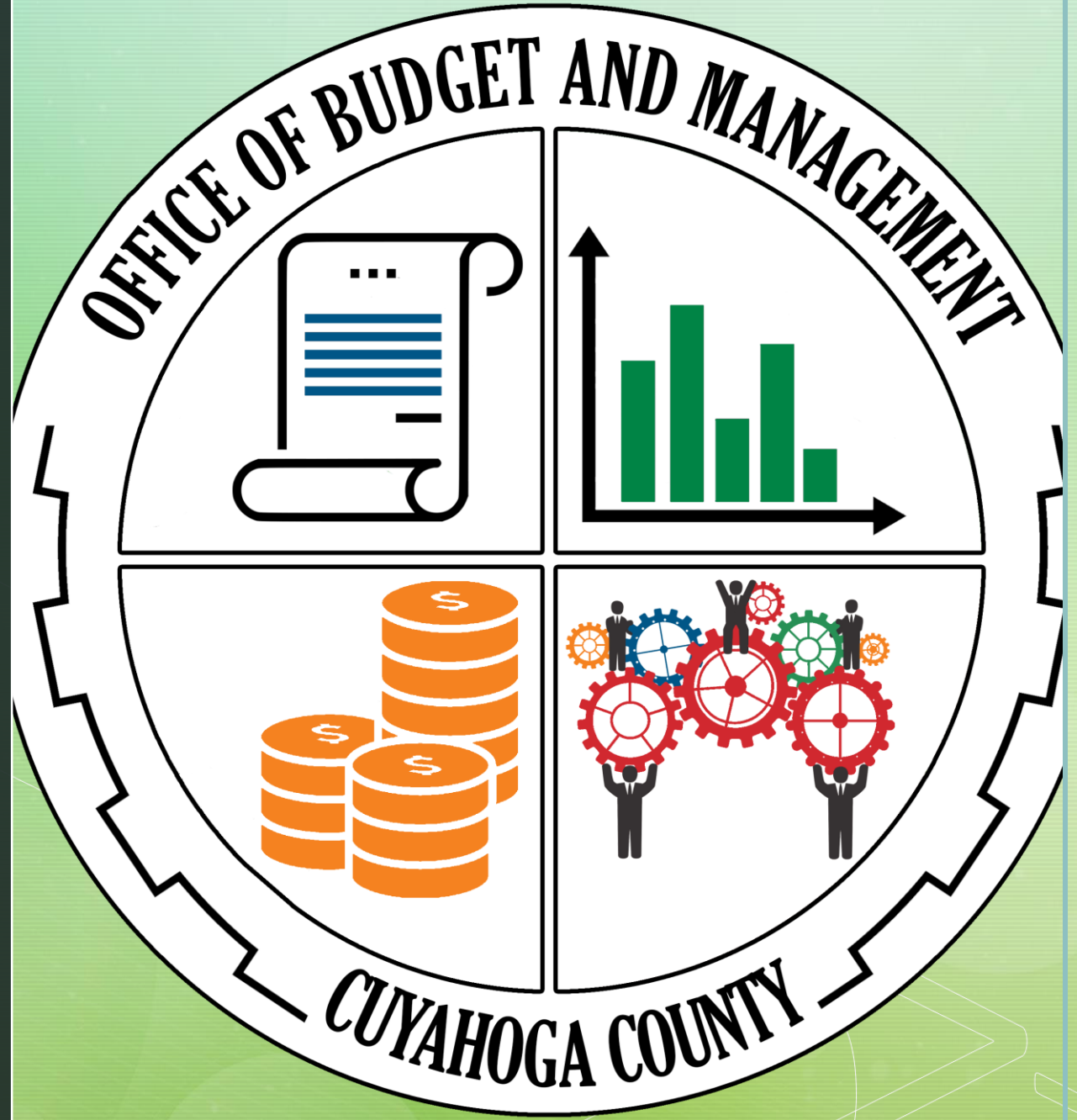


CUYAHOGA COUNTY
TOGETHER WE THRIVE

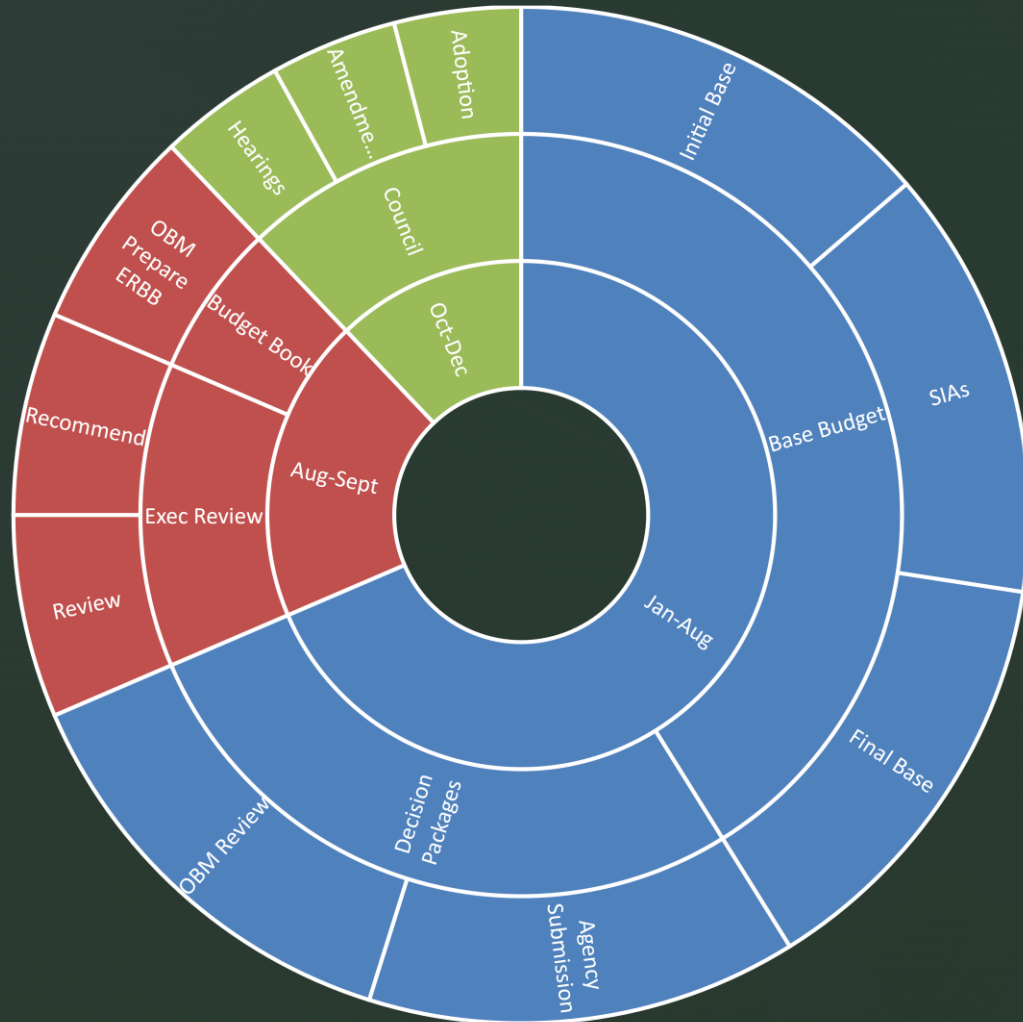
2020-2021
Executive's
Recommended
Biennial
Budget



WHERE THE DOLLARS MAKE SENSE

2020-2021 Recommended Biennial Budget

2020-2021 Biennial Budget Development



- **Initial Base** developed and adjusted by OBM in January 2019
- **Final Base** distributed to agencies/departments in February 2019
 - Prepare Reduction Scenarios (5/10%)
 - Prepare **Decision Packages**
 - Returned to OBM in _____
- Review and analysis by OBM, Chief of Staff, and County Executive
- **Recommended Budget** submitted to Council for first reading on October 8, 2019 (County Code Section 701.01)

2017-2022 STRATEGIC PLAN

Goals and Objectives

- Economic Growth & Opportunity
 - Regional Growth
 - Economic Opportunity
- Fairness & Equity
 - Economic Opportunity
 - Individual Well-Being
- Government That Gets Results
 - Cross-Sector Resources
 - Superior Services



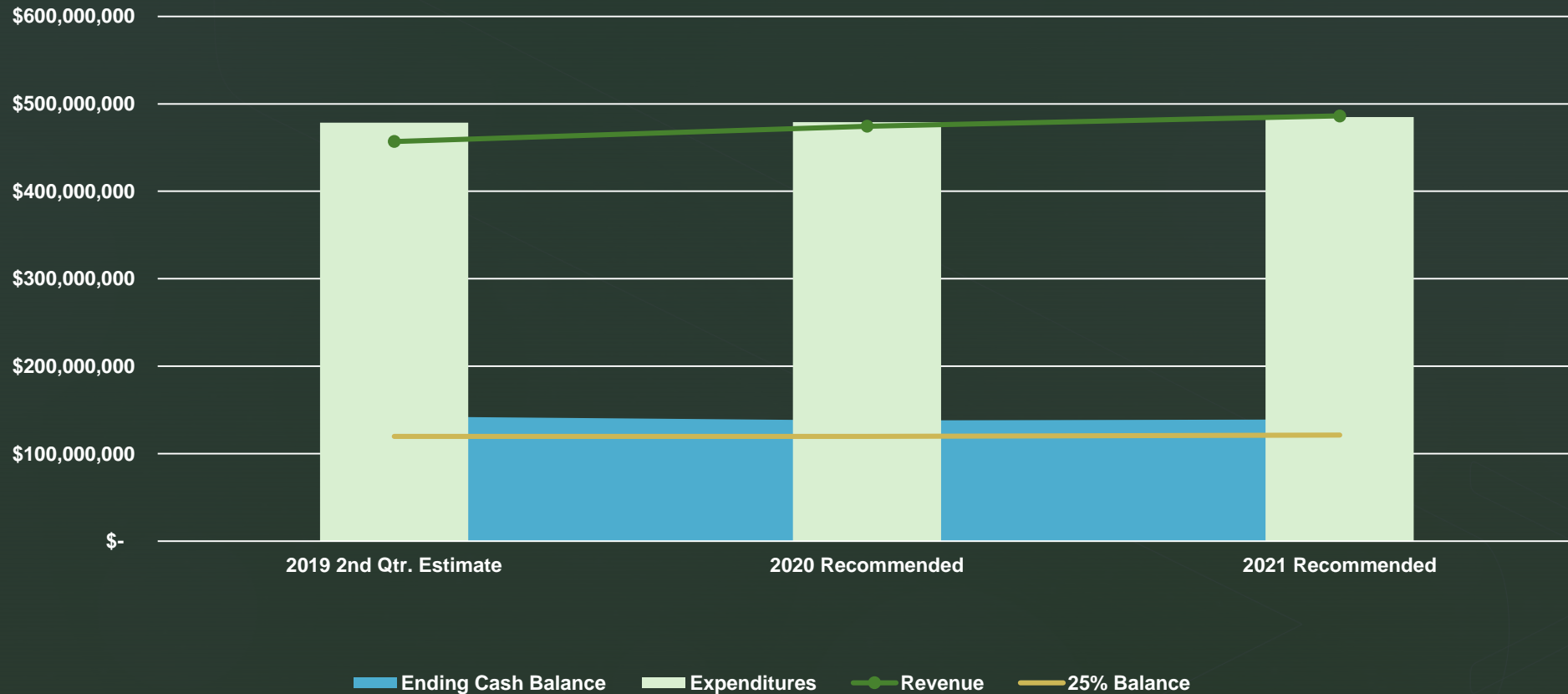
2020-2021 Initiatives



Strategic Plan Goal	Program Area	Initiative	Annual Funding Level	Agency/ Department
Goals: 8, 9, 11, 12	General Government	Reduce the number of inmates in the County Jail who have not yet been charged or are pre-disposition to decrease the overall jail population, allow defendants to maintain employment and connection with their social support system, and reduce racial disparities	\$1 million	Miscellaneous
Goals: 7, 8, 9, 11, 12, 14	Public Safety & Justice Services	Implement a diversion center for the purpose of diverting court-involved individuals with severe mental illnesses from the County Jail. The center will provide residential, treatment, and social services, to improve outcomes and reduce recidivism	\$2.5 million	Sheriff's Office
Goals: 8, 9, 11, 12	Public Safety & Justice Services	Create a fourth Drug Court to accommodate high-risk and repeat offenders to reduce the recidivism rate of drug-addicted defendants, expand the use of electronic monitoring, and increase the fee schedule for private attorneys assigned to represent indigent defendants	\$3.7 million	Common Pleas Court
Goals: 8, 9, 11, 12	Public Safety & Justice Services	Public Defender is adding three staff to handle abuse, neglect, and dependency cases and two clerks for case file organization, preservation, and retention to adapt to the impacts of technology on discovery	\$340,000	Public Defender's Office
Goals: 7, 10, 12	Public Safety & Justice Services	Increase corrections staffing the County Jail. The funding provided is enough to hire 60 corrections officers to improve both inmate and employee safety and to reduce the incidence of "red-zoning"	\$4 million	Sheriff's Office
Goals: 1, 7, 8, 12	Public Safety & Justice Services	Increase the number of Sheriff's deputies to ensure adequate coverage for patrols, inmate transportation, and Justice Center security. The additional funding provided is enough to hire 30 deputies	\$2.5 million	Sheriff's Office
Goals: 4, 5, 7, 8, 9, 12	Public Safety & Justice Services	Increase staffing levels in response to the substantial increase in the number of abuse, dependency, and neglect filings and to make equity-based adjustments to salaries.	\$3 million in 2020; \$5 million in 2021	Prosecutor's Office
Goals: 7, 8, 12	Public Safety & Justice Services	Increase funding to cover the cost of outside counsel in child support cases where a possible outcome for one of the parties is incarceration and additional funding for software	\$93,000	Domestic Relations Court
Goals: 8, 12, 13, 15	Public Safety & Justice Services	To cover the cost of professional development, out-of-state travel for judges' professional development, software, and publications	\$49,542	State Court of Appeals

2020-2021 Recommended Biennial Budget GENERAL FUND

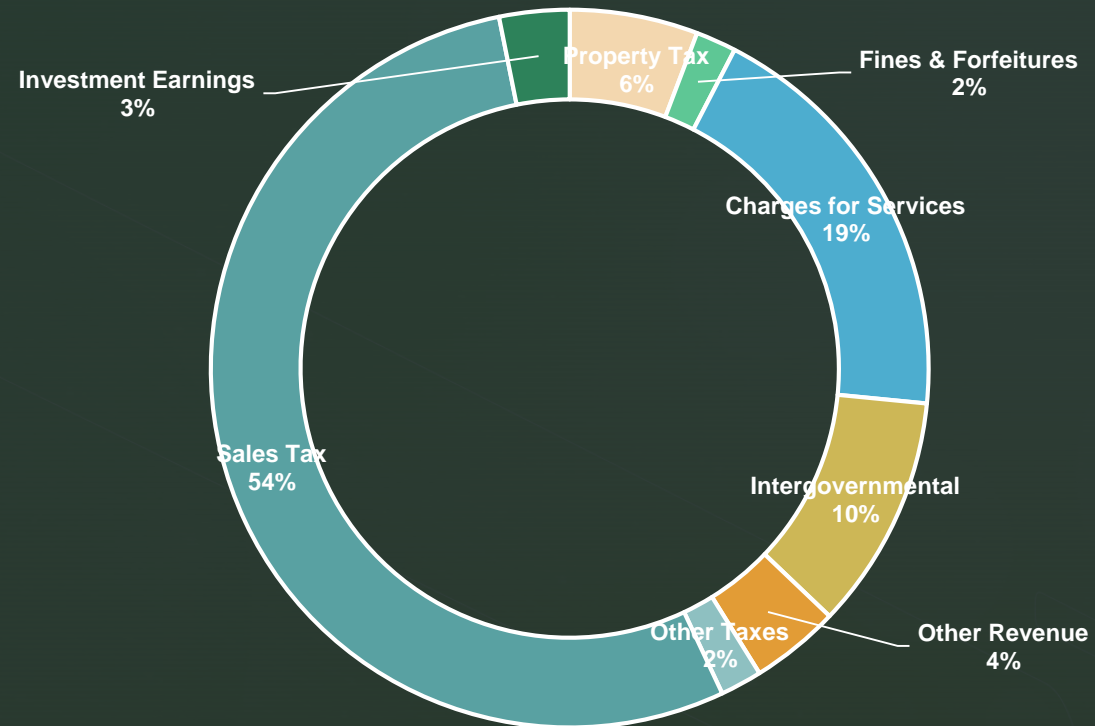
General Fund Recommended Budget
(excluding General Fund Assigned (Casino))



2020-2021 Recommended Biennial Budget GENERAL FUND (1100) REVENUE

- **\$474 million in 2020**
- **\$486 million in 2021**
- Assumptions
 - No change to Chart of Accounts, which includes Title in the General Fund (was formerly a special revenue fund, ORC §325.33)
 - 3% increase in Sales Tax each year
 - 70% and 90% reimbursement from OPD in 2020 and 2021, respectively
 - Increase in Conveyance Fees in each year due to reappraisal
 - \$8 million draw on the balance in the MCO Transition Fund in 2020 and \$3.3 million draw in 2021
 - \$1.7 million transfer from Road & Bridge and Sanitary Sewer Funds to repay General Fund advance for the purchase and renovation of the Harvard Road Garage
 - \$1.5 million transfer from the Garage Fund to repay the General Fund for debt service payments on the 2016 Sales Tax Bonds issued for the Huntington Park Garage

2020 General Fund Revenue - by Source



2020-2021 Recommended Biennial Budget GENERAL FUND (1100 & 1105) EXPENDITURES

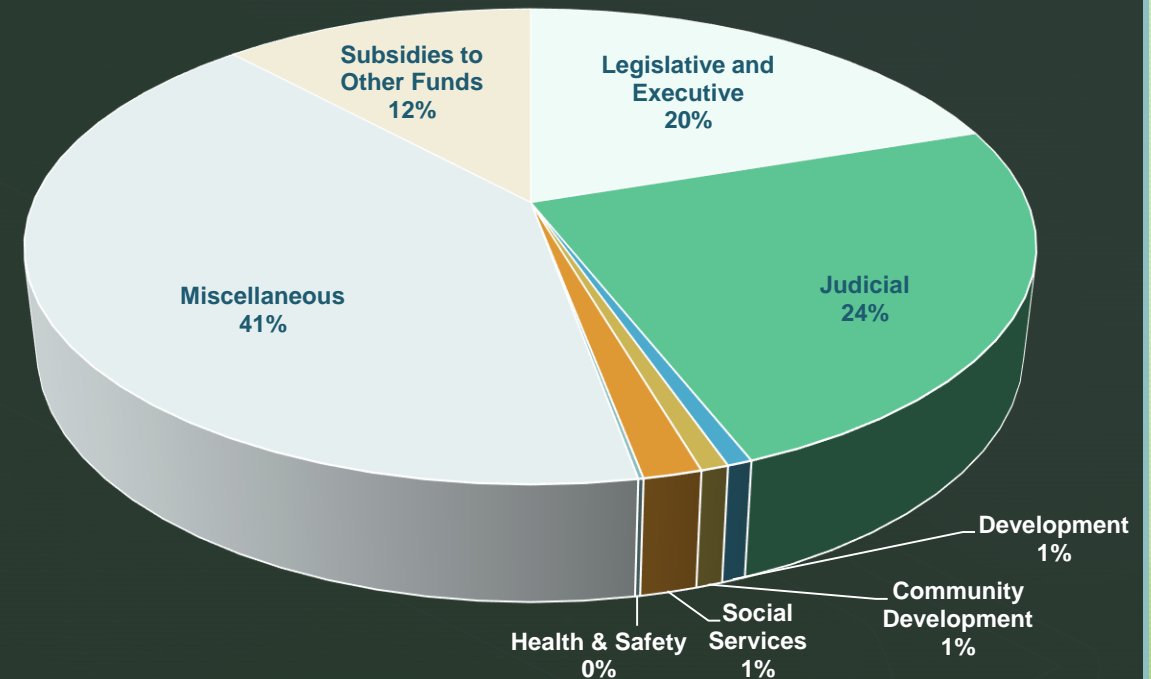
- **\$479 million in 2020**

- **\$485 million in 2021**

- **Assumptions**

- No change to Chart of Accounts, which includes Title in the General Fund (was formerly a special revenue fund, ORC §325.33)
- A 2% increase in salaries in each year over the previous year
- A 14% decrease in the charges to agencies and departments to capture the employer's share of employee health care costs. In 2020 and 2021 a "premium holiday" – affecting both the employer and employees – will be enacted during four pay periods of each year to draw down surplus cash in the Hospitalization/Self Insurance Fund.
- Approval of R2019-0194 and a 2% increase in bed tax revenue in each year over the previous year, which increases the transfer payment to the Rock Hall
- A refunding of the Series 2010F bonds issued in support of the Medical Mart project
- That payroll costs associated with the trades and special trades in the Department of Public Works will not be transferred to the budgets of the projects on which they are working and, as a result, a General Fund subsidy will be needed to balance the Centralized Custodial Fund.

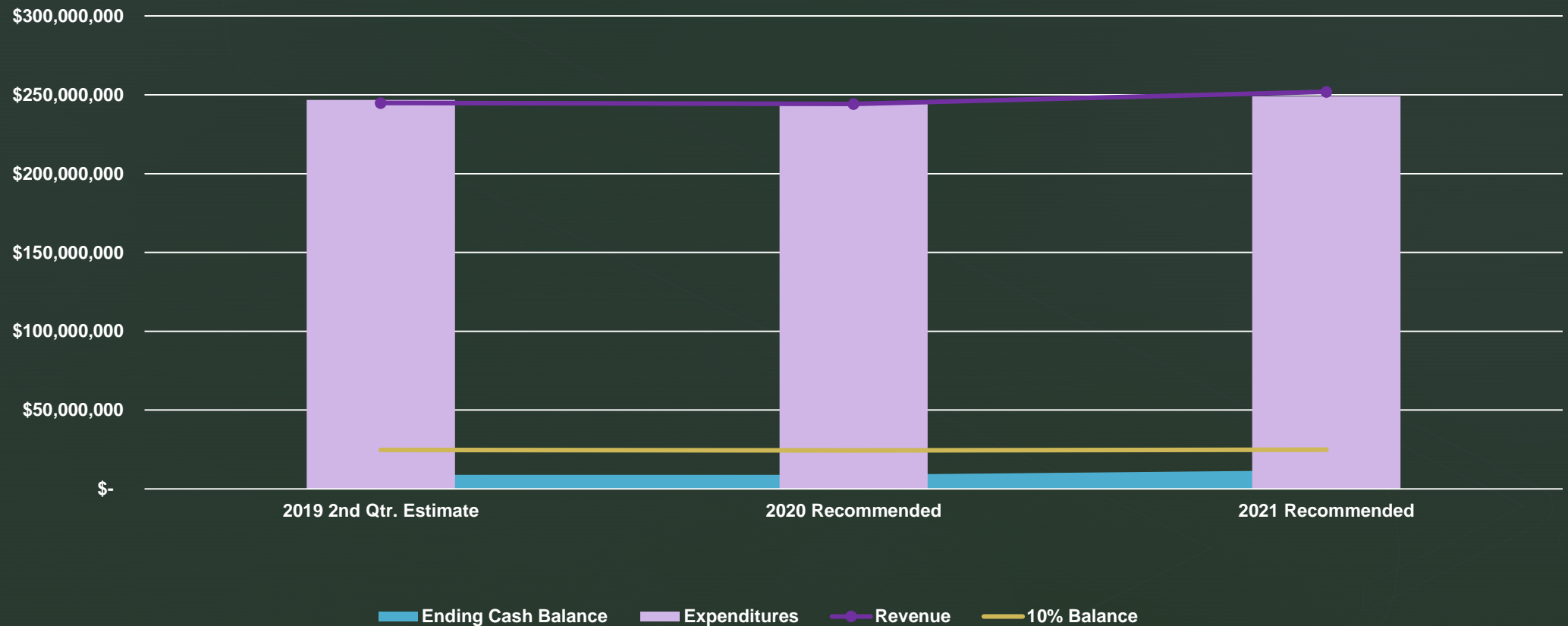
2020 General Fund Expenditures - by Function



Miscellaneous includes Legal/Public Safety

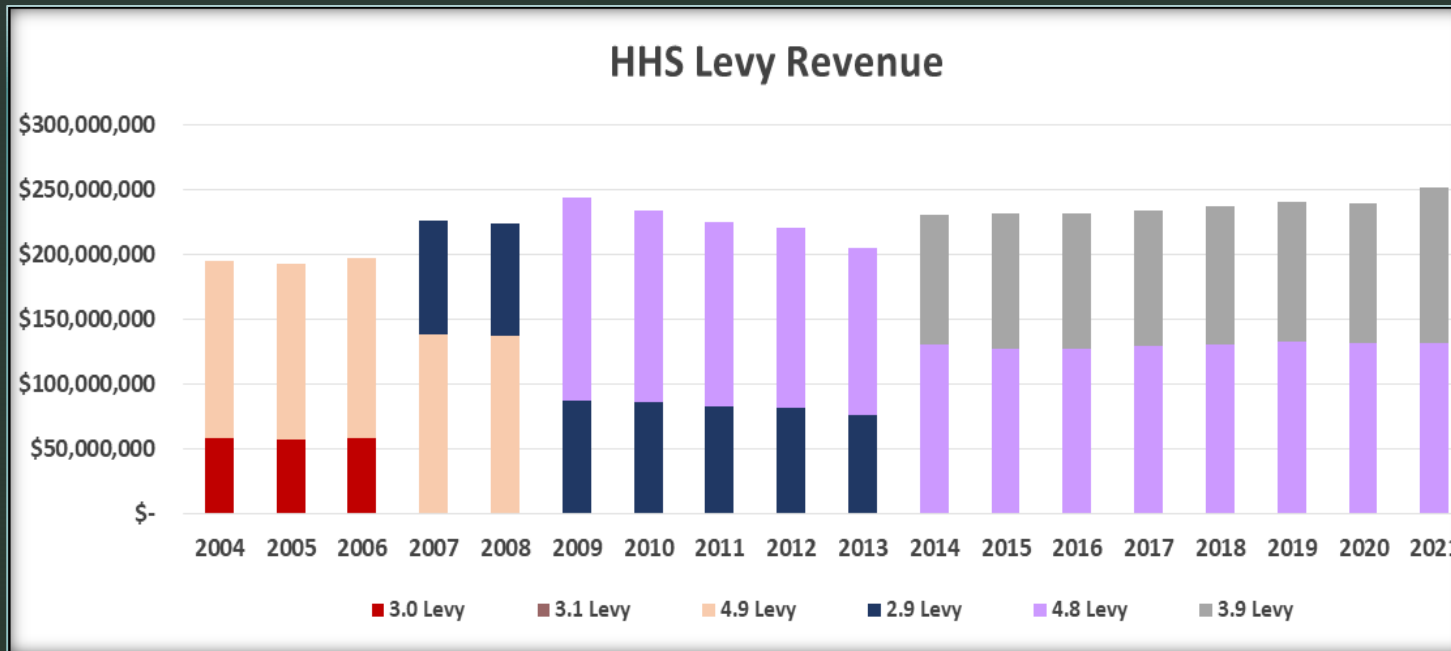
2020-2021 Recommended Biennial Budget HHS LEVY FUND

HHS Levy Fund Recommended Budget



2020-2021 Recommended Biennial Budget

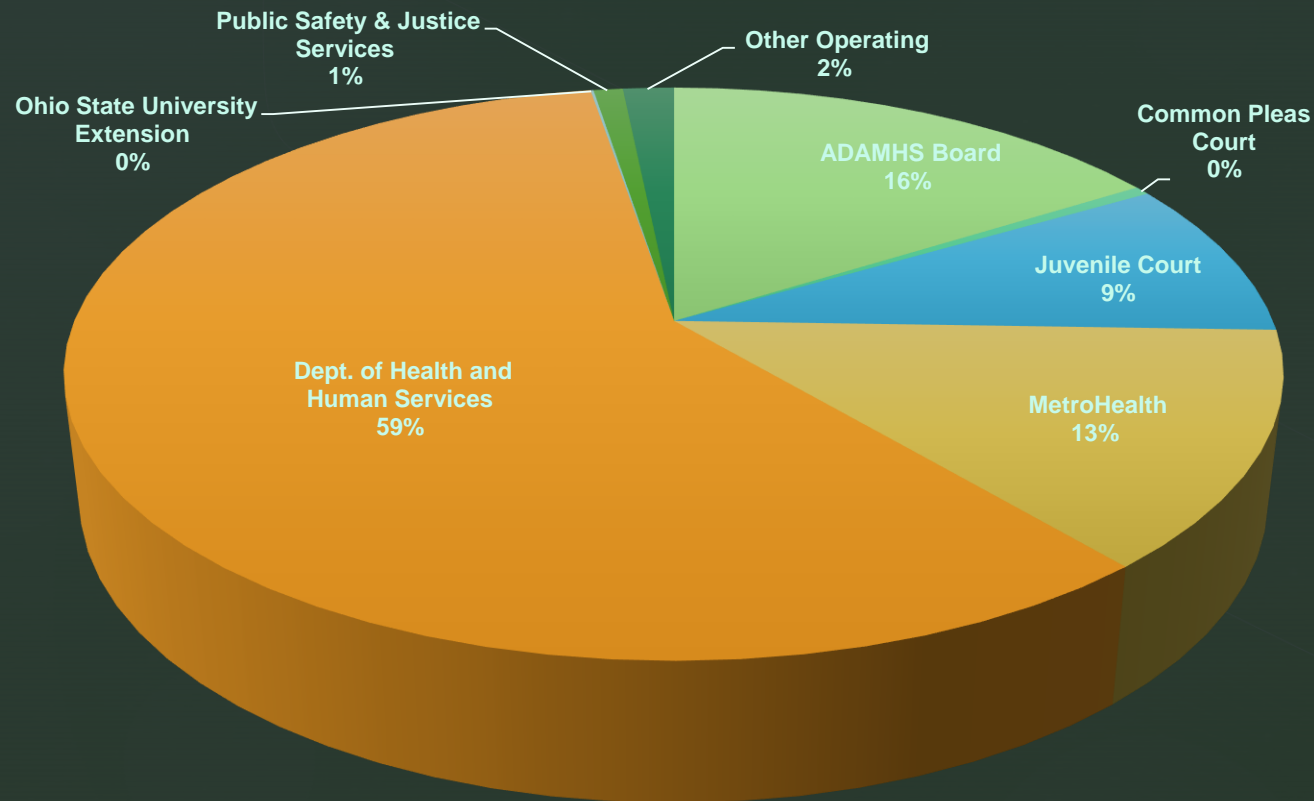
HHS LEVY FUND - REVENUE



- **\$244 million in 2020**
- **\$252 million in 2021**
- Assumptions
 - A replacement of the 3.9 mill levy that expires in December 2020
 - A replacement will maintain the millage amount, but capture new values
 - Estimated revenue increase totaling \$12 million/year beginning in 2021
 - Should the levy fail, HHS Levy Revenue will decrease by approximately \$105 million/year
 - A \$4.9 million transfer of cash from the General Fund to prevent a draw on reserves in the HHS Levy Fund, which are already below the mandated minimum

2020-2021 Recommended Biennial Budget HHS LEVY FUND - EXPENDITURES

2020 HHS Levy Expenditures - by Agency



- \$244 million in 2020
- \$249 million in 2021
- Assumptions
 - The 3.9 mill levy that expires December 31, 2020 will be *replaced* in 2020
 - Should the levy fail, HHS Levy Revenue will decrease by approximately \$105 million/year
 - A 2% increase in salaries in each year over the previous year and a \$14 decrease in healthcare costs
 - An additional \$14 million from the State for child welfare

2020-2021 Recommended Biennial Budget Debt Service

- \$1.44 billion in outstanding debt (principal and interest) as of January 1, 2020

- 24 outstanding issues

- Total Amount Due

- \$119 million in 2020

- \$78 million – General Fund

- \$112 million in 2021

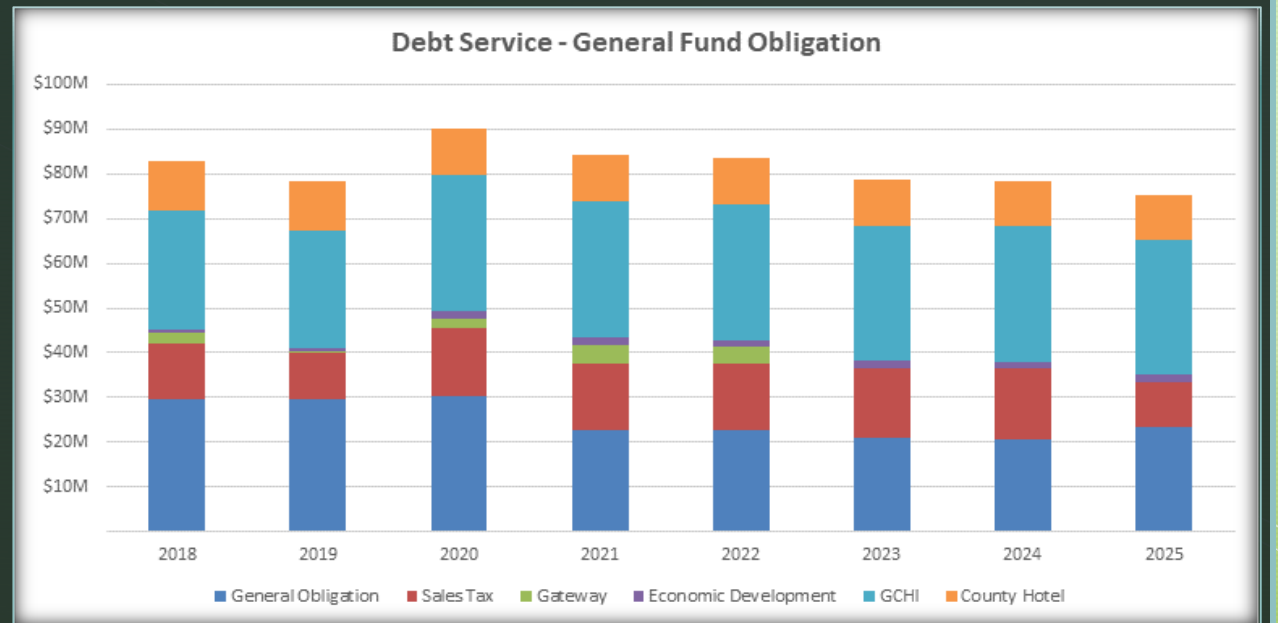
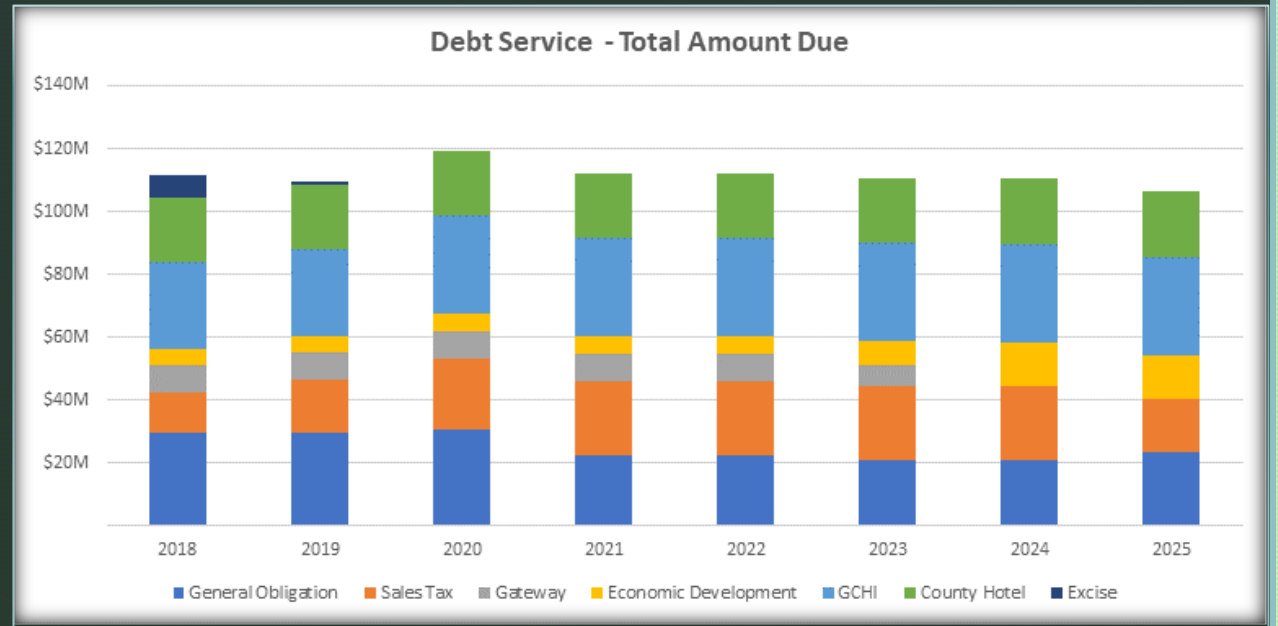
- \$90 million – General Fund

- Recommended Budget assumes refunding of Series 2010F (Medical Mart) in 2020

- 2012A General Obligation

- 2010A&B Economic Development

- 2010C Gateway



2020-2021 Recommended Biennial Budget Capital Improvements Plan



▪ Road & Bridge

- Five-Year Plan - \$62 million in 2020 and \$48 million in 2021
 - Funded with Federal, State, and Local (License Fee) Dollars
 - No General Fund Support

▪ Airport

- Five-Year Plan - \$2 million in 2020 and \$2 million in 2021
 - Funded with Federal, State, and Local (fees) Dollars
 - Airport projects usually require a 10% local match (General Fund); DPW has been successful in receiving ODOT funding to cover half of that

▪ Sanitary Sewer

- Five-Year Plan - \$5 million in 2020 and \$3 million in 2021
 - Funded by payments from participating municipalities
 - No General Fund Support



▪ Facilities

- Five-Year Plan - \$7 million in 2020 and \$7 million in 2021
 - Solely supported by the General Fund

2020-2021 Recommended Biennial Budget Board of Developmental Disabilities

Goal 7: All residents are safe, supported, and able to care for themselves

Goal 9: All are valued, respected, and heard

Goal 12: Make a difference in everything we do

Goal 14: Provide a superior customer experience

	2018 Actuals	2019 Estimate	2020 Target	2021 Target
Maintain or Reduce Annual Program Costs per Person	\$17,590	\$16,800	\$13,500	\$13,725
Maintain or Decrease Total Expenditures	-12%	-14%	-18%	4%
Increase Total Individuals Served	9,601	9,800	10,000	10,200
Expand Waiver Enrollees	4,415	4,565	4,715	4,800
Maintain or Decrease FTEs	909	900	600	600

- The Board will approve its 2020 Budget later in October.
- Anticipated that 2020 Budget will reflect a decrease in revenue and expenditures from 2019 and an operating surplus
 - Board operated with a deficit for many years; now in a much stronger financial position due to careful planning
 - Expected to end 2020 with reserves nearly equal to total expenditures, but anticipate a gradual draw-down to cover the mandated Medicaid Waiver Match
- The Board will have phased out of direct service delivery in eight Adult Activity Centers by January 2020 (years ahead of the deadline set by the Federal government)
- Supported by a combination of revenue sources, notably:
 - 3.9 mill continuous levy
 - Federal and State allocations and reimbursements



2020-2021 Recommended Biennial Budget Veterans Services Commission

Goal 7: All residents are safe, supported, and able to care for themselves

Goal 9: All are valued, respected, and heard

Goal 12: Make a difference in everything we do

Goal 14: Provide a superior customer experience

- 2020 Recommended Budget - \$7,577,683
- 2021 Recommended Budget - \$7,577,683
- Solely supported by the General Fund
 - ORC §5901.11 entitles the VSC to an annual budget that is *not to exceed* 0.25 mills
 - Chapter 711 of the County Code require year-end surpluses in this budget to be appropriated the following year in the Veterans Services Fund, which is managed by County Council

	2018 Actuals	2019 Estimate	2020 Target	2021 Target
Financial Assistance Granted	2,678	1,872	2,000	2,000
Transportation Granted	7,443	6,708	8,000	8,000
Indigent Burials	100	81	100	100



2020-2021 Recommended Biennial Budget Law Library Resource Board

Goal 7: All residents are safe, supported, and able to care for themselves

Goal 8: All people have equal access to justice

Goal 12: Make a difference in everything we do

Goal 14: Provide a superior customer experience

- 2020 Recommended Budget - \$540,000
- 2021 Recommended Budget - \$540,000
- Supported by fines and fees, receives no General Fund support
 - County is required to provide the Law Library space at no cost
 - County agencies are required by ORC §307.51(G) to seek approval of the LLRB to purchase, lease, rent, operate, or contract for the use of any legal research or reference materials

	2018 Actuals	2019 Estimate	2020 Target	2021 Target
Reference & Research Questions	5,491	5,500	5,500	5,500
Patron Service Hours	569	575	580	580
Special Events/Programs	44	36	40	40
No. of E-Books	1,194	1,194	1,200	1,200
No. of Volumes in Print	117,296	117,474	117,474	117,474



2020-2021 Recommended Biennial Budget Solid Waste Management District

Goal 1: Our region is economically competitive

Goal 12: Make a difference in everything we do

Goal 14: Provide a superior customer experience

- 2020 Recommended Budget - \$2,225,005
- 2021 Recommended Budget - \$2,222,204
- Supported by fines and fees, receives no General Fund support

	2018 Actuals	2019 Estimate	2020 Target	2021 Target
Waste Generation – Resident/Commercial		1,518,759	1,512,595	1,506,832
Waste Generation – Industrial		1,156,316	1,156,316	1,156,316
Recycled and Composed Waste		1,320,196	1,319,723	1,319,250
Landfilled Waste		427,449	425,653	423,984
Residential/Commercial Recycling Rate		30.59%	30.68%	30.77%

2020-2021 Recommended Biennial Budget

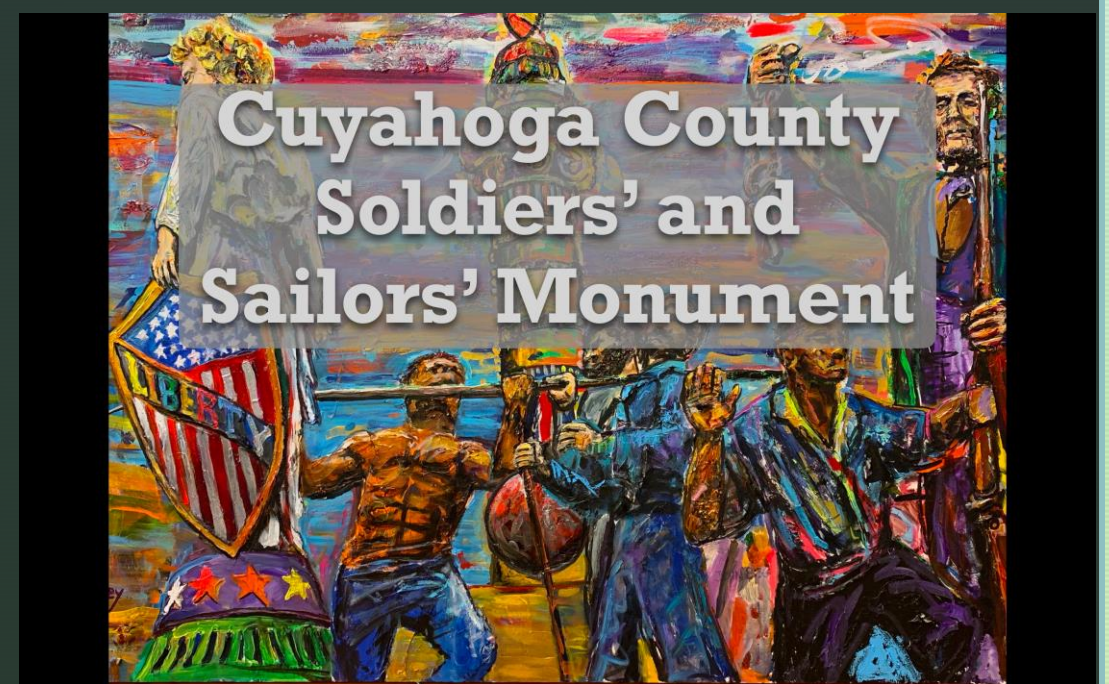
Goal 1: Our region is economically competitive

Goal 3: Our community is vibrant, dynamic, and diverse

Goal 9: All are valued, respected, and heard

Goal 12: Make a difference in everything we do

Goal 14: Provide a superior customer experience



	2018 Actuals	2019 Estimate	2020 Target	2021 Target
No. of Visitors	42421	42000	50000	50000
No. of Special Events	107	118	100	100
No. of Military/ Veteran Events	6	7	5	5

- Celebrated its 125th Anniversary on July 4, 2019
- In 2019, the Monument celebrated the addition of 107 members of the USCT to the Roll of Honor
- The Monument has expanded its social media presence, contributing to record attendance in 2019 and greater insight into what demographics respond best to content to inform future programming

- 2020 Recommended Budget - \$254,451
- 2021 Recommended Budget - \$258,597
- Supported by the General Fund
 - Recommended Budget increased \$5,000 over base to allow a part-time, seasonal intern position to be year-round

2020-2021 Recommended Biennial Budget Ohio State University Extension

Goal 3: Our community is vibrant, dynamic, and diverse

Goal 5: Every student stays in school and has the support needed

Goal 7: All residents are safe, supported, and able to care for themselves

Goal 10: Drive collaboration among regional partners

Goal 12: Make a difference in everything we do

Goal 14: Provide a superior customer experience

- 2020 Recommended Budget - \$223,300
- 2021 Recommended Budget - \$223,300
- Solely supported by the HHS Levy Fund

	2018 Actuals	2019 Estimate	2020 Target	2021 Target



2020-2021 Recommended Biennial Budget Board of Revision

Goal 1: Our region is economically competitive

Goal 2: Our businesses are growing and profitable

Goal 3: Our community is vibrant, dynamic, and diverse

Goal 9: All are valued, respected, and heard

Goal 12: Make a difference in everything we do

Goal 14: Provide a superior customer experience

- 2020 Recommended Budget - \$2,764,280
- 2021 Recommended Budget - \$2,617,595
- Solely supported by the Real Estate Assessment Fund, receives no General Fund support
- Will have ___ boards operating in 2020 and ___ boards operating in 2021

	2018 Actuals	2019 Estimate	2020 Target	2021 Target
Complaints Files	15,830	12,000	7,500	15,000
Remission of Penalty	2,500	2,500	2,500	2,500

2020-2021 Recommended Biennial Budget Regional Collaboration

Goal 1: Our region is economically competitive

Goal 3: Our community is vibrant, dynamic, and diverse

Goal 9: All are valued, respected, and heard

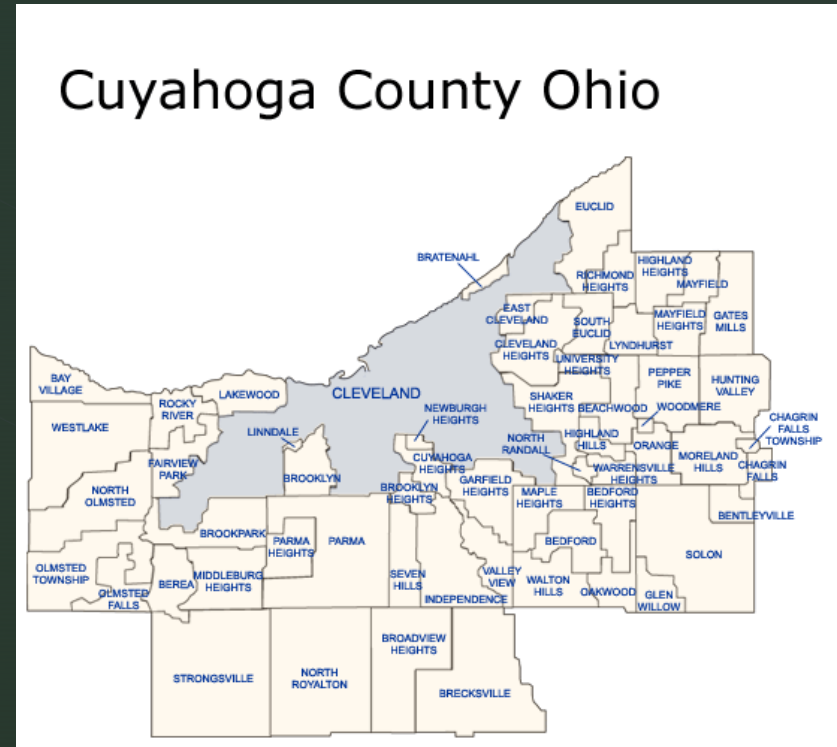
Goal 10: Drive collaboration among regional partners

Goal 11: Co-create systems-level solutions

Goal 12: Make a difference in everything we do

- 2020 Recommended Budget - \$265,715
- 2021 Recommended Budget - \$271,467
- Solely supported by the General Fund

	2018 Actuals	2019 Estimate	2020 Target	2021 Target
Board and Commission Appointments	39	80	80	80



2020-2021 Recommended Biennial Budget County Council



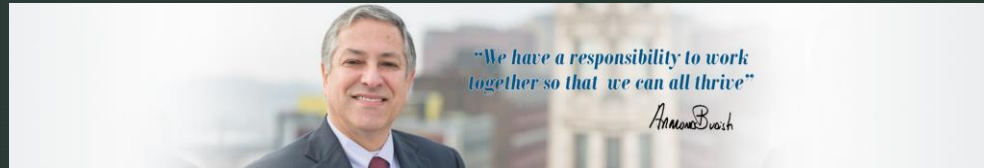
- Goal 1: Our region is economically competitive
- Goal 2: Our businesses are growing and profitable
- Goal 3: Our community is vibrant, dynamic, and diverse
- Goal 4: Every child is ready for school on the first day of Kindergarten
- Goal 5: Every student stays in school and has the support needed
- Goal 6: Every resident is on a path to upward income mobility and career advancement
- Goal 7: All residents are safe, supported, and able to care for themselves
- Goal 8: All people have equal access to justice
- Goal 9: All are valued, respected, and heard
- Goal 10: Drive collaboration among regional partners
- Goal 11: Co-create systems-level solutions
- Goal 12: Make a difference in everything we do
- Goal 13: Maintain financial strength and operational efficiency
- Goal 14: Provide a superior customer experience
- Goal 15: Make Cuyahoga County an Employer of Choice

- 2020 Recommended Budget - \$2,231,513
- 2021 Recommended Budget - \$2,274,374
- Solely supported by the General Fund
 - Recommended Budget increased over base to accommodate a new Research & Policy position
- Council also manages the Veterans Services Fund
 - 2020 Recommended Budget - \$547,095
 - Based on the estimated 2019 surplus in the Veterans Services Commission budget as of Midyear

	2018 Actuals	2019 Estimate	2020 Target	2021 Target
No. of Visits to Council Websites	273,419	238,000	243,000	248,000
No. of Users on Council's Websites	113,226	96,900	101,000	106,000
No. of Users Utilizing the Live Stream	10,266	12,700	13,000	14,000



2020-2021 Recommended Biennial Budget County Executive



- 2020 Recommended Budget - \$884,527
- 2021 Recommended Budget - \$899,803
- Solely supported by the General Fund



- Goal 1: Our region is economically competitive
- Goal 2: Our businesses are growing and profitable
- Goal 3: Our community is vibrant, dynamic, and diverse
- Goal 4: Every child is ready for school on the first day of Kindergarten
- Goal 5: Every student stays in school and has the support needed
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- Goal 10: Drive collaboration among regional partners
- Goal 11: Co-create systems-level solutions
- Goal 12: Make a difference in everything we do
- Goal 13: Maintain financial strength and operational efficiency
- Goal 14: Provide a superior customer experience
- Goal 15: Make Cuyahoga County an Employer of Choice