

Transition Update

January 2012



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Area: Boards and Commissions
Department: N/A
Division: N/A
Updated: December 29, 2011

<p>1. County needs to provide better, more dup-to-date information regarding the Boards/Commissions/Advisory Councils (B/C/ACs), including current board members, vacancies, credentials required, and expectations of board members.</p>	Executive	January 2011	<p>All vacancies on all Boards and Commissions are publicly posted on the County’s website. This site provides a description of the position as well as the qualifications for membership.</p> <p>In addition, Executive Staff has established an interactive calendar featuring links to dates of upcoming meetings, Board membership rosters, by-laws, enabling legislation and other relevant information.</p>	Completed
<p>The website should be updated to reflect more than just the BOCC appointed B/C/ACs and provide a uniform application, whereby an applicant must identify board of interest, requisite/related experience, and potential conflicts of interest.</p>	Executive	January 2011	<p>The County’s website currently utilizes a uniform on-line application process for the filling of all positions on Cuyahoga County’s Boards and Commissions. This application gathers the applicant’s contact information; the position sought and presents three questions concerning the applicant’s background and experience. There is also a question regarding conflicts of interest.</p>	Completed
<p>Conflicts of interest, real or perceived, must be disclosed during the application process, most succinctly with questions on uniform application. Each case must be examined individually prior to appointment and confirmation.</p>			<p>Question regarding conflicts of interest is on the uniform application, and potential conflicts of interest identified by either the applicant or the county are scrutinized.</p>	Completed
<p>A code of ethics is being developed by another workgroup and should be applied to all appointees.</p>			See Code of Ethics section	

Task	Owner	Date	Update	Status
2. County needs to be more proactive with appointments. Currently, nominations for appointments tend to originate from the agencies and boards themselves.	Executive	January 2011	All positions on all Boards and Commissions are publicly posted on the County's website to solicit qualified candidates. The website lists the functions and requirements for each position as well as the authority for the existence of the body. While recommendations from all sources, including current Board membership, ALL candidates will be considered, reviewed and evaluated for nomination.	Completed
Executive should assign staff to manage these processes.	Executive	January 2011	<p>County Executive has appointed an on-staff attorney to review all aspects of the County's Boards and Commissions. This review includes a determination of the manner of creation of the Board or Commission (i.e. created by State law provision, created by BOCC resolution, etc.). Additionally, the review determines the qualifications for membership and the processes to be followed for proper appointment.</p> <p>All applicants for each Board and Commission are initially reviewed by this staff member to ascertain whether the applicant meets the requirements for appointment to the body.</p>	Completed
Staff should work with the Executive Director or Board Chair/equivalent to identify organizational needs for new board members, as well as credentials, conflicts of interest, diversity, and board-specific requirements. When in doubt, staff should review the mission, budget, by-laws, etc.	Executive	January 2011	County Executive has appointed an on-staff member of the administration to assess the status of each Board and Commission. This staff member is an attorney and reviews the legal requirements of the body and the mandates for membership on each Board or Commission. This review incorporates the legalities of the purpose of the body as well as the need to have vibrant, representative membership to advance the mission of each Board or Commission.	Completed

Task	Owner	Date	Update	Status
3. The Charter calls for the County Executive and Council to make good faith efforts to ensure diversity.	Executive	January 2011	As mandated by the County Charter, diversity of membership is sought by the Executive for all required appointments and consideration is given so that the memberships of the Boards and Commissions are reflective of Cuyahoga County.	Completed
Workgroup underscored that diversity includes both race and gender but also ought to include age, geography, profession or expertise, when compared to the board/commission/advisory council as a whole.	Executive	January 2011	All qualified candidates are considered. Attention and assessment of diversity of Board and Commission membership is considered for all appointments.	Completed
4. Confirmation by the County Council only occurs for appointing board members.	Executive and County Council	January 2011	All appointments for Boards and Commissions that allowed selection under “general law or any agreement with another public agency or court order” (County Charter Section 6.04), must be submitted to the County Council for confirmation. Executive nominations for Board and Commission membership are issued to the County Council for review, assessment and public hearing prior to a confirmation vote by the County Council.	Completed
Workgroup draws attention to omission of checks and balances and recommends revisiting under Charter Review.				
5. County does not require new board member orientation and does not provide much insight on county business for new board members.	Executive		New process for application and selection of board members involves the provision of information to these candidates on current issues and county policies. A uniform, formal orientation process has not been put in place to date.	Completed

Task	Owner	Date	Update	Status
<p>While it is incumbent on executive directors/board chairs to orient new board members, the County should at a minimum provide both organizational information about the county and a contact person within the Executive's office. More formal orientation or more frequent contact is beneficial, but may not be feasible given the number of appointees.</p>				

Task	Owner	Date	Update	Status
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Area: Code of Ethics
Department: N/A
Division: N/A
Updated: December 29, 2011

Adoption of a Cuyahoga County Code of Ethics as a guide to nurture and sustain an ethical culture.	County Council	April 2011	Working with the appointed Inspector General, County Council passed legislation that governs the conduct of Public Officials, employees, volunteers, contractors, lobbyists and appointees to boards and commissions.	Completed
Have County employees sign an ethics statement	Human Resources Director	December 2011	After the passage of the Ethics Ordinance, the Department of Human Resources implemented mandatory Ethics training and required that each County employee sign a formal ethics statement. 5,024 employees trained as of December 21, 2011.	Completed
Financial Disclosure	County Council	June 2011	Voluntary financial Disclosure statements are being submitted yearly to the Ohio Ethics Commission and the Cuyahoga County Inspector General for all included leadership staff.	Completed
Appointment of Ethics Officer	County Executive	February 2011	Former Assistant US Attorney Nailah Byrd is appointed as the first County Inspector General. Legislation setting up office and staff passed Council June 2011.	Completed
Address conflict of interest in County contracts	County Executive, Inspector General	December 2011	The new Ethics Ordinance requires every contractor doing or seeking to do business with the County to register with the Inspector General on an annual basis, sign an ethics pledge and to attend an ethics training program. The Agency of Inspector General began this training program in June of this year. As of December 21, 2011, 1168 contractors have attended the training program.	Completed /Ongoing

Task	Owner	Date	Update	Status
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Area: Development
Department: Economic Development
Updated: December 29, 2011

1. Convene a Jobs Summit				
TAG: "...convening the newly elected members of the Council and the appointing authorities of the Economic Development Commission... the new government will send a signal that jobs are the most important objective."	Deputy Chief	January 2011	Paired summit with the first meeting of Economic Development Commission. Significant media coverage, attendance >150 members of the public, economic development leaders, members of the commission and Council.	Completed
2. Align County ED Strategy and Implementation with External Partners				
TAG: "Achieve external alignment of all public-private Partners, with the new Economic Development Commission as the strategic coordinator"	All ED staff			Completed /Ongoing
Convene Economic Development Commission	Deputy Chief	March 2011	The EDC will be a <i>mechanism</i> for strategic alignment. All nine members of the Commission have been seated.	Completed
3. Reorganize the Department of Development				
TAG: "Reorganize within county government to ensure seamless coordination and accountability"	ED Director		Reorganization is still in progress as other County housing-related programs are being transferred into the DoD for administration. The DoD and the Department of Public Works are negotiating a DoD/PW management model for the airport.	Completed /Ongoing
4. Achieve a Broad Diversity of Viewpoints				
TAG: "The Executive and Commission should achieve broad diversity of viewpoints in order to achieve inclusion and maximize effectiveness."	ED Director, ED Commission		This is a high priority of the Economic Development Plan and broad engagement is fundamental to policy-making and program implementation.	Completed /Ongoing
5. Five Year Strategic Plan				

Task	Owner	Date	Update	Status
<p>“...prepare and present to the Council... five-year economic development plan for the County, for actions to be carried out by the County itself, and in cooperation with other public and private agencies and organizations, for the purpose of enhancing the prosperity and well-being of the County and its residents and communities.”</p>	ED Director	July 29, 2011	Adopted by the County Council July 29, 2011	Completed

Task	Owner	Date	Update	Status
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Area: Development
Department: Regional Collaboration
Updated: December 29, 2011

1. Appoint a cabinet level position for Regional Collaboration				
TAG: "their primary duties should be developing relationships with the communities within the county to foster regional opportunities and cooperation"	Executive	March 2011	The Department of Regional Collaboration has been proposed and approved by Council in April 2011.	Completed
2. Establish a Council Committee on Regional Collaboration				
TAG: "Council should create a permanent subcommittee of the council, whose focus is regional and cooperative efforts of the county government as targeted by the County Executive's Cabinet Official or office."	Council	April 2011	The Intergovernmental Relations and Collaboration Committee was established by Council and is chaired by Councilman Chuck Germana.	Completed
3. Pursue Revenue Sharing Capacities and Opportunities				

Task	Owner	Date	Update	Status
<p>TAG: "... work with local communities to explore revenue sharing capacities and opportunities, as well as identify impediments to these opportunities, including seeking necessary authority of the Ohio General Assembly."</p>	<p>Regionalism Director, Deputy Chief</p>		<p>Director of Regional Collaboration Ed Jerse has engaged mayors, managers and regional stakeholders throughout the county and region in pursuit of collaboration opportunities. He worked with the EfficientGovernmentNow Network to develop a Regional Collaboration Conference which was held in Akron in October and will work with that Network to develop a "playbook" to guide communities in collaborative efforts. He has taken the lead in advancing the Executive's proposed "Business Attraction and Anti-Poaching Protocol." He is supporting a merger study involving four Cuyahoga County communities.</p> <p>The state budget has challenged communities' budgets, and County representatives are, for the first time, actively engaged in the regional collaboration organizations, including the Mayors and Managers Association, NOACA, the First Suburbs Coalition, the Regional Prosperity Initiative, the Sustainable Communities Consortium, the EfficientGovernmentNow Network, and the County Planning Commission.</p> <p>The county is leading advocacy efforts in both Columbus and Washington, D.C. Director Jerse submitted suggestions to the General assembly on the shaping of the state's \$45 million Innovation Fund, which is designed to facilitate inter-community collaborative projects.</p> <p>Board and commission appointees (e.g. NOACA) have been chosen with regional collaboration and economic development as high priorities.</p>	<p>Completed/ Ongoing</p>

Task	Owner	Date	Update	Status
4. Revenue Source for Economic Development; Incentivize Use of Underused Property				
TAG: “explore a revenue source to support an Economic Development Fund... to develop economic tools to recruit ...businesses to the County...by utilizing obsolete, abandon buildings and properties...”	Deputy Chief, PW Director		County Council passed a budget to support an Economic Development Fund on December 13 th , 2011. Passage of the Economic Development Fund, its programs and implementation is anticipated on January 10 th , 2011. In anticipation of its passage, a significant number of jobs have been committed to the county, including AmTrust (750) and Phillips (100).	Completed
5. Foster collaborations among cities to save on and improve services	Regionalism Director			
TAG: “...explore ... efficiencies and cost saving collaborations directly through healthcare, standardized, centralized information technology...cost savings should also be sought through intergovernmental collaborations such as shared multi-government e-mail system, healthcare etc.”			Collaboration among cities has continued to be a priority of the administration, with healthcare, IT, and other supportive services being at the forefront of a number of efforts.	Completed/ Ongoing
6. Implement Community Planning Data Systems	CIO, Planning			
TAG: “The County Executive should, in coordination with and recognizing work already completed by local academia and community planning bodies, work to develop community planning data systems and reports that are uniform and aid the county and its local communities to better plan, as well as identify areas of regional cooperation.”			The County Planning Commission’s work to support the merger process will support this initiative. As well, the County’s CIO has explored shared data systems among large community institutions, which also will support this recommendation.	Completed/ Ongoing
7. Keep Regionalism Committee Involved				
TAG: “The County Executive should consider an on-going advisory role for the Government Collaboration Committee in advising the new government.”	Regionalism Director		The County Executive and Ed Jerse have met with committee members and will continue to do so.	Completed/ Ongoing

Task	Owner	Date	Update	Status
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Area: Health & Human Services

Department: Health & Human Services

Last Updated: December 29, 2011

Note: Many of the Human Service recommendations were value-based and in some case more goal-oriented versus task-specific. The recommendations have been restated with bolded references to subordinate text referencing key themes and ideas.

1. Individual consumers remain the center piece of the human services delivery system				
Family Children’s First Council (FCFC) has finalized and implemented a single client release of information so as to improve the system’s ability to share information in support of comprehensive service provision and a no-wrong door approach.	FCFC	Dec. 8, 2011	Release has been approved and is in use.	Completed
Our focus on accountability has been strengthened with the continuing implementation of CountyStat and its requisite specification of outcomes.	All units of HHS	Dec. 13, 2011	All major divisions have completed three rounds of presentations and have implemented AgencyStat teams to increase organizational focus on performance.	Completed /Ongoing
Tapestry/System of Care (TSOC) continues to provide high quality coordinated system of case management for youth and families involved in multiple systems.	Director HHS & Deputy Chief	August 16, 2011	TSOC was merged into the Division of Children & Family Services. Since the consolidation was effected, Tapestry has continued to focus on providing quality wrap-around services and improving family outcomes.	Completed
Family Children First Council (FCFC) is developing web-based training modules to enhance cross-program knowledge by staff in different systems.	FCFC Director	Dec. 1, 2011	The first training module is in production with implementation expected early in 2012.	In Progress

Task	Owner	Date	Update	Status
County Human Services and Information Technology leadership staff has begun to identify various software and technology platforms for the simplification and redevelopment of information sharing and decision-support programs. Current projects include a pilot demonstration of tablet equipment for caseworkers working in the community. Recently approved county budget includes a \$4 million technology fund which is available to all county departments including human services.	Human Services and Information Services Leadership	Dec. 20, 2011	Efforts have begun to merge previously separate human service IT operations which will more effectively leverage IT resources within human services and across county government.	In Progress
County is in early stages of dialog with a local coalition of aging services providers about the development of a model, multi-provider information technology system to share information across programs.	Deputy Chief & Director HHS	April 1, 2011	Providers are seeking philanthropic support for next stage of concept development	In Progress
2. Create a coordinated system of goals, strategies to achieve those goals, and priorities in health and human services across county agencies.				
As an alternative to a full scale strategic planning process at this time, county health and human service agencies are working toward three strategic directions: (1) a focus on lean government as reflected in the process of identifying efficiencies, (2) a focus on improving results and working towards community indicators utilizing the CountyStat performance planning and management process, and (3) a review of the overall funding landscape as part of our planning for SFY'12/13 operations with an expectation of reduced federal , state, and local resources.	All HHS administration staff	Dec. 13, 2011	All major divisions have completed three rounds of CountyStat presentations. Additionally, all units are documenting the logic models which support client services and outcomes. County leadership is also focusing on federal budget issues; federal funds support a significant portion of HHS operations.	Completed /Ongoing
3. A set of principles should guide any restructuring of health and human services.				

Task	Owner	Date	Update	Status
Initial planning work on restructuring has emphasized the need to maintain safety net services while combining back office operations where feasible. As recommended by the Public Financial Management (PFM) consultant firm, Medicaid services are being consolidated into Employment & Family Services, Child Support is being merged into Employment & Family Services, and Family Children First Council, Office of Early Childhood, Office of Re-Entry Services and Office of Homeless Service will combine back office operations. By organizing service structures to support service delivery as cost-effectively as possible, we are seeking to maximize the public value of available resources.	Director HHS & Deputy Chief	Dec. 19, 2011	A reorganization plan was announced on 5/17/11. The structure of the new Department of Health and Human Services was subsequently established by ordinance. It includes the Division of Children and Family Services, the Division of Senior and Adult Services, the Division of Employment and Family Services / Child Support, and the Division of Community Initiatives which includes the additional offices as listed in the original recommendation. The Ryan White Program will transfer to the Cuyahoga County Board of Health in March of 2012. In spite of approximately \$17 million in state cuts to human services in July of 2011, the Department of Health & Human Services will continue to operate in 2012 at or near 2011 service levels.	Completed /Ongoing
In filling leadership positions, the county is maintaining the use of "at will" leadership positions wherein staff serve at the pleasure of the Executive.	County Executive	January 1, 2011	The Deputy Chief, department Director and Division Administrators within HHS are "at will" employees. Such employees – all employees under the Executive – will receive formal performance evaluations, which is a departure from past practice.	Completed
4. Systems should be implemented that provide for regular communication, coordination, and collaboration between county entities and other parties involved in health and human services in our community.				

Task	Owner	Date	Update	Status
Family Children First Council remains the prime entity for client-specific cross-system coordination and for the identification of system gaps in planning and service delivery. In addition, the Cuyahoga County Youth Development Council has been established to define, prioritize and operationalize the community's youth development goals.	All divisions of Health & Human Services and Special Assistant to the Executive	Dec. 1, 2011	FCFC staff regularly convenes the FCFC executive committee and the full council to address individual projects and systemic issues.	Completed /Ongoing
			A key strategy of the youth development initiative is to promote alignment between social services and schools.	Completed /Ongoing
It is anticipated that an executive level advisory committee on human service funding priorities will be convened in the Spring of 2012. Division specific advisory boards will also be maintained to continue to provide programmatic input and feedback.	Director HHS, Deputy Chief & Division Administrators	Nov. 1, 2011	The focus of the committee will be to advise county government on key service investment areas.	In Progress
To increase transparency with respect to the selection of appointed board members to county human service entities, new public application and review procedures have been implemented.	Special Assistant for Boards & Commissions	February 1, 2011	Process established and board appointments have begun	Completed
5. County Council and Executive support Health and Human Services levies at levels sufficient [to] ensure adequate core support services.				
The 4.8 mill renewal HHS levy has been placed on the March 2012 ballot.	Director HHS & Deputy Chief	Dec. 15, 2011	Using private resources, a consultant has been hired to secure a polling firm, initiate fundraising and media design and plan overall campaign strategy.	In Progress
Public Financial Management consultants recommended a process of revenue maximization	Director HHS & Deputy Chief	Dec. 21, 2011	Contract was implemented for 2011 and is being recommended for renewal.	Completed
6. The Council and Executive must monitor and influence key developments at the state and federal level... and participate in discussions about regionalism.				

Task	Owner	Date	Update	Status
<p>State and Federal counsel has been retained. The state budget was a key area of focus. The County Executive was personally present in Columbus, communicating with both the Governor and the Legislature. County Council has also been active in inter-governmental issues.</p> <p>In addition to working on state budget issues, all HHS units have identified relevant Federal issues which have been submitted to the County's Federal lobbyists</p> <p>The County Executive has begun a regular process of dialog with federal officials.</p>	Chief of Staff & Deputy Chief HHS	March 1, 2011	Advocacy continues on state and federal issues. County staff and consultants are actively monitoring and seeking to influence possible automatic cuts to be triggered by the failure of the Congressional "Super Committee" to identify a deficit reduction plan. Similar attention is focused on health care reform at the state and federal levels.	Completed /Ongoing
<p>The Executive has named a Director of Regional Collaboration to his staff to assist the administration and council.</p>	Director Regional Collaboration	January 16, 2011	Staff are convening various constituencies around shared service and regional issues	Completed
<p>7. Human Service programs focused on self-sufficiency, job preparedness and economic stabilization should be aligned with economic development initiatives.</p>				
<p>Workforce Development has refocused its services to match workers to known available job openings. The coordination of this work with economic development entities is a valuable service to current and potential new employers. Job placements have increased dramatically over earlier periods while operating costs have decreased.</p>	Director Workforce Development	January 1, 2011	New placement procedures have been already implemented	Completed /Ongoing
<p>Contractual arrangements between Employment & Family Services and Workforce Development allow welfare to work participants to receive skills training and other employment services.</p>	Director HHS and Director Workforce Development	August 1, 2011	Contract for SFY'12 in place	Completed /Ongoing

Task	Owner	Date	Update	Status
Workforce Development operates Career Centers at three Neighborhood Family Service Center offices to assist community residents and entitlement program participants with accessing workforce services.	Directors of HHS and Workforce Development	January 1, 2011	Contract for SFY'12 in place	Completed /Ongoing
8. The county should effectively manage its interdependence with private providers of health and human services... to maximize value...				
The administration continues to critically review all proposed contracts and amendments to existing agreements for utility and value.	County administration staff	Dec. 1, 2011	New contracting procedures have been implemented reflecting various degrees of authority allocated to the Executive, the Board of Control, and County Council	Completed /Ongoing
A new process of competitive procurement is being implemented for board and care contracts.	Director HHS	Dec. 1, 2011	An initial RFP was released for board and care contracts. Further changes to the board and care contracts targeting performance improvements are in development.	Completed /Ongoing
County contractors are required to participate in ethics training. Mandatory ethics training has also been implemented for all county employees.	Inspector General and HR	Dec. 1, 2011	Training sessions are ongoing.	Completed /Ongoing
Public Financial Management (PFM) consultants recommended that human service contracts be rebid every 3 to 5 years.	Director HHS	Dec. 1, 2011	HHS has increased the number of contracts being RFP-ed and is moving toward a model of doing one year contracts with two option years	Completed /Ongoing
9. Strengthen collaboration between public and private philanthropic and charitable funders...				
The County Executive serves as one of the co-chairs of Invest in Children, reflecting the commitment from senior official(s) to such public-private partnerships.	County Executive	May 1, 2011	Senior leadership from a major financial institution has been recruited to also serve as co-chair	Completed
The county has initiated a series of informal consultations with philanthropic leaders to identify common education and human service priorities.	County administration staff	Dec. 13, 2011	A series of new commitments have been made by private funders. With the passage of the 2012/2013 county budget, the county has also begun a process of matching, when possible, new private sector investments in priority areas.	Complete/ Ongoing

Task	Owner	Date	Update	Status
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Area: Human Capital and Quality Places

Department: N/A

Division: N/A

Last Updated: December 29, 2011

<p>1. Connect and align economic development, community development, county planning, workforce development, human services and public health investments, initiatives and advocacy efforts to promote and enhance the prosperity of all County residents</p>	<p>Deputy Chiefs of Staff, Special Assistants and other Executive Office staff working on education, economic development, planning and health</p>	<p>Ongoing</p>	<p>Deputy Chiefs of Staff were hired by the County Executive to ensure that no silos were created and there was a connection between County Departments and the County residents they serve. Other Executive Office staff work on special initiatives around youth development, Towpath Trail and employee/community health.</p> <p>The Executive announced the County Health Alliance in October and publicly launched the initiative on November 29, 2011. Some 40 institutional partners are engaged. The Pilot Project – seeking at least 10 communities – will launch in Q1 2012. Five had expressed strong interest by December.</p> <p>The County Executive announced sweeping changes to the employee benefits and wellness programs in August. Changes include major revisions to health care benefit plans; smoke free campus initiative; and a wellness engine to drive improvements in health behaviors that can impact health care costs.</p>	<p>In Progress</p>
<p>2. Encourage the Workforce Investment Board to act as the center of an integrated workforce system including economic development, employers, educators and barrier-removers in an effort to create a world class, skilled and versatile labor pool</p>	<p>Deputy Chief of Staff for Development and Development Director</p>	<p>September 2011</p>	<p>Currently conducting a search process to replace the Director of the Workforce Development Board; new Development Director is former Director of the Workforce Board and is very familiar with its operations.</p>	<p>Completed/Ongoing</p>

Task	Owner	Date	Update	Status
3. Support Small Business Growth and Entrepreneurship in the County	Fiscal Officer, Deputy Chief of Staff for Operations, Director of Procurement , Special Assistant for Economic Development and other Executive Office staff assigned to health	September 2011	Working to increase the number of outreach activities with small businesses, revamping the County’s current SBE program, increase the number of small companies certified to do business with the County and developing a special investment pool (private, public and philanthropy) to build business infrastructure to support the growing local food system.	In Progress
4. Develop and implement policies and cooperative efforts to benefit minority communities, promote racial, gender, and economic inclusion; and increase opportunity and fairness for all county residents	Deputy Chiefs of Staff, Special Assistants, Directors	Ongoing	Participating in outreach activities, promoting small business growth, and upgrading overall customer service.	Completed/ Ongoing
5. Align County operations and resources to catalyze a significant increase in the educational attainment of all county residents	Special Assistant for Education	Ongoing	The County Executive’s Special Assistant for Education that has met with local education professionals, implemented a summer Fellow program, and is working on the charter-mandated County scholarship program.	Completed/ Ongoing

Task	Owner	Date	Update	Status
<p>6. To achieve prosperity for all County residents, develop and implements a Place-making strategy to create and maintain vibrant cities and healthy, safe, sustainable neighborhoods throughout the County</p>	<p>Executive Office staff assigned to health, HHS Director and Agency administrator s, special assistant for education and economic development</p>	<p>Ongoing</p>	<p>Executive Office staff is working with community leadership in public health, planning, community development, business, education and philanthropy to implement the Place Matters strategy, which is designed to address social determinants of health</p> <p>The Department of Development led the creation of the county’s first Five year Economic Development Plan. The Plan’s approach is based on Place-Based Economic Development. That plan was approved by the Economic Development Council and adopted by the County Council in July.</p> <p>The County Health Alliance, in partnership with the County Board of Health and other partners, is collecting resident feedback through a community survey on health and socioeconomic indicators that influence health. Survey results will be available in 2012.</p>	<p>In Progress</p>

Task	Owner	Date	Update	Status
<p>7. Play a key role in addressing the devastating mortgage foreclosure crisis and developing patterns of land use across the region</p>	<p>Deputy Chiefs of Staff, Special Assistants, Fiscal Officer</p>	<p>Ongoing</p>	<p>The new government has been engaged in regional housing conversations including participation in the community entities such as the Vacant and Abandoned Properties Action Council (VAPAC) and the County LandBank.</p> <p>County Council and the Executive authorized a more stable funding source for the Land Bank called Delinquent Tax & Assessment Collections funding or DTAC. The approach eases administrative burden and funding forecasts for the land bank.</p> <p>The County Executive and Department of Development has engaged the county's CDCs and other neighborhood stakeholders to inform and engage the county's planning, land use and economic development strategies.</p>	<p>Completed/ Ongoing</p>
<p>8. Promote the use of public transportation by acting as a Connector, Participant, & Advocate</p>	<p>Appointees to RTA Board Executive Office Staff assigned to health</p>	<p>Ongoing</p>	<p>The County Executive's role as appointing authority to RTA will be an opportunity to maximize the county's promotion of the use of public transportation.</p> <p>Executive staff are also working with the local Food Policy Coalition to encourage RTA to plan routes to improve access to healthier foods and to transport people to emerging business clusters</p>	<p>In Progress</p>

Task	Owner	Date	Update	Status
<p>9. Connect and align investments, initiatives and advocacy efforts with the City of Cleveland, suburban municipalities, other key regional players through public-private partnerships, and other counties in the region</p>	<p>Director of Regional Collaboration , Executive Office staff assigned to health</p>	<p>On going</p>	<p>The Director of Regional Collaboration has engaged leaders from around the County in a conversation about making the County stronger by strengthening its individual communities. Other Executive Office staff is working to build public-private investments to promote better health, i.e. investments in small agri-businesses or to adopt additional health policies (see above)</p> <p>The County Health Alliance seeks to improve community health be engaging more suburban municipalities through a regional collaboration approach. A pilot project of at least 10 communities will launch in Q1 2012.</p> <p>Next year, the county will have a leadership role in NOACA, the region’s Metropolitan Planning Organization at a time where NOACA will be implementing its strategic plan in coordination with five surrounding counties and the federal government.</p>	<p>In Progress</p>

Task	Owner	Date	Update	Status
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Area: Justice Services
Last Updated: December 29, 2011

1. Inspector General				
The County should establish an Inspector General to prevent and investigate fraud, waste and abuse in county government.	County Executive		Position and office have been created	Completed
2. Director of Law				
The Director of Law should advise and represent the County Executive, all departments appointed or administered by the County Executive and the County Council.	County Executive		Position and office have been created and are in operation.	Completed
3. Deputy County Executive for Public Safety				
There should be a Deputy County Executive for Public Safety who reports directly to the County Executive	County Executive		A Deputy Chief of Staff for Justice position has been created, which reports to the Chief of Staff.	Completed
4. Medical Examiner				
County Council should adopt legislation to ensure the independence of the Medical Examiner	Deputy Chief		The ME reports directly to the County Executive. At this time, it has been determined that legislation is not needed to ensure the ME's independence.	Completed
5. Reentry Services				
Transfer the Office of Reentry to Health & Human Services	Deputy Chief			Completed
Transfer Victim / Witness to other areas of County government	Deputy Chief		Remaining under Public Safety Administration	Not Accepted
Transfer the Family Justice Center program to other areas of County government	Deputy Chief		Remaining under Public Safety Administration	Not Accepted
6. Clerk of Courts				

Task	Owner	Date	Update	Status
The Clerk of Courts should report directly to the County Executive	County Executive		The Clerk of Courts reports directly to the County Executive	Completed
Upon the two-year Charter review, the Charter Review Commission should consider an amendment to shift appointment of the Clerk of Courts to the Presiding Judges of the courts served by the Clerk	Deputy Chief			On Schedule
Begin discussions with the Juvenile and Probate Courts regarding the consolidation of the functions of the clerks from those Courts with the Clerk of Court	Deputy Chief			Ongoing
Begin discussions regarding who should be responsible for fine collection and the collection of court costs.	Deputy Chief		A special committee has been addressing this issue on a county-wide basis.	Completed /Ongoing
7. Justice Service Reform Initiative				
The Justice Service Reform Initiative should continue	Deputy Chief		JSRI is fully supported by the County Administration and will continue.	Completed /Ongoing
8. Non-Regular Business Hour Bonds				
Encourage cooperation among Clerk of Courts, Sheriff, Courts				
Reason: Because individuals who are eligible to post bond, but cannot do so during regular business hours, must spend additional time in jail, this could lead to greater than necessary jail costs, due to increased need for jail beds	Deputy Chief		Collaboration is a continued process. The filling of a Deputy Chief of Public Safety and Justice Services was the first step in this collaboration	Completed /Ongoing
9. Budget Review Commission				
The Charter Review Commission should consider an amendment to remove the Prosecutor from the Budget Review Commission	Deputy Chief			Charter Review to begin in 2012
10. Electronic Filing				

Task	Owner	Date	Update	Status
Electronic filing should be encouraged within the court systems	Deputy Chief		A pilot law firm is beginning electronic filing. Local rules and internal processes are being researched to determine how complete e-filing could be implemented.	Completed /Ongoing
11. Computerized legal research				
The County should study consolidating the purchase of computerized legal research	Deputy Chief		Consolidation is being pursued where appropriate.	Completed /Ongoing
12. Law Library				
The County should study the function of the Law Library to determine what unique function may be served by the Library. Redundant functions between the Library and other parts of County government should identified and eliminated	Deputy Chief		Discussions underway.	In Progress
13. Consolidation of County and City Jails				
The consolidation of the City and County jails should continue to be explored	Deputy Chief		A proposal has been under consideration by the county and the City of Cleveland for review, and detailed discussions have taken place.	In Progress

Task	Owner	Date	Update	Status
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Area: Operations
Department: Fiscal
Division: Accounting
Last Updated: December 29, 2011

1. Engage an organization that is a leader in benchmarking and transformational consulting in finance organizations to study, identify, and implement improvements to County finance operations	Fiscal Officer, Chief Information Officer	Ongoing	Fiscal Officer is continuing with in-house review, with the potential to involve outside resources in the future.	Completed /Ongoing
2. Enhance and Selectively Replace Current IT Systems to Boost Productivity and Allow Reduction of Man Hours Devoted to Financial Accounting	Fiscal Officer, Chief Information Officer	Ongoing	A cross functional ad hoc committee has been formed to analyze and begin developing specs for the financial systems request for proposal (RFP). The idea is to gather the requirements from all stakeholders in order to purchase the optimal systems solution.	In Progress
3. Standardize Policies – Travel, Purchasing Cards, Direct Deposit, Etc. – to Reduce Costs and Improve Controls	Fiscal Officer	Ongoing	Travel and purchasing policies have been updated and are going through another iteration of changes. Additional purchasing cards have been implemented to facilitate easy purchasing of low cost items. Direct Deposit of payroll checks has been implemented for most county employees.	Completed /Ongoing
4. Substitute Manual – Pay Stubs, Time Reporting, W2s, Payable Vouchers, FAMIS – for Electronic Processes and Standardize all Applications	Fiscal Officer	Ongoing	MyHr, the electronic payroll processing system has been implemented in most agencies formerly under the County Commissioners. The rest of the Fiscal Office is in process of transitioning to MyHR contingent upon the completion of the classification plan and conversion of all staff to a 40 hour work week	In Progress

Task	Owner	Date	Update	Status
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Area: Operations

Department: Fiscal

Division: Board of Revision (BOR)

Last Updated: December 22, 2011

1. Change structure of BOR so that it reports to the Fiscal Officer				
	Law Director, Fiscal Officer	Ongoing	The Fiscal Officer has full responsibility for the operation of the BOR. Any needed statutory changes to the reporting structure are still under review.	Completed
2. Create an Ethics Policy that is stringent and aligns with County-wide policy				
	Director, Staff	October 2011	All 21 members of BOR will go through County-wide Ethics Training	Completed
3. Request amendments to Ohio law to permit electronic notification of hearings, BOR decisions and to conduct video hearings				
	Fiscal Officer, Deputy Chiefs of Operations and Development , Director of Regional Collaboration , Chief of Staff, Director	Ongoing	Legislative changes to allow new notification protocols have been suggested and proposed in the legislature; monitoring of status continues	Completed /Ongoing
4. Handle 2012 reappraisal in-house with contract appraisers – utilize RFQ process to solicit contract appraisers				
	Fiscal Officer	Ongoing	Recommendation already being implemented.	Completed

Task	Owner	Date	Update	Status
			Contract appraisers have been hired and are working. Approximately 45% of parcels are complete.	/Ongoing
5. Consolidate satellite offices to one central location				
	Fiscal Officer	Ongoing	Appraisal operations are now in one satellite office with a small number of employees located downtown	Completed /Ongoing

Task	Owner	Date	Update	Status
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Area: Operations
Department: Fiscal
Division: Budget
Last Updated: December 29, 2011

1. Change The Name Of The Office Of Budget & Management (OBM) To Department Of Financial Planning & Analysis (DFPA) And Have It Report Directly To The Fiscal Officer				
	Fiscal Officer	January 2011	The Office of Budget and Management has been reporting to the Fiscal Officer since the beginning of the year. No name change is expected.	Not Adopted/ Completed
2. Provide Mandatory Budget And Government Finance Training For Officials				
	Fiscal Officer	November 2010	The Office and Budget Management staff and Fiscal Office provided numerous budget and fiscal training sessions for newly elected officials from the inception of their offices. Training included budget, internal and external audit, and sexennial reappraisal.	Completed
3. Establish Performance Management Functions With The DFPA				
	Fiscal Officer	January 2011	The Office of Budget and Management began working with the Deputy Fiscal Officer in charge of CountyStat, which is the Performance Management function in January 2011. Many of the OBM staff members are a part of the CountyStat team.	Completed
4. Develop Effective Opportunities And Forums For The Public's Input Covering Priorities That Are Funded In The Budget				

Task	Owner	Date	Update	Status
	Fiscal Officer	October 2010	The Office and Budget Management staff and Fiscal Office provided numerous budget training sessions for the community prior to the November election. The public was also invited to participate in sessions provided for the elected officials post election. The Fiscal Office, working with the Executive and County Council, implemented an open and transparent budget process to prepare for the 2012-2013 biennial budget.	Complete/ Ongoing

Task	Owner	Date	Update	Status
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Area: Operations
Department: Fiscal
Division: Internal Audit
Last Updated: December 29, 2011

1. Convene An Internal Audit Committee With A Diverse Membership; Manual Developed				
	Fiscal Officer	June 2011	The Committee members have been selected and confirmed. The first meeting has been scheduled.	Completed/ Ongoing
2. Create A Four-Person Internal Audit Department To Focus On Developing Revised Financial Controls, Financial Reporting And Code of Conduct, Including Fraud Reviews				
	Fiscal Officer	December 2011	The Audit Committee has been focusing on hiring a Director of Internal Audit and several rounds of interviews have been held. Upon appointment of the Internal Auditor, the Audit Committee will be tasked with establishing the internal Audit Department and its functions.	In Progress

Task	Owner	Date	Update	Status
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Area: Operations
Department: Fiscal
Division: Investments and Finance
Last Updated: December 29, 2011

1. Modify Investment Policy to Reflect Enhancements to Authorized Investments				
	Fiscal Officer, Investment Advisory Committee	Ongoing	The Investment Advisory Committee now includes the County Executive, County Council Designee, and the Treasurer, in addition to the Investment Advisory Workgroup that consists of the primary financial professionals in the County to evaluate investment policies. No Changes to the authorized investments have been made at this point, but options are under consideration.	In Progress
2. Enhance Financing Process				
	Fiscal Officer	January 2011	The concept behind this recommendation is to develop a more positive relationship with the primary financial offices within the County, including the Treasurer, Auditor, and OBM. A positive relationship existed prior to the transition, but the new financial structure lends itself to a stronger relationship.	Completed
3. Create an Asset/Liability Task Force				
	Fiscal Officer	December 2011	An Asset/Liability Task Force has been conceptually formed to include the County Treasurer, treasury investment staff and representatives of OBM. Task Force to be formalized in 2012.	In Progress
4. Increase bank counterpart minimum size to \$25B in assets and at least \$2B in capital	IAC Workgroup			
			Tabled for further study by IAC Workgroup	

Task	Owner	Date	Update	Status
5. For investments in municipal debt, establish a minimum credit rating of single A	IAC Workgroup			
			Tabled for further study by IAC Workgroup	
6. Establish a minimum credit rating for banks where put deposits	IAC Workgroup			
			Tabled for further study by IAC Workgroup	
7. Disallow investments in foreign securities	IAC Workgroup			
			Tabled for further study by IAC Workgroup	

Task	Owner	Date	Update	Status
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Area: Operations
Department: Fiscal
Division: Property Valuation
Last Updated: December 29, 2011

1. Handle 2012 Appraisal In-House With Contracted Appraisers				
	Director, Appraisal Staff	Ongoing	See Board of Revision section	
2. Consolidate Satellite Offices To One Central Location				
	Director	June 2011	See Board of Revision section	
3. Provide Aerial Photos To Improve Property Valuation Process in conjunction with ISC.				
	Director, GIS Staff	April 2011	Contractor was selected and performed fly-over.	Completed
4. Consolidate data bases with GIS system for staff use and public access	Director, GIS Staff			
		December 2011	GIS consolidation is ongoing. Technology upgrades are in the planning stages to increase public accessibility to GIS records and mapping via public kiosks on the 3 rd floor of the administration building.	In Progress

Task	Owner	Date	Update	Status
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Area: Operations
Department: Fiscal
Division: Records and Licenses
Last Updated: December 29, 2011

1. Maintain Auto And Watercraft Title Bureau As Separate Department				
	Fiscal Officer	November 2011	Auto and watercraft title bureaus have been consolidated with Fiscal Office and separated from the Clerk of Courts.	Completed
2. Move Recording of Deeds To Transfer Department.				
	Fiscal Officer	November 2011	Transfer and recording divisions have been combined for the ease of the public	Completed
3. Establish Appropriate Benchmarks For Weights & Measures Department to "Right Size" Staff				
	Fiscal Officer	Ongoing	The staff has been reduced from 14 people to 8. The Fiscal Office is still gathering comparative data from other counties to see if additional reductions are needed.	Completed /Ongoing
4. Use Clerk Of Court Satellite Offices To Make Other County Services More Easily Accessible				
	Fiscal Officer	November 2011	Taxpayers can utilize a drop box at each Clerk of Court Satellite Office for payment of real estate taxes. Other service offerings will be explored.	Completed /Ongoing
5. Allow Title Companies And Law Firms Transferring And Recording Large Number Of Deeds To Pre-file Documents Early In The Day To Even The Workload; Needs Go Ahead				
	Fiscal Officer			Completed

Task	Owner	Date	Update	Status
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Area: Operations
Department: Fiscal
Division: Reporting
Last Updated: December 29, 2011

1. Redesign Quarterly Financial Reports to Compare Actual vs. Budgeted Results in a User-Friendly Format				
	Fiscal Office	Ongoing	Financial reports have always included a budget to actual comparison. The process to increase the level at which they are user-friendly is an ongoing process.	Completed/ Ongoing
2. Prepare Monthly Financial Report that Highlights Key Findings for the County Executive				
	Fiscal Office	December 2011	Following completion of two-year budget, reporting process is being developed.	In Progress
3. Assign all Reports to the New Department of Financial Planning & Analysis (Formerly OBM)				
	Fiscal Office	January 2011	All financial reporting other than the Comprehensive Annual Financial Report (CAFR) is the responsibility of OBM; name has not been changed.	Completed/ Not Adopted

Task	Owner	Date	Update	Status
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Area: Operations
Department: Fiscal
Division: Tax Collection
Last Update December 29, 2011

1. Combine Financial Management And Tax Billing/Collection Functions Through New Software				
	Fiscal Officer	December 2011	Coordination with CIO. In budgeting and planning stages for multi-year project.	To be done
2. Consolidate Tax Collection Areas (Staff And Processes) To Increase Efficiency				
	Fiscal Officer	Ongoing	As of December 2011, a “lock box” system will be used for tax payment processing and in October 2011, a tax lien sale was implemented to outsource delinquent tax collection.	Completed/ Ongoing
3. Advocate For Changes To Ohio Law. Current Law Says You Must Send A Bill By USPS				
	Law Director Fiscal Officer	Ongoing	Legislative advocacy and activity underway in relation to electronic BOR filings; additional efficiencies will continue to be sought.	In Progress

Task	Owner	Date	Update	Status
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Area: Operations
Department: Fiscal/Procurement
Last Updated: December 29, 2011

1. Centralize Purchasing Operations				
Upgrade to BuySpeed Purchasing Software	Director	July 5, 2011		Completed
Determine which Departments need to begin using BuySpeed for Purchasing	Director	October 6, 2011		Completed
Implement reporting feature to monitor use of BuySpeed by County Departments	Director	September 19, 2011	BuySpeed reports are now used each week to monitor Department purchases and present them for approval to the Contracts and Purchasing Board	Completed/ Ongoing
2. Add Purchasing Ethics to Bylaws of New Charter				
Reason: Inspector General has created <i>Vendor Code of Ethics</i>	Inspector General	July 2011		Completed
3. Transfer SBE Program to the Department of Economic Development				
Reason: Because contracts can be more effectively monitored by the County if they have direct control over the processes. It is difficult, and could result in litigation, if these rules are imposed on businesses while simultaneously providing them with financial assistance.			SBE purchasing program to remain with Procurement and Diversity office.	Completed/ Not Accepted
4. Establish ERP database of all County Purchases				
Review ERP systems	Director			To be done
Select ERP system/vendor	Director			To be done
Implement new system	Staff			To be done
Modify Policy and Procedures/Train Staff	Staff			To be done

Task	Owner	Date	Update	Status
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Area: Operations
Department: Human Resources (HR)
Division: N/A
Last Updated: December 29, 2011

1. Centralize all human resource functions of all charter-impacted agencies (including labor relations) into a single HR Department (HRD)				
	Director, Human Resource Commission (HRC)	December 2011	Re-Organization plan is being considered by the HRC.	Near Completion
2. Ensure the HRD Director reports directly to the County Executive				
	Executive	January 2011	Human Resource Director reported to the Executive as part of the initial Table of Organizations for the new government.	Completed
3. Eliminate duplication of effort and unnecessary expense				
	Director	December 2011	Review of all processes is ongoing in every Division. Re-Org plan is geared to this as well.	In Progress
4. Ensure the HRD is staffed to adequately carry out their Charter responsibilities				
	Director, HRC	December 2011	Re-Organization plan is being considered by the Human Resource Commission, but objective is being met.	Completed/ Ongoing
5. HRC will absorb the duties of hearing employee appeals from the State Personnel Board of Review (SPBR) (e.g. reduction in pay, layoff, suspension, removal, etc.)				
	HRC	December 2011	HRC is in process of adopting rules and contracting for Hearing Officers.	In Progress

Task	Owner	Date	Update	Status
6. Ensure that the HRD and HRC work together as partners, not adversaries, in performing their duties				
	Director, HRC	May 2011	Good working relationship has been established between HRC and HRD.	Completed/Ongoing
7. Develop strategy to recruit high-quality Commissioners with significant HR and management experience				
	Director	May 2011	Commissioners have been hired and meetings have begun.	Completed
8. Staffing and facilities-related decisions should be made with cost savings in mind				
	Director	December 2011	Re-Org plan was crafted with this purpose in mind. All processes and procedures are being examined for efficiencies.	Completed/Ongoing
9. Use of SPBR rules and procedures as bridge until HRC is fully Operational				
	Director	April 2011	HRC adopted this as a stop gap measure.	Completed
10. Ensure the County's classification and compensation plan is fair, equitable and administered efficiently and consistently				
	Director	December 2011	Classification for outlying agencies was complete. Layoffs and salary adjustments are in progress.	Near Completion
11. Continue integrating Charter-affected employees into the Board of County Commissioners' (BOCC) current non-bargaining classification and compensation plan				
	Director, Staff	December 2011	Human Resource Staff is currently working on this integration.	Near Completion
12. Address inequities in compensation as soon as practicable				

Task	Owner	Date	Update	Status
	Director, Staff	December 2011	Can be fully addressed once all classifications are complete.	In Progress
13. Seek cost saving opportunities by analyzing the duties and compensation of all unclassified employees and address overpaid situations				
	Director, Staff	December 2011	Analysis of duties/comp of unclassified employees is ongoing.	Completed/ Ongoing
14. Initially, adopt BOCC personnel policies and procedures related to essential personnel functions (e.g., hiring, promotions, discipline, etc.)				
	Director	January 2011	BOCC Personnel policies were used until work on a revised document was approved.	Completed
15. Continue to migrate Charter-affected agencies under one uniform set of policies and procedures (e.g., hours of work, leave schedules, etc.)				
	Director, Staff, Law Director	December 2011	Ongoing	Completed/ Ongoing
16. Possible cost savings from standardizing policies such as leave entitlements				
	Director, Staff	December 2011	Analysis is ongoing. Policy changes are being analyzed for cost benefit.	Completed/ Ongoing
17. Ensure current policies and procedures meet Charter requirements and are reflective of HRD principles				
	Director, HRC	August 2011	Amendments to policies and procedures currently under review by Council.	In Progress
18. Develop and execute a performance management system to help create a more performance driven environment				
	Director, Staff	September 2011	Mandatory training being offered quarterly. First session held in September 2011 for 770 supervisors. Evaluations for 2011 were distributed and are due in January 2012.	Completed/ Ongoing

Task	Owner	Date	Update	Status
19. Compensation system must be linked to the performance management system				
	Director	December 2011	Upon Classification Project completion, and depending upon budget limitations.	In Progress
20. Market-based pay increases must be budgeted yearly				
				To be done
21. Reward high achieving employees	Director, Staff	December 2011	Evaluations for all employees to be completed in January 2012.	
				In Progress
22. Hold low performing employees accountable				
	Director, Staff	December 2011	Ongoing process of progressive discipline, and training of Supervisors to administer effective discipline. Mandatory Supervisory Training is being developed. Evaluations will also support this goal.	Completed/ Ongoing
23. Develop comprehensive benefits strategy to standardize benefits and reduce costs				
	Director, Staff	December 2011	Health benefits redesigned with deductibles. Negotiations with bargaining units are ongoing, with some completed.	Completed/ Ongoing
24. Reduce costs through administrative efficiency, benefit redesign and alignment of employee premiums				
	Director, Staff	October 2011	New plans designed to manage future cost increases.	Completed
25. Expand comprehensive wellness programs including the addition of on-site wellness clinics				
	Wellness Committee	September 2011	Wellness coordination and planning is ongoing with new Wellness Committee comprised of Staff and Regional Stakeholders. New program being launched in early 2012.	In Progress

Task	Owner	Date	Update	Status
26. Certain health care benefits are subject to collective bargaining				
	Director, Law Director	December 2011	Completed AFSCME contract reflects this goal; benefits will continue to be part of negotiations.	Completed/ Ongoing
27. Develop and implement a comprehensive labor strategy to include standardization of benefits and a negotiations strategy				
	Director, Law Director	December 2011	Ongoing.	Completed/ Ongoing
28. Economic parameters for upcoming negotiations must be established immediately; the County's largest bargaining unit contact with AFSCME 1746, will expire on June 30, 2011				
	Director, Law Director	December 2011	Strategies for collective bargaining negotiations have been developed and implemented.	Completed/ Ongoing
29. Explore opportunities to consolidate bargaining units represented by the same union				
			Ongoing	Completed/ Ongoing
30. Adopt the BOCC's current HRIS (SAP) as the HR management system for all charter impacted agencies				
	HR Staff, CIO	December 2011	Completed for Benefits, Workers Comp and Unemployment. Will complete for payroll/employment relations when Classification Project is complete for outlying agencies and when workweek hours and leave schedule are synced for all agencies.	In Progress
31. Use SAP to run County payroll				
	Director, CIO	December 2011	Working with CIO to accomplish	In Progress
32. Ensure HR needs are addressed when the County adopts an ERP System				Not Started

Task	Owner	Date	Update	Status
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Area: Operations
Department: Information Technology (IT)
Last Updated: December 29, 2011

1. Consolidate and reconfigure IT personnel into a single organizational structure under a new IT governance model in order to drive efficiencies and more effective delivery of service				
	Director	December 2011	IT Consolidation completed for IT functions under the County Executive. Justice Affairs IT consolidation under review.	Completed/ Ongoing
2. Streamline reporting structure to reduce duplication and improve strategic communication				
	Director	December 2011	Completed IT Reporting structure to improve customer communication.	Completed
3. Create an IT Governance team supporting the CIO to help determine standards, policies, and priorities. Publish and enforce IT standards				
	Director	Sept 2011	Completed redesign of ADP board to Technical Advisory Committee that sets standards and provides procurement recommendations to County Executive and Council.	Completed
4. Create a Strategic Advisory Board, engaging Loaned Executives				
	Director	May 2011	Utilizing 3 loaned executives from transition team as strategic advisors. Technical Advisory Committee in place with ongoing input from Agency Directors after 2012 IT budget is finalized by Council and Executive.	Completed/ Ongoing
5. Establish a set of Project Management standards for IT Projects				

Task	Owner	Date	Update	Status
	Staff	May 2011	Project templates and reporting tools finalized. All IT projects are consolidated into one report.	Completed/ Ongoing
6. Develop an enterprise application strategy, including ERP				
	Staff	December 2011	Mapping current systems with high level maintenance costs is complete. Next steps include combined IT and Process review of Financial, HR and Payroll systems. An overall business case development is underway.	In Progress
7. Develop an enterprise service desk support structure				
	Staff	September 2011	Completed implementation of service desk, averaging 600 tickets a month. Further expansion of the Service Desk planned in 2012.	Completed
8. Pursue a regional approach to providing IT infrastructure and applications as a Utility				
	Staff	September 2011	Supporting five municipalities website hosting and two municipalities data and voice support. More comprehensive program rolled out after 2012 Capital budget is approved.	In Progress
9. Standardization – Develop Data Center, Hardware, Software modernization plan				
	Staff	December 2011	Complete 2012 & 2013 Hardware Capital Plan submitted to County Council for budget approval. Data Center requirements completed.	Completed
10. Implement printer, copier, Fax consolidation Plan				
	Staff	August 2011	Print Management program kicked off and in process of being implemented throughout County	Completed

Task	Owner	Date	Update	Status
11. Data Center Power Upgrade for Server Consolidation				
	Staff	September 2011	In process of utilizing Loaned Executive Program to develop long term data center strategy. Power upgrade may not be required.	In Progress
12. Build shared, standard platforms that are ubiquitous to the government agency, e.g. regional HR benefits; financial ERP system; government cloud computing; unified communications; and connectivity to a high speed network (good for VOIP, email, video conferencing and digital media); web and application development; and to leverage the county GIS system.				
	Staff	December 2011	Building standard IT platform solution using Council procurement ordinance initiative as the first initiative to take advantage of the shared platform. ERP evaluation underway across enterprise. 2012 budget submitted to address these initiatives.	In Progress

Task	Owner	Date	Update	Status
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Area: Operations
Department: Public Works
Last Updated: December 29, 2011

1. Establish Structure of Public Works Department				
	Public Works Director, Law Director, County Council	July 2011		Completed
2. Perform building conditions assessment and space analysis for restructured County Government				
	Public Works Director	December 2011	Phase I and II are complete. Final phase was completed in late December. Recommendations address which building to keep and the recommended capital improvements. There will also be recommendations as to what sections from the county executive staff should consolidate. There will be a recommendations as to if we move to a leased space or a owned space.	Completed
3. Perform study of departmental functions, costs, and labor agreements				
	County Directors	December 2011	Have revised the cost accounting system to better keep track of the hours worked on specific projects. This will allow us to track the cost of performing specific task on every project. Department managers create staffing distribution sheets bi-weekly to determine the where time is being spent. We will utilize these findings and compare to the private sector.	Completed /Ongoing

Task	Owner	Date	Update	Status
4. Review overlap of copier and departmental printers				
	ISC, Procurement	September 2011	Completed Procurement of a Print Management Program in 2011. Project started in August 2011. All photocopiers have been replaced with Multi- Function Devices.	Completed
5. Review vehicle fleet for cost savings				
	Public Works Director	September 2011	Eliminated most take home privileges under county executive. Reduced fleet by 28 vehicles. We will continue to reduce fleet and look at cost saving opportunities by buying small cars and maintaining the vehicles better to extend the life of the vehicles.	Completed
6. Have County Engineer direct program to manage regional pavement system				
	Public Works Director	September 2011	Created a new pavement policy which selects projects by condition and volume. No local share will be required by the cities. This will foster consistent pavement conditions across the county. The 2012 pavement capital improvement plan includes projects selected under this revised policy.	Completed
7. Have County Engineer continue to manage bridges				
	Public Works Director	September 2011	We met with Cleveland to discuss the opportunities to share maintenance expertise and manpower. We are also proposing to meet with each community in 2012 to discuss our bridge maintenance services as well as our Bridge inspection services. We currently perform bridge inspection services for the cities of Cleveland and North Olmsted.	Completed /Ongoing

Task	Owner	Date	Update	Status
8. Implement initiative to share services on a regional basis				
	Public Works Director	December 2011	Working with Director of Regional Collaboration to develop Regional initiatives. This includes projects such as a Regional Pavement Plan and Regional Bridge Inspection Plan.	In Progress
9. Have Sanitary Engineer work with County Engineer to expand services throughout Cuyahoga County				
	Public Works Director	December 2011	We will meet with each community in 2012 to discuss our Pavement policy, sewer services, bridge services and also ask what other services they would like us to provide. We can either perform these services with our own crews or contract the work out with the cost being invoices to the communities.	Completed /Ongoing
10. Use progressive operation and construction procurement processes to realize cost savings and shorter purchasing/project delivery time periods				
	Public Works Director		Created and passed Alternative Project Delivery Ordinance. We will review projects being prepared and/ or sold in 2012 to find best fit for alternatives. Also revised the process for how projects are approved. The previous 20 step process which previous went through the BOCC, has been reduced by combining steps, and processing through the consent agenda of the Contracting and Purchasing Board. The final contract is usually approved through the Board of control or Council resulting in a much faster approval process.	Completed /Ongoing

Task	Owner	Date	Update	Status
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Area: Public Engagement
Department: Executive
Division: Office of Communications
Last Updated: December 29, 2011

An Office of Public Engagement will be created within county government to promote public understanding of and participation in county government.	Comm. Director		The Office of Communications will take on the role of engaging the public through the work done in this office. Public engagement is incorporated into the overall communications strategy. The Executive has been holding a series of Town Hall meetings to speak directly with county residents.	Completed/ Ongoing
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