

2017

BUDGET BOOK



CITY OF CLEVELAND, OHIO

FRANK G. JACKSON
MAYOR



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CITY OF CLEVELAND
Mayor Frank G. Jackson

ORDINANCE 130-17

Passed March 27, 2017 • Effective April 1, 2017



City of Cleveland

Mission Statement

We are committed to improving the quality of life in the City of Cleveland by strengthening our neighborhoods, delivering superior services, embracing the diversity of our citizens, and making Cleveland a desirable, safe city in which to live, work, raise a family, shop, study, play, and grow old.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Cleveland

Ohio

For the Fiscal Year Beginning

January 1, 2016

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented the Distinguished Budget to the City of Cleveland for its annual budget for the Fiscal Year beginning January 1, 2016.

In order to receive this award, a governmental entity must publish a budget document that meets program criteria as a Policy Document, as an Operations Guide, as a Financial Plan and as a Communications Device.

The award is valid for a one year period only. The City of Cleveland has satisfied the necessary criteria to receive the award in the following years: 2005, 2006, 2007, 2008, 2012, 2013, 2014, 2015, 2016. Prior to the year 2000, the City also received 15 other awards, for a total of 24 years.

We believe our document continues to conform to program requirements. As we continue to strive for continuous improvement, we will submit once more to GFOA to determine the eligibility for another award.



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This document is designed to assist the reader in understanding the City's budgetary processes and resultant budgets. It is organized as follows:

Mayor Transmittal Letter: The Transmittal Letter submitted by The Mayor to the City Council to summarize the budget recommendations, compiled from detailed information obtained from the various departments and prepared by the Director of Finance, for conducting the affairs of the City for the following year.

The Introductory Section: A summary of the overall document structure, contents and purpose, the City's profile, background and demographics, and City Government structure.

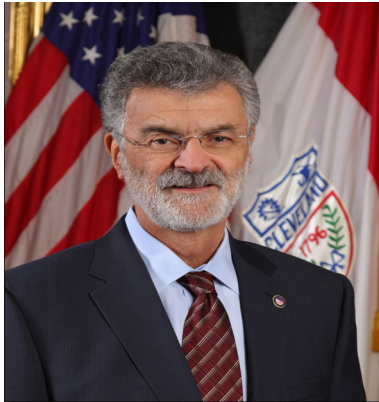
Budget Policies: This section includes a summary of the provisions regulating the City's budget, tax levies, budget preparation processes, and appropriations as set forth in the Ohio Revised Code and the City Charter.

City Fund Structure: The City's budget is organized by fund. Each fund consists of major categories. The major funds are: The General Fund, Special Revenue Funds, Enterprise Funds, and the Agency Fund. Funds from Federal and State grants are not included in the City's Budget as they have their own funds and operate on a fiscal year determined by the grantor rather than the City's fiscal year. This section also contains historical summaries of all City annually appropriated revenue sources, historical expenditures by Department, and historical summaries and projected balances for all City funds.

Department Detail: Included for each Department and Division within the City are narratives defining each section. Also included for each Department / Division are detailed, 3 year historical budgetary line item expenses and revenue, as well as detailed staffing levels.

Glossary: Included in the document is a Glossary provided to aid with terminology that may be unique to the City.

FEBRUARY 1, 2017



To the Cleveland City Council and Citizens of Cleveland,

I have been the mayor for 12 years, but I have been a Clevelander my whole life. What others saw as challenges I saw as opportunity - opportunity to strive for more, to provide world-class services that enhance the quality of life for all.

The citizens of Cleveland supported Issue 32, passing a half percent income tax increase - the first income tax increase in our City in more than 32 years. This income tax increase will enhance the City's General Fund budget by \$80 million annually and provide our residents and businesses the world-class services they expect and deserve.

City services will be enhanced across the board. Below are the improvements made within the Enterprise Funds, which includes the Departments of Port Control and Public Utilities:

Maintaining Exceptional Services in Port Control and Public Utilities

- The Department of Port Control is under the new leadership of Robert Kennedy, who understands Cleveland's need to position itself for continued growth in the competitive industry of airports and embraces Lakefront development. Cleveland Hopkins International Airport completed more than \$35 million in renovations for the terminal façade, parking canopies and signage. It is in the middle of streamlining baggage service for its customers and added three new airlines - Allegiant, Jet Blue and Spirit - over the past few years. Burke Lakefront Airport opened a new fixed-base operation, Signature Flight Support, as well as made nearly \$12 million in improvements with a resurfaced roadway, airfield improvements and facilities upgrades. In 2016, Burke added twice-a-day direct flights from Cleveland to Cincinnati, and this year added non-stop service from Cleveland to Morristown, New Jersey. It is home to a multitude of general aviation operations for major sports teams, business travelers and entertainers and continues to market and grow its incubator program.
- The Department of Public Utilities continues to provide high-quality drinking water, electric and sewer services at affordable rates. Cleveland Water is in the middle of three years of 0% rate increases. Cleveland Water began transitioning from quarterly to monthly billing in January of this year to make water bills more convenient for residents. All Cleveland Water customers will be transitioned by the end of March 2017. Cleveland Public Power continues to focus on providing high-quality customer service and outage

resolution while controlling rates for customers. Water Pollution Control is implementing an expanded capital improvement program that includes a Sewer System Evaluation Survey to better identify potential issues and proactively replace aging infrastructure before it fails.

Improved City services in the General Fund will be supported through the addition of more than 350 new employees. Highlighted below are some of the major enhancements that will improve the quality of life for all Clevelanders by:

Reducing Violence and Improving Health

- Duane Deskins was appointed as the Chief of Prevention, Intervention, and Opportunity for Youth and Young Adults to align City services and aid in preventing and reducing youth violence.
- This appointment goes hand-in-hand with the addition of two crime analysts, two outreach workers and a grants administrator, along with \$1 million to partner with outside agencies for crime reduction through the Community Relations Board.
- The Department of Public Health's staff will increase by 21 employees, who will focus on youth violence as a public health issue, preventing lead poisoning, reducing infant mortality, addressing the opiate epidemic and improving our environment.
- The City's Division of Recreation will increase staff and programming by more than \$2.3 million as a means of reducing youth violence and providing increased opportunity for young people.

Providing Services That Create Neighborhoods of Choice

- The Department of Public Works' enhanced budget of nearly \$4.6 million will add employees to improve services such as street sweeping, pothole repair, waste collection and leaf removal. It also allows for improved park and playground infrastructure maintenance, improved urban forestry, and a stronger focus on illegal dumping reduction and clean-up.
- The Building and Housing Department will add 33 employees to better inspect residential and vacant properties and remove condemned properties and blight from our neighborhoods.

Increasing Safety for All Residents, Businesses and Visitors

- The Department of Public Safety will see enhancements in the Divisions of Police, Fire, Emergency Medical Services and Animal Care and Control.
 - The Division of Police will increase personnel by 93 employees, adding two captains, three lieutenants, 11 sergeants, 65 patrol officers and 12 safety radio dispatchers. The new Neighborhood Impact Community Engagement Squad (N.I.C.E) is included in the enhanced budget of approximately \$8.3 million.
 - The Division of Fire will increase its budget by more than \$2.8 million, with an additional fire company, four support personnel, ballistic vests and a Records Management System upgrade.
 - The Division of Emergency Medical Services will add 60 new paramedics and eight dispatchers to reduce response times, four new captains to oversee field operations, and will purchase five new ambulances.
 - The Division of Animal Care and Control will add 16 new employees, including two new animal control officers, a veterinarian, two veterinarian technicians, a supervisor, shelter manager and additional support staff for the new \$4 million kennel, which will open in the fall of 2017.



Creating the Mayor's Office of Quality Control and Performance Management

- The Office of Quality Control and Performance Management will monitor and assess program and service delivery to the citizens of Cleveland. This office will track departmental performance and incorporate efficient, effective and economically sound process improvement methods to ensure high levels of accountability, compliance and quality control, thereby improving service delivery to residents.

This budget reflects the success of a city that perseveres - a city that has risen above, even in the face of adversity. This budget is not a panacea and there is still much that I want to do as Mayor that will not be covered by this increase. However, it is essential for the City to proceed with the fiscal discipline that has delivered 11 balanced budgets, and to continue to move further down the road of increased service to every neighborhood and resident in Cleveland.

Therefore, as required by Section 38 of the Charter of the City of Cleveland, I transmit the estimate of receipts and expenditures for all City departments and divisions for the year 2017, representing a General Fund operating budget of \$607,317,316 and a total citywide budget of \$1,693,016,587.

Sincerely,

Frank G. Jackson
Mayor

The City of Cleveland's budget is one of the most important documents that the City prepares as it identifies the services to be provided and how they will be financed. The City's Budget document, therefore, is intended to serve as the following:

The Budget as a Policy Guide

The Mission of the City of Cleveland is "We are committed to improving the quality of life in the City of Cleveland by strengthening our neighborhoods, delivering superior services, embracing the diversity of our citizens, and making Cleveland a desirable, safe city in which to live, work, raise a family, shop, study, play and grow old." As a policy guide, the Budget serves to inform the citizens of Cleveland on policies, goals, and objectives in place during the coming year for the satisfaction of its mission statement as well as major programs to be financed.

Prudent fiscal management requires the use of budgets to efficiently allocate resources and manage ongoing operations. The written budget document itself outlines the financial needs of the City and itemizes the amount of money to be used for various projects in order to make better choices and decisions concerning policies and activities that can or can not be implemented. This also helps to establish accountability for the effective operation of programs and activities to be delivered.

The Budget as a Financial Plan

The City's financial forecasts use internal historical data, National and State economic indicators, and expense and revenue projections to estimate the future financial state of the City including decisions for controlling expenses and increasing revenue.

The following data sources are used by the Office of Budget and Management for the generation of the monthly Financial Outlook Reports in support of required internal decision making processes:

- **Workforce Trends** – Includes comparisons of National, State, and local unemployment rates and trends
- **WARN Notifications** - Required layoff announcements for the Cleveland area resulting from the Worker Adjustment & Retraining Notification Act (WARN) which is a federal law that requires employers with 100 or more full-time workers to provide advanced notification to workers when faced with a plant closing or mass layoff.
- **Housing Data** – This section provides average listing price for homes for sale in Cleveland, foreclosure filings, and the status of building permits in the area.
- **CPI** – 12 month Consumer Price Index trends for the area.

Fiscal Policies for the City of Cleveland, dictated by state law, City ordinances, and administrative policies, provide administrative guidelines for planning and directing the City's day-to-day financial affairs. A summary of the specific policies upon which the budget was developed are as follows:

- **Balanced Budgets** as required by law.
- **Modified Accrual Accounting Methodology** which records revenues when available and expenditures when services are received and treats encumbrances as expenditures at the time the funds are encumbered.
- **Internal Accounting Controls** which assure the safeguarding of assets against loss from unauthorized use.
- **Yearly Audits** of all financial records and actions of the City, its officials and employees in compliance with local, State, and Federal law.
- **Aggressive Cash Management and Investment** policies and programs to help achieve the maximum financial return of invested funds.



The Budget as an Operations Guide

As an operations guide, the Budget indicates how departments and funds are organized and informs the reader of all the activities, services and functions carried out by each department. Each Department Summary section lists its mission statement, a brief department description along with objectives and performance measures. Also included are detailed 3 year expense and revenue budgets as well as staffing levels.

The Budget as a Communication Device

As a communication device, the yearly budget provides summary information to aid constituents in interpreting the document. The Mayor's Estimate and final resultant budget book, focuses only on the annual operating budget for each division. Our goal is to make it an effective communication tool that clearly explains significant budgetary issues, priorities, goals and objectives, and financial strategies of the City. The yearly budget plan allows the Senior Administrative Team to establish a baseline of accountability.

To satisfy our goal, this budget document includes a Mayor's Transmittal Letter which summarizes all of the fiscal plans of the City for the upcoming fiscal year. Updated Charts and graphs have been added to help consolidate, summarize, and better explain the information as much as possible. There is also a detailed table of contents and a glossary of common terms to make it easy to locate and understand its contents.

Our structured monthly report to senior management provides a road map that helps by communicating the City's current position on issues and resources, highlighting deadlines for content delivery, and understanding the next steps for goal achievement.

The City of Cleveland has annual operating budgets and multi-year budgets. The annual operating budget covers the calendar year and primarily relates to the normal daily operations of the City. This budget outlines specific expenditures (salaries, supplies, etc.) and programmatic totals. Under Ohio law, cities are required to maintain their accounts on a cash basis. Therefore, expenditure amounts presented in this document include not only actual expenditures, but also encumbrances and pre-encumbrances. Budgets that fall under this annually appropriated category are:

- Airports
- Cemeteries
- Central Collection Agency
- East Side Market
- General Fund
- Golf Courses
- Motor Vehicle Maintenance
- Printing & Reproduction
- Public Auditorium
- Restricted Income Tax
- Sinking Fund
- Stadium Fund
- Storeroom
- Street Construction & Maintenance
- Telephone Exchange
- Utilities
- West Side Market

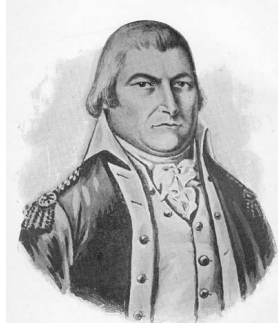
The multi-year budgets that span several years primarily consists of capital expenditures or grants. These budgets cover programs or projects which either require more than one year to complete or which bridge two calendar years.

Examples are:

- Capital Projects
- Categorical Grants
- Community Development Block Grant (CDBG)
- Workforce Investment Act (WIA)

HISTORY

In 1796, U.S. General Moses Cleaveland from the Connecticut Land Company surveys the Western Reserve's 3.3 million-acre piece of land on the shores of Lake Erie is called the "Western Reserve." The city was named after Moses Cleaveland, and incorporated as a city in 1836. The Ohio and Erie canals, railroad development and an abundance of natural resources (iron, oil), brought dramatic industrial growth to the new city; during the Civil war, Cleveland was an important supply center. Like many of America's older industrial American cities, Cleveland withstood declining prosperity and loss of population in the second half of the 20th century. Recent re-investment in the downtown area (new stadiums for its sports teams, the Rock & Roll Hall of Fame, shopping arcades) has revitalized the city. Though still a manufacturing town, Cleveland's economy is now more diversified, with research firms, law firms and the health care industry among its leading employers. The city is a hub for two major airlines.



Moses Cleaveland

STRATEGIC LOCATION

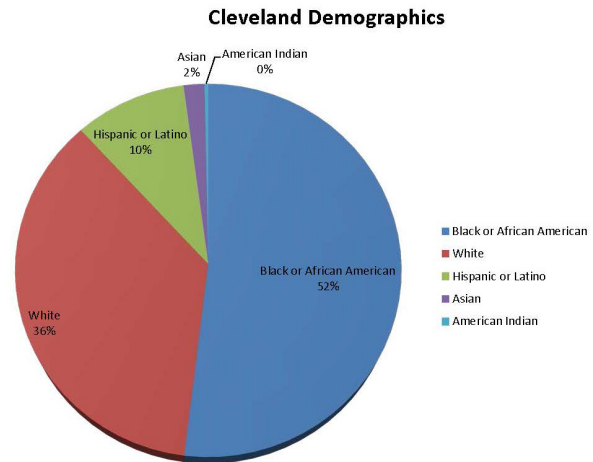
Situated in northeastern Ohio on the southern shore of Lake Erie, Cleveland's geographic location is one of its best assets. It is one of the few places where water, rail and highway meet. Ample truck, rail and air connections allow shippers to economically transport their goods between Cleveland and other destinations. It was founded near the mouth of the Cuyahoga River, and became a manufacturing center owing to its location at the head of numerous canals and railroad lines. The Ohio and Erie Canal coupled with rail links helped establish the city as a major American manufacturing center. Steel and many other manufactured goods emerged as its industries. The city lies within close reach of the concentration of the nation's consumers. Nearly half of all U.S. households, businesses and manufacturing plants are less than an eight-hour drive from Cleveland.

The City of Cleveland is the county seat of Cuyahoga County, the most populous county in the state. Cleveland has grown from an average of approximately 17,000 people in 1850 to an estimated 398,000 in 2010. According to the United States Census Bureau, the city has a total area of 82.4 square miles consisting 77.6 square miles of land and 4.8 square miles of water. The shore of Lake Erie is 569 feet above sea level; however, the city lies on a series of irregular bluffs cut principally by the Cuyahoga River, Big Creek, and Euclid Creek.



DIVERSITY

Cleveland is a City proud of the cultural and ethnic diversity of its population and workforce and the rich cultural identity of its many neighborhoods. In the early days the thriving factories of Cleveland attracted an influx of immigrants from Ireland, Germany and Eastern Europe. After World War I, Cleveland saw a rise in its African-American population; in 1967, Cleveland became the first major US city to elect an African-American mayor. Cleveland is a colorful tapestry of people and cultures and offers 36 unique neighborhoods with more than 77 different cultural groups. Each is diverse and with a rich cultural heritage. According to the US Census estimates for 2010, the racial composition of Cleveland is 52% African American, 33% White American, and 9% Hispanic and Latino Americans.



EDUCATION



The Cleveland Municipal School District (CMSD) is comprised of 112 facilities throughout the city serving nearly 45,000 students. There are a broad range of programs incorporated into the curriculum which give students insight to various careers and post secondary options. There are a number of high schools that have partnered with area colleges and universities to deliver exposure to those students who have shown interest early in high endeavors.



Cleveland State University is located slightly east of downtown Cleveland and is known for being one of the most culturally diverse and affordable 4-year institutions in the area. Case Western Reserve University (CWRU) is recognized as being the largest research university in the State of Ohio, and fourteenth largest in the US. Some notable alumni for CWRU are former Cleveland Mayor Carl B. Stokes, former Miami Dolphins Head Coach Don Shula, and Congress Members Stephanie Tubbs-Jones and Dennis Kucinich.

SPORTS

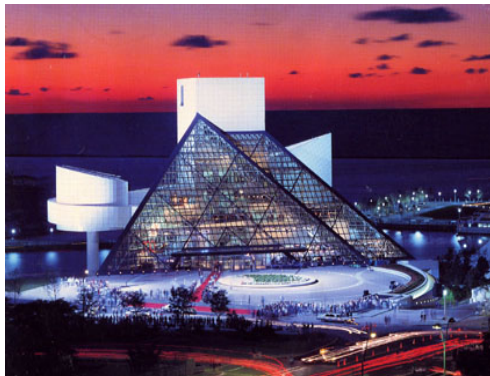
Several professional sports teams call Cleveland home, and they have drawn incredibly loyal fans and impacted the revenue of the city heavily. Despite the weather conditions, many traditions have been formed across the board.

The Cleveland Browns football team was charted in 1946 as a part of the All-America Football Conference and later joined the National Football League in 1950. In 1995, the entire team formed a new franchise as the Baltimore Ravens. In 1999, the Cleveland Browns reorganized helping boost the revenues for the City once again.

The Cleveland Cavaliers basketball team has been a part of the National Basketball Association since 1970. The Cleveland Indians baseball team was established in 1901 in the Major League. The Lake Erie Monsters are the American Hockey League for the city. Also, the Cleveland Gladiators are the men's arena football team and Cleveland Fusion is the women's arena football team.



TOURISM



Cleveland has many attractions to appeal to all. The Rock & Roll Hall of Fame is a non profit organization that seeks to educate its visitors about the history and influence of Rock & Roll music. Since opening in 1995, the Rock & Roll Hall of Fame has driven more than \$1.7 billion in revenue averaging around \$107 million in revenue annually.



The Great Lakes Science Center is one of the nation's leading science and technology centers. The center houses many hands-on and traveling exhibits and is also known for its Omnimax Theatre. The center hosts many over night events for youth to help bring awareness to science and how it affects the world we live in. The Science Center is also home to Northeast Ohio's first wind turbine, the NASA Glenn Visitor Center, and the Science, Technology, Engineering, & Math High School known as STEM.

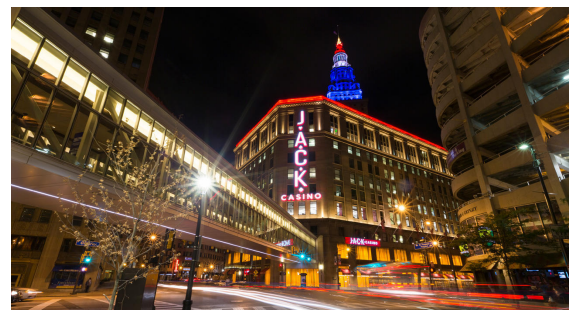


The Greater Cleveland Aquarium opened in January 2012. The aquarium features tanks of all different sizes with aquatic creatures from the lakes of Ohio, Lake Erie, and other areas in the US.



The City of Cleveland also features the Good Time III and Nautica Queen Dining Ship for a spectacular view of the city from the water. The Good Time III features many activities for as many as 1,000 passengers as it sails the Cuyahoga River and Lake Erie. The Nautica Queen sets sail from the West Bank Flats which is home to the new Greater Cleveland Aquarium, IMPROV Comedy Club, Windows on the River restaurant and many other places of leisure.

In May of 2012, Cleveland welcomed Horseshoe Casino, Ohio's first full service casino. The casino welcomed more than 2.6 million visitors in the first six months of opening. Now renamed Jack Cleveland Casino, it is located in the former Higbee building which is easily accessible to the Tower City Center as well as Public Square. In April 2013, Thistledown Racino opened and Hard Rock Rocksino opened its doors in December 2013.



INTERNATIONAL

Cleveland, historically known as a hub for American manufacturing, has continued to build strong service-sector industries such as healthcare, banking/financial services, insurance, legal services, and tourism, among others.

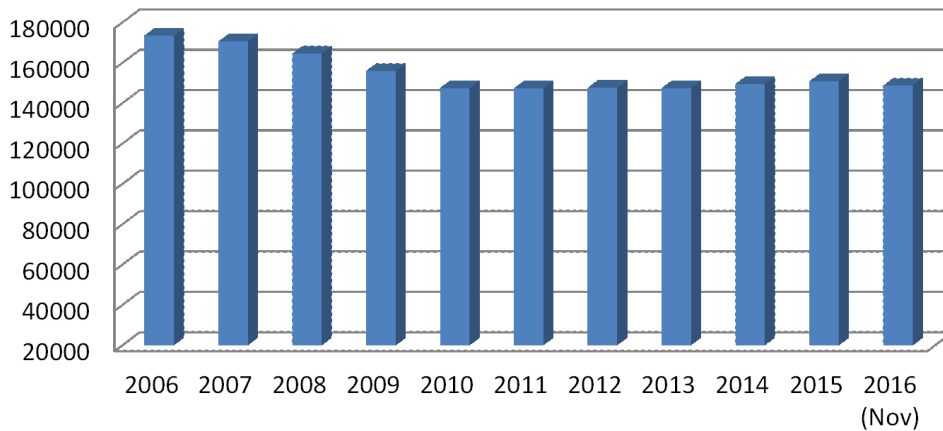
Cleveland, Ohio is home to 110 different ethnic groups, speaking over 60 different languages. The City of Cleveland maintains 21 strategic Sister City partnerships around the globe that focus on economic, cultural, and educational exchanges. In addition to the Sister City Program, the City of Cleveland and Mayor's Office has a close working relationship with Cleveland's Diplomatic Consular Corp, the Cleveland Council of World Affairs, and many other internationally focused organizations throughout Northeast Ohio.



EMPLOYMENT AND UNEMPLOYMENT

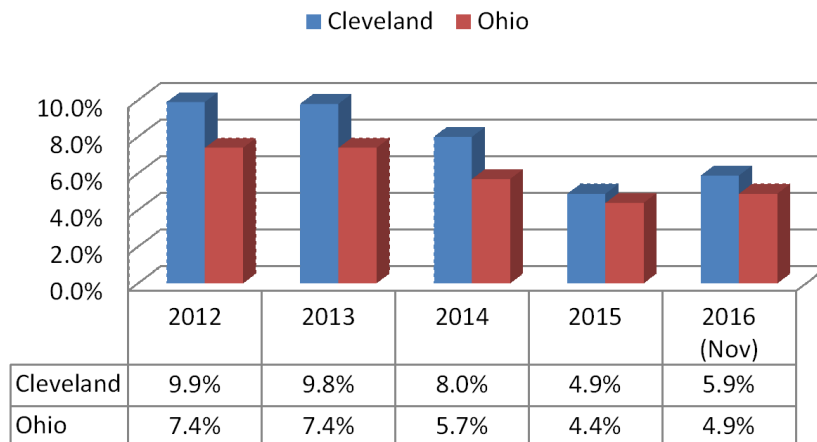
Once a manufacturing hub, Cleveland has since transitioned into a more service-based economy. Major industries include health care, bio-science and, technology. Median household income is \$26,150. Median family income is \$32,455. The median age of a Cleveland resident is 35.9.

Employed Cleveland Residents
Annual Average



Since 2012, the unemployment rate has continued to decline. However, there was an increase in unemployment for both the City of Cleveland and the State of Ohio between 2015 and 2016.

Unemployment Rate
Annual Average



MAJOR EMPLOYERS



Cleveland Clinic



University Hospitals



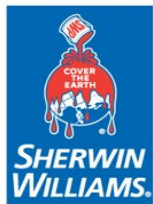
MetroHealth



KeyBank



Achieve anything



Company

Number of Employees

Cleveland Clinic Foundation	31,668
University Hospitals	16,595
U.S. Office of Personnel Management	11,536
Cleveland Metropolitan School District	7,558
Cuyahoga County	7,498
City of Cleveland	6,608
MetroHealth System	6,381
KeyCorp	4,612
Case Western Reserve University	4,455
Sherwin-Williams Company	3,759

SOURCE: Crain's 2017 Book of Lists

AIRPORT QUICK FACTS

Hours of Operation: 24 hours a day, 7 days a week

Layout:

•Acres	2,103
•Concourses	3
•Runways	3
•Terminals	1

Operations Per Year:

•Commercial Airline Operations	69,793
•Taxi/Commuter Commercial	30,377
•General Aviation	8,957
•Cargo Commercial Airline Operations	3,056
•Military Flights	238

Landings per day:

•General Aviation	108
•Commercial Departures	158
•Commercial Arrivals	158

Public Parking Spaces:

•CLE Smart Parking Garage*	4,305 *includes valet
•Blue Lot Parking	393
•Orange Lot Parking	972
•Brown Lot Parking	511
•Red Lot Parking	219

Services:

•General Aviation Based Aircraft	32
•Passenger Airlines	9
•All-Cargo Airlines	2

POLICE QUICK FACTS

•911 Calls Per Year	498,193
•Investigated Cases	70,985
•Vehicles	601
•Neighborhood Watch Locations	60
•Motorcycles	36
•Canine Teams	9
•Stations	5
•Helicopters	2
•Public Safety Communications Center	1
•Police Headquarters	1



FIRE & EMS QUICK FACTS

•EMS Incoming Calls Per Year	116,056
•Fire Unit Responses	116,163
•EMS Medical Runs Per Year Dispatched	104,048
•Patients Transported to Hospitals by EMS	75,428
•Fire/Emergency Incidents	70,888
•Fire Stations	25
•Engine Companies	22
•EMS Units	18
•Ladder Companies	11
•Rescue Squads	2



PARKS & RECREATION QUICK FACTS

•Park Acreage	1,489
•Park Sites	154
•Ball Fields	138
•Tennis Courts	101
•Basketball Courts	108
•Playgrounds	109
•Swimming Pools	41
•Shelters	41
•Spray Basins	24
•Recreation Centers	21
•Public Golf Courses	1
•Residential Camp	1
•Sports Complex	1
•Cultural Arts Center	1
•Historical Baseball Park	1

PARKING QUICK FACTS

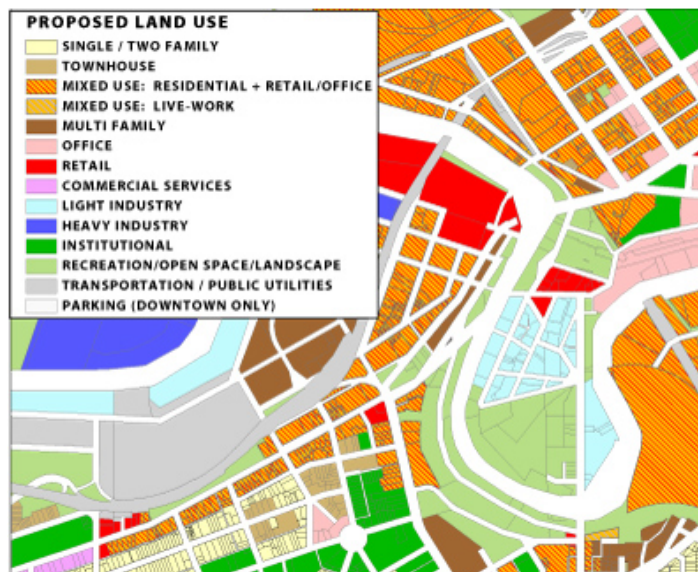
•Parking Meters	2,650
•Coin & Debit/Credit Meters	24
•Parking Lots	3
•Parking Garages	2

2020 FUTURE LAND USE

After careful analysis of future plans and projects, City Planning staff developed the 2020 Future Land Use Map illustrating the City's intended future use of its land resources. Future studies will be needed to outline the potential development yields from these recommendations. The following tables summarize citywide land use data for the year 2000 and for the proposed land use under the recommendations of the 2020 Citywide Plan. Differences in the categories between the tables are the additions of the "Mixed Use: Residential/Retail" and Mixed Use: Downtown" categories under the Proposed Citywide Land Use: 2020 table. These categories are reflective of one of the plan's major land use recommendations - to encourage more mixed-use development in order to promote more walkable and transit-friendly neighborhoods.

Citywide Land Use:2000

<u>LAND USE</u>	<u>ACRES</u>	<u>PERCENT</u>
• Single-and Two-family	14,456	29
• Local Streets	7,476	15
• Transportation/Utilities	6,936	14
• Recreation/Open Space	3,495	7
• Heavy Industry	3,253	6.5
• Light Industry	3,171	6.4
• Institutional	3,144	6.3
• Vacant Land	2,755	5.5
• Multi-family	1,832	3.7
• Retail	1,591	3.2
• Commercial Service	800	1.6
• Office	357	0.7
• Water	317	0.6
• Commercial Parking	181	0.4
• Townhouse	110	0.2
• Mixed-use: Live-Work	15	0



Proposed Citywide Land Use:2020

<u>LAND USE</u>	<u>ACRES</u>	<u>PERCENT</u>
• Single-and Two-family	16,496	33.1
• Local Streets	7,462	15.0
• Transportation/Utilities	6,423	12.9
• Recreation/Open Space	4,250	8.5
• Light Industry	3,906	7.8
• Institutional	3,000	6.0
• Heavy Industry	2,304	4.6
• Multi-family	1,390	2.8
• Retail	1,349	2.7
• Commercial Service	983	2.0
• Mixed Use: Residential-Retail	771	1.5
• Office	512	1.0
• Townhouse	426	0.9
• Water	317	0.6
• Mixed Use: Downtown	211	0.4
• Mixed Use: Live Work	52	0.1
• Commercial Parking	38	0.1

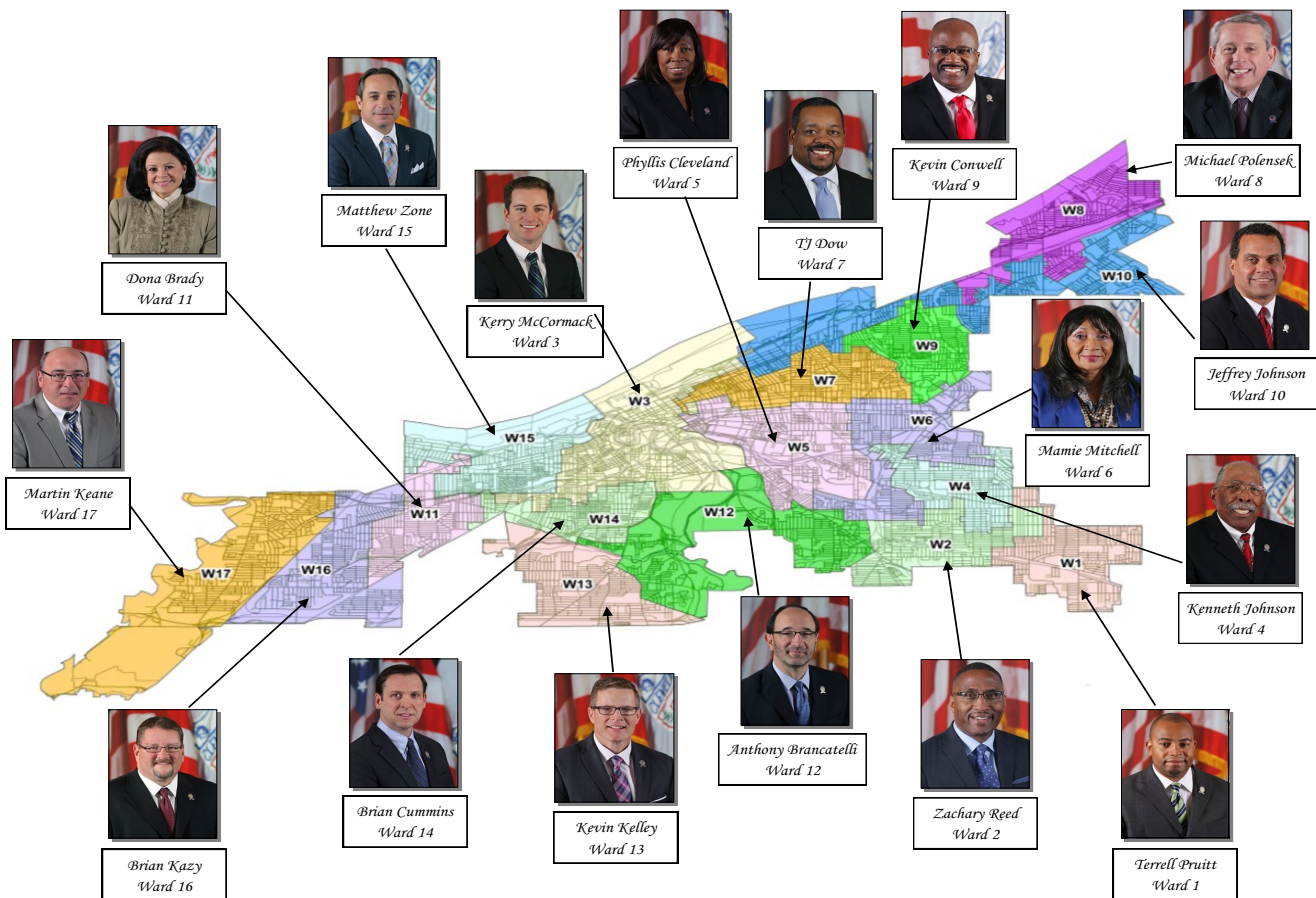
Eight Ideas for Vacant Land Reuse in Cleveland: "Sustainable Land Reuse Strategies"

The Citywide Plan is supplemented by "Reimagining a More Sustainable Cleveland", the recipient of a 2012 national award for innovative planning from the American Planning Association. This plan responds to the recent foreclosure crisis and national economic downturn by proposing innovative and sustainable uses for Cleveland's increasing supply of vacant land, including such uses as urban agriculture, storm water management, greenways, and neighborhood amenities. The strategy is complimented by a renewed focus on targeting development in a manner that will create walkable, mixed-use urban districts and will attract the talented individuals and emerging businesses that seek such unique locations.

Roster of Elected Officials

CITY COUNCIL	WARD	TELEPHONE	E-MAIL
Frank G. Jackson	Mayor	664-3990	frankjackson@city.cleveland.oh.us
Terrell H. Pruitt	1	664-4944	tpruitt@clevelandcitycouncil.org
Zachary Reed	2	664-4945	zreed@clevelandcitycouncil.org
Kerry McCormack	3	664-2691	kmccormack@clevelandcitycouncil.org
Kenneth L. Johnson	4	664-4941	kjohnson@clevelandcitycouncil.org
Phyllis Cleveland	5	664-2309	pcleveland@clevelandcitycouncil.org
Mamie J. Mitchell	6	664-4234	council6@clevelandcitycouncil.org
TJ Dow	7	664-2908	tdow@clevelandcitycouncil.org
Michael D. Polensek	8	664-4236	mpolensek@clevelandcitycouncil.org
Kevin Conwell	9	664-4252	council9@clevelandcitycouncil.org
Jeffrey Johnson	10	664-4231	council10@clevelandcitycouncil.org
Dona Brady	11	664-3708	dbrady@clevelandcitycouncil.org
Anthony Brancatelli	12	664-4233	abrancatelli@clevelandcitycouncil.org
Kevin J Kelley	13	664-2943	council13@clevelandcitycouncil.org
Brian J. Cummins	14	664-4238	bcummins@clevelandcitycouncil.org
Matt Zone	15	664-4235	council15@clevelandcitycouncil.org
Brian Kazy	16	664-2942	bkazy@clevelandcitycouncil.org
Martin J. Keane	17	664-4239	mkeane@clevelandcitycouncil.org

WARDS OF THE CITY



Did You Know???



Superman Originated in Cleveland



The story of Superman began 75 years ago in the Glenville neighborhood of Cleveland when creators, Jerry Siegel and Joe Shuster, introduced Superman, a hero with incredible super powers, to the comic world. Superman as we know him today was dreamed up by Siegel and Shuster in 1933. D.C. Comics Publisher, Harry Donenfeld, took interest in the strip and it was published in 1938. By 1939, Superman's story was quickly spreading worldwide.

Superman, the sole survivor of the planet Krypton, came to Earth when his father, knowing Krypton would explode, put him in a starcraft. He landed on the farm of the Kent's in Smallville, Kansas. Super powers not yet apparent, the Kent's named him Clark and raised him as their own son; and, as time went on, Superman's powers developed and he is known today for being "faster than a speeding bullet, more powerful than a locomotive, and able to leap tall buildings in a single bound." His powers include superhuman strength, speed, and senses, including telescopic vision, super-hearing, and freeze breath; and flying and invulnerability to everything except Kryptonite and the red sun.

This blue-tighted, red-caped superhero may be the most famous comic book character ever and his fight for "Truth, Justice and the American Way," began right here in Cleveland. He has starred in every medium from comic strips to cartoons, books, movies, and television shows. Superman is an icon in Cleveland, as are his creators.

Cleveland Hopkins International Airport is home to the Superman Welcome Center; the Siegel and Shuster Society is proudly dedicated to commemorating and celebrating the creation of Superman in Cleveland; and the intersection near the home where Superman was created has streets designated as "Jerry Siegel Lane" and "Lois Lane," both emblazoned with the Superman "S" logo. Superman's impact on the world is worthy of great recognition and we are proud to call Cleveland the home of Superman. Looking out over a sea of supermen and women, Mayor Frank Jackson declared Thursday "Superman Day" in Cleveland on the 75th anniversary of the superhero's first appearance on the cover of "Action Comics" No. 1 in 1938.

Movies Filmed in Cleveland

- | | | |
|---|---------------------------|------------------------------|
| The Fortune Cookie (1966) | The Deer Hunter (1978) | Christmas Story (1983) |
| Light of Day (1987) | Major League (1989) | Happy Gilmore (1996) |
| Air Force One (1997) | Antwone Fisher (2002) | Welcome to Collinwood (2002) |
| American Splendor (2003) | Spiderman 3 (2007) | The Soloist (2009) |
| 25 Hill (2011) | Falling Backwards (2011) | Boot Tracks (2011) |
| Take Shelter (2011) | The Avengers (2012) | Fun Size (2012) |
| Alex Cross (2012) | Captain America 2 (2013) | Bad Grandpa (2013) |
| Jenny's Wedding (2013) | Draft Day (2014) | Dog Eat Dog (2016) |
| Captain America - The Winter Soldier (2014) | | |



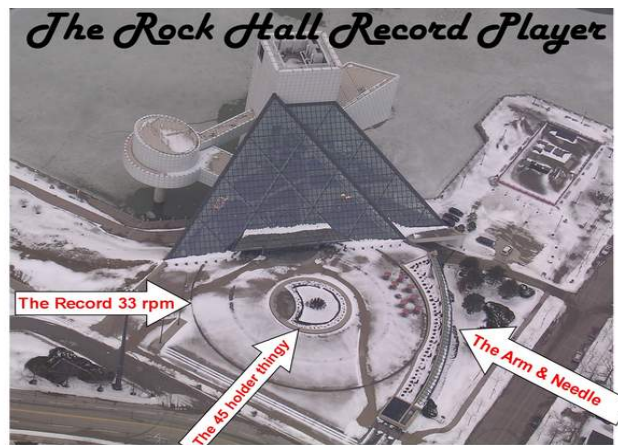
What Does the Rock & Roll Hall of Fame Have in Common With a Record Player?



The Rock & Roll Hall of Fame in Cleveland, Ohio was constructed from 1993-1995. It is dedicated to archiving the history of some of the best-known and most influential artists, producers, engineers and others who have, in some major way, influenced the music industry through the genre of rock music. The Foundation began inducting artists in 1986, but the Hall of Fame still had no home. The search committee considered several cities, including Memphis, Detroit, Cincinnati, New York City, and Cleveland. Cleveland lobbied hard to be chosen, citing that WJW disc jockey Alan Freed both coined the term "Rock and Roll" and heavily promoted the new genre, and that Cleveland was the location of Freed's Moondog Coronation Ball - the first major rock and roll concert. Civic leaders in Cleveland pledged \$65 million in public money to fund the construction.

On May 5, 1986, the Hall of Fame Foundation chose Cleveland as the permanent home of the Rock and Roll Hall of Fame and Museum. Designed by internationally renowned architect I.M. Pei, the building is a state-of-the-art facility that rises above the shores of Lake Erie. The interior collections of memorabilia is immediately referenced from the building's exterior. For instance, at one entrance to the museum, a major exhibition area in the form of a record turntable and spindle serves as a gallery space.

Since 1997, the Rock and Roll Hall of Fame has featured numerous temporary exhibits including I Want to Take You Higher: The Psychedelic Era, 1965 - 1969, ELVIS, an exhibit about the "King of Rock and Roll," Lennon: His Life and Work, and In the Name of Love: Two Decades of U2. Artists are inducted into the Rock and Roll Hall of Fame at an annual induction ceremony. About a year and a half after the opening of the Rock and Roll Hall of Fame and Museum, the ceremony was held in Cleveland. It returned to Cleveland in 2009 and again in 2012. Current plans call for the ceremony to be in Cleveland every three years.



Famous Clevelanders

The Following Are Notable Figures In Movies, Music, & Media From Cleveland

Steven Adler- Drummer for Guns and Roses

Catherine Bach- Played the role of Daisy Duke on The Dukes of Hazzard

Halle Berry- Academy and Emmy Award winning actress famous for roles in Catwoman, Introducing Dorothy Dandridge, and Monster's Ball. She is also the spokeswoman for Revlon.

Drew Carey- Starred in his own sitcom The Drew Carey Show and the improv comedy show Who's Line Is It Anyway? Currently, he is the host of The Price is Right.

Tracy Chapman- Four time Grammy award winning singer/songwriter known for such hits as "Fast Car" and "Give Me One Reason".

Tim Conway- Starred in the 1960's comedy series McHale's Navy as Charles Parker and later joined the cast of the Carol Burnett Show.

Wes Craven- Director of many memorable horror films including Nightmare on Elm Street and the Scream series.

Phil Donahue- Creator and host of the Phil Donahue show. Phil began his career at KYW radio and TV while residing in Cleveland.

Alan Freed- Famous Disk Jockey that coined the phrase "Rock n Roll" and is the first radio host who included African American artists on his show The Moondog House. He also organized the very first rock concert entitled "The Moondog Coronation Ball"

Arsenio Hall- Host of his own late night television show The Arsenio Hall Show from 1989 to 1994 and winner of Donald Trump's Celebrity Apprentice in 2012.

Steve Harvey- Steve Harvey is a graduate of Cleveland's Glenville High School and Kent State University. Steve is most noted for his starring role on The Steve Harvey Show and The Original Kings of Comedy. He also is the host of Miss Universe Pageant; hosts Celebrity Family Feud, Family Feud and a radio show "The Steve Harvey Morning Show"; and has a current daytime talkshow.

Bob Hope- Star of Broadway, Vaudeville, radio, and motion pictures. Widely known for his series of USO shows created for US soldiers in 1941 which continued through the Persian Gulf War in 1991.

Terrence Howard- Golden Globe and Academy Award nominated actor raised in Cleveland, known for roles in Hustle & Flow, Crash, The Best Man, Red Tails and Empire.

Chrissie Hynde- Leader of the rock band the Pretenders who was inducted into the Rock & Roll Hall of Fame in 2005.

Henry Mancini- Composer who created the themes to the Pink Panther, Peter Gunn & Moon River.

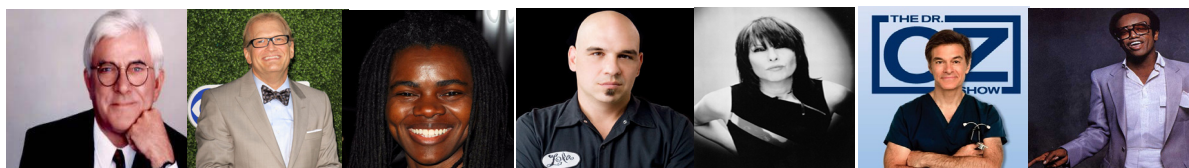
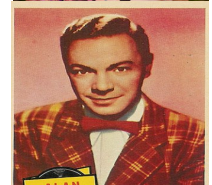
Paul Newman- Award winning actor who also is the co-founder of Newman's Own food manufacturing company in which all tax profits and royalties are donated to charity.

Mehmet Oz- Affectionately known as Dr. Oz and is noted for his recurring appearances on The Oprah Winfrey Show. Now the star of The Dr. Oz Show.

Jerry Siegel and Joe Shuster- Creators of the comic series Superman in 1933.

Michael Symon- Award winning chef credited with reviving Cleveland's restaurant scene & owner of several Cleveland restaurants: Lola Bistro, B Spot Burgers & Mabel's BBQ

Bobby Womack- Lead singer of Valentino's and guitarist for Sam Cooke. Songwriter and original artist of It's All Over Now which was The Rolling Stones' first No. 1 hit. Inducted into the Rock & Roll Hall of Fame in 2009.



Famous Clevelanders

The Following Are Notable Sports Figures From Cleveland

Jim Brown- Actor and legendary running back for the Cleveland Browns.

Bob Feller - One of the greatest right handed pitchers in baseball history who entered the Major Leagues at the age of 17 and was the pitcher for the Cleveland Indians for 18 seasons.

John Heisman- Born in Cleveland in 1869. Known as "An Innovator of the Game" and the most "Prestigious Award in College Football" is named after him.

Don King- Boxing Promoter. One of his most notable matches is the heavyweight championship fight between Muhammad Ali and George Foreman, which is popularly known as "The Rumble in the Jungle". Another fight was "Thrilla in Manila" between Ali and Joe Frazier. Outside of boxing, he was manager of The Jacksons' 1984 Victory Tour. He also purchased the Call and Post in 1998.

Jesse Owens- James Cleveland Owens affectionately known as J.C. or The Buckeye Bullet was born in Oakview, Alabama and later moved to Cleveland, OH at the age of 9. His teacher who was unable to decipher his southern accent mistook J.C. for Jesse which is what fueled his name change. Graduate of East Technical High School and The Ohio State University who later won four gold medals at the Munich Olympics in 1936.

Don Shula- Graduate of John Carroll University and Case Western Reserve. Former Cleveland Browns Defensive Back as well as the Baltimore Colts, and Washington Redskins. He is most notably known as head coach of the Miami Dolphins where he earned the title as one of the most winningest coaches in the NFL.

George Steinbrenner III- Owner of the New York Yankees for 37 years in which he led them to seven World Series titles and eleven pennants.

The Following Are Other Notable Figures From Cleveland

Dorothy Dandridge- Golden Globe and Academy Award nominated actress best known for her roles in Carmen Jones and Porgy and Bess.

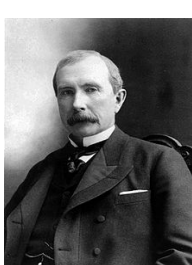
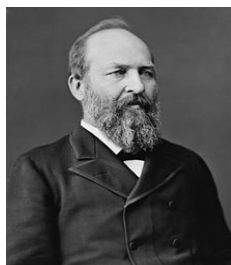
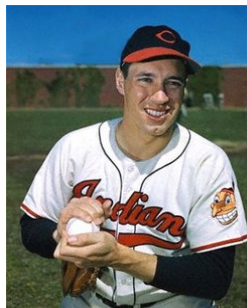
James A. Garfield- 20th president of the United States whose term only lasted 200 days because he was assassinated in July 1881.

Patricia Heaton- Actress best known for her work in *Everybody Loves Raymond*.

Toni Morrison- Pulitzer Prize, Nobel Prize and American Book Award winning author of *Beloved*.

John D. Rockefeller- American industrialist and philanthropist who founded the Standard Oil Company in 1870. The first American worth more than a billion dollars. Also was the founder of the University of Chicago and Rockefeller University.

James Spangler- A janitor from Canton, Ohio who invented the Hoover Vacuum Cleaner in 1907.



Cleveland Fun Facts



Chef Boyardee was founded in Cleveland by Italian immigrant Ettore "Hector" Boiardi in 1928.

Cleveland was home to the first traffic signal which was invented in 1914 and created by Garrett A. Morgan, who also invented the first gas mask.



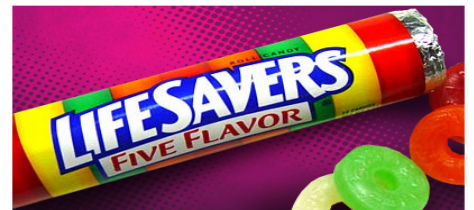
SHERWIN WILLIAMS.

Life Savers Candy was invented in 1912 by Clarence Crane in Cleveland.



The first Monday Night was held on September 21, 1970 in which the Cleveland Browns defeated the New York Jets.

Sherwin Williams, which was established in 1866, is headquartered in Cleveland.



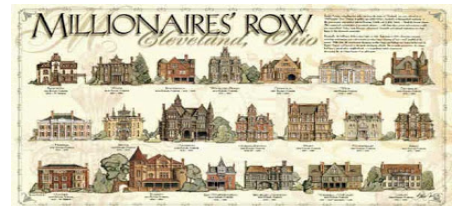
Cleveland vs Cleaveland

The original spelling of Cleveland was the same General Moses Cleaveland, however the "A" was dropped when a newspaper ran out of space on its masthead.



Cleveland was the first city in the US to elect an African American as Mayor. His name was Carl B. Stokes

Terminal Tower was finished in 1930 and was the tallest building in the US outside of New York City until 1964.



Euclid Avenue, formally "Millionaire's Row" was internationally known for the prominent residents of mansions along the street. Some residents included John D. Rockefeller and personal secretary to Abraham Lincoln, John Hay.



Fashion Week Cleveland is held the first week of May each year and is the third largest fashion week in the US behind New York and Los Angeles.



Key Corp, the 24th largest bank in the US is headquartered in Cleveland. Key Tower is also the Largest building in Ohio.



OCTOBER

- Office of Budget & Management (OBM) distributes budget factors and conducts budget training sessions with each department.
- Departments submit preliminary revenue and expense budget request estimates to OBM
- Preliminary budget review hearings are conducted with each Department.

NOVEMBER

- Current Budget Year Transfer and Supplemental Appropriation Ordinances are prepared.
- Temporary Appropriation Ordinance is prepared for the upcoming budget year.

DECEMBER

- The City presents the Transfer Ordinance, Supplemental Appropriation Ordinance, and the Temporary Appropriation Ordinance to City Council and files the approved ordinances with the Cuyahoga County Budget Commission.

FEBRUARY

- The Mayor's Estimate, including preliminary expenses and revenues for the upcoming year is prepared, and submitted per the Charter of the City of Cleveland, to City Council no later than Feb. 1.
- City Council conducts budget hearings on the budget recommended in the submitted Mayor's Estimate

MARCH

- The 2nd reading by Council of the amended, reconciled appropriation ordinance generated from the Mayor's Estimate can not occur per Ordinance until after the Budget Hearings are completed.
- The 3rd reading and passage by Council of the amended, reconciled appropriation ordinance generated from the Mayor's Estimate can not occur before 15 days after the 2nd reading.

APRIL

CITY BUDGET APPROVED

- Cleveland City Council approves a balanced appropriated budget by April 1st for the calendar year.
- Final Budget Book is printed and posted online after Council approval.
- The Draft Capital Improvement Plan is generated

MAY

- The City's 5 year Financial Plan is prepared as a planning tool to project future funding requirements.

JUNE

- The City's Tax Budget is prepared and submitted to the County to assure that the appropriate property tax levy is established and that the apportionment of local government funds is distributed.
- The Final Budget Book submitted to GFOA for the Distinguished Budget Book Award.

THROUGH THE YEAR AS REQUIRED

CERTIFICATE / AMENDED CERTIFICATE OF RESOURCES

- The Certificate of Estimated Resources is revised as additional revenue sources are realized throughout the year and submitted to the County which issues a new certificate permitting the City to increase appropriations to the level of the additional revenue.

Fiscal Policies for the City of Cleveland are dictated by state law, City ordinances, and administrative policies. They provide administrative guidelines for planning and directing the City's daily financial affairs. The City's Fiscal Policies assure that the City's finances are managed in an acceptable manner that provides for the delivery of quality services within its budgetary restrictions. Below are existing fiscal processes and guidelines for optimizing resources and accomplishing citywide goals and objectives.

Budgetary Control

By law, the City is required to adopt a balanced budget in which expenditures do not exceed estimated resources, as certified by the Cuyahoga County Budget Office. Once adopted, modifications to the original budget must be approved by City Council. The City maintains budgetary control by not permitting expenditures to exceed appropriations for personnel costs and other costs, within a division of the City, without the approval of City Council. Adjustments to the budget can only be made within a division and then within each category. Further legislation is required to move budget amounts from "personnel" to "other" or vice versa, or between divisions. It is the Mayor's policy to enact whatever stringent measures are required to maintain existing levels of service to the residents. This is often accomplished by establishing a budget freeze and/or postponing the hiring of budgeted positions.

Capital and Debt

The total amount allocated for ongoing General Fund supported capital and debt is appropriated by Ordinance in the Restricted Income Tax (RIT) Fund. The amount appropriated for the RIT Fund is 1/9th of the total Income Tax and Interest Income.

A five-year Capital Improvement Plan is updated annually and includes other anticipated funding sources. The City limits long-term debt to only those capital improvements that cannot be financed from RIT appropriations. The City collaborates with its financial advisors to structure debt in a way that debt load is explicitly related to the operating budget and ensuring the debt load will not impair operating needs. The total General Obligation debt load is limited to an unvoted 10 mil limit to ensure no undue burden on the taxpayers. Debt schedules are included in the annual budget.

Capital Assets

Capital assets include property, plant, equipment, and infrastructure assets. The City defines capital assets as assets with an estimated useful life in excess of one year and an individual cost of more than \$5,000 for land, furniture, fixtures equipment and vehicles and \$10,000 for all other assets or projects.

Purchased assets are recorded at historical cost or estimated historical cost. Contributed assets are recorded at their estimated fair market value on the date contributed. The City depreciates capital assets on a straight-line basis based on estimated useful life.

Cash Management & Investments

The City of Cleveland's Investment Policy conforms to Chapter 178 of the Codified Ordinances of the City of Cleveland. It is designed to ensure the availability of operating and capital funds as needed while achieving an investment return competitive with comparable funds and financial market indices. The policy applies to the investment of all monies under the custody and control of the Division of Treasury.

Maintenance of adequate liquidity is essential. Selection of investment maturities is consistent with cash requirements. Assets are invested in permitted securities with a stated maturity of no more than five (5) years, unless the security is matched to a specific obligation or debt.

The City's investments are segregated into distinct portfolios, including the General Fund, Division of Water, Airport, Utilities, Cemeteries, Safety, and Railroads. All portfolios are managed to accomplish targeted objectives concerning the preservation of principal, liquidity requirements, and maximization of investment returns.

Fees and Charges

The Office of Budget & Management reviews cost recovery and cost of service policies on an ongoing basis for all fees billed and collected by the City. A comprehensive user fee and rate schedule model is used to calculate the full cost of providing City services and to recommend updates to existing fee structures. Most fee changes require City Council approval. Some can be changed through action by the Board of Control or at the discretion of a division director.



Economic Analysis

On a monthly basis, the Office of Budget & Management analyzes the regional economy and issues that impact it, including unemployment, inflation, economic activity and growth. This information is disseminated to the Administration to provide context and aid in deciding the allocation and use of limited resources.

Indirect Costs

The City of Cleveland utilizes a cost allocation methodology that ensures Enterprise Funds, Federal of State Awards, and other Grants contribute their fair share of central service costs. Indirect costs charged to Federal programs comply with the revised OMB Circular A-87. They are based on actual allowable salaries of personnel assigned to the program.

Operational

The City conducts its fiscal and budgetary deliberations in City Hall Council Chambers. All proceedings are broadcast by the City's TV20 television station. Public announcements are published in local newspapers at least 72 hours in advance of Budget Hearings.

Revenues and Reserves

Current revenues are balanced against current expenses, in all funds, on an annual basis. For Enterprise Funds, the annual budget recognizes debt service payments as expenses and bond and grant proceeds are recognized as revenues. It is the City's express policy to maintain a Rainy Day Fund equal to 2 - 5% of General Fund budgeted expenditures.

Salaries

Approved salary increases, over the amount budgeted for salaries, are financed from vacancy savings in the department. All positions are governed by pay bands approved by City Ordinance. Union compensation, step increases, and benefits are subject to negotiated labor agreements.

Unencumbered Funds

The City of Cleveland certifies to the County Auditor the total amount, from all sources, available for expenditures from each fund. The amount includes any unencumbered balances that existed at the end of the preceding year. The total appropriations from each fund cannot exceed the total estimated revenue available for expenditure. General Fund department budgets that are not expensed or encumbered at the end of the year are used to offset expenses in other departments through a Transfer Ordinance or revert back to the General Fund unencumbered beginning balance to help finance the new fiscal year.

Vacancy Replacements

Budget payroll projections prepared by the Office of Budget & Management are based on the estimate of budgeted positions for the year. All budgeted positions are fully funded regardless of planned timing. Dollars saved by unfilled vacancies are quantified and reported throughout the year. Unfunded positions can be hired if swapped with budgeted vacancies. Administrative decisions are made annually concerning the ability to roll vacant positions into the new budget year based on priorities, the economy, and other budget factors.

County Tax Budget

In June, preliminary financial analyses are performed in preparation for the next year's budget. Inflation factors are established and projections are developed to generate the City's Tax Budget, and estimate of revenues and expenditures for the next calendar year. Ohio State Law requires this document be approved by City Council and submitted to the County Budget Commission by July 20 of each year. The County then establishes tax levy amounts for the coming year.

Transfer of Appropriations

The annual appropriation ordinance establishes the legal spending limits of each division in two categories - "personnel expenses" and "other expenses". Adjustments to the budget can only be made within a division and then within each category. Further legislation is required, in the form of a Transfer Ordinance, to move budget authority between divisions or between "personnel" and "other" expenses.

Toward the end of each budget year, a Transfer Ordinance is prepared by the Finance Department and recommended by the Mayor to Council. The Ordinance specifies the transfer of unencumbered balances of an appropriation made for the use of a department, division, or purpose to any other department, division, or purpose.

Mayor's Estimate

City Ordinance declares the fiscal year of the City shall begin on the first day of January. On or before the fifteenth day of November, the Mayor shall prepare an estimate of the expense of conducting affairs of the City for the following year.

The Mayor's estimate is prepared by the Finance Department, with detailed input from each of the city departments. It contains:

- An itemized estimate of expenses;
- Comparison of expenditures for the prior two years, the estimate for the current complete year, and the prospective budget for the next year;
- Reasons for significant changes from the current year estimate to the prospective budget year;
- A statement from the Director of Finance detailing the probable tax income to the City for the period covered by the Mayor's estimate;
- An itemized estimate of all other anticipated revenue;
- Requirements for interest on the City's debt, sinking fund requirements, and principal payments due on maturing serial bonds;
- A summary schedule of outstanding City debt with maturities of bond issues.

Using the Mayor's estimate, the Finance Department initiates the drafting of a Temporary Appropriation Ordinance, passed by City Council, which authorizes expenditures against the proposed budget for the first quarter of the new budget year. The Mayor's estimate must be formally delivered to Council no later than February 1. City Council must adopt a permanent appropriation ordinance for the fiscal year by April 1.

Basis of Budgeting

The City maintains budgetary control on a modified cash basis. Revenues are recorded as they become available. Expenses are recognized when paid or encumbered by ordinance, contractual obligation, or purchase order. Estimated expenses are pre-encumbered and subsequently encumbered prior to release of purchase orders or delivery orders to vendors.

On a monthly basis, the Office of Budget and Management prepares and reviews with managers expenditure and revenue annual projections. Variances to budget are continuously analyzed. A pre-encumbrance or encumbrance that exceeds appropriations is not approved until Council authorizes additional appropriations or transfer of funds. Unencumbered appropriations lapse at year-end. The City Charter requires all contracts in excess of \$50,000 must be authorized by ordinance.

Detail provisions regulating the City's budget, tax levies, and appropriations are set forth in the Ohio Revised Code and the City Charter.

The City of Cleveland developed the following budget Initiatives to help sustain its economic growth and stability. These initiatives are designed to influence investment in Arts and Culture programs, leverage transportation resources, protect City assets, support youth development and continue to promote the City of Cleveland as a desirable and viable location for growth opportunities:

Art in Everything! a Cleveland Initiative

Art in Everything! Is a Cleveland initiative that invites everyone to take a closer look at the richness of artistic and cultural diversity in Cleveland. The mission of this initiative is to promote the unique character of the City of Cleveland by providing opportunities to experience the artistic and cultural diversity that represents our city. Such events include, but are not limited to: Annual Holiday and Cultural Parades, Cultural Heritage Month Celebrations, Cleveland Beats & Eats, Food Truck Friday, Local Vendor Shopping Extravaganza, and the Mayor's Holiday Food Basket Give-Away.



Automated Waste Collection Program

The Division of Waste Collection services weekly approximately 150,000 households, and, in 2016 disposed of 233,332 tons of landfill debris; in addition to 26,000 tons of recyclable materials. Services include residential collection, curbside recycling, yard waste collection, bulk collection, commercial collections, recycling drop-off program and the operation of a Transfer Station.

Currently, 150,000 households in the City of Cleveland participate in the Automated Collection and Curbside Recycling program. The implementation of this program required the city to change its operation from a manual collection system to an automated collection system. Each resident receives one (1) 95 gallon cart for trash and one (1) 65 gallon cart for recyclables and our residents have the option to purchase more roll carts. The automated collection vehicles are equipped with an automated arm which extends out and grabs and dumps the carts. Monitoring and enforcement procedures have been established in order to ensure the proper utilization of the system.



Also, the automation program is supposed to reduce employees injuries and workers compensation cost. Normally, in the Division of Waste Collection, an employee sustains injuries directly related to sprains and muscular injuries. With the new waste collection system in place, injuries are projected to be less frequent and will be loss of work time reduced. Overall, the new program improves operations, reduces cost, and provides a safe working environment to improve quality of life for Cleveland Residents and Employees.

PROGRAM RESULTS

For 2016, Cleveland has processed 26,000 tons of recyclable material. (Glass, plastic, metal, paper and cardboard from both residents and commercial businesses)

The City of Cleveland has a Recycling Contract with a recycling processor that pays the City for each ton of uncontaminated recyclables processed at their facility. In 2016, the City was reimbursed for 26,000 tons of recyclables processed! The overall results from this year's program are as follows:

- In 2016 Recycling revenue declined due to \$40,116.34 due to a lack of demand for material.
- Landfill Diversion (Disposal cost savings): \$719,349.88
- Total Savings and Revenue: \$759,466
- These savings were generated with 150,000 households participating in the recycling program; as the program expands so does the potential for landfill cost avoidance savings and revenue reimbursements.

Citywide Municipal Wireless Broadband Network Initiative

The City of Cleveland continues to successfully operate and maintain a 4.5 square mile Wi-Fi network in its 13th Ward as a pilot project to help close the Digital Divide. The project offers residents of the Ward free wireless internet access. In addition, the project provided the City of Cleveland the opportunity to collaborate with several community non-profit organizations to provide free training in the following areas: computer applications (email & word processing), internet access and browsing.

To solve immediate, specific, operational needs in a more cost-efficient way, the City of Cleveland has completed a survey of its entire wireless infrastructure to develop ways of collaborating with other departments within the city. The survey will reduce the possibility of having duplicate wireless systems serving similar purposes, by redirecting cost and standardizing systems. Based on the results of the wireless infrastructure survey the City of Cleveland developed a strategy and has installed wireless internet access in City Hall, Public Auditorium, and at 205 W. St. Clair during 2016. We will continue to evaluate and add wireless infrastructure to additional City buildings in 2017.

A wireless network will help the City deliver better services by providing a safer environment for our citizens by monitoring high crime areas with wireless cameras; arming our social service professionals with information in the field; issuing permits and violations in real-time, and offering other City services to support mobile workers with immediate information to make quicker decisions.

Most of all, wireless initiatives like these also provides a great opportunity to invest in our residents by providing internet access that might not otherwise be available to them, help close the Digital Divide, and make the City of Cleveland a "Digital city of choice".

Clean Cleveland Initiative

The housing crisis impacted the City of Cleveland earlier and harder than most cities in the United States. The declining population and neglected properties impacted neighborhoods with increased incidents of illegal dumping, West Nile Virus, and other issues.

In 2006, Mayor Frank G. Jackson instituted Clean Cleveland to tackle these issues head on. Clean Cleveland is a systematic delivery system designed to deliver service more efficiently and improve quality of service to Cleveland neighborhoods, without spending more money.

The approach to Clean Cleveland is to coordinate key department services in a manner to best impact the quality of life in a neighborhood.

Department	Service
Building and Housing	Housing Inspections, Board Ups, Demolitions
Health	Health Inspections
Public Service and Parks, Recreation and Properties (Services now provided by Public Works in 2011)	Bulk item and litter pick up Vacant lot grass cutting Vacant structure clean up Chuckhole patching Waste collection Street Sweeping Utility Cuts Traffic Signal Repair Park service Visits Graffiti Removal Roadside debris pick-up
Public Utilities	Catch Basin cleaning Utility Cuts Hydrant Painting



This approach ensured the order of services rolled out in a manner most impactful for the neighborhood. This resident instantly recognized the effort and began to do their yard work, make needed home repairs, and pick up litter.

The administration recognized the potential for this approach to impact quality of life. As a result two correlated projects began to support the positive aspects of direct citizen impact through efficient and accountable service delivery; 311 and CitiStat.

311 captures citizen service requests through one location and ensures they are addressed within a specified service level communicated to the resident.

While the CitiStat process supports 311 by:

- Accurate and Timely Information
- Rapid (Re)Deployment of Resources
- Effective Tactics and Strategies
- Relentless Follow-Up and Assessment

These methods increase accountability and transparency for issues affect work. The amount of work produced during a time of declining resources is remarkable and has the City of Cleveland poised for accelerated growth as the economy rebounds.

Department	Service
Building and Housing	<ul style="list-style-type: none"> • The City demolished 450 condemned structures in 2016. • Building & Housing estimates that the City will demolish at least 500 structures in 2017. • The City issued over 2,820 board-up permits in 2016. These permits were for boarding unsecured structures that were a public safety hazard.
Health	<ul style="list-style-type: none"> • Nuisance ticketing decreased 51% from 2,824 in 2015 to 1,176 in 2016. • Citizen complaints totaled 4,857 in 2016 compared to 2,450 in 2015.
Public Utilities	<ul style="list-style-type: none"> • Cleaned 9,892 catch basins in 2016, which increased from 9,006 in 2015.



Mayor Frank G. Jackson Scholarship Program



Higher educational attainment has never been more critical to the success of our citizens in our community and region. Today, more careers and newly created jobs require some level of post-secondary education.

At the societal level, educational attainment rates are a strong predictor of economic strength and prosperity conceivably correlating to lower crime rates, greater community service and civic involvement, and a higher tax base. This has tremendous implications in a global economy, where the education of the workforce is a critical factor.

Improving the quality of life for all residents has been the driving force behind the goals Mayor Jackson has set for his administration. The key to this effort is ensuring that all children have access to a high quality education. In a society that has transformed from a manufacturing economy to a knowledge-based economy, education becomes the gateway to opportunity. As aligned with Mayor Jackson's Higher Education Compact, ensuring that students have access to college and financial support is necessary as students select their college choice. This will have a significant and positive impact on the City by providing Cleveland employers with a better educated and more skilled workforce.

As such, due to the generous contributions through the United Way Combined Campaign, Mayor Frank G. Jackson established several scholarship programs to support City of Cleveland employees, their children, students who frequent the City of Cleveland's recreation centers and Cleveland Metropolitan School District (CMSD) students interested in pursuing a full-time college education. Additionally, the Frank Jackson-Maxine Goodman Levin College of Urban Affairs Scholarship Program has been established to support those students who are interested in pursuing a full-time college education majoring in urban studies, urban planning and public administration.

For students graduating from a Cleveland Metropolitan District High School who aspire to attend Cuyahoga Community College (Tri-C), Mayor Jackson created the Cleveland Scholarship for Education and Training (CSET) program. Funding for Mayor Jackson's CSET Scholarship Program has been provided to Cuyahoga Community College by the City of Cleveland and several area foundations and businesses.

To further assist Cleveland's high school graduates to defray the cost of their college education, the City of Cleveland partnered with The Cleveland Foundation and College Now in 2013 to create the City of Cleveland Scholarship Fund to distribute scholarships to residents of the City of Cleveland. In order to qualify for the scholarship, each student is required to:

- Be a current City of Cleveland resident for at least one year;
- Be enrolled in a high school that receives services from College Now;
- Complete the College Now Scholarship Application and during the student's senior year of high school, meet with a College Now advisor;
- Plan to attend a public or private, not-for-profit institution for higher education that is approved for Federal Financial Aid;
- Have a 2.5 GPA or higher and score an 18 or higher on the ACT and an 860 or higher on the SAT critical reading and math test; and
- Have met College Now's income criteria as defined by Federal guidelines for Pell Grant eligibility.



Connecting Cleveland 2020 Citywide Plan

The Connecting Cleveland 2020 Citywide Plan is the comprehensive plan of Cleveland and its neighborhoods. It seeks to connect people, places, and opportunities in a way that makes Cleveland a true "community of choice" - a community that people choose because of the exceptional quality of life that it offers. More specifically, the plan proposes to build on Cleveland's unique aspects and competitive advantages - from its renowned medical institutions to its world-class arts venues and its waterfront location - as the foundation for its revitalization as a 21st century city.

The plan provides comprehensive development direction that address social, economic, and environmental conditions. The plan identifies strategies to address various challenges. Challenges such as Cleveland's long-term loss in population are addressed in the plan by targeting development to stronger market areas, building on the City's competitive assets, creating strategic connections to capitalize on those assets, and investing in catalytic infrastructure improvements. Among the competitive assets that the plan seeks to enhance in the long-term efforts to regenerate development in Cleveland are the following:

- A waterfront location on Lake Erie and the Cuyahoga River
- Medical and educational institutions, anchored by the Cleveland Clinic, University Hospitals, Case Western Reserve University, and Cleveland State University
- Arts and culture, from the internationally renowned Cleveland Orchestra and Art Museum to vibrant local arts districts in revitalizing neighborhoods
- A downtown that anchors the northeast Ohio region as an employment center and as the site of national visitor attractions
- Transit and transportation facilities that connect Cleveland with the region, the nation, and the world.

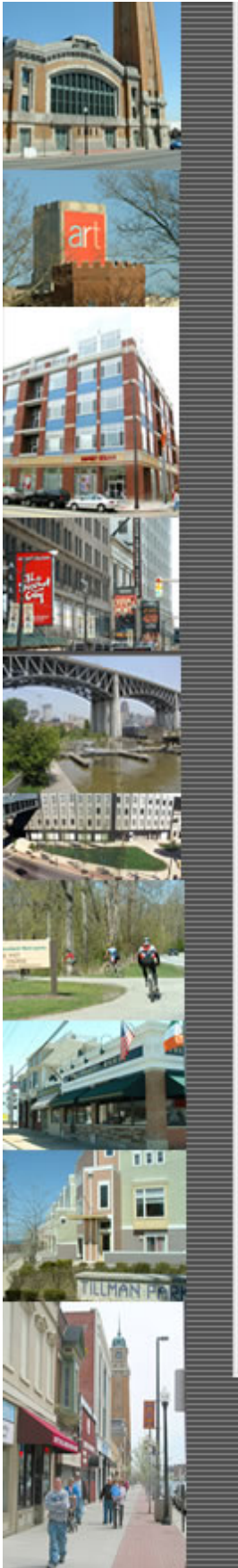
The Citywide Plan lays out a practical vision for Cleveland's re-growth. It is a vision backed by a block-by-block future land use map and sets of goals and policies that will guide development and revitalization in Cleveland to ensure that the city makes the most efficient use of its resources in achieving its goals. Since its adoption in 2007, the plan has been implemented through the development of catalytic private and public projects, including the Euclid Corridor "bus rapid transit" line and its \$4.3 billion of associated development. The Euclid Corridor connects Cleveland's two major employment hubs - downtown, with its new Convention Center, Global Center for Health Innovation, and Horseshoe Casino with University Circle and its cultural, educational, and health-care institutions that have made the district the strongest market for new development in northeast Ohio.

Arts-based neighborhood revitalization is growing in neighborhoods like Detroit-Shorwey on Cleveland's near west side, where live theater and a restored historic movie house have helped spur \$400 million of investment in development and rehabilitation.

On the downtown lakefront, Cleveland's updated plan proposes over 2 million square feet of private development, complementing existing visitor assets, including the Rock & Roll Hall of Fame & Museum, the Great Lakes Science Center, and Burke Lakefront Airport. The development will transform Cleveland's downtown lakefront into a vibrant, mixed-use visitor destination and employment center of regional and national significance.

Connecting Cleveland: Developing Healthier Communities

"Why Place Matters for Health": Social, economic, and environmental forces have a significant impact on the health prospects for residents in our neighborhoods. Mayor Frank G. Jackson is guiding the City to make public health and healthy living a priority in future planning efforts. This requires city departments, agency partners to better understand the role they play in improving population health. Inspired by this philosophy, the City Planning office has initiated foundational work in forging connections between planning, place making, and public health. These efforts have resulted in the City being awarded a



substantial grant from the PEW Charitable Trust to conduct Health Impact Assessments in Cleveland. Accordingly, the Cleveland Planning Commission and its partners conducted two Health Impact Assessments on two key initiatives: The Healthy Hough HIA and the Eastside Greenway HIA. In addition, Healthy Community Design standards will be developed to ensure that health is considered in the design of all development projects in order to create the conditions for optimal health in neighborhoods.

Form Based Code: The future viability of a legacy city like Cleveland hinges on its ability to create healthy, walkable, mixed-use neighborhoods that offer a variety of transportation and housing options for all of its citizens. Modern city dwellers and those who are looking to relocate to cities intuitively understand and are attracted to places built on these principles. The current zoning code was created over 80 years ago, when our cities and our lifestyles were very different than they are today. This program will help identify the steps needed to create a zoning code that will more predictably yield a City form that is sustainable, equitable, and healthy for existing and future residents.

Core Redevelopment Strategy: A Strategy for Opportunity and Equity

Since his inaugural term as Mayor of the City of Cleveland, Mayor Frank G. Jackson has always operated with the under the value proposition of equity. Since his inauguration in 2006 Mayor Jackson indicated that he will judge his time in office by what he can do for the least of residents. Holding true to that philosophy, the mandate by Mayor Jackson to the development cluster is "to ensure that we invest in areas that without our strategic intervention would otherwise face significant challenges". Led by the Cleveland Planning Commission, the development cluster is committed to transforming that statement into a strategy that will ensure all segments of the community are tied to the growth happening in key areas throughout the City of Cleveland. The ability of Cleveland to redevelop in an equitable manner will depend primarily on how we leverage existing areas of significant investment. The Cleveland City Planning Commission has identified Centers of Regeneration and Economic Development or (C.O.R.E.) redevelopment areas, defined by significant public and private investment in built, natural, programmatic, and human capital amenities. These areas, are that if leveraged properly, will position Cleveland as the economic center of the region. The built amenities in these areas include institutional expansion, housing investment, recreation and openspace investments, infrastructure investments, and transportation enhancements. Natural amenities include a robust park system along with existing and potential trail connections that can enhance the aesthetic appearance of neighborhoods and improve overall quality of life. Also, included among the existing assets to be leveraged are city and agency programs that will provide the financial incentives to leverage amenities in and around targeted areas. Finally, and most important are the people who live and work in our neighborhoods which are arguably our greatest asset. The work ahead will require going beyond bricks and mortar to deal with the human element of neighborhood revitalization.

Connecting Cleveland: Waterfront and Riverfront Development

On April 20, 2012, the Cleveland City Planning Commission unanimously adopted an updated plan for Cleveland's Downtown Lakefront. That plan created a framework that is now allowing the city to move forward in creating a robust, mixed-use development on its downtown lakefront - with over two million square feet of offices, housing, restaurants and shops. Cleveland's greatest asset - in fact, Cleveland's reason for being - is its location on Lake Erie, at the mouth of the Cuyahoga River. Although Cleveland's waterfront location has served the city well in supporting industrial development for the past century, Cleveland has never taken full advantage of the scenic and recreational value of its waterfronts in attracting new residents and contemporary businesses.



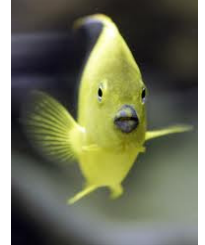
That is now changing with Cleveland's initiative to re-connect the city to its lakefront and riverfront. Already complete is the initial development of downtown's North Coast Harbor, with its Rock & Roll Hall of Fame & Museum and the Great Lakes Science Center. Numerous projects underway or already completed, include:

Downtown Lakefront Development Plan: The multi-phased (option to lease) plan creates a vibrant mixed-use neighborhood on 20+ acres of lakefront property; providing mixed-use housing, retail, and commercial development. Following the executed lease agreement between the City and Cumberland Development, development packages for Phase 1, Sites A and B have been presented to both the Downtown Flats Design Review Committee, and to the City Planning Commission for conceptual and final approval. Furthermore, long-range design and construction plans have been development for the 9th Street Pier. Planning Staff continues to work directly with the developer and their consulting team to refine the master plan, concepts for Phase 1 Site C, and Phase 2; as well as potential streetscape and infrastructure improvements.



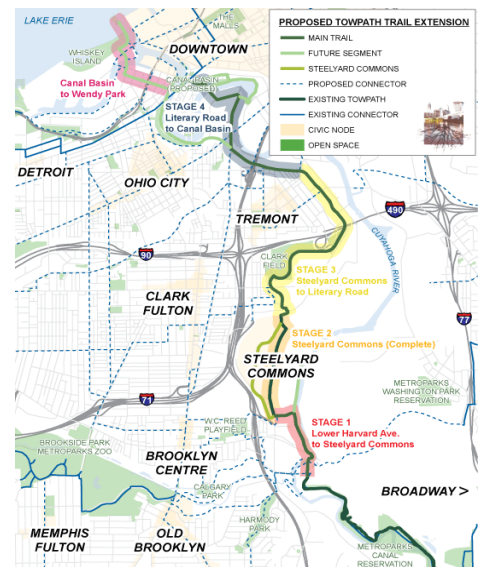
Cleveland Lakefront Nature Preserve: A "dredge deposit" site, formerly known as Dike 14, opened to the public on a daily basis in 2012 as an 88-acre nature preserve on Lake Erie, approximately four miles east of downtown Cleveland, off Gordon Lakefront State Park. This rare example of an urban nature preserve offers hiking, bird-watching and appreciation of vegetation and wildlife, in the heart of the urban landscape.

Flats East Bank: The \$300 million Flats East Bank project, undertaken by the Wolstein Group and Fairmount Properties, is nearing completion. The development will include an 18-story, 476,000 s.f. office tower anchored by the headquarters of Ernst and Young, a big-five accounting firm; a 150 room conference hotel, a 550-space parking garage, and retail amenities. In addition, a multi-acre public park and boardwalk hugging the shoreline of the Cuyahoga River is part of the first phase of this major development. Project developers are working to advance the second phase that will bring hundreds of new market-rate housing units to the riverfront.



Canal Basin Park: Canal Basin Park will be Cleveland's gateway to the northern end of the 101-mile long Towpath Trail. The planned 20-acre park will be located where the historic Ohio & Erie Canal entered the Cuyahoga River in the heart of Cleveland's Flats. Canal Basin Park will provide waterfront access for all, promote neighborhood connectivity through its role as a hub for bike-ways and pedestrian connectors, and provide for visitor orientation and interpretation through a unique mix of modern technologies and public art. The Planning Commission staff is serving as project manager for the Canal Basin Park Framework Plan, a document that was adopted by the Planning Commission on November 20, 2015, following extensive public review by its steering committee and stakeholder advisory group. The Plan is intended to help guide the Park's physical development, set parameters for the final design, increase public awareness and support, and leverage funds with which to construct the park. A major follow-up effort during 2016 will involve the preparation of a detailed analysis of the site's infrastructure and underlying environmental conditions.

Towpath Trail Extension: This four-stage project involves extending the Towpath Trail six miles to downtown Cleveland from its current terminus at lower Harvard Avenue. The Towpath Trail is currently 85 miles long and by 2019 will stretch over 101 miles from Cleveland to New Philadelphia, Ohio. The Extension project not only links the public to Cleveland neighborhoods, employment, natural areas, and landmarks, it restores former industrial lands and will preserve urban greenspace in perpetuity. To accomplish these objectives, City Planning staff serves on a project team consisting of representatives from the City, Cuyahoga County, Cleveland Metroparks and Canalway Partners. During 2015, this group has concentrated much of its efforts on the Project's Stage 3 component, which runs 1.5 miles from Steelyard Commons to Literary Road in Tremont. It has secured funding commitments of \$700,000 from the Clean Ohio Conservation Fund and \$432,000 from Clean Ohio's Trail Fund for land acquisition and trail construction activities. The final design for Stage 3 is in place with a construction contract due to be bid in July 2016 and completion scheduled in early 2018. Other work underway includes securing a feasible route for the Stage 1 component linking the current Harvard Avenue terminus with Steelyard Commons and coordinating construction work with ODOT for the portion of trail in and around the new Inner belt bridges on the north end of the Tremont neighborhood.



North Coast Harbor Plaza – Superman Monument Initiative: The Superman Monument is proposed to be prominently displayed within a civic plaza between the Great Lakes Science Center and the Rock and Roll Hall of Fame and Museum. Identified as The North Coast Harbor Plaza in previous City Planning documents, this site is envisioned to become a signature public space within the City. Furthermore, this site will become the landing zone for the cities

future Pedestrian and Cycle Bridge which connects the Mall with the North Coast Harbor District; as well as being one of the future development sites of Cleveland's multi-phased Lakefront Development Plan.



The approximately 2,500 square foot plaza utilizes a central feature - a statue sculpted by nationally recognized artist David Deming, which will serve as an alluring testament, promoting Cleveland as the birthplace of the creators of the "Man of Steel". This beautiful stainless steel statue will be approximately 15 feet long, perched atop a base that will raise the statue 35 feet from the plaza. The nearly 2+ million-dollar project will become a reality through the capital investment by a the Superman Monument Committee, a 501(c); along with the support and coordination from City Planning, The Group Plan Commission, Cuyahoga County Pedestrian and Cycle Bridge Design Team, Rosales+Partners, and Cumberland Development. The initiative has been briefed to the Administration, and has been presented to both the Downtown Flats Design Review Committee, and to the City Planning Commission for

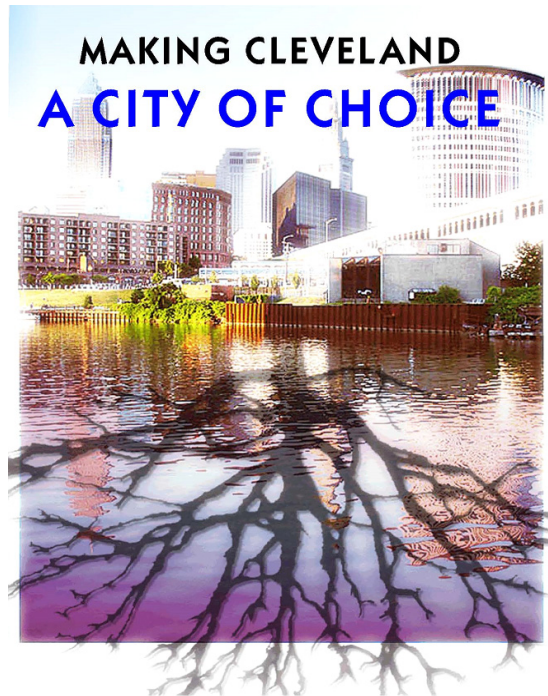
conceptual approval. The design refinement for the statue continues as well as fund raising efforts, as the project is envisioned to be dedicated directly after the completion of the Pedestrian and Cycle Bridge; becoming a highly recognizable attraction for our city residents, visitors, and Superman fans worldwide.

Making Cleveland a City of Choice: Strategy for Development and Revitalization

Making Cleveland and its neighborhoods "communities of choice" is a principal goal of the administration of Mayor Frank G. Jackson. A community of choice is a place that residents and businesses and visitors choose because of the exceptional quality of life and amenities that it offers. That vision is presented in the City Planning Commission's Connecting Cleveland 2020 Citywide Plan. The departments of Economic Development and Community Development are taking the lead role in implementing the recommendations for development and revitalization.

The Downtown Neighborhood

Public Square Renovation: Park enhancements and infrastructure improvements will make up a newly developed town center for the City of Cleveland and its residents making downtown Cleveland's Public Square the living room for the entire City. The \$30 million Public Square redevelopment is scheduled to begin fall 2014 and be completed in spring 2016.



West3rd

Streetscape Improvements, Placemaking, and Long-range Plan:

The objective of the West 3rd Streetscape Improvements, Pedestrian Corridor, and Experiential Nodes are to create a vibrant connection between the Civic Center, North Coast Harbor, and Warehouse Districts; while creating a sense-of-place and thematic Browns GameDay arrival sequence. City Planning staff has completed a master planning document that provides benchmark precedence's and framework plan for the corridor. Streetscape enhancements will be completed in the spring that advances elements of the plans recommendations. Long-term strategies for leveraging adjacent corridor development and funding opportunities will continue to be

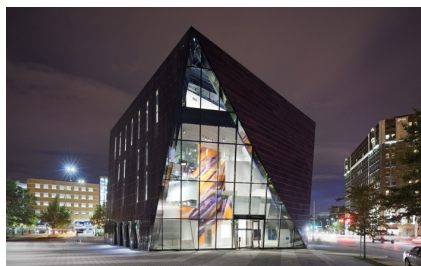
explored.

Pedestrian and Cycle Bridge from the Malls to North Coast Harbor: The City of Cleveland, Cuyahoga County, the Group Plan Commission is working to establish connections to our Lakefront. The \$30 million-dollar bridge connection will link the Malls to Northcoast Harbor with an iconic bridge connection. Alternatives to the initial proposed bridge are being examined.

Neighborhoods

The Safe Routes to Schools Initiatives: The City of Cleveland Planning Commission, Bike Cleveland and Cleveland Metropolitan School District (CMSD) have received funding from the Ohio Department of Transportation, School Travel Plan (ODOT/STP) program, with support from Northeast Ohio Areawide Coordinating Agency (NOACA), Saint Luke's Foundation and the Cleveland Foundation to implement a Safe Routes to Schools travel program. This will be CMSD's first district wide plan, which will cover 70 schools. This program was created to identify safe walking and biking routes to and from school for K-8 students of CMSD. According to data provided by the Ohio Department of Public Safety from 2010 to 2012 there were 401 accidents that involved a bicycle and 505 that involved a pedestrian within a 2 miles radius of a CMSD school. These accidents resulted in 761 injuries and 19 deaths. To address this statistic the City of Cleveland, along with community partners, will implement a Safe Routes to School (SRTS) school travel plan to make routes to school safer.

Cleveland State University's North Campus District: The north side of the Cleveland State University campus has been transformed by development of 300 housing units, with ground floor retail, along Chester Avenue, stretching from East 21st to East 24th Streets. The housing is rented to students, staff, and the public. The university continues to work with the City of Cleveland Planning Commission to activate the Chester Ave Corridor through a campus design that creates visibility from the street along with development of plazas for open space.

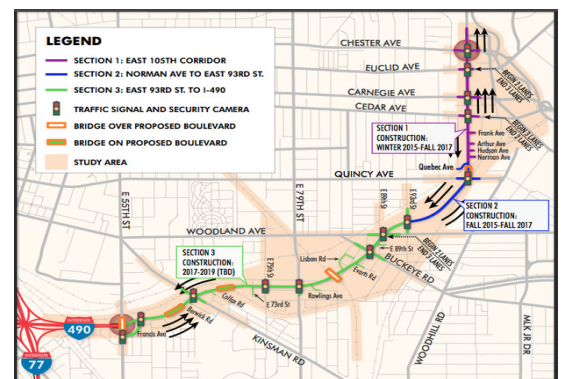


Uptown: The Uptown arts and entertainment district along Euclid Avenue, in the heart of University Circle, has become a reality. The \$27 million Museum of Contemporary Art opened to the public in October 2012. MRN Ltd. Has invested \$45 million in the development of two four-story buildings housing 114 apartments with 57,000 s.f. of street-level retail. A \$21 million second phase is under construction.

Cleveland Institute of Art Expansion: Phase I of this project include the Joseph McCullough Center for the Visual Arts; PHASE II: Construction of addition to the existing McCullough Building, including a 300-seat theater and art gallery. The project is located in University Circle and the costs include; Phase I: \$30 million; Phase II: \$33.5 million both scheduled to be complete in September of 2015.

Thrive 105-93/Linking Healthy, Equitable, and Sustainable Neighborhoods Through Transportation Enhancements:

While this is not a traditional transportation enhancement project by definition (traditional projects look to propose detailed designs for streetscape ROW and transportation related improvements), this project proposes to devise a long-term vision for this 8-mile north south corridor; identifying strategies and treatment types tailored to the widely differing characteristics and needs of the corridors various segments. The plan identifies transportation related strategies and treatments that have the potential to promote economic development, reestablish compact urban land use patters, improve the quality of life, promote healthy living, eliminate safety hazards, and diversify transportation choices for residents and business in the Glenville, University Circle, Fairfax, Buckeye, Kinsman, Mt. Pleasant, and Union-Miles neighborhoods; as well as incorporate Form-based code principles. City Planning staff has been credentialed to obtain access to the FHA portal, acting as project manager for the planning grant. After an intensive consultant search and interview process the AECOM team was selected.



Midway Cycle Track TLCI: The goal of the Midway Cycle Track & Protected Bike Facilities plan is to determine the technical feasibility, programming, and strategic implementation of dedicated cycle tracks and protected bike facilities within the City of Cleveland. Building upon the preliminary work of our external partners at Bike Cleveland

and the YMCA, this plan will examine the function, cost, design standards, and engineering requirements necessary to evaluate the implementation of a successful multi-phase build-out, made possible along corridors such as St. Clair Avenue between E.55th and Martin Luther King, Jr Blvd. The plan will also determine and rank those corridors that can potentially accommodate a cycle track or protected bike facilities.

- The study area includes the entire City of Cleveland, covering roughly 80 square miles with a wide diversity of neighborhoods, interests and needs. This plan will be most effective if it is geared toward attracting the estimated 60% of potential bicyclists that prefer a separate and distinct bicycle facility to accommodate them. Equity must be an integral component of this planning process. The recommended corridors and facilities must accommodate those who are interested in bicycling for transportation and recreation
- The plan will identify those cycle-related strategies and treatments that have the potential to promote economic development, enhance citywide connectivity, improve the quality of life, promote healthy living, eliminate safety hazards, and diversify modal choice for residents, students, and workers in Cleveland.

Form Based Code: The Cleveland Planning Commission introduction of the Urban Form Overlay District designed to ensure that built form is emphasized to ensure that walkable environments are achieved reducing vehicular and pedestrian conflicts. The Cleveland Planning Commission, ULI conference provided a platform for education and awareness regarding the merits of form based zoning. Since the then, the Cleveland planning commission initiated several changes to the zoning code that includes a chapter on Form based Districts. This is a precursor to changing Cleveland's zoning code.

Citywide Transit Oriented Development Strategy: The City Planning Department is working with NOACA and agency partners to develop a TOD scorecard that will allow organizations to prioritize sites for transit oriented developed. Making TOD Affordable will be an important component of this effort. this effort advances recommendations in the Connecting Cleveland 2020 Citywide Plan.

Streetscape Design Manual: Prepare an updated and expanded set of Streetscape Design Guidelines, incorporating "complete and green" standards and encouraging innovation in the enhancement of city streets and sidewalk areas.

Health Impact Assessments: The City Planning Commission contuse to include to pursue a health in all policies approach to its work making clear the connection between place and health. Over a three-year period, the department operationalized Health Impact Assessments as a tool to evaluate intended and unintended health consequences of a policy, plan, or program.

Healthy Community Design Guidelines and HC Checklist: The City Planning Commission because of a grant from the Robert Wood Johnson Foundation through the PEW Charitable Trust completed the Healthy Hough HIA. One of the products of the HIA was the healthy community design guidelines and a healthy community design checklist for the Hough Community designed to integrate healthy community design principles into development projects.

Transportation for Livable Communities Initiatives: The Cleveland Planning is completing several key studies resulting from funding from NOACA to advance projects that focus on Mobility, Transit Accessibly, and Corridor Development. These initiatives include; Multi-Modal Transit facility feasibility study, East 79th Street Corridor Study, and the Cleveland Midway study.

National League of Cities Learning Collaborative: The Cleveland Planning Commission continues to play an influential role locally and nationally through the education of policy makers.

Forward Cities: CPC is working with the Forward Cities Initiative to ensure that retail corridors offer inclusive economic development in high tech sectors and create the conditions for entrepreneurship. Cleveland, Detroit, Durham, and New Orleans are sister Cities in this initiative.

Healthy Cleveland (Healthy neighborhoods): The Cleveland Planning Commission continues to play a key role in advancing the Healthy Cleveland Initiative. Health begins where you live, work, and play. The planning commission through its ongoing work is facilitating HC to identify some of the communities most pressing health issues and are looking to address the social, economic, and environmental factors that influence those issues. The healthy neighborhoods committee has been developing an awareness campaign that utilizes multiple streams of messaging

to influence and raise awareness about the social determinants of health. This is the first step to engaging and empowering the community to understand and address factors that impact their well-being that may not be apparent.

East 79th Street Corridor Study: The Cleveland Planning Commission will complete the East 79th Street Transit Oriented Corridor Initiative in January 2017. The effort was designed to identify development enhancements that will link surrounding neighborhoods to the opportunity corridor through one of several north/south connections into the neighborhood. The plan also provides the framework that will support the reinvestment in two rapid transit stations that provide regional transit connectivity for residents in one of Cleveland's most economically challenged communities.

Vital Neighborhoods: Building communities begins with building people and relationships. The Mission of the Vital Neighborhoods working group is: to cultivate sustainable neighborhoods of choice where residents are engaged, empowered, enlightened, resilient, and self-reliant. The Cleveland Planning Commission and its partners facilitates activities of this working group. Sustainable Cleveland 2019 creates an enabling environment for collaboration and a platform for idea sharing to advance the Mayors goal of creating a more Sustainable City.

Master Bikeway Plan: Cleveland continues to be a leader regionally with respect to its investment in Bike and Pedestrian Infrastructure. The Master Bikeway Plan produced in 2007 as part of the Connecting Cleveland 2020 Citywide Plan has guided investment in Bike infrastructure for the past decade. The implementation strategy developed in 2014 was designed to accelerate the inclusion of bike amenities into the capital projects. Moving forward the City of Cleveland seeks to add the development of Bike Facilities and more dedicated trails to the transportation mix. These efforts will continue to advance the vision for a hierarchy of trail options in the City of Cleveland.

St. Clair Avenue Corridor Study: At 6.5 miles, St. Clair Ave is one of the most traveled commercial corridors in the City of Cleveland. It is a major arterial that courses through three neighborhoods, four CDC service areas, four council wards, and two county districts. The overarching goal of the study is to improve access, development, and connections along St. Clair Avenue. All focus areas along the corridor and recommendations will be viewed through Cleveland City Planning's pillars of **health, equity, and sustainability**.

Sustainable Cleveland 2019

The Mayor's Office of Sustainability leverages Cleveland's wealth of assets by collaborating with the community to improve the economic, environmental, and social well-being of its citizens. Sustainable Cleveland 2019 is a 10-year initiative facilitated by the Office of Sustainability that engages people from all walks of life, working together to design and develop a thriving and resilient Cleveland region. Sustainability is about transforming Cleveland into a city of the future. Living and growing as a sustainable city is crucial to Cleveland's long-term viability.



Sustainable Cleveland 2019 is:

- ♦ A community of people from every walk of life working together to reshape Cleveland into a vibrant livable city with thriving businesses and a flourishing natural environment.
- ♦ A resource that offers information and actionable tools so you can make smart, sustainable choices at home, at work and in your community.

Sustainable Cleveland 2019 is organized by a framework of themed Celebration Years and an annual Sustainability Summit. Working groups emerge from the annual Sustainable Cleveland 2019 summits and focus on different topics to build a brighter future for Cleveland. Working groups are an essential part of the Sustainable Cleveland initiative because they continue Summit momentum throughout the year and help to expand our reach to various communities.

The Office of Sustainability has two action plans that guide its work: The Cleveland Climate Action Plan and the Sustainable Cleveland Municipal Action Plan. One of the primary goals of sustainability is to integrate efficient, environmentally beneficial practices into all city operations and capital projects.

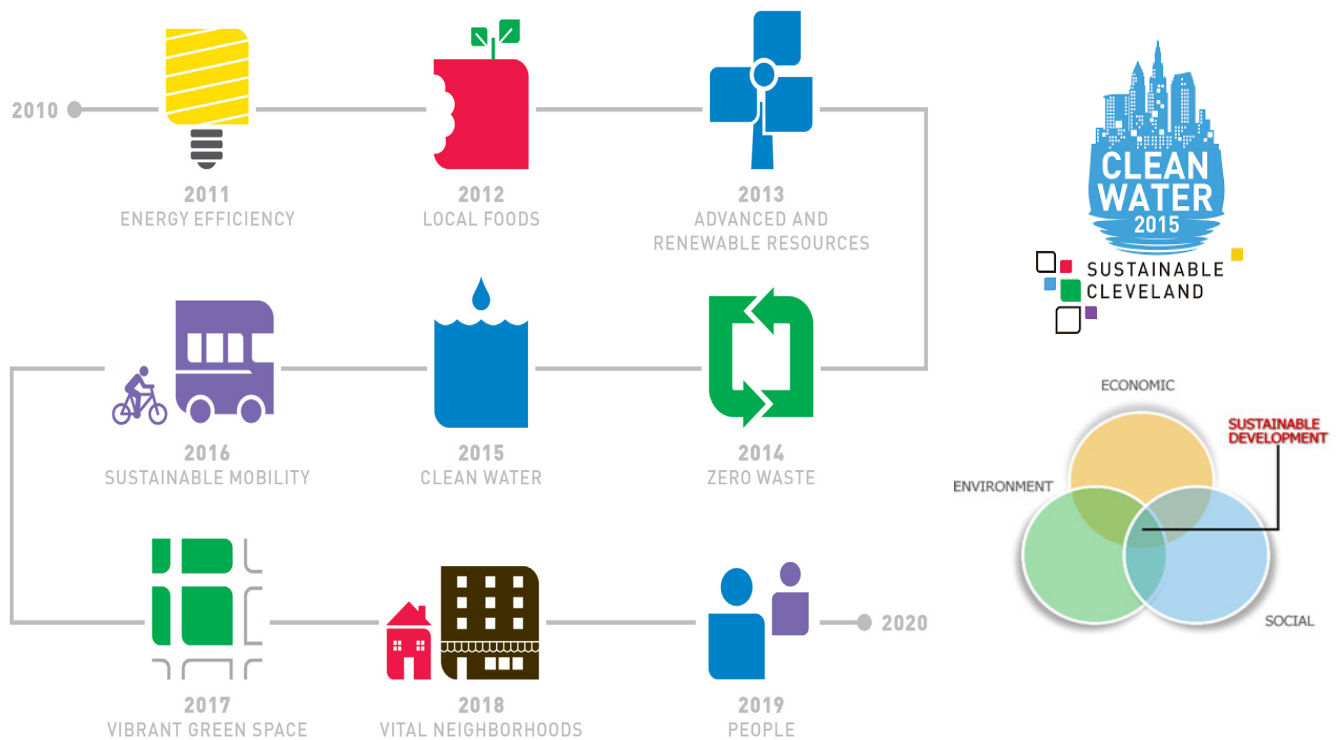
Sustainability is integral to many of the projects within the Capital Budget. Since 2013, the City of Cleveland has been implementing its sustainable building policy on new construction, renovations and "Fix it First" projects. This policy sets the standard of LEED Silver for new construction. As Cleveland replaces aging fleet vehicles with new fuel efficient models, we are reducing our carbon footprint and saving on fuel costs.

In addition to improving the efficiency and footprint of our buildings and fleet, we are also moving forward with Complete and Green Streets.

2016 Sustainability accomplishments include:

- ♦ Held the 8th Annual Sustainable Cleveland Summit, which included about 500 participants;
- ♦ Launched the new www.SustainableCleveland.org website;
- ♦ Coordination with NOACA to host the 2016 Commuter Choice Challenge, with more than 30 participating businesses and organizations;
- ♦ Held the #imoveCLE Selfie Contest, which resulted in more than 200 selfies submitted of Clevelanders using sustainable modes of transportation;
- ♦ Helped launch Cleveland's bike share system, UH Bikes, prior to the Republican National Convention;
- ♦ Coordinated the Cleveland Climate Action Fund, which supported 12 neighborhood-level climate action projects;
- ♦ Led development of the Cleveland Tree Plan, which was approved by the City Planning Commission in 2016;

- ♦ Secured and managed the following grants:
 - \$1 million to support installation of stormwater control measures at the new Westside Market parking lot;
 - \$100,000 grant from the U.S. Forest Service to begin implementing the Cleveland Tree Plan in two neighborhoods - Cudell and Buckeye Shaker;
 - \$175,000 from the U.S. EPA to install bioretention cells at Wildwood Park to improve water quality at nearby beach parks.
- ♦ Partnered to help win a \$40 million U.S. Department of Energy grant for Project Icebreaker, which is set to be the first freshwater offshore wind farm in North America;
- ♦ Collaborated with Cuyahoga County Office of Sustainability to promote a solar co-op opportunity for Cleveland employees and residents;
- ♦ Supported addition of approximately 16 miles of new bike infrastructure, bringing the total in the City of Cleveland to 93 miles;
- ♦ Coordinated the Northeast Ohio Plastic Marine Debris Reduction Symposium and the Great Lake Erie Boat Float to raise awareness of plastic pollution in Lake Erie and
- ♦ Managed and reported on utility and energy data for all City facilities - since 2010, the City is using 9% less energy per square foot of building space.



The Future of Public Safety

The Department of Public Safety Grant Coordinator and staff have aggressively sought funding to help staff and equip our first responders, improving the quality of safety in the City of Cleveland. Although funding sources have diminished, we will continue to seek state and federal funding to off-set costs that may be incurred directly by the citizens of our community.



The Cleveland Department of Public Safety is more than Police, Fire and Emergency Medical Service (EMS). Public Safety also includes the Divisions of Animal Care & Control Services; Corrections; the Office of Professional Standards (OPS); the Police Review Board; Emergency Management (OEM); Information Technology specific to Public Safety; Grant Management; the Medical Unit and additional Public Safety Administrative functions designed to support the Public Safety.



The improvement of the Records Management System (RMS) for the Division of Police to enhance police management and record-keeping functions continued in 2016. The new robust RMS platform will streamline and expedite police reporting, freeing up police officers to engage in direct law enforcement activities and accelerate investigations for police detectives.

Continued the program to equip every police cruiser with first aid kits and train Police Officers to administer First Aid. The City continued their investment in this life-saving program.



The U.S. Department of Justice (DOJ) review of the Division of Police continues. The Division is working closely with the Monitoring Team to implement policies and procedures to improve operations. These steps will improve community-police relations through re-dedication to the principles of community policing. The Division of Police is fully committed to a mutual face-forward and hand-extended partnership to the community it is sworn to protect. The Division of Police will continue on the path of full compliance with the negotiated U.S. Department of Justice Settlement Agreement.

Maximizing IT technology to ensure the Department of Public Safety has the tools to ensure accountability and oversight is a priority. Adding to technology, the Division of Police continued the rollout of the body camera project in 2016. Every officer has been issued a body camera to wear while working. These cameras will allow the activities of each officer to be recorded while interacting with all citizens.

The 2016 Republican National Convention hosted by the City of Cleveland was a huge success and recognized throughout the country. The Department of Public Safety, in partnership with federal, state and local law enforcement partners, was heavily immersed in the planning of the event. The Cleveland Division of Police was the lead local law enforcement agency tasked with all planning, needs assessments, asset procurement, and coordination of law enforcement and security efforts for the RNC.

The Division of Police in partnership with the ADAMHS Board of Cuyahoga County implemented a community based mental health response pilot program in the Second Police District. The pilot program funded in part through a Department of Justice grant and the ADAMHS Board, partners civilian mental health experts with trained CIT officers. The team responds to mental health crisis incidents at the request of front line CIT officers as another layer of mental health expertise to assist in de-escalation, treatment and transportation for individuals in crisis. Additionally, the team acts in a proactive manner by working with individuals in the community outside of crisis situations to assist them in obtaining and maintaining continuity of mental, emotional and other social needs. The program operates eight hours a day seven days a week on the afternoon shift. It is our hope to expand the program throughout all police districts in the community in the future.



The new Public Safety Fire and EMS facility, which replaced the outdated Fire Station #36, was completed and opened in 2016. The new facility located at 3552 East 131 Street is designed to headquarter firefighters and paramedics. This facility, like the new Third District Police Headquarters, is LEED silver certified and has a community meeting room.

The City of Cleveland Division of Emergency Medical Service (EMS) logistics section replaced/replenished over 300 First Aid Kits utilized by the Division of Police (CDP) to provide life-saving first aid. This is following the First Aid, CPR (adults, children, infants), choking, and AED training as well as proper application of the halo chest seal, quick clot and Special Operation Forces tactical tourniquet for the Division of Police and distribution of the First Aid kits in 2015.

The Division of Emergency Medical Service (EMS) continues to partner with our hospital systems to identify opportunities to establish programs to meet the increasing medical needs of the community. In 2016, one of the collaborative efforts included the agreement of the four hospital systems to have the emergency departments remain open to EMS traffic at all times; they would no longer go on restriction/diversion. This ensures that patients are able to remain within their hospital network unless a specific medical or traumatic emergency dictates otherwise.

In 2016, the Department of Public Safety entered into an agreement with the MetroHealth System to provide Public Safety Medical Director services to include Medical Director oversight for the Divisions of Emergency Medical Service (EMS), Fire (CDF) and Police (CDP).



In 2016, the Division of Emergency Medical Service (EMS) assisted the Department of Aging on their new initiative program for the Seniors. The Matter of Balance Program was piloted at two recreation centers; focused on improving balance and decreasing fear of falling. The Division of Emergency Medical Service (EMS) provided instruction for one of the sessions. The Matter of Balance Program is scheduled to continue into 2017 with additional sites, targeting locations where EMS frequently has calls for service for "falls".

In 2016, recognizing the opioid epidemic that plagues our community, the Division of Emergency Medical Service (EMS) collaborated with Project Dawn to dispense Project Dawn Kits to the public. Project Dawn Kits provide naloxone to individuals, family members or friends for those at risk of opioid overdose. Naloxone reverses the effects of opioids, (including but not limited to, heroin, fentanyl and analogs.) The Project Dawn Kits are dispensed from EMS Headquarters during normal business hours as well as from the ambulance while on emergency calls for those at risk of opioid overdose. During the second half of 2016, over 130 kits were dispensed by the Division of Emergency Medical Service (EMS); those kits directly resulted in twenty (20) lives being saved by reversing the effects of an opioid overdose.



In 2017, the Division of Emergency Medical Service (EMS) will implement an effort to equip police cruisers with naloxone. The Division of Emergency Medical Service (EMS) Education section is charged with the task of training the Division of Police (CDP) on recognizing opioid overdoses and proper administration of naloxone to reverse the effects of opioids. The Division of Emergency Medical Service (EMS) Logistics section will procure, tag and distribute the naloxone kits as well as replace/replenish naloxone kits utilized by the Division of Police (CDP). The naloxone kits will be distributed to each of the five CDP Districts, as well as specialty units.

In 2017, the Division of Emergency Medical Service (EMS) will enhance the pre-hospital care services that are provided to the community. The Division of Emergency Medical Service (EMS) will add additional resources to more efficiently process emergency calls, as well as reduce response times to medical emergencies and traumatic injuries and increase supervisory oversight.



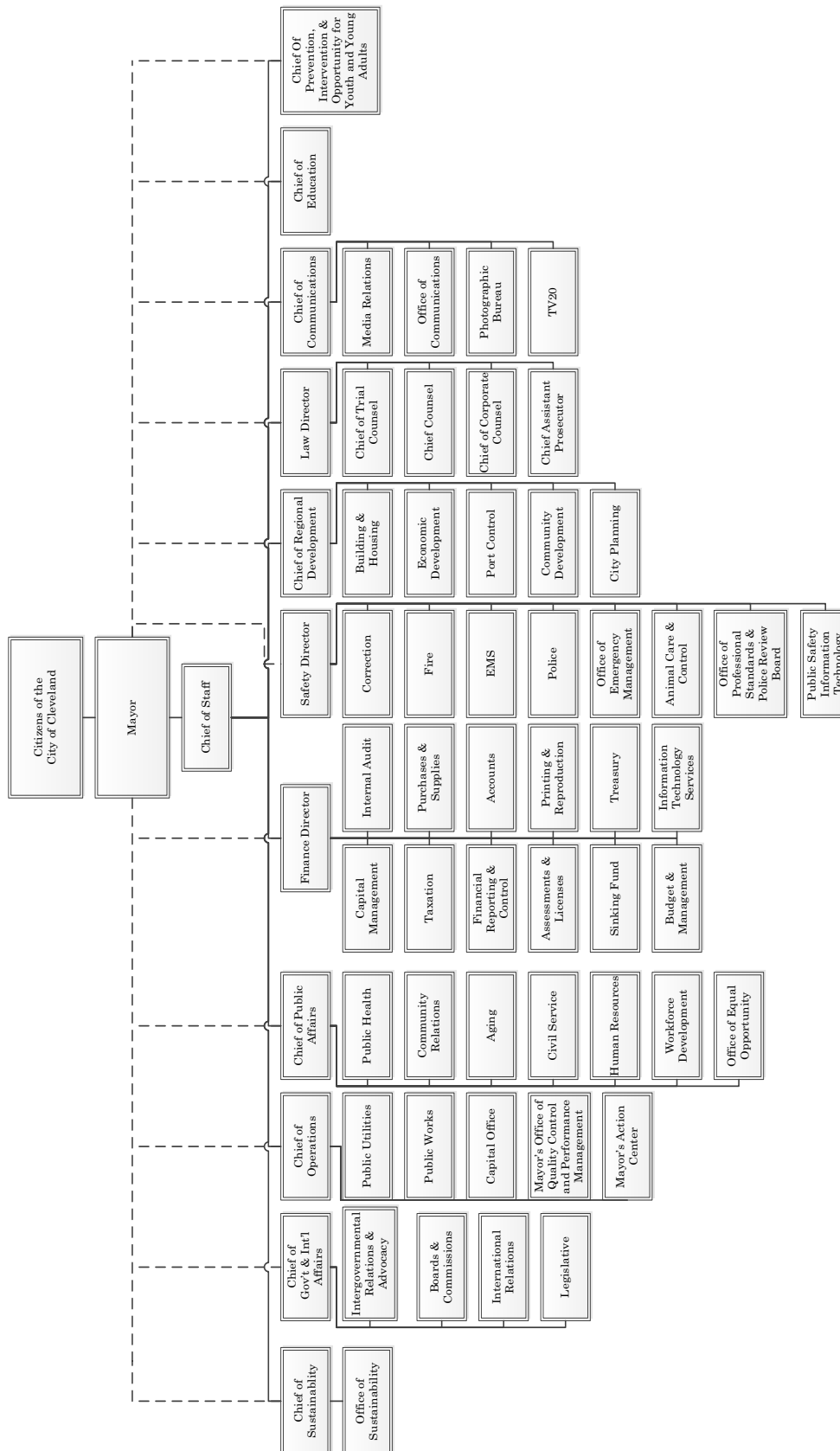
City Wide Initiatives

The City continues discussions and negotiations with the Cuyahoga County Sheriff to consolidate the City Jail and House of Corrections with the Cuyahoga County Jail.

The Office of Professional Standards continues to make progress in updating their procedures for investigations. The responsibility for investigating complaints against Cleveland police officers has been transferred to Civilian Investigators only. The City of Cleveland and Department of Justice signed a settlement agreement that will mark a new way of policing in the city, one built on a strong foundation of progressive change, sustained trust, and accountability. The agreement with the Department of Justice is a reflection of ideas from people and groups across the community - including residents, civil rights organizations, activists, clergy, student groups, business and philanthropic organizations and elected officials, as well as the police unions and the Division of Police.

Complete civilianization of the Office of Professional Standard investigative staff has worked hard to break down barriers, real or perceived, for the community by providing on-line access to the complaint process, free parking for complainants, and the installation of audio and video cameras in the lobby of every police district.

The Cleveland Division of Animal Care & Control City Dogs program continues to be a big success. It is anticipated that construction of the new City Kennel to be located at W 93rd and Detroit Avenue will begin first quarter of 2017.



FISCAL HISTORY

The global recession, initiated by marketing of bundled overvalued securitized mortgages, had severe adverse impacts on local economies nationally. Financial institutions, who were participants in these markets dating back to September, 2007 suffered insurmountable losses that lead to institutional bankruptcies and unprecedented home foreclosures. The City of Cleveland during this time was ranked fifth highest in foreclosure rates nationally. National City Bank, a substantial local financial institution, reported record losses associated with the housing crisis and were subsequently purchased by PNC. The City had significant declines in employment, income taxes and property taxes over the next few years.

In fiscal 2011, the State of Ohio adopted a biannual budget that substantially reduced revenue sharing at the local level. State Local Government Fund, Commercial Activity Tax, and Tangible Personal Property Tax include taxes levied and collected by the State of Ohio or counties and partially redistributed to the City and other political subdivisions. The State instituted a 25% reduction in Local Government Fund shared revenue beginning July, 2011 through June 2012 and a 50% reduction beginning July, 2012 through June 2013 as part of the State's budget balancing measures. Local Government Fund revenue distribution decreased by an additional 7% or \$1.7 million in fiscal 2016. Commercial Activity Tax and Tangible Personal Property Tax were reduced by an additional 50% from 2012 to 2013 and will remain at this level until 2030.

CURRENT FINANCIAL ENVIRONMENT

In fiscal 2011, in response to state imposed reductions in revenue sharing, the City instituted necessary reductions in personnel costs through layoffs and restructured/modified some delivery of services. These efforts allowed the City to continue to successfully provide efficient service delivery at lower costs. The City additionally began the enhancement of available technology citywide to develop a business model that is less labor intensive and more automated thus creating more accountability, better tracking of processes and more transparent analysis of work flow and procedures.

As part of the City's continuing effort to shift its tax base from manufacturing to health care, technology and service industries, the City has expanded its efforts in generating convention business, by increasing the hotel room count by 55% over the last four years, particularly with the addition of the publicly funded 600 room Hilton Cleveland Downtown at the convention center. In 2016, the City hosted the three major events, NBA Championship, Republican National Convention and the World Series. These activities created additional tourism, along with downtown business activities, which resulted in a 36% increase in admission tax collections.

Income tax revenue, which represents 60% of operating revenue, at year end fiscal 2016 was \$314,801,172 compared to \$308,946,752 at year end fiscal 2015. The unemployment rate in the Cleveland area in December 2016 was 4.9% compared to 6.2% in December 2013. The City of Cleveland is no longer in the top 20 cities tracking rate of foreclosures and the price of homes are trending towards market rate. Economic recovery in this region is gradual but evident.

The citizens of Cleveland supported Issue 32, passing a half percent municipal income tax increase from 2.0% to 2.5%. The income tax increase will generate an estimated additional \$83.5 million for the City's General Fund and additional funds for Restricted Income Tax (RIT) in the amount of \$9.3 million, which is restricted for debt service/capital expenditures. With the passage of the income tax increase it will produce a structurally balanced budget and restoration and enhancement of city services.

The major city service enhancements will be supported through the addition of more than 350 new employees. The majority of service related enhancements will impact the Departments of Public Safety, Public Works and Public Health.

For fiscal 2017, the City has conservatively developed a budget, which reflects revenue estimates of \$607,332,939 and anticipated expenditures of \$607,317,316, resulting in a structurally balanced budget and restoration and enhancement of City services.

EXECUTIVE SUMMARY

The City of Cleveland revises its Long Term Financial Plan (LTFP) on a yearly basis as part of its ongoing strategic planning efforts. The current summary presented here is limited to the General Fund as it accounts for a high proportion of discretionary expenditures and revenue.

The City's overall LTFP goal is to provide high quality service to every resident, business and visitor by creating structural balance in the City's budget resulting in a sustainable economic future for the City.

The major intent, therefore, of this initial plan is to:

- Help identify and prepare a thorough analysis of, and insights into, issues that impact the City's financial condition over the next five years.
- Investigate and propose cash flow strategies required to manage future adverse business climate changes.
- Support the preparation of the City's yearly Tax Budgets due to the Cuyahoga County Budget Commission.

The City's current and projected financial condition is stable due actions underway in the City to achieve a Structurally Balanced Budget. However, one of the major issues affecting the City of Cleveland is that revenue has not kept pace with the increase in expenses, especially in the area of wages, benefits, health care, fuel and utilities.

As a result of the early 2008 economic crisis, inflationary impacts throughout the nation remained significantly above expectations and fueled the rapidly rising budget expenditure increases. The City implemented many initiatives to ensure job protection and service delivery during this time.

In Ohio, leading economic indicators continue a modest growth. The parameters below provide a summary of the City of Cleveland's overall financial status over the last few years from internal documents as well as the Bureau of Labor Statistics. These and other financial and Consumer Price Index (CPI) factors are monitored by the City of Cleveland on a monthly basis in tracking, reporting, planning, and directing the City's day-to-day financial affairs. It is expected that successfully controlling costs in the coming years will preserve our current work force and the continued, efficient delivery of services.

As can be seen from the summaries below:

- Unemployment has continued to decrease year over year for both the City of Cleveland as well as the State of Ohio
- The City's actual Labor Force has continued to decline steadily year over year.

In general, the City's financial position continues to improve in spite of what appears to be only modest gains. To help sustain these gains and grow our economy, City reserves have been replenished and stabilization efforts have been implemented.

THE PLAN

The City's LTFP will ensure that the City's finances are managed in an acceptable manner that provides for the delivery of quality services while living within its means. The financial plan encompasses, and is built around, a number of financial projections and outlooks of the present and future. Expenses and revenues are examined to project how they may fluctuate due to outside forces and rise or fall due to internal decisions. The scope of this plan, therefore is to:

- Provide a transparent account of City's financial position to the community.
- Identify the financial opportunities and challenges confronting the City.
- Provide a basis for sound and strategic decision making.
- Achieve financial health for the City.

Identified Long Term Financial Plan components of the Cleveland Plan are as follows:

- Structurally Balanced Budgets (SBB)
- Debt / Investment Plan
- Ongoing 5 Year Forecasts

Structurally Balanced Budget (SBB)

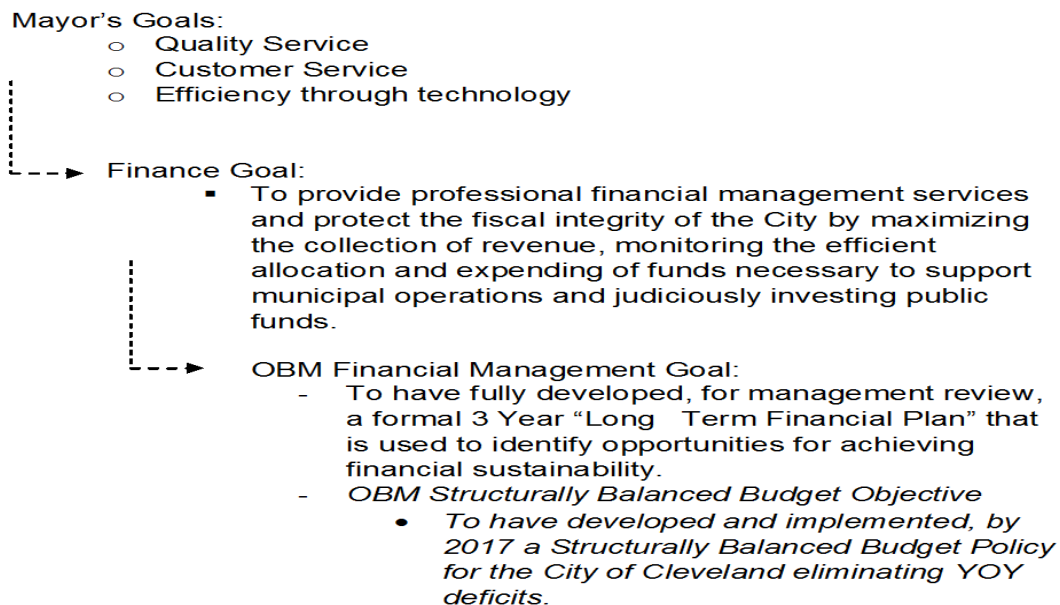
The City of Cleveland has also begun to develop and adopt a Structurally Balanced Budget (SBB) policy, per GFOA, to ensure that its recurring revenues are equal to its recurring expenditures in the adopted budget.

The "outline" below identifies and defines basic SBB guiding principles and key elements adopted by the City in considering the development of its formal SBB policy.

Definitions:

- **Structurally Balanced Budget (SBB):** A balanced budget where recurring revenues are equal to recurring expenditures in the adopted budget.
- **Recurring Revenues:** That portion of government revenues expected to continue, with some degree of predictability year over year.
- **Recurring Expenses:** Ongoing expense items that appear in the budget each year.

The City will integrate SBB into current strategic cascading processes, from the Mayor's goals down to specific OBM Objectives as follows:



Below are draft SBB guiding principles to be considered for the LTFP:

- The causes of the current budget gap will be identified for potential closure solutions
- The resultant SBB plan and processes will be based on solid financial principles.
- The resultant SBB budget must support future financial sustainability.

Challenges to a SSB are many. One of the major issues affecting the City of Cleveland is that revenue has not kept pace with the increase in expenses, especially in the area of wages, benefits, health care, fuel and utilities.

The global recession of 2008 to 2009, together with State of Ohio budget cuts, led to significant revenue loss for the City. While our income taxes are beginning to recover, the loss in Property Tax collections are permanent in nature.

Debt/Investment Policy

The City of Cleveland currently has a Debt / Investment Policy, adopted by the Director of Finance that governs the investment activities of the Treasurer's Office of the City. This policy is designed to ensure prudent management of public funds, conformance to Chapter 178 of the Codified Ordinances of the City of Cleveland, availability of operating and capital funds when needed, and an investment return competitive with comparable funds and financial market indices.

This policy applies to the investment of all monies of the City of Cleveland under the custody and control of the Division of Treasury. Any practice not clearly authorized under this policy is prohibited. The guidance set forth herein is to be strictly followed by all those responsible for any aspect of the management or administration of these funds.

City debt is only to be undertaken when it is verified that project revenues or specific resources will be available and sufficient to service the debt over its life. Also, City debt is not issued for periods exceeding the useful life of the project to be financed. This will all help ensure that the City maintains the highest possible credit ratings without compromising delivery of basic services.

The Ohio Revised Code also provides that net debt of a municipal corporation shall not exceed 10.5% of the assessed value of all property in the municipal corporation as listed and assessed for taxation. As of the beginning of 2015, the City had limited capacity under the indirect debt limitation to issue additional unvoted debt.

Five Year Forecast

Each year the City of Cleveland updates its 5 year plan in preparation of its legal obligation to present a Tax Budget to the County which demonstrate the need to produce property tax revenues to cover the estimated expenditures for the budget year.

There are a number of assumptions that are used in order to project the long term financial results of the City, however, the key assumptions are outlined below:

- Existing service levels are maintained throughout the plan.
- The Consumer Price Index (CPI) is estimated to remain flat and, in general, future expenses and revenues have been calculated to reflect these flat forecasts.
- Salary and wage increases are estimated to remain flat.



Long-Term Financial Plan

Expense Forecast

	2017 BUDGET	2018 ESTIMATE	2019 ESTIMATE	2020 ESTIMATE	2021 ESTIMATE	2022 ESTIMATE
GENERAL FUND						
SALARIES	\$ 326,339,403	\$ 322,136,197	\$ 322,136,197	\$ 322,136,197	\$ 322,136,197	\$ 322,136,197
BENEFITS	142,873,884	151,750,132	156,629,563	161,801,759	167,284,287	173,095,766
TOT. SALARIES & BENEFITS	\$ 469,213,287	\$ 473,886,329	\$ 478,765,760	\$ 483,937,956	\$ 489,420,484	\$ 495,231,963
TRAVEL & TRAINING	\$ 1,097,692	\$ 1,110,976	\$ 1,133,195	\$ 1,155,859	\$ 1,178,976	\$ 1,202,556
UTILITIES	23,345,312	24,045,671	24,767,042	25,510,053	26,275,354	27,063,615
CONTRACTUAL SERVICES	42,661,413	42,520,753	43,371,168	44,238,592	45,123,364	46,025,831
MATERIALS & SUPPLIES	6,066,074	6,155,367	6,278,475	6,404,044	6,532,125	6,662,768
MAINTENANCE	5,213,659	5,317,932	5,424,291	5,532,777	5,643,432	5,756,301
CLAIMS, REFUNDS MAINT.	2,804,800	2,804,800	2,804,800	2,804,800	2,804,800	2,804,800
INTERDEPARTMENTAL	18,614,877	19,731,770	20,323,723	20,933,434	21,561,437	22,208,281
INTERFUND SUBSIDIES	38,294,202	33,239,415	33,724,726	33,975,444	34,202,871	34,434,845
CAPITAL	6,000	6,000	6,000	6,000	6,000	6,000
TOTAL OTHER	\$ 138,104,029	\$ 134,932,684	\$ 137,833,420	\$ 140,561,003	\$ 143,328,359	\$ 146,164,997
TOTAL GENERAL FUND	\$ 607,317,316	\$ 608,819,013	\$ 616,599,180	\$ 624,498,959	\$ 632,748,843	\$ 641,396,960

Revenue Forecast

	2017 BUDGET	2018 ESTIMATE	2019 ESTIMATE	2020 ESTIMATE	2021 ESTIMATE	2022 ESTIMATE
GENERAL FUND						
CHARGES FOR SERVICES	\$ 34,574,454	\$ 34,574,454	\$ 34,574,454	\$ 34,574,454	\$ 34,574,454	\$ 34,574,454
FINES & FORFEITURES	9,457,187	9,457,187	9,457,187	9,457,187	9,457,187	9,457,187
GRANT REVENUE	416,666	—	—	—	—	—
LICENSES & PERMITS	15,669,117	15,669,117	15,669,117	15,669,117	15,669,117	15,669,117
MISCELLANEOUS	29,544,578	29,931,483	30,509,725	31,099,533	31,701,137	32,314,773
OTHER SHARED REVENUE	13,010,169	13,025,848	13,057,591	13,089,653	13,122,035	13,154,740
PROPERTY TAX	32,571,432	32,897,1446	33,226,118	33,558,379	33,893,963	34,232,902
SALE OF CITY ASSETS	2,500,000	—	—	—	—	—
STATE & LOCAL GOVT. FUND	26,990,383	27,800,094	28,634,097	29,493,120	30,377,914	31,289,251
TRANSFERS IN	4,499,894	3,876,000	3,953,520	4,032,590	4,113,242	4,195,507
OTHER TAXES	39,981,000	40,780,620	41,596,232	42,428,157	43,276,720	44,142,255
INCOME TAX	397,338,059	411,299,695	419,525,689	427,916,203	436,474,527	445,204,017
INVESTMENT INCOME	780,000	780,000	780,000	780,000	780,000	780,000
TOTAL GENERAL FUND	\$ 607,332,939	\$ 620,091,644	\$ 630,983,730	\$ 642,098,393	\$ 653,440,296	\$ 665,014,203

Monitoring / Evolution of Performance Measures

Performance measurement is the process of collecting, analyzing and reporting information regarding the performance of a system or component. There are currently a number of processes used by the City in collecting and reporting on a myriad of measures.

The LTFP focuses on the collection and standardization of pertinent measures for the assessment and evaluation of the identified processes and strategies of this plan. Currently, the City uses the following means for the generation of performance parameters:

- Monthly Operational Analysis
- Monthly Financial Economic Analysis
- Quality Control and Performance Management
- 311 Call Center

Monthly Operational Analysis

On a monthly basis, the Office of Budget and Management develops and standardizes procedures and methods to improve and continuously monitor the efficiency and effectiveness of assigned functions. Workload is continuously assessed for improvement opportunities. Funding gaps are identified and status reports prepared and presented to the Administration for review and decision making. The completed LTFP will be the first step in satisfying OBM's Financial Goal of developing a comprehensive Fiscal Policy.

Monthly Financial Economic Analysis

The Office of Budget and Management tracks and reports the status of financial and economic indicators for the City of Cleveland on a monthly basis to help facilitate positive change. This is accomplished by publishing accurate, reliable, and timely data at the municipal and regional level. The strength and weaknesses and forecast risks are also detailed so management can make informed decisions.

Quality Control and Performance Management

To improve the delivery of quality services in a cost effective manner for all residents, the City of Cleveland implemented the CitiStat system over 10 years ago. This service is now delivered in the Mayors Office of Quality Control and Performance Management (QCPM). QCPM is a government management tool grounded in accountability through continuous review of performance measures. QCPM does not provide solutions but rather, creates an informed environment for managers to develop cost-effective operational practices that result in improved delivery of service.

QCPM has enhanced the City's grant funding process as it justifies how money is being spent and translates how funding is impacting residents. The following process provides a basic overview of the City's QCPM system:

- All department and division directors collect data according to predefined performance measures.
- Data is reported through a universal mechanism utilized by all department and divisions incorporating mapping technology.
- Data is analyzed and summarized for presentation to the Administration.
- Department and division managers present data bi-weekly to the key officials who responds to the data, asks questions, and identifies problems.
- The team works together to develop solutions and changes to be implemented before the next review.



311 Call Center

Included in Cleveland's implementation of QCPM was the implementation of a 311 complaint and concern system for residents. Residents are now able to call 311 for non-emergency complaints, and receive immediate assistance or be assigned a complaint number. 311 is available 24 hours a day, 7 days a week. The QCPM system dispatches and tracks complaints from assignment to completion and provides timely follow-up to the resident.

The 311 solution creates a customer service oriented government which:

- Provides improved accessibility and service to citizens.
- Provides improved support to city council and administration departments/ divisions in their efforts to deliver service to citizens.
- Establishes priorities/policies in response to citizen and departmental needs.
- Allows the City to distribute accurate uniform information while maintaining a permanent record of citizen inquiries.

While there is generally no rule concerning the number of performance measures required in an organization, it is agreed that good performance measures, based on data, provide numeric descriptions and that tell a story about whether or not objectives and goals are being achieved.

The Budget Office is currently beginning a process, as part of the LTFP, requiring Department requests to be linked to performance measures to better understand what results or improvements can be expected.

Conclusion

The fundamental objectives of the City of Cleveland's LTFP processes are to understand and to respond proactively to our internal and external financial environment, and be as prepared as possible to deal with the unexpected.

The LTFP is an important element in the city's long-term growth and operating blueprint. We believe that the processes, goals, and strategies introduced here will help reduce the effects of the normal cyclical fluctuations in city revenues and expenses, thereby ensuring that we can sustain essential city services and pay for growth-related requirements.

This initial plan is meant to be a realistic communications vehicle for city administrators, policy makers, and staff for the delivery of future financial strategies on behalf of the community.

This plan, going forward, will be reviewed and revised on an annual basis and updated accordingly as a result of direct changes in the financial status, socio economic environment, or internal factors of the City.

This 2017 Five Year Capital Improvement Program represents our tenth annual installment since I took office in 2006. We are proposing to issue \$50.9 million in new bond debt in 2017, which will include some previously deferred facilities expenditures. However, the next several years will probably be lower amounts since we still need to replenish our debt capacity after 2015's \$100 million bond issue.

Pavement Management for Roads

The year 2017 will be our fourth straight year of major road repair. Our 2014 bonds leveraged \$32 million of road improvements, our 2015 bonds leveraged \$74 million, and in 2016, the amount was \$60 million. We will continue to seek federal monies from the Northeast Ohio Area Coordinating Agency ("NOACA") and fix the streets with the lowest pavement ratings. At the end of 2016, we completed our first pavement management study since 2008: this study will provide better data as we systematically repair our worst streets first.

Sustainability

The City of Cleveland announced a goal in January 2014 to create bicycle infrastructure that connects every neighborhood to a network of bike lanes and trails. The bikeway implementation plan aligns with the City's Capital Improvement Plan and is on track to increase the bikeway network by approximately 70 miles by the end of 2017 with a 2013 baseline. In addition, new building construction and major renovations of city facilities continue to follow the City's Green Building Policy including the new Kennel to be constructed on Detroit Avenue.

Facilities

We are coupling bond-financed projects with private dollars to construct a network of regional athletic and recreational facilities. The Cleveland Indians have upgraded ballfields at Luke Easter Park and Gunning Recreation Center. The Cleveland Browns have financed new football fields at Lonnie Burten Recreation Center, James Ford Rhodes High School, Bump Taylor Stadium (Glenville), John F. Kennedy High School, John Adams High School, and John Marshall High School. The Cleveland Cavaliers financed major upgrades inside and outside Fairfax Recreation Center. In 2017, the City of Cleveland will invest in a Loew Park Soccer Facility, a Motorcross Bike Facility at Marion Motley Playfields, and the Kovacic Recreation Center. We will also launch a four-year program to upgrade our City parks and playgrounds.

Our entire 2017 Five Year Capital Improvement Program will be posted on the City of Cleveland website, and we invite your comments and suggestions.

I. Capital Improvement Questions and Answers

What is a Capital Improvement Program?

A capital improvement program forecasts a community's infrastructure, facility and equipment needs, and creates a strategy for funding and implementing projects designed to address those needs. The Jackson Administration re-initiated the Capital Improvement Program in 2007 in order to better plan the public investments that are necessary to make Cleveland a city of choice.

What are Capital Projects?

Capital projects are the "bricks and mortar" portion of Mayor Jackson's strategy for the development and revitalization of Cleveland. Capital projects include public assets ranging from roads and parks to police squad cars and information technology. Capital projects provide a public benefit and have a useful life of many years.

The projects implemented by the Capital Improvement Program will shape the physical landscape of Cleveland for generations, and will play an important role in the City's long-term ability to deliver the critical services necessary for attracting private investment and making Cleveland a vital, vibrant and connected city.

Does the City's Capital Improvement Plan impact the Operating Budget?

No. The Capital Budget funds major improvements to City facilities, infrastructure and equipment and is based on the needs identified by the five year Capital Improvement Plan. The Capital Budget is funded through debt issuance, Restricted Income Tax funds and grants. The City's Operating Budget covers day-to-day expenses and expenses related to delivery of service. Further, because Capital Budgets operate based upon the length of a project this results in multi-year budgeting, as opposed to the Operating Budget which is appropriated on an annual basis.

How Does the City Prioritize Capital Projects?

A Capital Planning Committee reviews all potential capital projects, with a particular focus on projects proposed for the upcoming year. The Capital Planning Committee is led by Mayor Jackson's Chief of Staff and includes the:

- Chief Operating Officer;
- Chief of Regional Development;
- City Planning Director;
- Director of Mayor's Office of Capital Projects;
- Finance Director
- Capital Budget Manager;
- Chief of Sustainability

The Committee uses financial forecasts provided by the Department of Finance to determine how much funding is likely to be available in each of the five years included in the Plan.

Capital project requests are evaluated based primarily on their consistency with the Citywide Plan and their potential for making Cleveland a safer, healthier and more economically vibrant community. While the City has created comprehensive planning documents in the past, the Connecting Cleveland 2020 Citywide Plan adopted in 2007 was the first plan that had a direct and controlling influence on the City's Capital Budget. This allowed the City to strategically invest its limited capital dollars, rather than making funding decisions on a year-to-year or even a project-by-project basis.

When completed, the first draft of the Capital Plan is presented for review to the City Planning Commission, City Council and Cleveland's citizens. Suggestions received from the community are then used to create a final draft that addresses the City's capital needs and reflects the priorities of Cleveland's citizens and businesses.

If a project is included in the Capital Improvement Plan, is it guaranteed that the project will be funded in the year that it is listed?

Projects listed in the first year of the Capital Plan are adopted as part of that year's Capital Budget.

The inclusion of a project in later years signifies that there is a need for the project; however, these later year projects are less certain of receiving funding in their respective scheduled years. As discussed below in the section "*Bond Capacity and the Five Year Capital Improvement Program*," *projects listed in the years 2018-2021 have about a one out of three chance of receiving funding in the year for which they are listed.*

Does the City have to raise taxes in order to implement the Capital Improvement Plan?

No. The Capital Improvement Program utilizes a combination of existing City resources and the issuance of general obligation and revenue bonds to fund capital projects. The City's investment is then used to leverage additional resources from the state and federal governments, as well as from private sources. The Capital Improvement Program works closely with the Department of Finance to create a Capital Budget that is conducive to the City's long-term financial stability.

How does the City ensure that projects will be implemented on time and within budget?

The Mayor's Office provides city departments and partner agencies with assistance in order to ensure that capital projects are completed on time, within budget and in compliance with all applicable laws and regulations. One major goal of the capital improvement program is to make the City of Cleveland a more responsive partner to contractors, ultimately leading to lower project bids and saving taxpayer dollars.

II. GIS and the Capital Improvement Program

The Capital Improvement Program is fully integrated with the City's Geographic Information System, or GIS. GIS is a tool that allows users to view project information on a map, and to look at a project in relation to additional projects planned for the same area. Users are able to view the projects that are planned for each of the next five years.

The City's GIS system is now accessible online to Cleveland citizens and businesses. In the online GIS version of the Capital Improvement Program, users are able to "zoom in" to see the capital projects planned for their neighborhood or even their block. By clicking on a specific project, users will be able to view a project description, including a breakdown of the project's funding sources and contact information for the project's manager.

GIS also allows the City to facilitate the coordination of capital projects among divisions and departments. For example, if the Mayor's Office of Capital Projects is planning on reconstructing a street in 2017 and the Division of Water is planning a project for the same street in 2018, the two divisions may be able to do all work at the same time, ensuring that the street is excavated only once. This will save taxpayer dollars and reduce the disruption of daily life for nearby residents.

III. General Obligation Bond Capacity

In creating a Capital Improvement Program, the needs of the City must be balanced with available dollars. The Finance Department has advised the Mayor's Office that the City's general obligation bond capacity in years 2017-2030 will most likely be in the range of \$20 million per year.

Legal Limitations on General Obligation Bond Capacity

State laws restrict municipalities from incurring debt that is not voted on and approved by the residents of the municipalities. Without voter approval, property owners may not be taxed more than 10 mills (the "inside millage"). The Ten Mill maximum amount is allocated to a number of overlapping taxing subdivisions pursuant to a statutory formula. In summary, the requirements for using this "inside millage" include:

- ♦ Ad valorem property taxes for the payment of debt service on all unvoted debt of the combined overlapping subdivisions (city, county, schools, library, RTA) cannot exceed 10 mills;
- ♦ 10 mills is the maximum aggregate millage that can be levied without voter approval on any single piece of property;
- ♦ Only the City, County, RTA and the various school Districts (Cleveland, Shaker and Berea) can levy ad valorem property taxes within the 10 mill limit;
- ♦ 10 Mill is calculated for the year in which the debt service for all the overlapping jurisdictions is highest;
- ♦ It is calculated by dividing the debt service needed in a year for the jurisdiction into the assessed valuation of the jurisdiction.
- ♦ There are two factors affecting the City's ability to issue general obligation bond debt: 1) The amount of combined debt which has been issued by the overlapping jurisdictions, primarily the City; and 2) The assessed valuation of the City.

Bond Capacity and the Five Year Capital Improvements Program

Our Finance Department is conservatively advising that recent events may limit the City's general obligation bond capacity in the years 2016-2030 to an annual range of \$20 million.

However, our Five Year Capital Improvements Program shows the following project needs in future years of the Plan:

- ♦ \$109 million in year 2018;
- ♦ \$118 million in year 2019;
- ♦ \$111 million in year 2020; and
- ♦ \$68 million in year 2021.

Accordingly, for years 2018-2021 assume that the City will only be able to fund less than one-third of the listed projects.

We are showing these higher totals in our plan for several reasons.

State and Federal Stimulus Moneys: We do not think we have seen the last of federal and state injections of stimulus moneys. Assuming these opportunities arise, we want to be ready to respond with well-conceived, shovel-ready projects. We will have to take some risks in paying for designs of projects for which construction funding is not yet assured, but we believe such risks are appropriate in the impending five-year economy.

Facilities Plan and Pavement Management Study: Since 2009, each annual installment of our Plan has included selected priorities from two significant studies prepared in 2008—a \$400 million Facilities Plan and a \$300 million Pavement Management Program.

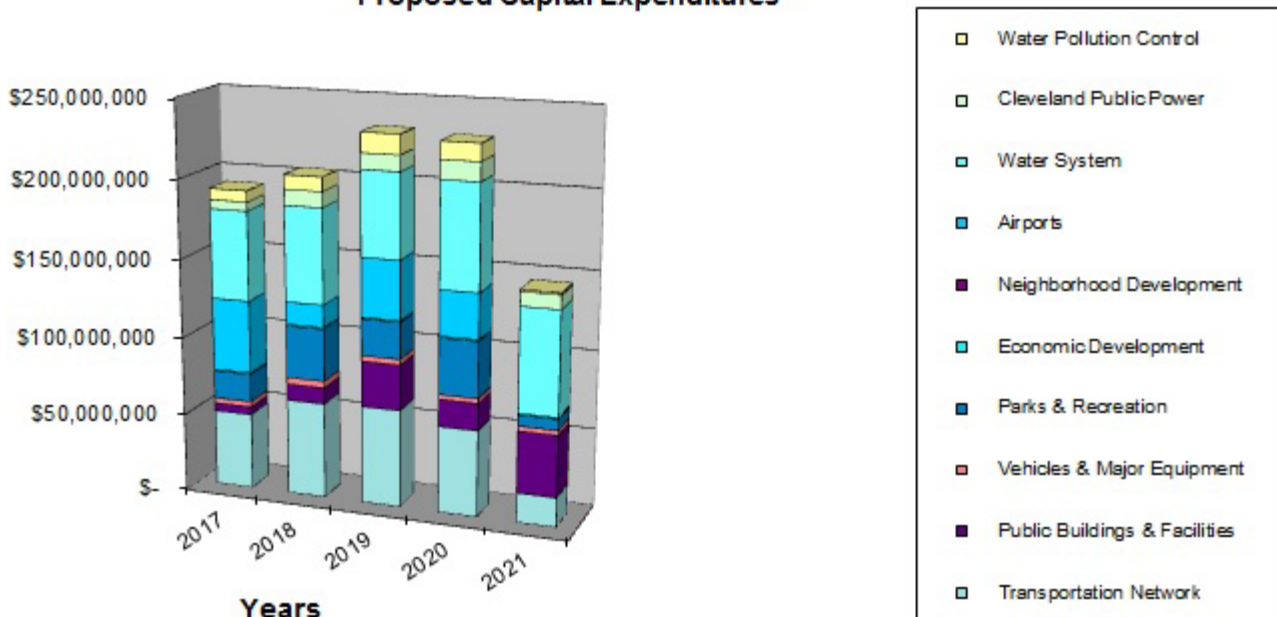
If we prepared a ten year capital improvement program, we might be able to list all the needed projects in a way that roughly matches the City's annual funding capacity. However, since we are limited to five years, we have to strike a balance between listing as many needed projects as possible versus respecting the City's annual funding capacity. We have chosen to err on the side of over-inclusiveness, by showing about four times as many project needs compared to our annual \$20 million funding capacity.

SUMMARY OF 2017 - 2021 CITY-WIDE DEVELOPMENT PROGRAM BY PROJECT TYPE

PROJECT TYPE	PROPOSED CAPITAL EXPENDITURES					5 YEAR TOTAL
	2017	2018	2019	2020	2021	
BASIC SERVICES						
Transportation Network	\$ 48,646,310	\$ 61,153,520	\$ 62,440,457	\$ 55,235,000	\$ 18,799,100	\$ 246,274,387
Public Buildings & Facilities	\$ 5,050,000	\$ 10,410,000	\$ 28,980,000	\$ 17,266,000	\$ 39,368,000	\$ 101,074,000
Vehicles & Major Equipment	\$ 3,439,000	\$ 4,284,593	\$ 3,596,500	\$ 3,096,500	\$ 3,096,500	\$ 17,513,093
Parks & Recreation	\$ 17,925,000	\$ 33,272,793	\$ 23,137,000	\$ 35,528,000	\$ 6,875,000	\$ 116,737,793
Total Basic Services	\$ 75,060,310	\$ 109,120,906	\$ 118,153,957	\$ 111,125,500	\$ 68,138,600	\$ 481,599,273
DEVELOPMENT						
Economic Development	\$ 1,046,048	\$ 1,046,048	\$ 1,046,048	\$ 1,046,048	\$ 1,046,048	\$ 5,230,240
Neighborhood Development	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Development	\$ 1,046,048	\$ 1,046,048	\$ 1,046,048	\$ 1,046,048	\$ 1,046,048	\$ 5,230,240
MAJOR ENTERPRISES						
*Airports	\$ 46,264,415	\$ 14,290,000	\$ 37,415,009	\$ 28,650,000	\$ -	\$ 126,619,424
Water System	\$ 57,026,000	\$ 60,500,000	\$ 53,600,000	\$ 66,500,000	\$ 66,000,000	\$ 303,626,000
Cleveland Public Power	\$ 5,673,200	\$ 9,948,500	\$ 9,932,500	\$ 11,950,000	\$ 8,950,000	\$ 46,454,200
Water Pollution Control	\$ 7,021,600	\$ 8,925,800	\$ 12,443,000	\$ 10,900,000	\$ 1,200,000	\$ 40,490,400
Total Major Enterprises	\$ 115,985,215	\$ 93,664,300	\$ 113,390,509	\$ 118,000,000	\$ 76,150,000	\$ 517,190,024
TOTAL CITYWIDE CAPITAL PROGRAM						
	\$ 192,091,573	\$ 203,831,254	\$ 232,590,514	\$ 230,171,548	\$ 145,334,648	\$ 1,004,019,537

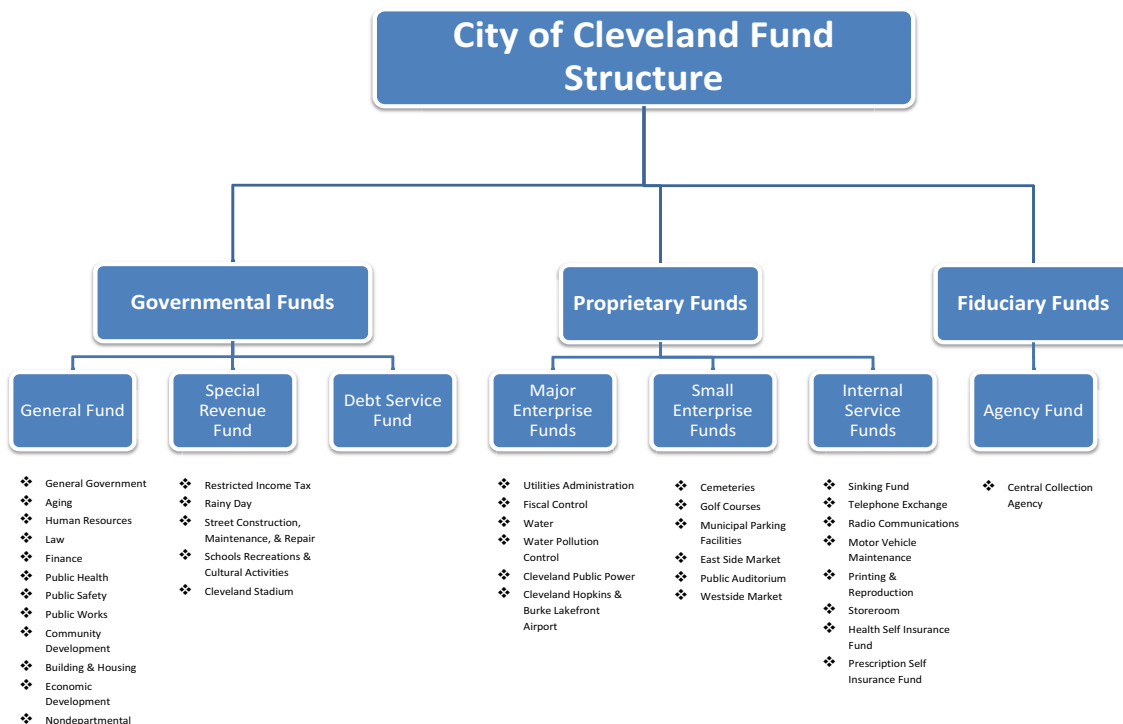
*The Department of Port Control has not completed the 2021 capital projection

Proposed Capital Expenditures



The City of Cleveland maintains numerous funds, each with its own specific purpose and revenue sources. The purposes are defined by law and all expenditures must be in accordance with the purpose designated for the specific fund. For operating details see Section II.

FUND	PURPOSE	REVENUE
Agency	Central Collection Agency for collection of income taxes.	User fees charged to city and suburbs for collection of income tax.
Debt Service	Sinking Fund pays and records transactions involved in debt financing.	Property tax, Restricted Income Tax and interest earnings.
Major Enterprise	Provide water, sewer, electric services and airport facilities.	User fees.
General	Provides for general operating expenses of the city.	State and local taxes, service charges, licenses and permits, and fines.
Internal Service	Telephone Exchange, Motor Vehicle Maintenance, Radio Printing, Storeroom, Sinking Fund, Health Self Insurance, Prescription Self Insurance.	User fees (charged to City Divisions) and General Fund Operating transfers to Sinking Fund.
Small Enterprise	Public Auditorium & West Side Market, Cemeteries, Golf, Parking Facilities, East Side Market.	User fees and some General Fund operating transfers.
Special Revenue Restricted Income Tax	Capital improvements and debt service payments.	One-ninth of city income tax collections.
Stadium	Capital Improvements and debt service payments.	Sin tax, service charges, General Fund operating transfer.
Streets	Street maintenance and repair.	State gasoline and automobile license tax, permit fees and operating transfer from the General Fund.
Rainy Day	Reserve for economic downturns and one time obligations.	Excess of revenues over expenditures in General Fund.





Fund Structure

FUND	DEPARTMENT	DEPARTMENTAL BUDGET
Agency	CCA Income Tax Administration	pp 499-504
Debt Service Fund	Sinking Fund General Operations	pp 467-470
Enterprise Major Funds	Department of Public Utilities	pp 381-419
	Department of Port Control	pp 420-428
General Fund	General Government	pp 82-139, pp 219-222
	Municipal Courts	pp 140-162
	Department of Aging	pp 163-169
	Department of Human Resources	pp 170-175
	Department of Law	pp 176-180
	Department of Finance	pp 181-218
	Department of Public Health	pp 223-246
	Department of Public Safety	pp 247-303
	Department of Public Works	pp 304-338
	Department of Community Development	pp 339-342
	Department of Building and Housing	pp 343-356
	Department of Economic Development	pp 357-360
	Non-Departmental	pp 361-364
Internal Service Funds	Telephone Exchange	pp 471-473
	Motor Vehicle Maintenance	pp 480-486
	Printing & Reproduction	pp 487-491
	Storeroom & Warehouse	pp 492-493
	Health Self Insurance Fund	pp 494-495
	Prescription Self Insurance Fund	pp 496
	Radio	pp 474-479
Small Enterprise Funds	Public Auditorium	pp 442-447
	West Side Market	pp 448-451
	Cemeteries	pp 432-435
	Golf	pp 436
	Parking Facilities	pp 437-440
	East Side Market	pp 441
Special Revenue	Restricted Income Tax	pp 368
Stadium	Cleveland Stadium	pp 377
Streets	Division of Street Construction, Maintenance & Repair	pp 369-375

CITY OF CLEVELAND FUND STRUCTURE

The fund structure makes it difficult to define the City's budget because, in fact each fund has its own budget.

Fund Balance is defined as the balance in the fund remaining from all revenues, expenditures and carryover funds that is subject to future appropriation. The City receives no direct benefit i.e. sales tax, business tax from the development of restaurants, hotels and businesses in Greater Cleveland. The major fluctuations in fund balance in the below funds are in the General Fund, Water, Parking and West Side Market. The increase in the General Fund balance is due to the additional .5% increase in income tax. Decreases in Parking and West Side Market are predominantly due to contractual cost increases. Water is projected to have a decrease in ending fund balance due to additional costs in capital infrastructure.

	<u>Revenue</u>	<u>Expenditures</u>	<u>Excess/ (Deficiency) of Revenue Over Expenditures</u>	<u>Balance</u>	
				<u>Beginning</u>	<u>Ending</u>
GENERAL FUND					
General Fund	\$ 607,332,939	\$ 607,317,316	\$ 15,623	\$ 12,935,768	\$ 12,951,391
SPECIAL REVENUE FUNDS					
Street Maint & Construction*	\$ 27,165,666	\$ 27,377,861	\$ (212,195)	\$ 212,195	\$ —
Cleveland Stadium*	10,202,275	10,709,375	(507,100)	12,536,749	12,029,649
	<u>\$ 37,367,941</u>	<u>\$ 38,087,236</u>	<u>\$ (719,295)</u>	<u>\$ 12,748,945</u>	<u>\$ 12,029,650</u>
ENTERPRISES					
MAJOR					
Water	\$ 311,000,000	\$ 344,929,366	\$ (33,929,366)	\$ 191,250,547	\$ 157,321,181
Water Pollution Control	29,040,479	27,923,681	1,116,798	9,374,873	10,491,671
Cleveland Public Power	214,642,434	214,642,434	—	15,994,107	15,994,107
Airport-General Operations	165,221,118	165,221,118	—	60,652,096	60,652,096
	<u>\$ 719,904,031</u>	<u>\$ 752,716,599</u>	<u>\$ (32,812,568)</u>	<u>\$ 277,271,623</u>	<u>\$ 244,459,055</u>
SMALL					
Cemeteries*	\$ 1,728,783	\$ 1,766,809	\$ (38,026)	\$ 38,026	\$ —
Golf*	24,000	18,381	5,619	144,471	150,090
Parking Facilities*	10,465,373	10,851,878	(386,505)	1,157,346	770,841
Convention Center*	2,709,260	2,719,263	(10,003)	10,003	—
West Side Market	1,352,000	1,660,500	(308,500)	1,103,611	795,111
East Side Market	40,000	40,000	—	—	—
	<u>\$ 16,319,416</u>	<u>\$ 17,056,831</u>	<u>\$ (737,415)</u>	<u>\$ 2,453,457</u>	<u>\$ 1,716,042</u>
AGENCY FUND					
Central Collection Agency	\$ 11,782,954	\$ 11,782,954	\$ —	\$ 453,541	\$ 453,541
Less: Interfund Subsidies	<u>\$ 10,084,776</u>	<u>\$ 10,084,776</u>	<u>\$ —</u>	<u>\$ —</u>	<u>\$ —</u>
from GF					
NET CITY OF CLEVELAND OPERATING BUDGET FOR 2017	<u>\$ 1,382,622,505</u>	<u>\$ 1,416,876,160</u>	<u>\$ (34,253,655)</u>	<u>\$ 305,863,333</u>	<u>\$ 271,609,678</u>

*Includes General Fund Subsidy



Consolidated Financial Summary

Summary of Financial Sources and Uses- All Annually Appropriated Funds

	Governmental Funds								
	General Fund			Special Revenue Fund			Debt Service Fund		
	2015 Actual	2016 Unaudited	2017 Budget	2015 Actual	2016 Unaudited	2017 Budget	2015 Actual	2016 Unaudited	2017 Budget
Financial Sources									
Charges for Services	\$ 31,394,720	\$ 34,081,800	\$ 34,574,454	\$ 291,057	\$ 321,212	\$ 275,000	\$ -	\$ -	\$ -
Fines, Forfeitures & Settlements	15,690,781	11,577,587	9,457,187	250,133	-	-	-	-	-
Grant Revenue	385,566	72,290	416,666	-	-	-	-	-	-
Licenses & Permits	16,684,115	18,290,263	15,669,117	1,351,480	1,221,208	1,215,200	-	-	-
Miscellaneous	24,633,784	27,205,039	29,544,578	3,673,133	357,574	4,578,624	505,907	509,448	508,637
Other Shared Revenue									
CAT Tax	50,850	-	-	-	-	-	2,949,325	2,949,325	2,949,325
Property Tax- State Subsidy	3,208,865	3,127,768	3,127,253	-	-	-	2,186,238	2,143,351	2,121,538
Cigarette & Liquor Tax	805,672	853,445	824,000	-	-	-	-	-	-
Estate Tax	229,749	60,632	10,000	-	-	-	-	-	-
Casino	9,207,093	9,273,234	9,027,458	-	-	-	-	-	-
Other	23,018	8,360	21,458	-	-	-	-	-	-
	\$ 13,525,247	\$ 13,323,439	\$ 13,010,169	\$ 13,485,734	\$ 13,199,916	\$ 13,152,000	\$ 5,135,563	\$ 5,092,676	\$ 5,070,863
Property Tax	\$ 32,683,852	\$ 32,420,754	\$ 32,571,432	-	-	-	\$ 17,026,872	\$ 16,890,037	\$ 16,985,308
Sale of City Assets	315,594	293,993	2,500,000	-	-	-	-	-	-
State and Local Government Fund	26,579,767	24,596,372	26,990,383	-	-	-	-	-	-
Transfers In	5,446,498	1,616,592	4,499,894	18,441,121	20,954,586	19,257,117	15,366,546	8,035,965	3,676,446
Income Tax	308,946,752	314,801,172	397,338,059	38,618,344	39,350,146	49,667,257	34,172,034	31,600,024	35,145,483
Investment Income	445,624	760,581	780,000	91,199	162,057	165,000	21,345	77,929	34,700
Other Taxes									
Admission Tax	14,826,393	20,196,315	14,800,000	-	-	-	-	-	-
Motor Vehicle License Tax	3,088,390	3,161,036	3,000,000	-	-	-	-	-	-
Parking Tax	12,990,239	14,135,264	12,900,000	-	-	-	-	-	-
Electric Excise Tax	3,068,039	2,999,021	3,000,000	-	-	-	-	-	-
Hotel Tax	6,046,548	6,634,887	6,250,000	-	-	-	-	-	-
Other	31,389	32,605	31,000	-	-	-	-	-	-
	\$ 40,050,998	\$ 47,159,128	\$ 39,981,000	\$ -	\$ -	\$ -	\$ 4,862,661	\$ -	\$ -
Premium on Bond	-	-	-	-	-	-	28,975,000	-	-
Proceeds From Sale of Debt	-	-	-	-	-	-	-	-	-
Total Financial Sources	\$ 516,783,298	\$ 526,199,010	\$ 607,332,939	\$ 76,202,201	\$ 75,566,699	\$ 88,310,198	\$ 106,065,928	\$ 62,206,079	\$ 61,421,437
Financial Uses									
Salaries and Wages	\$ 288,361,555	\$ 298,505,802	\$ 326,339,403	\$ 11,472,171	\$ 11,005,960	\$ 12,817,303	\$ -	\$ -	\$ -
Benefits	123,486,397	124,334,140	142,873,884	4,137,749	4,117,992	4,794,510	-	-	-
Other Training and Professional Dues	664,068	693,381	1,097,692	1,520	-	-	-	-	-
Utilities	21,868,236	21,348,851	23,345,312	317,112	298,599	347,355	-	-	-
Contractual Services	30,137,046	39,979,561	42,661,413	2,092,971	2,026,289	2,309,954	-	-	-
Materials & Supplies	4,227,086	4,598,762	6,066,074	4,973,813	4,874,426	3,387,328	-	-	-
Maintenance	3,521,222	3,761,562	5,213,659	65,653	10,613	52,320	-	-	-
Claims, Refunds Maintenance	4,315,567	11,292,206	2,804,800	2,400	2,375	5,000	-	-	-
Interdepartmental Service Charges	17,826,587	18,113,866	18,614,877	2,508,570	1,852,806	2,468,124	-	-	-
Transfers Out	29,862,159	32,079,270	38,294,202	37,107,456	35,428,021	39,420,826	837,650	825,000	-
Capital Outlay	250,000	460,370	6,000	17,757,564	9,426,395	19,007,487	-	-	-
Debt Service	250,000	250,000	-	6,089,493	6,471,669	5,372,572	96,303,321	64,924,295	65,266,648
Expenditure Recovery	168,091	51,731	-	-	-	-	-	-	-
Total Financial Uses	\$ 524,938,014	\$ 555,469,502	\$ 607,317,316	\$ 86,526,472	\$ 75,515,145	\$ 89,982,779	\$ 97,140,971	\$ 65,749,295	\$ 65,266,648
Decertifications	624,561	109,695	-	127,687	175,231	-	-	-	-
Change in Receivables	-	-	-	-	-	-	-	-	-
Beginning Balance	\$ 49,626,721	\$ 42,096,566	\$ 12,935,769	\$ 42,593,042	\$ 32,396,458	\$ 32,623,243	\$ 15,449,597	\$ 24,374,554	\$ 20,831,338
Ending Balance	\$ 42,096,566	\$ 12,935,769	\$ 12,951,392	\$ 32,396,458	\$ 32,623,243	\$ 30,950,662	\$ 24,374,554	\$ 20,831,338	\$ 16,986,127
Change in Balance	\$ (7,530,155)	\$ (29,160,797)	\$ 15,623	\$ (10,196,584)	\$ 226,785	\$ (1,672,581)	\$ 8,924,957	\$ (3,543,216)	\$ (3,845,211)
% Change	-15.2%	-69.3%	0.1%	-23.9%	0.7%	-5.1%	57.8%	-14.5%	-18.5%

Consolidated Financial Summary



Proprietary Funds						Fiduciary Fund			Total		
Enterprise Funds			Internal Service Funds			Agency Fund			All Funds		
2015 Actual	2016 Unaudited	2017 Budget	2015 Actual	2016 Unaudited	2017 Budget	2015 Actual	2016 Unaudited	2017 Budget	2015 Actual	2016 Unaudited	2017 Budget
\$ 663,722,764	\$ 681,719,720	\$ 719,133,638	\$ 77,568,272	\$ 89,049,095	\$ 103,877,083	\$ 25,283	\$ -	\$ -	\$ 773,002,096	\$ 805,171,827	\$ 857,860,175
278,031	42,021	-	-	-	-	-	-	-	16,218,945	11,619,608	9,457,187
785,437	559,955	895,000	-	-	-	-	-	-	1,171,003	632,245	1,311,666
444,077	504,794	550,000	-	-	-	-	-	-	18,479,672	20,016,265	17,434,317
18,533,197	20,908,332	19,819,069	27,921,791	28,883,177	29,756,916	2,792,857	2,762,666	3,590,676	78,060,669	80,626,236	87,798,500
-	-	-	-	-	-	-	-	-	3,000,175	2,949,325	2,949,325
-	-	-	17,002	17,637	17,000	-	-	-	5,412,105	5,288,756	5,265,791
-	-	-	-	-	-	-	-	-	805,672	853,445	824,000
-	-	-	-	-	-	-	-	-	229,749	60,632	10,000
-	-	-	-	-	-	-	-	-	9,207,093	9,273,234	9,027,458
-	-	-	-	-	-	-	-	-	13,508,752	13,208,276	13,173,458
\$ -	\$ -	\$ -	\$ 17,002	\$ 17,637	\$ 17,000	\$ -	\$ -	\$ -	\$ 32,163,546	\$ 31,633,668	\$ 31,250,032
\$ 4,803	\$ -	\$ -	-	-	-	-	-	-	\$ 49,715,527	\$ 49,310,791	\$ 49,556,740
508,050	502,148	490,000	-	-	-	-	-	-	823,644	796,141	2,990,000
-	-	-	-	-	-	-	-	-	26,579,767	24,596,372	26,990,383
2,005,582	1,288,352	1,932,934	504,243	602,764	630,660	-	-	-	41,763,990	32,498,259	29,997,051
-	-	-	-	-	-	6,510,000	6,440,000	8,192,278	388,247,130	392,191,342	490,343,077
638,821	2,286,690	2,603,600	15,311	30,690	32,000	9,632	41,513	-	1,221,932	3,359,460	3,615,300
-	-	-	-	-	-	-	-	-	14,826,393	20,196,315	14,800,000
-	-	-	-	-	-	-	-	-	3,088,390	3,161,036	3,000,000
558,194	539,884	651,261	-	-	-	-	-	-	13,548,433	14,675,148	13,551,261
3,068,039	2,999,021	3,000,000	-	-	-	-	-	-	6,136,078	5,998,042	6,000,000
-	-	-	-	-	-	-	-	-	6,046,548	6,634,887	6,250,000
(5,407,432)	(5,238,595)	-	-	-	-	-	-	-	(5,376,043)	(5,205,990)	31,000
\$ (1,781,199)	\$ (1,699,690)	\$ 3,651,261	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 38,269,799	\$ 45,459,438	\$ 43,632,261
-	-	-	-	-	-	-	-	-	4,862,661	-	-
-	-	-	-	-	-	-	-	-	28,975,000	-	-
\$ 685,139,563	\$ 706,112,322	\$ 749,075,502	\$ 106,026,619	\$ 118,583,363	\$ 134,313,659	\$ 9,337,772	\$ 9,244,179	\$ 11,782,954	\$ 1,499,555,381	\$ 1,497,911,652	\$ 1,652,236,689
\$ 107,025,079	\$ 107,269,443	\$ 123,267,746	\$ 5,809,312	\$ 5,929,269	\$ 6,460,237	\$ 4,420,794	\$ 4,391,998	\$ 5,497,937	\$ 417,088,911	\$ 427,102,472	\$ 474,382,626
41,625,465	42,317,573	49,045,258	2,388,570	2,484,344	2,708,119	1,528,895	1,608,392	2,103,795	173,167,076	174,862,441	201,525,566
826,825	851,064	1,253,693	18,188	11,918	41,746	31,061	17,395	40,000	1,541,662	1,573,758	2,433,131
35,210,628	36,889,282	42,495,226	6,112,178	6,061,689	6,512,283	144,237	175,554	184,325	63,652,391	64,773,975	72,884,501
56,390,211	52,030,148	72,687,442	6,381,984	7,802,553	8,646,393	1,318,305	1,538,975	1,829,000	96,320,517	103,377,526	128,134,202
137,995,793	151,171,745	173,658,902	10,819,668	9,435,068	10,459,549	400,658	241,827	728,000	158,417,018	170,321,828	194,299,853
35,110,509	33,015,001	38,229,766	2,882,122	2,657,746	3,104,964	151,838	104,366	150,300	41,731,344	39,549,288	46,751,009
9,822,683	13,333,339	12,283,430	72,229,161	75,679,310	96,786,072	458,514	510,931	518,296	86,828,325	100,818,161	112,397,598
30,247,977	32,989,652	33,040,044	152,285	136,666	140,722	828,046	684,479	691,301	51,563,465	53,777,469	54,955,068
1,091,235	3,109,574	1,200,000	-	-	-	-	-	-	68,898,500	71,441,865	78,915,028
80,499,471	55,131,579	69,653,695	199,244	525,877	730,000	20,139	-	40,000	98,726,418	65,544,221	89,437,182
165,878,816	166,937,567	166,261,603	-	-	-	-	-	-	268,521,630	238,583,531	236,900,823
214,069	108,719	-	-	-	-	-	-	-	382,160	160,450	-
\$ 701,938,761	\$ 695,154,686	\$ 783,076,805	\$ 106,992,712	\$ 110,724,440	\$ 135,590,085	\$ 9,302,487	\$ 9,273,917	\$ 11,782,954	\$ 1,526,839,417	\$ 1,511,886,985	\$ 1,693,016,587
4,736,958	487,693	-	56,751	117,860	-	46,010	4,738	-	5,591,967	895,217	-
(1,417,905)	2,686,870	-	-	-	-	-	-	-	(1,417,905)	2,686,870	-
\$ 282,558,793	\$ 271,914,458	\$ 280,672,917	\$ 7,421,579	\$ 6,512,237	\$ 14,489,020	\$ 397,247	\$ 478,542	\$ 453,542	\$ 398,046,979	\$ 377,772,815	\$ 362,005,829
\$ 271,914,458	\$ 280,672,917	\$ 246,671,614	\$ 6,512,237	\$ 14,489,020	\$ 13,212,594	\$ 478,542	\$ 453,542	\$ 453,542	\$ 377,772,815	\$ 362,005,829	\$ 321,225,931
\$ (6,519,649)	\$ 8,758,459	\$ (34,001,303)	\$ (909,342)	\$ 7,976,783	\$ (1,276,426)	\$ 81,295	\$ (25,000)	\$ -	\$ (16,149,478)	\$ (15,766,986)	\$ (40,779,898)
-2.3%	3.2%	-12.1%	-12.3%	122.5%	-8.8%	20.5%	-5.2%	0.0%	24.6%	37.4%	-44.4%



Official Certificate Of Estimated Resources

CERTIFICATE OF ESTIMATED RESOURCES

Form Prescribed by the Bureau of Inspection and Supervision of Public Offices.

County Auditor's Form No. 32A

AMENDED OFFICIAL CERTIFICATE OF ESTIMATED RESOURCES

Based on 92.23% current & delinquent collection of current levy for previous tax year

Fund	Unencumbered Balance, Jan. 1, 2017	General Property Tax	Local Government	Other Sources	Total
General Fund	\$12,935,768.08	\$33,082,462.91	\$24,904,842.16	\$546,784,411.44	\$617,707,484.59
Fire Pension	-	1,280,610.78	-	-	1,280,610.78
Police Pension	-	1,280,611.71	-	-	1,280,611.71
Total General Fund	12,935,768.08	35,643,685.40	24,904,842.16	546,784,411.44	620,268,707.08
Restricted Income Tax	1,053,286.26	-	-	49,717,257.00	50,770,543.26
Schools Rec & Cult Activities	-	-	-	1,125,000.00	1,125,000.00
Rainy Day Fund	18,821,013.22	-	-	100,000.00	18,921,013.22
Street Construction, Mtc & Rep	212,195.48	-	-	27,165,666.00	27,377,861.48
Cleveland Stadium	12,536,749.28	-	-	10,202,275.00	22,739,024.28
Debt Service	20,831,337.54	18,568,866.04	-	43,946,782.96	83,346,986.54
Utilities Administration	482,873.19	-	-	5,363,508.00	5,846,381.19
Utilities Radio Communications	525,894.56	-	-	3,247,331.00	3,773,225.56
Utilities Fiscal Control	464,959.18	-	-	7,488,547.00	7,953,506.18
Water	191,250,547.48	-	-	311,000,000.00	502,250,547.48
Water Pollution Control	9,374,873.37	-	-	29,040,479.00	38,415,352.37
Cleveland Public Power	15,994,107.64	-	-	214,642,434.00	230,636,541.64
Airport Operations	60,652,096.40	-	-	165,221,118.00	225,873,214.40
Cemetery	38,026.92	-	-	1,728,783.00	1,766,809.92
Golf	144,471.51	-	-	24,000.00	168,471.51
Parking Facilities	1,157,346.63	-	-	10,465,373.00	11,622,719.63
Public Auditorium	10,003.70	-	-	2,709,260	2,719,263.70
West Side Market	1,103,611.87	-	-	1,352,000.00	2,455,611.87
East Side Market	-	-	-	40,000.00	40,000.00
Sinking Fund General Oper	9,819.87	-	-	722,403.00	732,222.87
Telephone Exchange	251,709.41	-	-	7,588,407.00	7,840,116.41
Workers Compensation Reserve	-	-	-	-	-
Health Self Insurance Fund	10,545,632.14	-	-	85,598,860.00	96,144,492.14
Prescription Self Insurance Fund	2,666,959.67	-	-	18,090,883.00	20,757,842.67
Motor Vehicle Maintenance	351,954.33	-	-	16,298,932.00	16,650,886.33
Printing	87,192.11	-	-	2,235,181.00	2,322,373.11
Storeroom	49,858.39	-	-	531,662.00	581,520.39
Central Collection Agency	453,541.09	-	-	11,782,954.00	12,236,495.09
Total	\$362,005,829.32	\$54,212,551.44	\$24,904,842.16	\$1,574,213,507.40	\$2,015,336,730.32

Transfers	Amount:
General Fund To:	
Stadium Fund	\$ 9,940,275.00
Streets Fund	8,191,842.00
Other Subfunds	8,000,000.00
Debt Service Fund	8,363,491.00
Schools Fund	1,125,000.00
IX Center Fund	150,000.00
Sinking Fund	630,660.00
Cemetery Fund	272,990.00
Public Auditorium Fund	1,619,944.00
	<u>\$ 38,294,202.00</u>

The City of Cleveland recently launched, and is executing, formal Strategic Planning processes which cascade goals down from the Mayor to Departments, Divisions, and, employees. The resultant Department goals are long term (three to five years) in nature. As a result, major modifications are not required on a yearly basis although continuous tracking, monitoring, and identification of strengths and weaknesses is an ongoing process to ensure that the City remains on track for goal achievement. For individual employees, however, this process consists of establishing specific, measurable, achievable, realistic and time-targeted (S.M.A.R.T) goals to ensure that employee objectives remain aligned with the strategic goals of the City and that every employee understands how their efforts contribute to the City's success.

To ensure ongoing success, the City developed goals which address the entire scope of City Operations, itemize where the City is going as an organization and what it intends to accomplish as it progresses along the identified strategic paths. Management then monitors the progress of City Operations on a continuous basis and takes corrective action measures where necessary to ensure the efficient use of resources and progress towards goal achievement.

AGING

Aging and Disability Resource Section

- Work with the Ohio Senior Health Insurance Information Program (OSHIIIP) and TV 20 to coordinate an educational session on the Basics of Medicare for Cleveland seniors and adults with disabilities.
- Use Social Media outlets to post information about the Aging and Disability Resource Center (ADRC) to increase awareness of the services offered in the community and to reach adult children with parents in need of assistance.

Customer Service

- Improve the quality of life for Cleveland seniors and adults with disabilities and assist them to maintain their independence by effectively executing the department's many programs and by developing new strategies and services.

Efficiency Through Technology

- Improve the overall management of Information Technology in the Department of Aging by working with ITS to create an IT strategic plan which will allow Aging to streamline processes and identify required IT resources.

Health, Safety, & Wellness

- Encourage department staff to achieve and/or maintain safe and healthy lives by conducting two safety and two health and/or wellness sessions.

Home Repair and Maintenance Section

- To successfully increase the capacity of the Chore Program by 100 clients for grass cutting, leaf raking and snow removal in collaboration with Court Community Service.
- To secure and train volunteers to assist with processing applications, for programs such as: The Senior Community Service Employment Program, The Work Employment Program, The Senior Home Owner Assistance Program, The Bed Bug Assistance Program and The Cleveland Tree Assistance Program.

Quality Service

- Effectively manage city general funds and grant funds, meeting the specific fiscal and reporting requirements associated with funding across various sources and continue to seek new funding opportunities.

Social Services Section

- Increase staff knowledge of Alzheimer's disease and related disorders through a collaboration with the Alzheimer's Association.
- Develop a working relationship with the new Family Justice Center, located at 75 Erievue Plaza, and a protocol for referrals to assist Cleveland seniors and /or adults with disabilities visiting the new center who may benefit from the services offered by the Department of Aging.

BUILDING & HOUSING

Customer Service

- The Department will timely implement the annual regulatory programs.

Efficiency through Technology

- More efficient processes, enhanced productivity and more predictable quality customer service through the revised business application in the Accela Work Management System.
- Maintain an up to date website which is extremely informative, clear, and user friendly to the Department's customers.

Quality Service

- Develop a tracking system for demolition and board up nuisance expenditures and the sending of that information Assessments and License.
- Send all appropriate documents to the city's collection agent within ten days of so requesting.
- Process demolition and board up contractor invoices within ten days of receipt.
- Deposit all checks and other payments received with the City Treasury within one business day from receipt of the payment.
- The Department will establish a Workplace Safety Committee that will review the Department's policies and personal protective equipment to ensure that the Department is using best practices and equipment to reduce workplace injuries and time off work due to those injuries.

CAPITAL PROJECTS

Customer Service

- Maintain MOCAP website by providing more access to project information to the internal and external stakeholders.

Efficiency through Technology

- Continue to Implement the newly developed MOCAP Dashboard Reporting program for the whole Department.
- Work on the MOCAP website to insure more access to project information to the internal and external stakeholders.
- Provide training and mentoring to all Department staff in regards to project delivery reporting and project delivery methodologies consistent with the recommendations of the nearly completed efficiency study. Train at least ten (10) Project Managers to the first level of a recognized project management training program.

Quality Service

- Standardize all processes and procedures dealing with project delivery for the entire Department to better predict outcomes and project delivery.

CITY PLANNING

- **Healthy Neighborhoods** Ensure that neighborhood planning uses a more health-centered approach through the utilization of new tools and methods to regulate design and development.
- **Service** Ensure that planning services are provided efficiently, promptly, understandably, professionally and courteously.
- **Engagement** Utilize high tech, low tech, and no tech means to engage community residents and stakeholders in all stages of the planning processes
- **Sustainability** Ensure that sustainable design principles are incorporated into plan development, design review, and zoning.
- **Equity** Ensure that equity considerations are infused in development planning approaches.
- **Connections** Link local transportation & community planning initiatives to city, regional, statewide and national development efforts.
- **Collaboration** Work internally, externally and across multiple sectors including public, private, philanthropic, and non-profit sectors to advance comprehensive approaches to development.
- **Prosperity** Utilize community planning as a mechanism to create job growth in the city and region, while connecting all city residents to employment and wealth-building opportunities through quality transportation options.
- **Secure and Align Financial Resources** Secure essential financial resources through grants and strategic partnerships through the aligning of CPC strategies with strategies of potential funders.
- **Develop Staff Capacity** Continue to develop individual and group (team) capacity for accountability, communication, collaboration, decision-making, effective action, and leadership.
- **Enhance & Develop Key Processes, Practices, and Tools** Develop, improve and sustain key 'value-add' processes, practices, and tools to facilitate consistently effective planning, regulation, advocacy, and implementation by the CPC and its stakeholders.
- **Optimize Technology** Optimize use of technology to automate processes, facilitate communications and connections, manage data, increase access to information, and support organization learning.
- **Advance CPC Relationship Network** Advance a network of strategic partnerships/alliances and collaborations essential to the CPC mission.
- **Promote the CPC Mission** Consistently communicate and promote the CPC Department's message to the CPC at large, the City of Cleveland Administration, the CPC relationship networks and the Cleveland community.

Quality Service

- Continue to emphasize housing and multi-family renovation with NSP and housing Trust Fund programs with houses meeting the green building standards.
- Successfully integrate the lead hazard control grant into the CD program offerings for improving the existing housing stock.

CIVIL SERVICE

Customer Service

- Explore Options for full online testing application.

Efficiency through Technology

- Explore automation options for customer online access to all current eligible lists.

Quality Service

- Improve the quality of test notification which will result in efficient testing.

COMMUNITY DEVELOPMENT

Efficiency through Technology

- Develop a database to better track and monitor development activities and projects.
- Land Bank will update its tracking system to account for:
 - The ordinance that allows for all land bank sales to occur without legislation.
 - Increase land acquisition due to projected increase in "Board of Revision" and demolition volume.
 - Continued emphasis in sales for yard expansions.

Quality Service

- Complete the tasks/performance to successfully close-out stimulus funded grants that have expired.
- Continue to emphasize housing and multi-family renovation with NSP and housing Trust Fund programs with houses meeting the green building standards.
- Successfully integrate the lead hazard control grant into the CD program offerings for improving the existing housing stock.

COMMUNITY RELATIONS BOARD

Efficiency through Technology

- Execute community outreach to provide pertinent information to our database of 2,500 unduplicated e-mail addresses from residents, businesses and community and civic organizations.

Quality Service

- Create, develop and provide training and support for 200 street/block clubs, community/neighborhood associations and call circles.
- Conduct 100 safety fairs, resource/information fairs, race relations forums and increase attendance at police/community relations meetings by 10%.

Customer Service

- Conduct 40 youth development and violence prevention seminars, training, work experiences and community dialogues for 1,250 unduplicated youth and young adults.
- Conduct 25 crisis interventions, mediation sessions, outreach and referrals to 600 unduplicated, formerly incarcerated persons, group member involved (GMI) and/or at-risk youth and young adults.
- Execute 44 special events and activities for 3,500 ethnic/multicultural/diverse communities through partnerships with various organizations.

ECONOMIC DEVELOPMENT

Customer Service

- Continue to provide excellent customer service to Cleveland businesses, responding within 2 days of inquiries.

Efficiency through Technology

- Implement PORTFOL software to allow accurate tracking of all applicants and incentive recipients to determine jobs created and retained community benefits and return on investment.
- Develop and implement a new business focused website and brand for the City of Cleveland as well as a social media strategy to advise both residents and businesses about the City's Economic Development activities and programs.

FINANCE

Customer Service

- To provide transparent financial reporting services that can be utilized by internal and external users to assist them with operational planning and reporting needs. (Also Efficiency through Technology)

Efficiency through Technology

- To provide a paperless data warehousing environment through CGI Advantage software system that contains all the financial data, with appropriate levels of reconciliation, operational, budgetary performance measures.
- To provide transparent financial reporting services that can be utilized by internal and external users to assist them with operational planning and reporting needs. (Also Customer Service)

Quality Service

- To provide professional financial management services and protect the fiscal integrity of the City by maximizing the collection of revenue, monitoring the efficient allocation and expending of funds necessary to support municipal operations and judiciously investing public funds.

HUMAN RESOURCES

Customer Service

- To deliver quality, uniform and cost effective services to City's employees in the areas of personnel administration, training, employee and labor relations, and benefits.

Efficiency through Technology

- To become more efficient through automation (benefits automation, Affordable Care Act, Employee Self Service, FMLA, records retention and scanning)

Health, Safety, & Wellness

- To create wellness programming to enhance employee's overall Physical, mental and financial wellness and create health care plan designs that reduce to City's healthcare costs.

Quality Service

- To become a more strategic partner to the City's departments by ensuring the delivery of quality and reliable services.



Departmental Goals & Objectives

LAW

Customer Service

- Increase communication with client departments on the status of legal assistance requests and litigation.

Efficiency through Technology

- Explore and implement technology solutions for monitoring the status of the Department's work, specifically public records and litigation, to further efficiency and accountability.

OFFICE OF EQUAL OPPORTUNITY

Customer Service

- Host Quarterly Contractor Meetings
- Outreach, communications and information sharing.
- Examine strategies for capacity building.

Efficiency through Technology

- Continue learning report elements under B2GNow and LCP Tracker for greater efficiency in certifications and compliance.
- Continue streamlining and standardizing prevailing wage across the City enterprise.

Health, Safety & Wellness

- Ensure proper safety gear is worn when staff goes on site visits.

Quality Service

- Examine strategies to refine the Small Contractor Rotation Program.
- Conduct 10 Year Review of C.O. 188, Resident Employment Law.

PORT CONTROL

Customer Service

- Annually improve passenger satisfaction ratings compared to benchmark airports. (The benchmark airports are Cincinnati, Indianapolis, Austin-Bergstrom, Salt Lake City, Columbus, Detroit, Minneapolis, Dallas-Fort Worth, Boston Logan, and Denver)

Efficiency Through Technology

- Implement scheduled IT (Information Technology) Master Plan initiatives

Quality Service

- Annually meet prescribed runway clearance times during the snow season
- Implement the Cleveland Airport System Mentor Protégé Program.

PUBLIC HEALTH

Customer Service

- To improve CDPH's services to both internal and external customers through enhanced staff training and ongoing measurement of customer satisfaction.
- To promote the Healthy Cleveland Initiative within all City Departments and throughout Cleveland communities.

Efficiency through Technology

- To increase CDPH's ability to effectively address the City's most critical public health issues by utilizing new technology and/or processes to enhance productivity and efficiency.

Quality Service

- To improve the quality of CDPH's programs and services by routinely monitoring performance indicators and targets - and implementing corrective action plans in response to deficiencies.
- To standardize the management, monitoring and oversight of CDPH grants across all Divisions by instituting monthly and quarterly monitoring of all grants.
- To pursue national accreditation status for the Cleveland Department of Public Health.

PUBLIC UTILITIES

Customer Service

- DPU will deliver "best-in-class" customer service through efficient and effective operations.

Efficiency through Technology

- DPU will use its technology investments and implement new technology to become more efficient and effective in meeting its customer service and operational commitments.

Quality Service

- DPU will complete the Mayor's reorganization in order to deliver high quality and reliable service throughout our service area.

PUBLIC SAFETY

Customer Service

- Each employee within the Department of Public Safety will receive continuing education and training in the following areas: Customer service focusing on restoring public confidence, quality service that focuses on personal integrity, professionalism, and fairness

Quality Service

- Ensure each employee adheres to all City, Department, and Divisional policies, procedures and orders.
- All personnel charged with the duty and responsibility to supervise and manage subordinates shall receive employee evaluation training (to be provided by EASE@Work through HR).



Departmental Goals & Objectives

PUBLIC WORKS

Efficiency through Technology

- Implement technology to assist with the management and decision making of operations.

Quality Service

- Operate and maintain clean, accessible, vibrant public spaces for exploration, relaxation, and exercise, while connecting culturally diverse venues of sports, entertainment, and educational experience.
- Provide consistent quality service, clean neighborhoods and safe right of ways for pedestrians, motorists, and visitors that make our City a better place to live, work and play.

WORKFORCE DEVELOPMENT

Customer Service

- To place 4,000 individuals into jobs during the program year.
- 90% of placements will be retained in those jobs after 6 months
- At least 300 people will receive career technical training.

General Fund



The General Fund supports most basic operations including Police and Fire protection, Emergency Medical Service, Waste Collection, Recreation, Health Centers, Park Maintenance, Building and Housing regulation and Municipal Courts. It also includes support services such as Human Resources, Finance and Law. Funding for these activities is derived from a variety of revenue sources which include taxes, licenses and permits, fines and user fees. These are described in greater detail in the following section.

The 2017 General Fund budget is comprised of \$607.3 million in expenditures. The 2017 proposed revenues are estimated at \$607.3 million.

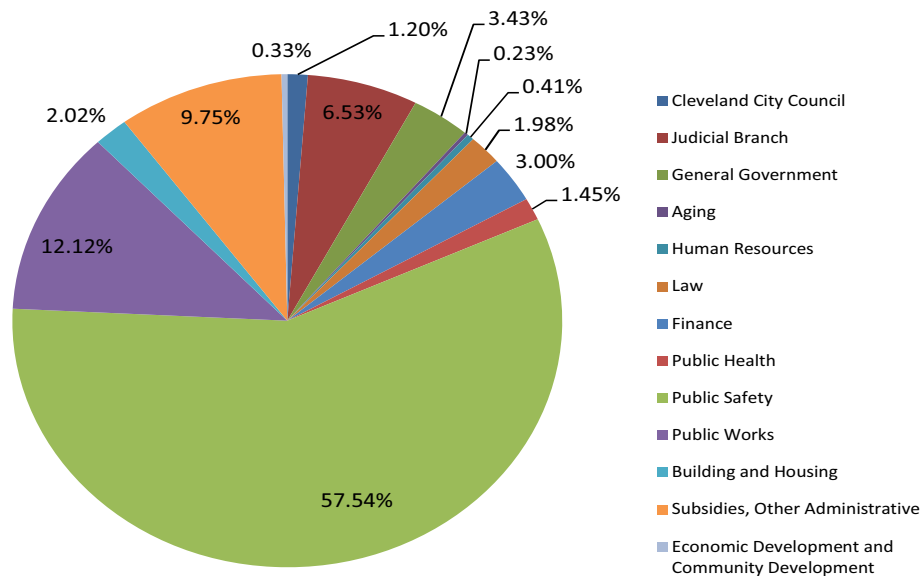


PRELIMINARY 2017 EXPENSES BY DEPARTMENT

The City delivers tax-supported services to its residents in several basic program areas including Safety, Service, Public Works, Health, and Urban Planning and Development. The following chart shows that well over half of the General Fund budget (58%) is devoted to Public Safety, with 12% of all funds going to Public Works (including Waste Collection and the General Fund Operating Transfer to Streets). Only 6% is devoted to support functions such as financial, legal and Human Resources. Other includes Aging, City Council, Community Relations, Mayor's Office and Municipal Courts.

General Fund costs have increased as a result of:

- Additional expenses that relate to the delivery of enhanced services in the following departments: Public Safety, Public Works, Health, Building and Housing, Community Relations, City Planning, Finance, Office of Equal Opportunity, and Aging.
- Additional Civil Service Testing for Police and Fire exams.
- Additional expenses resulting in the creation of 2 new General Fund Departments; the Mayor's Office of Quality Control and Performance Management and the Mayor's Office of Sustainability.



In the following pages, financial data is presented for all divisions for comparison with previous years. Staffing levels are also included for every division. For 2017, the actual numbers of employees on the payroll at year-end and actual expenditures are presented. In some divisions such as Police, Fire, Streets and Waste Collection where there is substantial turnover, average staffing levels are used for a more realistic picture. Due to rounding, numbers in the expenditure detail sections may not add.



	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget	\$ Change	% Change
LEGISLATIVE BRANCH						
COUNCIL	\$ 6,414,472	\$ 6,574,836	\$ 6,803,318	\$ 7,317,939	\$ 514,621	8%
JUDICIAL BRANCH						
Municipal Court	\$ 21,393,539	\$ 21,509,381	\$ 21,896,475	\$ 23,983,097	\$ 2,086,622	10%
Clerk of Courts	13,980,695	11,057,504	10,902,387	11,389,988	487,601	4%
Housing Court	3,457,270	3,632,749	4,090,362	4,291,791	201,429	5%
TOTAL JUDICIAL BRANCH	\$ 38,831,504	\$ 36,199,634	\$ 36,889,224	\$ 39,664,876	\$ 2,775,652	8%
EXECUTIVE BRANCH						
GENERAL GOVERNMENT						
Office of the Mayor	\$ 2,409,676	\$ 2,199,061	\$ 2,361,678	\$ 3,059,968	\$ 698,290	30%
Office of Capital Projects	4,472,245	4,838,106	4,865,730	6,080,330	1,214,600	25%
Mayor's Office of Quality Control & Performance Management	—	—	—	1,571,845		%
Landmarks Commission	142,109	105,384	113,392	208,250	94,858	84%
Building Standards and Appeals	127,101	128,265	134,530	136,541	2,011	1%
Zoning Appeals	232,068	228,517	224,879	245,818	20,939	9%
Civil Service Commission	774,341	676,482	1,030,927	1,416,200	385,273	37%
Community Relations Board	1,287,457	1,305,827	1,314,150	3,338,792	2,024,642	154%
City Planning Commission	1,561,820	1,532,913	1,580,186	2,233,531	653,345	41%
Boxing & Wrestling Commission	5,253	5,246	42,161	26,120	(16,041)	-38%
Mayor's Office of Sustainability	—	—	—	787,381	787,381	%
Office of Equal Opportunity	506,499	631,233	596,597	888,733	292,136	49%
Office of Budget & Management	687,823	814,695	684,148	867,308	183,160	27%
TOTAL GENERAL GOVERNMENT	\$ 12,206,392	\$ 12,465,729	\$ 12,948,378	\$ 20,860,817	\$ 7,912,439	61%
DEPARTMENT OF AGING	\$ 1,024,315	\$ 1,039,410	\$ 1,015,423	\$ 1,402,997	\$ 387,574	38%
DEPART. OF HUMAN RESOURCES	\$ 2,078,936	\$ 2,042,731	\$ 1,955,320	\$ 2,509,208	\$ 553,888	28%
DEPARTMENT OF LAW	\$ 11,429,871	\$ 13,297,180	\$ 19,891,960	\$ 12,008,022	\$ (7,883,938)	-40%
DEPARTMENT OF FINANCE						
Director's Office	\$ 1,004,958	\$ 1,081,612	\$ 1,035,314	\$ 1,297,608	\$ 262,294	25%
Accounts	1,760,499	2,038,015	1,799,915	2,117,262	317,347	18%
Assessments & Licenses	2,809,299	3,285,704	3,126,545	4,491,095	1,364,550	44%
Treasury	721,440	658,396	711,281	843,923	132,642	19%



	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget	\$ Change	% Change
Purchases & Supplies	594,747	696,150	589,950	732,122	142,172	24%
Bureau of Internal Audit	794,024	822,293	701,612	1,277,877	576,265	82%
Financial Reporting & Control	1,018,289	1,120,385	1,154,604	1,445,526	290,922	25%
Information Technology Services	3,204,194	4,528,476	4,877,888	6,008,277	1,130,389	23%
TOTAL FINANCE	\$ 11,907,450	\$ 14,231,031	\$ 13,997,109	\$ 18,213,690	\$ 4,216,581	30%
DEPARTMENT OF PUBLIC HEALTH						
Director's Office	\$ 1,052,490	\$ 1,104,082	\$ 1,121,445	\$ 1,386,442	\$ 264,997	24%
Health	3,240,089	3,377,182	4,089,059	4,463,757	374,698	9%
Environment	997,264	1,470,098	967,203	1,981,811	1,014,608	105%
Air Quality	415,285	399,227	408,331	949,223	540,892	132%
TOTAL PUBLIC HEALTH	\$ 5,705,128	\$ 6,350,589	\$ 6,586,038	\$ 8,781,233	\$ 2,195,195	33%
DEPARTMENT OF PUBLIC SAFETY						
Director's Office	\$ 4,732,144	\$ 5,335,911	\$ 5,487,547	\$ 5,559,733	\$ 72,186	1%
Police	174,585,152	179,374,002	190,616,124	199,579,997	8,963,873	5%
Fire	84,839,753	88,923,387	87,427,928	89,119,873	1,691,945	2%
Emergency Medical Service	21,858,606	22,979,540	23,787,351	30,027,275	6,239,924	26%
Animal Care and Control	1,454,979	1,527,627	1,479,291	2,429,548	950,257	64%
Correction	12,326,464	11,717,254	11,774,579	14,706,873	2,932,294	25%
Office of Professional Standards	—	—	648,062	1,084,916	436,854	67%
Police Review Board	—	—	49,664	91,990	42,326	85%
Community Police Commission	—	—	36,377	781,294	744,917	2,048%
Police Inspector General	—	—	—	147,048	147,048	%
Department of Justice	—	—	1,753,279	5,939,880	4,186,601	239%
TOTAL PUBLIC SAFETY	\$ 299,797,098	\$ 309,857,721	\$ 323,060,202	\$ 349,468,427	\$ 26,408,225	8%
DEPARTMENT OF PUBLIC WORKS						
Division of Public Works Administration	\$ 2,854,231	\$ 3,178,215	\$ 3,087,989	\$ 3,152,172	\$ 64,183	2%
Recreation	11,716,656	11,767,849	12,065,131	14,925,177	2,860,046	24%
Parking Facilities	1,126,125	1,185,597	1,108,489	1,239,562	131,073	12%
Property Management	7,564,768	7,598,951	7,489,024	7,925,588	436,564	6%
Parks Maintenance & Properties	13,458,794	13,612,345	13,525,505	15,495,302	1,969,797	15%
Division of Waste Disposal	24,934,969	24,731,569	23,419,663	27,290,576	3,870,913	17%
Division of Traffic Engineering	3,320,469	3,265,880	3,341,011	3,578,652	237,641	7%
TOTAL PUBLIC WORKS	\$ 64,976,012	\$ 65,340,406	\$ 64,036,812	\$ 73,607,029	\$ 9,570,217	15%
COMM. DEV. DIRECTOR'S OFFICE	\$ 238,217	\$ 270,209	\$ 183,789	\$ 313,799	\$ 130,010	71%

	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Unaudited</u>	<u>2017 Budget</u>	<u>\$ Change</u>	<u>% Change</u>
DEPARTMENT OF BUILDING & HOUSING						
Director's Office	\$ 1,897,077	\$ 1,982,901	\$ 2,090,117	\$ 2,388,965	\$ 298,848	14%
Code Enforcement	5,514,946	5,625,085	5,925,202	8,147,456	2,222,254	38%
Construction Permit	1,245,606	1,325,065	1,402,918	1,727,960	325,042	23%
TOTAL BUILDING & HOUSING	\$ 8,657,629	\$ 8,933,051	\$ 9,418,237	\$ 12,264,381	\$ 2,846,144	30%
ECONOMIC DEVELOPMENT	\$ 1,538,408	\$ 1,487,949	\$ 1,625,267	\$ 1,701,675	\$ 76,408	5%
NON-DEPARTMENTAL						
County Auditor Deductions	\$ 1,982,226	\$ 977,098	\$ 1,478,235	\$ 811,000	\$ (667,235)	-45%
Other Administrative	20,796,605	16,008,280	32,079,270	38,294,202	6,214,932	19%
Subsidies to Other Funds	29,571,929	29,862,159	23,500,920	20,098,021	(3,402,899)	-14%
TOTAL NON-DEPARTMENTAL	\$ 52,350,760	\$ 46,847,537	\$ 57,058,425	\$ 59,203,223	\$ 2,144,798	4%
TOTAL EXECUTIVE BRANCH	\$ 471,910,216	\$ 482,163,543	\$ 511,776,960	\$ 560,334,501	\$ 48,557,541	9%
TOTAL GENERAL FUND	<u>\$ 517,156,192</u>	<u>\$ 524,938,013</u>	<u>\$ 555,469,502</u>	<u>\$ 607,317,316</u>	<u>\$ 51,847,814</u>	<u>9%</u>



	2014 Actual	2015 Actual	2016 Actual	2017 Budget	HC Change	% Change
LEGISLATIVE BRANCH						
COUNCIL	58	58	59	60	1	2%
JUDICIAL BRANCH						
Municipal Court	249	243	252	266	14	6%
Clerk of Courts	150	148	149	155	6	4%
Housing Court	46	44	46	46	—	%
TOTAL JUDICIAL BRANCH	445	435	447	467	20	4%
EXECUTIVE BRANCH						
GENERAL GOVERNMENT						
Office of the Mayor	22	21	24	29	5	21%
Office of Capital Projects	50	54	46	64	18	39%
Office of Quality Control and Perf. Mgmt	—	—	—	14	14	%
Landmarks Commission	1	1	1	2	1	100%
Building Standards and Appeals	1	1	1	1	—	%
Zoning Appeals	2	2	2	2	—	%
Civil Service Commission	8	7	6	7	1	17%
Community Relations Board	14	18	15	21	6	40%
City Planning Commission	18	18	18	22	4	22%
Boxing & Wrestling Commission	—	—	—	—	—	%
Office of Sustainability	—	—	—	7	7	%
Office of Equal Opportunity	9	8	7	10	3	43%
Office of Budget & Management	8	8	7	9	2	29%
TOTAL GENERAL GOVERNMENT	133	138	127	188	61	47%
DEPARTMENT OF AGING	10	10	8	14	6	75%
DEPARTMENT OF HUMAN RESOURCES	16	15	11	17	6	55%
DEPARTMENT OF LAW	75	69	71	80	9	13%
DEPARTMENT OF FINANCE						
Director's Office	7	7	6	8	2	33%
Accounts	15	16	15	17	2	13%
Assessments & Licenses	29	30	30	51	21	70%



	2014 Actual	2015 Actual	2016 Actual	2017 Budget	HC Change	% Change
Treasury	7	6	7	8	1	14%
Purchases & Supplies	10	9	7	10	3	43%
Bureau of Internal Audit	7	6	6	7	1	17%
Financial Reporting & Control	11	13	11	15	4	36%
Information Technology Services	17	22	26	31	5	15%
TOTAL FINANCE	103	109	108	147	39	35%
DEPARTMENT OF PUBLIC HEALTH						
Director's Office	9	8	10	12	2	20%
Health	29	28	27	37	10	37%
Environment	11	10	12	22	10	83%
Air Quality	1	1	1	8	7	700%
TOTAL PUBLIC HEALTH	50	47	50	79	29	58%
DEPARTMENT OF PUBLIC SAFETY						
Director's Office	44	42	34	38	4	12%
Police-Uniform	1,527	1,486	1,437	1,601	164	11%
Civilian	223	224	217	267	50	24%
Fire-Uniform	743	741	723	743	20	3%
Civilian	7	8	7	13	6	86%
Emergency Medical Service	237	231	232	333	101	44%
Animal Care and Control	15	16	15	31	16	107%
Correction	129	122	122	153	31	25%
Office of Professional Standards	—	—	9	10	1	11%
Police Review Board	—	—	—	—	—	%
Community Police Commission	—	—	—	5	5	%
Police Inspector General	—	—	—	1	1	%
Department of Justice	—	—	1	5	4	400%
Civilian	—	—	—	6	6	%
TOTAL PUBLIC SAFETY	2,925	2,870	2,797	3,206	409	15%
DEPARTMENT OF PUBLIC WORKS						
Division of Public Works Administration	38	35	34	38	4	12%
Recreation	93	94	96	139	43	45%
Parking Facilities	19	18	18	21	3	17%
Property Management	73	67	65	74	9	14%
Parks Maintenance & Properties	96	98	97	113	16	16%
Division of Waste Disposal	181	166	170	237	67	39%



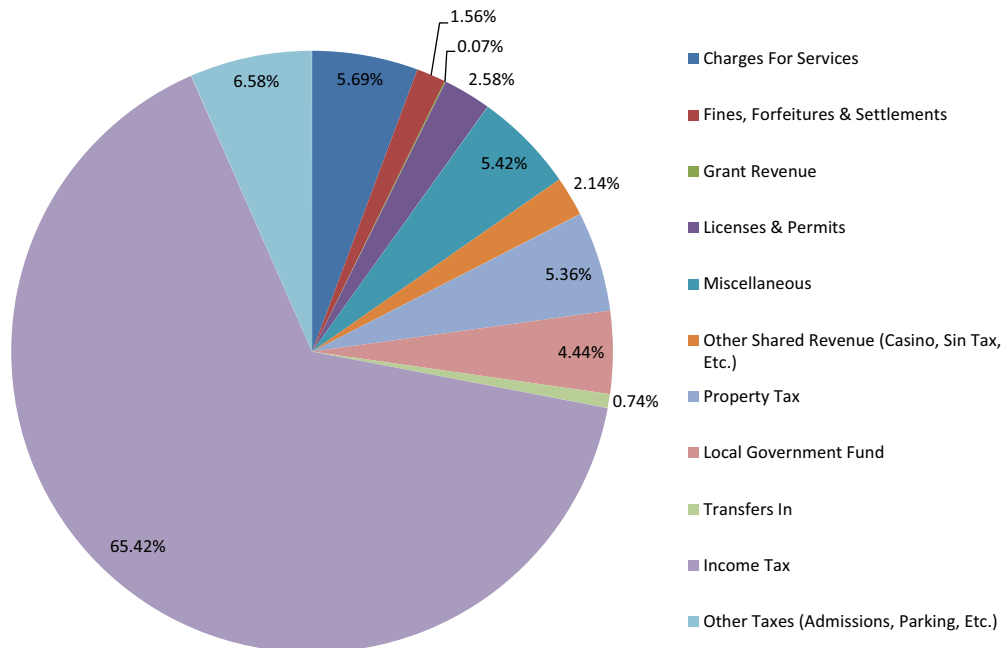
	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Budget</u>	HC Change	% Change
Division of Traffic Engineering	29	31	29	33	4	14%
TOTAL PUBLIC WORKS	529	509	509	655	146	29%
COMM. DEVELOP. DIRECTOR'S OFFICE	4	2	2	4	2	100%
DEPARTMENT OF BUILDING & HOUSING						
Director's Office	21	21	22	25	3	14%
Code Enforcement	75	71	80	114	34	43%
Construction Permit	17	17	18	21	3	17%
TOTAL BUILDING & HOUSING	113	109	120	160	40	33%
ECONOMIC DEVELOPMENT	16	16	18	19	1	6%
TOTAL EXECUTIVE BRANCH	<u>3,771</u>	<u>3,691</u>	<u>3,628</u>	<u>4,303</u>	<u>675</u>	<u>19%</u>
TOTAL GENERAL FUND	<u>4,477</u>	<u>4,387</u>	<u>4,327</u>	<u>5,096</u>	<u>769</u>	<u>18%</u>

PRELIMINARY 2017 SOURCES OF REVENUE

Although the City typically projects revenues conservatively, resulting in projected expenses exceeding revenues, the final budget is required by state law to be balanced. Since 2008, global recession and State budget cuts have resulted in a loss of \$17 million property tax and an additional \$27 million loss of the Local Government Fund. It should be noted here that the final 2017 GF Budget will be slightly different from the preliminary numbers presented in this plan due to the timing of the final budget reconciliation process with City Council.

The City's Income Tax is the largest source of revenue for the General Fund. It is generated by a 2.5% tax on wages and earnings, not only of Cleveland residents but also non residents working within the City. Of total collections, 88.9% flows to the General Fund while the remainder is placed in a Restricted Income Tax Fund to be used for debt service payments and capital expenditures. Because the Income Tax makes up such a large proportion of the General Fund, the amount of financial resources available to provide City services is directly related to the health of the local economy.

The second largest General Fund revenue source is generated by County property tax collections. Cuyahoga County will fully reappraise all property values in 2018 (required every six years).



Charges for Services: Medical transport billing, waste collection fees, and other recoverable fees.

Fines, Forfeitures & Settlements: Receipt of criminal fines and court costs from convictions of misdemeanor, felony offenses, camera enforcement program, parking, and non waiverable traffic violations. Revenues from fines and forfeitures include collections from parking violations and court levied civil and criminal fines. This revenue is directly related to the number of parking and moving violations issued by the City and court fines and costs.

Grant Revenue: Reimbursements from grants that provide funding for program support.



General Fund

Licenses & Permits: Receipts for City inspections, food handled, business licenses, and zoning and permit fees. This includes sales and charges for service which are charged to users of City services. Examples are fees for emergency medical service, medical care at the City's health centers and copies of birth and death certificates, and various miscellaneous sources, central service costs and expenditure recoveries are part of this category. The City has also implemented a Waste Collection Fee \$8.75 per household.

Miscellaneous: Reimbursement from Port Control for Cleveland Police detail at airport. Charge backs by Parks Maintenance for maintenance services performed at various vacant lots located throughout the city, i.e. rubbish removal, grass cutting, tree trimming, snow removal, cleaning and washing equipment, and other services as needed. Refunds, inspection fees, charges for return of NSF checks. Also included are Expenditure Recoveries, Cost Allocation Plan recovery, and Grant Indirect Costs.

Other Shared Revenue:

Casino: Ohio Casinos are taxed at a rate of 33 percent on Gross Casino Revenue. The state then disburses the tax revenue to the following funds: 51% to the Host City Fund, 3% each to the Ohio State Racing Commission/Ohio Casino Control Commission and 2% each to the Law Enforcement Training Fund/Problem Gambling and Addictions Fund. The City then distributes 85% to the General Fund and 15% to a Special Fund for Council.

Cigarette & Liquor Tax:

- ♦ The Cigarette tax is a County tax administered by the State, and distributed back to the Counties, then to the City based on the volume of cigarette licenses sold to dealers and tax stamps purchased to be affixed to individual packages. The state excise tax on cigarettes is now \$1.25 per pack.
- ♦ Liquor tax is a County occupational license tax imposed on the privilege of engaging in the alcohol beverage business in Ohio. Businesses such as convenience stores, taverns, etc must obtain a license from the state to dispense alcoholic beverages. A portion of these license fees are then remitted back to the City from the state.

Commercial Activity Tax (CAT): This is a State assessed tax enacted when Tangible Property Tax was repealed. Businesses with receipts of \$150,000 - \$1 million will pay a minimum tax of \$150. Businesses with receipts of less than \$150,000 are not subject to the CAT.

Estate Tax: Inheritance Tax is a State tax through Cuyahoga County to the City. The taxable estate equals the value of the gross estate less allowable deductions. 64% of the revenue received is distributed back to the municipal corporation of origin. Estate Tax was eliminated in 2014.

Other: Miscellaneous category including Special projects, Economic Development shared projects, Grant paybacks, other reimbursements for provided services.

Property Tax Subsidy: This is a replacement for the Homestead Rollback, 10% Real Property and 2.5% owner occupied Real Property.

Other Taxes: Includes both locally and state collected sources. Locally, the City receives Admission Tax for most entertainment events scheduled in the City as well as a tax on the leasing of motor vehicles. Both of these taxes were previously increased as part of an overall funding plan for the reconstruction/rebuilding of Cleveland Municipal Stadium. The Motor Vehicle Lessor Tax was raised from \$4 to \$6 per transaction as of August 1, 1996. The State distributes a portion of Estate, Liquor and Cigarette taxes to their municipality of origin. Estate Tax has been eliminated by the State of Ohio effective 2014.

Admission Tax: Increased from 6% to 8% effective January 1, 1997, receipts are on ticket sales for entertainment events held within the city.

Electric Excise Tax: Excise Tax is revenue derived from a fee paid to a municipality from a franchisee for "rental" or "toll" for the use of city streets and rights-of-way. In consideration of the cost incurred to construct, install, operate, or provide services using facilities in the public rights-of-way.

Hotel Tax: An excise tax of three percent (3%) on transactions by which lodging is or is to be furnished by a hotel to transient guests.

Motor Vehicle Lessor Tax: Tax on Rental Cars

Parking Tax: 8% Commercial parking tax assessment

Property Taxes: Property is assessed at 35% of its appraised value. Receipts are classified into four categories; General Fund, Bond Retirement, Police Pension and Fire Pension monies. All monies are deposited into the General Fund except Bond Retirement monies, which belong to Debt Service. Distribution is as follows:

♦ **Commercial/ Industrial:**

Schools: 60.12%

Cleveland: 12.70%

County: 19.83%

Library: 6.45%

♦ **Residential:**

Schools: 52.43%

Cleveland: 12.70%

County: 20.01%

Library: 6.33%



General Fund

Sale of City Assets: All receipts from the sale of City assets which include property and equipment disposal, (i.e. scrap metal value or auction of vehicles and equipment).

State and Local Government Fund: Local Government fund is a state of Ohio revenue sharing program established in 1934 in which cities share in the collection of the state income, sales, public utility excise tax, and corporate franchise taxes. The distribution basis is a function of population and property tax values. The basis was collectively reduced by 50% by the State of Ohio. These funds are distributed in two ways nine-tenths (90%) to counties divided among all towns, villages and municipalities, and one-tenth directly to cities which collect an income tax.

Transfer In: Income from land sales at Chagrin Highlands and Economic Development.

Income Tax: The city income tax rate is 2.5% of all wages and business profits.

Investment Income: Receipts from Interest earned on Investments of comingled funds, including Treasury Notes, Treasury Bills, certificates of Deposit, and Repurchase Agreements.

Other Revenue Terms:

Certificate of Estimated Resources: An original Certificate of Estimated Resources, received from the County Auditor, is based on an estimate of the year-end unencumbered balances and the estimated revenues for the upcoming calendar year as reflected on the tax budget. An amended certificate of estimated resources is received, by the City, after the tax rate resolution and the unencumbered balances/revised revenue estimates are certified to the County.

Mills: Local Property tax rates are always computed in mills. One mill costs the property owner \$1.00 for every \$1,000 of assessed valuation each year. In our example, the \$100,000 will produce \$35 in tax revenue for each mill.

In Ohio, millage is referred to as "inside" millage and "outside" millage. Inside millage is the millage provided by the Constitution of the State of Ohio and is levied without the vote of the people as established very early in the State's history. The inside millage rate is limited to ten mills in each political subdivision. Public schools, cities, counties and other local governments are allocated a portion of the ten inside mills.

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget	\$ Change	% Change
CHARGES FOR SERVICES	\$ 33,418,201	\$ 31,394,720	\$ 34,081,800	\$ 34,574,454	\$ 492,654	1%
FINES, FORFEITURES & SETTLEMENTS	\$ 23,732,685	\$ 15,690,781	\$ 11,577,587	\$ 9,457,187	\$ (2,120,400)	-18%
GRANT REVENUE	\$ 1,774,132	\$ 385,566	\$ 72,290	\$ 416,666	\$ 344,376	476%
LICENSES & PERMITS	\$ 13,105,597	\$ 16,684,115	\$ 18,290,263	\$ 15,669,117	\$ (2,621,146)	-14%
MISCELLANEOUS	\$ 25,971,312	\$ 24,633,784	\$ 27,205,039	\$ 29,544,578	\$ 2,339,539	9%
OTHER SHARED REVENUE						
CAT Tax	\$ 101,701	\$ 50,850	\$ —	\$ —	\$ —	%
Property Tax-State Subsidy	3,253,689	3,208,865	3,127,768	3,127,253	(515)	0%
Cigarette & Liquor Tax	766,204	805,672	853,444	824,000	(29,444)	-3%
Estate Tax	735,799	229,749	60,632	10,000	(50,632)	-84%
Casino	9,615,799	9,207,093	9,273,234	9,027,458	(245,776)	-3%
Other	32,553	23,017	8,360	21,458	13,098	157%
	\$ 14,505,745	\$ 13,525,248	\$ 13,323,438	\$ 13,010,169	\$ (313,269)	-2%
PROPERTY TAX	\$ 32,337,803	\$ 32,683,852	\$ 32,420,754	\$ 32,571,432	\$ 150,678	0%
SALE OF CITY ASSETS	\$ 1,043,656	\$ 315,594	\$ 293,993	\$ 2,500,000	\$ 2,206,008	750%
STATE AND LOCAL GOVERNMENT FUND	\$ 25,021,013	\$ 26,579,767	\$ 24,596,372	\$ 26,990,383	\$ 2,394,011	10%
TRANSFERS IN	\$ 11,329,409	\$ 5,446,498	\$ 1,616,592	\$ 4,499,894	\$ 2,883,302	178%
INCOME TAX	\$ 297,124,281	\$ 308,946,752	\$ 314,801,172	\$ 397,338,059	\$ 82,536,887	26%
INVESTMENT INCOME	\$ 454,363	\$ 445,624	\$ 760,581	\$ 780,000	\$ 19,419	3%
OTHER TAXES						
Admission Tax	\$ 12,289,312	\$ 14,826,393	\$ 20,196,316	\$ 14,800,000	\$ (5,396,316)	-27%
Motor Vehicle License Tax	2,830,808	3,088,390	3,161,036	3,000,000	(161,036)	-5%
Parking Tax	11,818,964	12,990,239	14,135,263	12,900,000	(1,235,263)	-9%
Electric Excise Tax	3,300,471	3,068,039	2,999,021	3,000,000	979	0%
Hotel Tax	5,141,242	6,046,548	6,634,887	6,250,000	(384,887)	-6%
Other	34,352	31,389	32,605	31,000	(1,605)	-5%
	\$ 35,415,150	\$ 40,050,997	\$ 47,159,128	\$ 39,981,000	\$ (7,178,128)	-15%
TOTAL RECEIPTS	\$ 515,233,348	\$ 516,783,298	\$ 526,199,007	\$ 607,332,939	\$ 81,133,932	15%



COUNCIL AND CLERK OF COUNCIL

Kevin J. Kelley, Council President

Patricia J. Britt, Clerk Of Council

The legislative powers of the City of Cleveland are vested in the Cleveland City Council, except for those powers reserved to the people by Charter. Council has authority, expressly conferred by the Charter, to divide the City into wards, determine Council meeting dates, elect a President and choose a Clerk. The Council, the Mayor and any person or Committee authorized by the Council or the Mayor, have the power to inquire into the conduct of any department, office, officer or employee of the City, and to investigate City matters of concern.

The City Council meets at 7:00 p.m. every Monday, except that Council meets once in July and once in August, on a day and time set by the Council. All Council meetings are held in the Council Chambers of City Hall. Various Council Committee meetings are held during the week to discuss in detail, all legislation to be approved, amended or disapproved by the Council. Special Council meetings may be called by the President at any time, with proper public notice.

The City Clerk/Clerk of Council ("the Clerk") is custodian of all Council records as well as any other city documents as may be required by ordinance. The Clerk is the editor of the City Record, a publication containing all transactions and proceedings of the Council, all legal advertising of the City as well as other information related to City affairs. The Clerk must keep a proper file of all papers and documents which are part of the transactions of the Council or of Council committee meetings and must keep attendance records of all such Council meetings and committees. Further, the Clerk must make all public records available for public inspection. The Clerk is empowered to authenticate records with her/his official signature and seal.

Members and staff of Council and the Clerk perform several specialized activities such as:

- Research on a variety of local and global issues impacting the City;
- Policy analysis and development to address the issues of various constituencies through legislation/ legislative process;
- Communications that serve to link the Council with the public;
- Legislative services that oversee the process of writing and passing laws, and preparation of public resolutions of congratulations, commemoration, commendation, appreciation and welcome;
- Financial oversight and reporting to keep Council informed of the overall fiscal condition of the City; and
- Archiving of Council and City documents; collecting and maintaining historical and current data about the City of Cleveland; responding to local, national and international information requests.

COUNCIL AND CLERK OF COUNCIL

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 2,217,731	\$ 2,259,841	\$ 2,225,340	\$ 2,299,098
Seasonal	5,208	—	1,860	—
Elected Officials	1,306,269	1,424,124	1,372,267	1,372,261
Part-Time Permanent	87,495	122,107	105,062	101,872
Longevity	14,950	14,375	13,825	19,500
Separation Payments	75,132	2,122	63,849	60,000
	\$ 3,706,785	\$ 3,822,569	\$ 3,782,203	\$ 3,852,731
Benefits				
Hospitalization	\$ 441,019	\$ 505,080	\$ 549,537	\$ 520,666
Prescription	98,194	114,781	114,882	115,159
Dental	29,613	27,202	27,224	29,988
Vision Care	3,115	2,946	3,080	3,406
Public Employees Retire System	521,035	532,900	519,458	534,393
Fica-Medicare	49,795	52,065	51,610	55,865
Workers' Compensation	49,773	42,334	39,272	45,752
Life Insurance	2,363	2,339	2,114	2,880
Unemployment Compensation	14,117	5,852	11,310	15,000
	\$ 1,209,024	\$ 1,285,499	\$ 1,318,487	\$ 1,323,109
Other Training & Professional Dues				
Travel	\$ 37,281	\$ 52,559	\$ 33,379	\$ 53,796
Tuition & Registration Fees	33,390	22,500	22,606	32,279
Professional Dues & Subscript	3,386	3,598	3,860	9,217
	\$ 74,057	\$ 78,657	\$ 59,845	\$ 95,292
Utilities				
Steam	\$ 22,774	\$ 26,157	\$ 33,412	\$ 35,085
	\$ 22,774	\$ 26,157	\$ 33,412	\$ 35,085
Contractual Services				
Professional Services	\$ 575,310	\$ 575,682	\$ 589,622	\$ 646,112
Court Reporter	334	—	—	—
Expense Account Reimbursement	132,142	118,247	121,835	244,800
Freight Expense	1,034	—	—	—
Advertising And Public Notice	296,641	254,268	489,850	662,650
Parking In City Facilities	42,129	40,946	40,696	32,500
Insurance And Official Bonds	—	100	250	100
	\$ 1,047,590	\$ 989,243	\$ 1,242,253	\$ 1,586,162
Materials & Supplies				
Office Supplies	\$ 11,468	\$ 13,850	\$ 12,093	\$ 13,400
Postage	200,495	200,301	200,215	259,403
Food	12,751	16,130	15,025	12,000

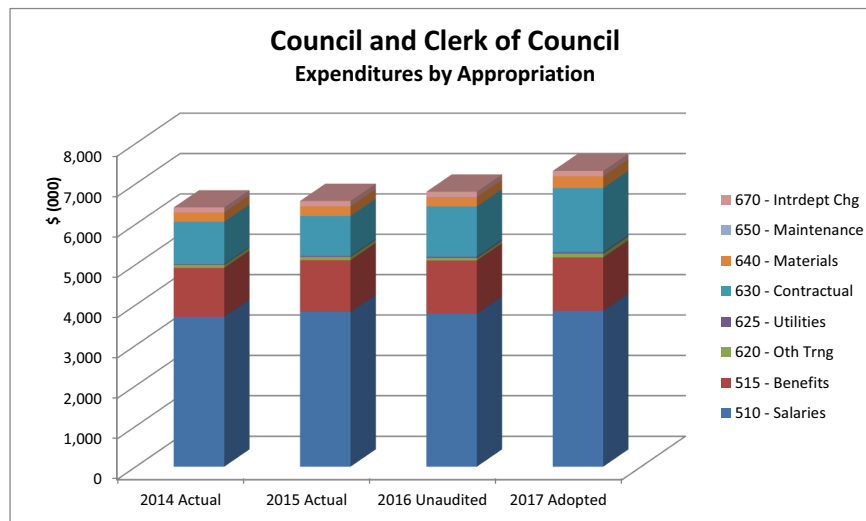
COUNCIL AND CLERK OF COUNCIL

Expenditures (Continued)

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Just In Time Office Supplies	4,820	7,482	8,494	5,000
Misc Maintenance Supplies	—	436	—	—
	\$ 229,534	\$ 238,199	\$ 235,827	\$ 289,803
Maintenance				
Maintenance Office Equipment	\$ 4,533	\$ 860	\$ 2,412	\$ 5,000
	\$ 4,533	\$ 860	\$ 2,412	\$ 5,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 41,475	\$ 49,510	\$ 40,334	\$ 40,752
Charges From Print & Repro	40,744	47,384	46,269	46,835
Charges From Central Storeroom	37,955	36,759	42,275	43,170
	\$ 120,175	\$ 133,653	\$ 128,878	\$ 130,757
	\$ 6,414,472	\$ 6,574,837	\$ 6,803,318	\$ 7,317,939

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Miscellaneous	\$ 46,888	\$ 2,077	\$ 39,455	\$ 25,626
	\$ 46,888	\$ 2,077	\$ 39,455	\$ 25,626





COUNCIL AND CLERK OF COUNCIL

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Clerk of Council	42,865.60	112,294.22
1	1	1	Council President	90,133.36	90,133.36
16	16	16	Councilman	80,133.36	80,133.36
1	1	1	Director of Communication	24,974.46	83,886.55
1	1	1	Director of Policy Research	24,974.46	83,886.55
20	20	20			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Council Receptionist	20,800.00	50,331.92
16	16	16	Executive Assistant Council	20,800.00	48,714.22
1	1	1	Executive Assistant Council President	24,975.00	46,359.00
18	18	18			
<u>PROFESSIONALS</u>					
1	0	1	Administrative Secretary	20,800.00	79,512.34
1	1	1	Chief City Archivist	21,851.06	83,886.55
1	1	0	Chief Legislative Secretary	21,851.06	83,886.55
1	0	0	Deputy City Archivist	20,800.00	79,533.35
1	1	1	Deputy Clerk	21,851.06	79,533.35
1	1	1	Executive Assistant-Clerk of Council	24,974.46	83,886.55
1	1	1	Financial Assistant	20,800.00	50,331.92
1	1	1	Financial Officer	20,800.00	79,533.35
1	1	1	Information & Technology Administrator	21,851.06	79,533.92
5	7	8	Legislative Assistant	20,800.00	67,109.25
2	2	2	Legislative Committee Clerk	20,800.00	67,109.25
1	1	1	Personnel/Human Resources	21,851.06	83,886.55
1	0	0	Planning and Development Advisor	55,000.00	83,608.24
1	1	1	Policy Research Analyst	21,851.06	79,533.35
1	1	1	Public Relations Manager	21,851.06	83,886.55
1	1	1	Special Counsel	41,416.04	89,580.27
21	20	21			



COUNCIL AND CLERK OF COUNCIL

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>NON EEO REPORTING</u>					
1	1	1	Executive Assistant-Admin/Council	24,974.46	83,886.55
1	1	1			
60	59	60	TOTAL FULL TIME		
<u>PART TIME</u>					
1	1	1	Legislative Assistant	20,800.00	67,109.25
1	1	1	Special Counsel	41,416.04	89,580.27
2	2	2	TOTAL PART TIME		
62	61	62	TOTAL DIVISION		

OFFICE OF THE MAYOR

Frank G. Jackson, Mayor

The Mayor serves as Chief Executive Officer and Ex Officio President of the board of Control for the City. The Mayor's staff provides supervision and management assistance to City-funded neighborhood projects and City service operations.

Also, the Mayor's staff informs the Mayor on the operational status of various service programs and provides feedback on inquiries of members of Council and other government agencies, citizens, and the business community on programs that directly affect them.

PROGRAM NAME: GOVERNMENT AND INTERNATIONAL AFFAIRS

OBJECTIVES: To promote, develop and maintain working partnerships with all international, federal, state, county, local government, and other external agencies on behalf of the city and oversee interaction and coordinate with Cleveland City Council.

ACTIVITIES: Establish and maintain relationships with international dignitaries, delegations or visitors; coordinate activities with international delegations; serve as liaison to local, state, and federal elected officials; monitor legislative activity and advise on legislative matters; state, county and local government relations; monitor Jackson Administration's appointments to internal and external boards and commissions.

PROGRAM NAME: MAYOR'S ACTION CENTER

OBJECTIVES: To handle complaints and inquiries received from the public in writing, by telephone, by e-mail, or from walk-in visitors.

ACTIVITIES: Refer complaints to the appropriate Department and respond to the citizen within ten (10) days. Follow-up to ensure prompt corrective action when necessary.

PROGRAM NAME: OFFICE OF COMMUNICATIONS

OBJECTIVES: To inform the citizens, city employees, the business community, the media, and all constituents of the Mayor's policies, issues confronting the executive branch of City government and the availability of city services. To coordinate ceremonial functions and special events and to promote the Mayor's initiatives.

ACTIVITIES: Communicate with local, regional and national media; coordinate mayoral communications to the general public and employees via electronic communication; manage the City's cable access television station and photographic bureau; research issues and create special documents, publications and speeches as needed; manage event requests for mayoral scheduling and create Mayoral ceremonial and presentation documents as needed.



OFFICE OF THE MAYOR

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,568,219	\$ 1,414,752	\$ 1,543,144	\$ 2,018,864
Elected Officials	140,995	140,889	140,889	140,889
Part-Time Permanent	14,840	35,698	30,474	50,000
Longevity	7,225	4,500	4,450	6,600
Wage Settlements	187	187	—	—
Separation Payments	31,310	6,689	—	20,000
Overtime	—	55	4,569	—
	\$ 1,762,776	\$ 1,602,770	\$ 1,723,525	\$ 2,236,353
Benefits				
Hospitalization	\$ 198,141	\$ 195,169	\$ 218,899	\$ 279,467
Prescription	37,582	36,960	42,858	61,497
Dental	13,081	11,244	10,983	16,716
Vision Care	1,286	1,079	1,209	1,724
Public Employees Retire System	243,205	222,859	239,423	313,209
Fica-Medicare	25,118	22,795	24,437	28,155
Workers' Compensation	21,638	20,035	16,156	20,221
Life Insurance	990	842	827	1,392
	\$ 541,041	\$ 510,982	\$ 554,790	\$ 722,381
Other Training & Professional Dues				
Travel	\$ 15,564	\$ 12,825	\$ 12,590	\$ 15,000
Tuition & Registration Fees	2,270	1,580	2,800	4,000
Professional Dues & Subscript	6,349	5,755	5,993	5,700
	\$ 24,183	\$ 20,160	\$ 21,383	\$ 24,700
Contractual Services				
Professional Services	\$ 514	\$ 110	\$ 457	\$ 2,656
Mileage (Private Auto)	296	407	—	500
Security Services	—	—	—	600
Expense Account Reimbursement	368	—	186	500
Insurance And Official Bonds	—	250	—	250
Other Contractual	99	99	—	—
Refunds & Miscellaneous	—	—	194	—
	\$ 1,277	\$ 865	\$ 838	\$ 4,506
Materials & Supplies				
Computer Supplies	\$ —	\$ 15	\$ —	\$ 1,500
Food	968	555	—	1,000
Special Events Supplies	3,838	6,350	4,705	6,250
Just In Time Office Supplies	7,200	4,350	4,655	7,000
	\$ 12,006	\$ 11,270	\$ 9,360	\$ 15,750

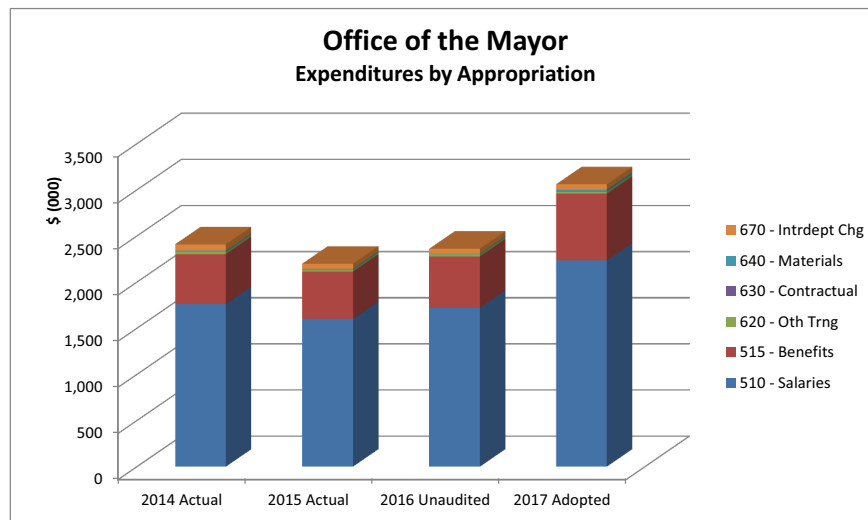
OFFICE OF THE MAYOR

Expenditures (Continued)

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 25,419	\$ 23,686	\$ 23,538	\$ 23,981
Charges From Print & Repro	28,870	21,005	23,026	23,310
Charges From Central Storeroom	4,225	4,605	4,011	4,290
Charges From M.V.M.	9,878	3,718	1,207	4,697
	\$ 68,393	\$ 53,014	\$ 51,782	\$ 56,278
	\$ 2,409,676	\$ 2,199,062	\$ 2,361,678	\$ 3,059,968

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Miscellaneous	\$ 23,537	\$ 101	\$ 146	\$ —
	\$ 23,537	\$ 101	\$ 146	\$ —





OFFICE OF THE MAYOR

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
6	5	7	Executive Assistant to the Mayor	50,795.81	191,316.74
1	1	1	Mayor	140,888.56	140,888.56
1	1	1	Secretary to the Mayor	50,795.78	192,654.41
19	15	18	Special Assistant to the Mayor	20,800.00	118,362.30
<u>27</u>	<u>22</u>	<u>27</u>			
<u>PROFESSIONALS</u>					
0	1	1	Administrative Officer	20,800.00	58,499.94
0	1	1	Assistant Administrator	20,800.00	72,000.00
0	2	2			
<u>27</u>	<u>24</u>	<u>29</u>	TOTAL FULL TIME		
<u>PART TIME</u>					
2	2	2	Special Assistant to the Mayor	20,800.00	118,362.30
<u>2</u>	<u>2</u>	<u>2</u>	TOTAL PART TIME		
<u>29</u>	<u>26</u>	<u>31</u>	TOTAL DIVISION		



OFFICE OF CAPITAL PROJECTS

Matthew L. Spronz, Director**Mission Statement**

To provide for the planning, designing, construction, and preservation of the city of Cleveland's facilities and infrastructure through: collaborative comprehensive planning; leadership in management; excellence in sustainable design and technical expertise and; quality construction based on fair administration, integrity and professionalism.

Ordinance No. 1332-10, passed November 22, 2010, established the Office of Capital Projects. In the Office of Capital Projects there are 4 divisions; the Division of Administration, the Division of Engineering and Construction, the Division of Architecture and Site Development and the Division of Real Estate.

The Office of Capital Projects administers the Capital Improvement Program (CIP) for the city. Activities include evaluating requests to lease, expand, vacate, alter, remodel or construct city owned space, land, facilities and infrastructure; recommending priorities for capital projects, based on linkage to citywide plans and condition assessments; providing direct oversight for major capital projects; developing and implementing standards for facilities and infrastructure to assure safe, sustainable, efficient design and construction of the city's assets.



OFFICE OF CAPITAL PROJECTS

Expenditures

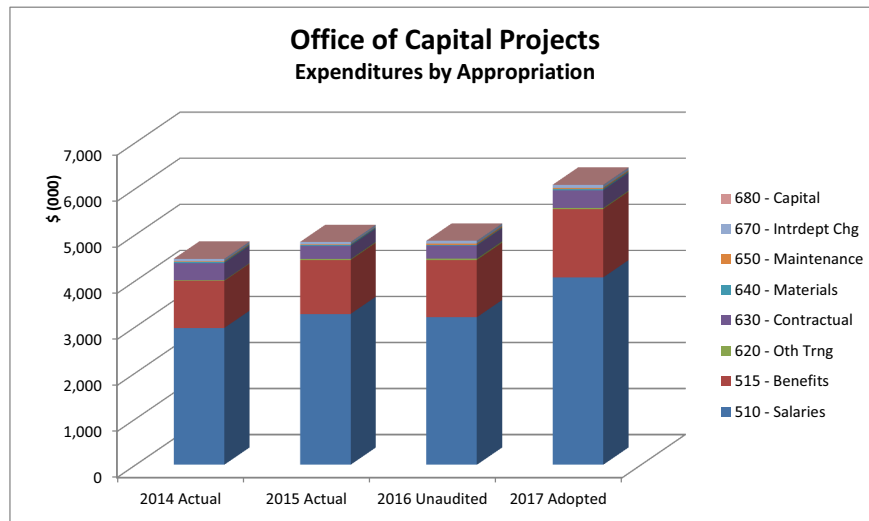
	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 2,730,897	\$ 3,117,002	\$ 3,031,830	\$ 3,907,764
Part-Time Permanent	126,873	102,369	122,560	84,718
Injury Pay	—	—	956	—
Longevity	21,550	21,225	19,500	22,375
Wage Settlements	44	470	—	—
Separation Payments	71,282	30,596	23,997	42,906
Overtime	20,284	3,068	4,977	10,000
	\$ 2,970,930	\$ 3,274,730	\$ 3,203,820	\$ 4,067,763
Benefits				
Hospitalization	\$ 417,444	\$ 502,715	\$ 561,790	\$ 633,549
Prescription	80,496	101,091	112,272	144,430
Dental	28,504	28,374	28,744	42,126
Vision Care	2,723	2,777	2,902	4,016
Public Employees Retire System	404,156	450,066	450,390	548,205
Fica-Medicare	40,049	44,384	43,721	59,491
Workers' Compensation	39,690	33,830	33,066	40,095
Life Insurance	1,832	1,889	1,873	3,072
Unemployment Compensation	—	—	1,400	—
Clothing Allowance	4,220	4,340	5,940	8,740
Clothing Maintenance	1,350	1,350	1,950	3,000
	\$ 1,020,464	\$ 1,170,817	\$ 1,244,047	\$ 1,486,724
Other Training & Professional Dues				
Travel	\$ 3,157	\$ 4,362	\$ 6,261	\$ 4,500
Tuition & Registration Fees	3,515	6,095	5,995	8,000
Training	—	—	7,420	—
Professional Dues & Subscript	6,277	8,904	8,572	8,650
	\$ 12,950	\$ 19,361	\$ 28,247	\$ 21,150
Contractual Services				
Professional Services	\$ 133,549	\$ 121,000	\$ 128,757	\$ 142,100
Mileage (Private Auto)	3,077	6,742	11,267	7,900
Advertising And Public Notice	3,445	1,285	—	1,500
Appraisal Fees	13,900	2,500	9,000	6,000
Parking In City Facilities	14,462	14,321	12,606	13,000
Taxes	92,297	142,232	119,223	215,127
Equipment Rental	—	—	—	1,000
Other Contractual	114,316	644	3,695	500
	\$ 375,046	\$ 288,724	\$ 284,548	\$ 387,127

OFFICE OF CAPITAL PROJECTS

Expenditures (Continued)

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Materials & Supplies				
Office Supplies	\$ 2,522	\$ 302	\$ 128	\$ 2,800
Postage	—	20	39	—
Computer Supplies	550	—	—	1,000
Computer Hardware	144	—	—	—
Computer Software	1,495	15,553	—	1,000
Small Equipment	1,888	2,000	2,000	3,000
Other Supplies	—	—	—	500
Bridge Maintenance Supplies	—	—	—	5,000
Safety Equipment	5,195	—	5,000	5,000
Just In Time Office Supplies	10,423	5,711	8,450	9,300
	\$ 22,218	\$ 23,586	\$ 15,617	\$ 27,600
Maintenance				
Maintenance Office Equipment	\$ —	\$ 465	\$ —	\$ 1,000
Computer Software Maintenance	18,040	7,700	28,797	24,000
Car Washes	480	—	—	—
	\$ 18,520	\$ 8,165	\$ 28,797	\$ 25,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 9,083	\$ 11,256	\$ 11,442	\$ 11,561
Charges From Radio Comm System	2,415	1,234	3,943	2,225
Charges From Print & Repro	26,481	29,288	30,192	32,129
Charges From Central Storeroom	629	659	954	1,021
Charges From M.V.M.	13,511	10,285	14,121	12,030
	\$ 52,118	\$ 52,723	\$ 60,653	\$ 58,966
Capital Outlay				
Computer Software	\$ —	\$ —	\$ —	\$ 2,000
Furniture	—	—	—	2,000
Computer Hardware	—	—	—	2,000
	\$ —	\$ —	\$ —	\$ 6,000
	\$ 4,472,245	\$ 4,838,107	\$ 4,865,730	\$ 6,080,330
Revenues				
	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Charges For Services	\$ 25,551	\$ 18,154	\$ 11,372	\$ —
Licenses & Permits	47,370	65,268	48,548	37,000
Miscellaneous	1,252,575	1,227,932	1,209,963	950,000
Sale Of City Assets	25,086	—	113	—
	\$ 1,350,582	\$ 1,311,353	\$ 1,269,995	\$ 987,000

OFFICE OF CAPITAL PROJECTS



OFFICE OF CAPITAL PROJECTS

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Commissioner of Real Estate	40,314.82	134,602.24
1	1	1	Executive Assistant to the Mayor	50,795.81	191,316.74
0	0	1	Manager of Site Development	22,333.40	81,827.04
2	1	2	Special Assistant to the Mayor	20,800.00	118,362.30
1	1	1	Superintendent of Sidewalks	22,333.40	70,234.84
5	4	6			
<u>ADMINISTRATIVE SUPPORT</u>					
2	1	2	Administrative Officer	20,800.00	58,499.94
1	1	1	Junior Personnel Assistant	20,800.00	43,469.45
2	2	2	Principal Clerk	14.88	21.12
5	4	5			
<u>PROFESSIONALS</u>					
2	2	1	Chief Architect	23,647.11	112,409.91
2	2	2	Construction Technician	12.02	24.50
9	7	12	Consulting Engineer	36,000.00	104,888.34
1	0	1	Landscape Architect	10.00	30.32
1	1	1	Prevailing Wage Coordinator	27,193.50	74,349.61
2	1	1	Project Coordinator	27,325.56	99,702.63
2	2	2	Project Director	22,333.40	88,646.98
3	3	4	Section Chief Engineering and Construction	50,000.00	108,011.58
3	3	3	Senior Assistant Designer	10.00	25.84
1	1	1	Senior Budget and Management Analyst	26,273.96	88,147.99
2	2	1	Senior Landscape Architect	10.00	32.09
1	0	2	Section Chief Arch & Site Development	40,000.00	108,011.58
1	0	2	Surveyor	10.00	28.78
2	2	2	Survey Party Chief	20,800.00	62,194.14
32	26	35			



OFFICE OF CAPITAL PROJECTS

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
TECHNICIANS					
1	1	1	Chief Engineering and Construction Inspector	26.77	28.77
12	11	17	Engineering & Construction Inspector	20.12	22.12
13	12	18			
55	46	64	TOTAL FULL TIME		
4	3	2	TOTAL PART TIME		
59	49	66	TOTAL DIVISION		

OFFICE OF QUALITY CONTROL AND PERFORMANCE MANAGEMENT

Sabra T. Scott, Director

Mission Statement

To monitor and assess program and service delivery to the citizens of Cleveland by tracking and improving performance of Departments through the incorporation of efficient, effective, and economically sound process improvement methods and ensuring high levels of accountability, compliance, and quality control.

PROGRAM NAME: AUDIT AND COMPLIANCE

OBJECTIVE: To ensure customer and quality service, and efficiency through technology.

ACTIVITY: Identify Key Performance Indicators, process improvements, core services and work processes that align directly with customer service, quality service, and efficiency through technology; establish metrics, targets, and benchmarks; evaluate operations, programs, and services; collect, validate and analyze data; prepare monthly scorecards and briefs, and quarterly reports.

PROGRAM NAME: QUALITY CONTROL

OBJECTIVE: To inspect service requests received from the public through the Mayor's Action Center and the 311 Call Center.

ACTIVITY: Verify service requests are completed timely, accurately, and within service level agreements; inspect work for quality; and proactively identify infrastructure or property repairs that require service or assessment.

PROGRAM NAME: DATA MONITORING AND ANALYTICS

OBJECTIVE: To improve data collection and validation processes, and link analytics software to departmental data.

ACTIVITY: Coordinate with Information Technology Services to integrate and warehouse data systems and applications; identify which data needs to be collected, stored, and analyzed; identify unmeasured variables that affect operations; create, validate, and maintain dashboards and reports; and identify best practices.

PROGRAM NAME: PERFORMANCE IMPROVEMENT

OBJECTIVE: To recommend and facilitate process improvement models.

ACTIVITY: Serve as a shared resource for Departments; support project and program managing and planning efforts; develop systematic approach to mitigate service delivery or process inefficiencies; design and incorporate future/current state measurement templates; and monitor and evaluate process improvement implementation.



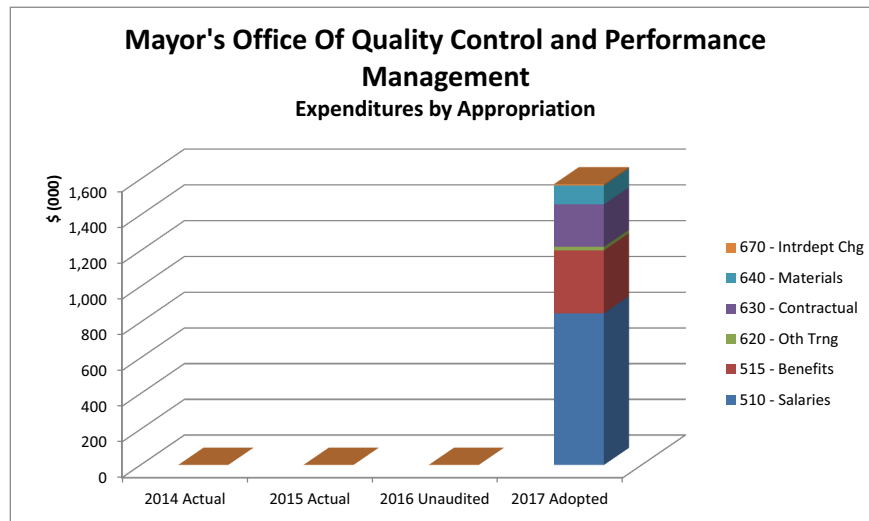
OFFICE OF QUALITY CONTROL AND PERFORMANCE MANAGEMENT

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ —	\$ —	\$ —	\$ 820,920
Part-Time Permanent	—	—	—	29,000
	\$ —	\$ —	\$ —	\$ 849,920
Benefits				
Hospitalization	\$ —	\$ —	\$ —	\$ 166,836
Prescription	—	—	—	37,800
Dental	—	—	—	10,728
Vision Care	—	—	—	840
Public Employees Retire System	—	—	—	122,506
Fica-Medicare	—	—	—	12,310
Life Insurance	—	—	—	672
	\$ —	\$ —	\$ —	\$ 351,692
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ —	\$ 15,000
Tuition & Registration Fees	—	—	—	4,000
Mileage (Priv Auto) Trng Prps	—	—	—	432
Professional Dues & Subscript	—	—	—	400
	\$ —	\$ —	\$ —	\$ 19,832
Contractual Services				
Professional Services	\$ —	\$ —	\$ —	\$ 200,000
Property Rental	—	—	—	37,701
	\$ —	\$ —	\$ —	\$ 237,701
Materials & Supplies				
Computer Supplies	\$ —	\$ —	\$ —	\$ 19,800
Computer Hardware	—	—	—	44,000
Computer Software	—	—	—	40,000
Just In Time Office Supplies	—	—	—	1,200
	\$ —	\$ —	\$ —	\$ 105,000
Interdepart Service Charges				
Charges From Print & Repro	\$ —	\$ —	\$ —	\$ 500
Charges From M.V.M.	—	—	—	7,200
	\$ —	\$ —	\$ —	\$ 7,700
	\$ —	\$ —	\$ —	\$ 1,571,845



OFFICE OF QUALITY CONTROL AND PERFORMANCE MANAGEMENT





OFFICE OF QUALITY CONTROL AND PERFORMANCE MANAGEMENT

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
0	0	1	Executive Assistant to the Mayor	50,795.81	191,316.74
0	0	1	Program Manager	30,214.00	90,533.02
0	0	2			
<u>ADMINISTRATIVE SUPPORT</u>					
0	0	1	Junior Personnel Assistant	20,800.00	43,469.45
0	0	1			
<u>PROFESSIONALS</u>					
0	0	1	Assistant Administrator	20,800.00	72,000.00
0	0	4	Business Process Analyst	55,000.00	108,044.90
0	0	3	Project Coordinator	27,325.56	99,702.63
0	0	1	Project Director	22,333.40	88,646.98
0	0	9			
<u>TECHNICIANS</u>					
0	0	2	Quality Control Analyst	34,985.60	54,312.96
0	0	2			
0	0	14	TOTAL FULL TIME		
<u>PART TIME</u>					
0	0	1	Project Director	22,333.40	88,646.98
0	0	1	TOTAL PART TIME		
0	0	15	TOTAL DIVISION		



LANDMARKS COMMISSION

Don Petit, Secretary

Mission Statement

The Landmarks Commission is charged with the preservation of Cleveland's heritage of historic buildings, sites, and districts. The Commission identifies architecturally and historically significant buildings, sites, and districts as local landmarks, and it ensures that appropriate changes occur to those properties, according to the Secretary of the Interior's Standards for Rehabilitation.

The Landmarks Commission is an eleven-member board with the charge to safeguard the City's heritage through the preservation of historic buildings and districts. Seven members are appointed by the Mayor, two by the City Council President, and two serve by virtue of office. The Commission office is administered by two full time staff members. The Commission recommends buildings, sites or historic districts that are eligible for local designation as landmarks. It follows established criteria listed in the Landmarks Ordinance, Chapter 161 of the Codified Ordinances. Exterior changes to individual Landmarks or properties within historic districts are reviewed by the Landmarks Commission as part of the building permit process.

Neighborhood based design review committees act as advisory committees to the Landmarks Commission. The Commission staff conducts a continuing historic building and site survey of Landmark and National Register designation. The Cleveland Landmarks Commission acts as a Certified Local Government Grant in coordination with the State Historic Preservation Office and the National Park Service in National Register designation and cases involving 106 Environmental Reviews.

PROGRAM NAME: DESIGN REVIEW

OBJECTIVE: When large historic districts are created the Landmarks Commission creates local design review committees. The Design Review Committee makes recommendations to the Commission regarding design issues and architectural appropriateness.

ACTIVITY: The Landmarks Commission staff attends local Design Review Committee meetings. It prepares staff reviews of designs submitted by applicants to Design Review Committees. The Commission staff is also involved in the training and staff support to Design Review Committees.

PROGRAM NAME: PERMITS AND CASES

OBJECTIVE: The Landmarks Commission makes decisions regarding the granting of Certificates of Appropriateness for the issuance of building permits. The Landmarks Commission staff provides support to the Landmarks Commission for changes to historic property.

ACTIVITY: The Landmarks Commission staff prepares agendas, minutes, and evidence for Commission meetings. The staff meets with applicants about proposed changes to buildings that have been locally designated. The Landmarks staff reviews and approves many smaller cases on an administrative basis. It prepares larger cases for hearing before the Landmarks Commission, making recommendation on actions that need to be taken. This staff also maintains records of all decisions made by the Commission as well.



LANDMARKS COMMISSION

PROGRAM NAME: SURVEY

OBJECTIVE: The Landmarks Commission staff identifies buildings, sites, and historic districts for the purpose of Cleveland Landmark and National Register designation. Historic designation recognizes the importance of the property to the City, and may make historic Federal and State tax credits available to property owners.

ACTIVITY: The Landmarks Commission conducts surveys to assess the significance of historic buildings, sites, and districts and promote historical significance of Cleveland neighborhoods, on a continuing basis. Staff takes photographs, conducts historical and property research, writes architectural descriptions and statements of significance, and prepares legislation for Landmark designation.

LANDMARKS COMMISSION

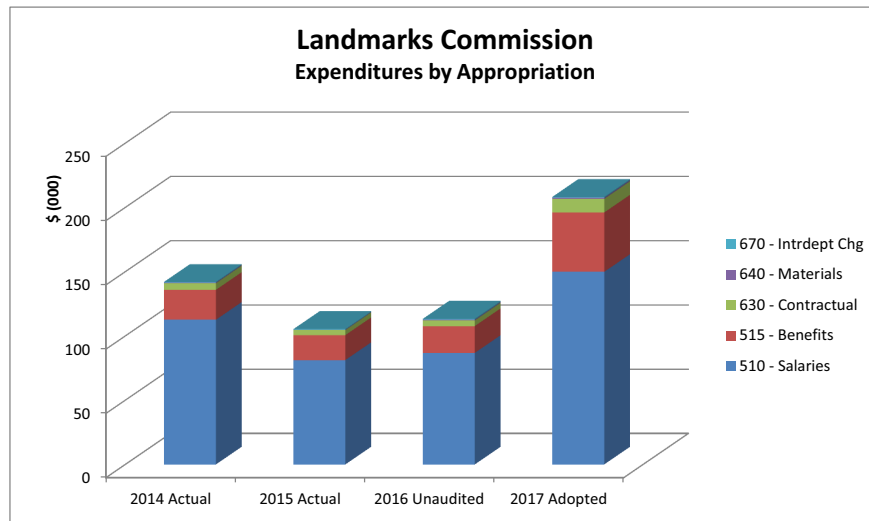
Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 48,346	\$ 43,969	\$ 56,713	\$ 102,380
Board Members	29,425	36,575	29,375	46,776
Longevity	1,500	700	700	700
Separation Payments	33,318	—	—	—
	\$ 112,589	\$ 81,244	\$ 86,788	\$ 149,856
Benefits				
Hospitalization	\$ 6,435	\$ 4,508	\$ 5,045	\$ 16,475
Prescription	1,603	1,229	1,195	3,833
Dental	460	255	257	1,040
Vision Care	69	51	56	122
Public Employees Retire System	11,771	11,213	12,234	21,454
Fica-Medicare	1,055	1,167	1,247	2,172
Workers' Compensation	1,819	883	819	1,018
Life Insurance	51	74	38	96
	\$ 23,263	\$ 19,382	\$ 20,891	\$ 46,210
Contractual Services				
Professional Services	\$ 4,059	\$ 2,882	\$ 2,967	\$ 8,100
Advertising And Public Notice	255	—	567	800
Parking In City Facilities	775	1,009	812	1,650
	\$ 5,089	\$ 3,890	\$ 4,346	\$ 10,550
Materials & Supplies				
Just In Time Office Supplies	\$ 589	\$ 382	\$ 645	\$ 900
	\$ 589	\$ 382	\$ 645	\$ 900
Interdepart Service Charges				
Charges From Telephone Exch	\$ 5	\$ —	\$ 36	\$ 36
Charges From Print & Repro	554	458	643	651
Charges From Central Storeroom	21	28	43	47
	\$ 579	\$ 486	\$ 723	\$ 734
	\$ 142,109	\$ 105,384	\$ 113,392	\$ 208,250

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Miscellaneous	\$ 1,858	\$ 200	\$ 400	\$ —
	\$ 1,858	\$ 200	\$ 400	\$ —

LANDMARKS COMMISSION





LANDMARKS COMMISSION

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>PROFESSIONALS</u>					
1	0	1	Sr. Assistant City Planner	10.00	25.84
1	1	1	City Planner	30,000.00	67,032.85
2	1	2	TOTAL FULL TIME		
<u>BOARD MEMBERS</u>					
1	1	1	Chairman of Landmarks Commission	7,775.00	7,775.00
6	3	6	Member of Landmarks Commission	7,200.00	7,200.00
7	4	7	TOTAL BOARD MEMBERS		
9	5	9	TOTAL DIVISION		



BOARD OF BUILDING STANDARDS AND APPEALS

Antoinette Cobb, Executive Secretary

Mission Statement

To maintain and ensure high quality and safe standards in building construction by enforcing the Ohio Building code, the Cleveland Building Code, and the Cleveland Rehabilitation Code.

PROGRAM NAME: APPEALS REVIEW

OBJECTIVES: To fairly hear and decide cases objectively, involving the Ohio Building Code.

ACTIVITIES: To conduct bi-weekly inter-department staff related cases, meet with applicants and affected city officials, and recommend actions to the Board and adjudicate each case before the Board.

PROGRAM NAME: OHIO BUILDING CODE REVIEW

OBJECTIVES: To hear and decide cases involving the Ohio Building Code fairly and objectively.

ACTIVITIES: To hear testimony, interpret the OBC, and adjudicate each case before the Board at its bi-weekly meetings.

PROGRAM NAME: PERMITS AND CASES

OBJECTIVES: To fairly and objectively hear and decide any cases involving the issuance of violation notices, condemnation orders, adjudication orders, notices of non-conformance and similar administrative actions issued against City code.

ACTIVITIES: To conduct bi-weekly meetings, hear testimony by applicants, city officials, and members of the public regarding appeals from administrative action; and to interpret the relevant codes,

PROGRAM NAME: RECORD MAINTENANCE

OBJECTIVES: To maintain detailed records of proceeds of the Board of Building Standards and Building Appeals as required by Charter and laws of the State of Ohio.

ACTIVITIES: To maintain minutes, case files, and records for all appeals, and to commence conversion of records to digital format.

BOARD OF BUILDING STANDARDS AND APPEALS

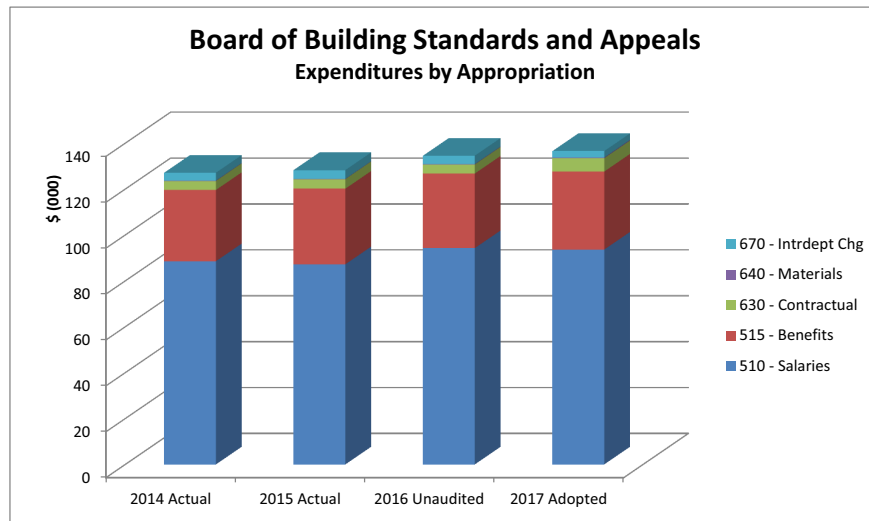
Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 53,663	\$ 54,353	\$ 54,642	\$ 54,642
Board Members	34,090	31,425	30,610	37,386
Longevity	800	800	800	1,600
Overtime	—	638	8,200	—
	\$ 88,553	\$ 87,216	\$ 94,252	\$ 93,628
Benefits				
Hospitalization	\$ 12,895	\$ 14,991	\$ 13,507	\$ 13,509
Prescription	2,443	2,860	2,779	2,700
Dental	728	711	715	764
Vision Care	54	51	56	62
Public Employees Retire System	12,502	12,045	13,180	14,306
Fica-Medicare	1,257	1,233	1,334	1,490
Workers' Compensation	1,115	1,006	879	1,106
Life Insurance	41	41	38	48
	\$ 31,035	\$ 32,938	\$ 32,489	\$ 33,985
Contractual Services				
Professional Services	\$ 40	\$ 25	\$ 75	\$ 100
Court Reporter	3,132	3,325	3,165	5,000
Parking In City Facilities	758	816	709	720
	\$ 3,929	\$ 4,166	\$ 3,949	\$ 5,820
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ 57	\$ 150
Just In Time Office Supplies	186	153	165	180
	\$ 186	\$ 153	\$ 222	\$ 330
Interdepart Service Charges				
Charges From Telephone Exch	\$ 307	\$ 333	\$ 307	\$ 311
Charges From Print & Repro	1,086	2,053	1,293	1,309
Charges From Central Storeroom	2,006	1,407	2,018	1,158
	\$ 3,398	\$ 3,792	\$ 3,619	\$ 2,778
	\$ 127,101	\$ 128,265	\$ 134,530	\$ 136,541

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Charges For Services	\$ 15,570	\$ 15,495	\$ 12,655	\$ 15,000
Licenses & Permits	30	—	130	—
Miscellaneous	1,016	—	—	—
	\$ 16,616	\$ 15,495	\$ 12,785	\$ 15,000

BOARD OF BUILDING STANDARDS AND APPEALS





BOARD OF BUILDING STANDARDS AND APPEALS

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	Budget 2016	Budget 2017		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
1	1	1	Secretary to Board of Building Standards & Appeals	23,647.11	91,405.96
1	1	1	TOTAL FULL TIME		
BOARD MEMBERS					
1	1	1	Chairman of Board of Building Standards & Appeals	9,545.00	9,545.00
4	3	4	Builder Member Regular	6,960.00	6,960.00
5	4	5	TOTAL BOARD MEMBERS		
6	5	6	TOTAL DIVISION		



BOARD OF ZONING APPEALS

Elizabeth Kukla, Secretary

Mission Statement

To interpret the City's Zoning Code and hear appeals from administrative actions and orders.

PROGRAM NAME: APPEALS REVIEW AND RECORDS MAINTENANCE

OBJECTIVES: To maintain high standards of Code interpretations and administration of the City's Zoning Code and to maintain detailed records of the proceedings of the Board of Zoning Appeals as required by the City Charter and Laws of the State of Ohio.

ACTIVITIES: To conduct weekly inter-departmental staff review of all Code related cases, including, when appropriate, a meeting with applicants and affected City Officials for an informed recommendation to the Board.

PROGRAM NAME: PERMITS AND ACTIONS

OBJECTIVES: To fairly and objectively hear and decide on actions involving the interpretation of the City's Zoning Code and any appeal within the authority of the Board from an administrative action or order that may be brought before it.

ACTIVITIES: To schedule public hearings for testimony by applicants, City Officials and relevant parties to the appeals regarding the Zoning Code interpretation or any other administrative action and adjudicate each case.



BOARD OF ZONING APPEALS

Expenditures

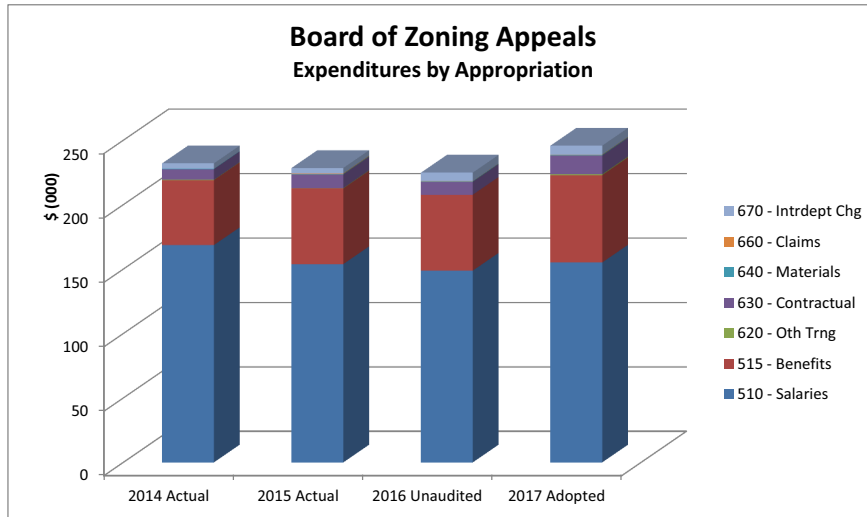
	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 104,115	\$ 113,824	\$ 114,257	\$ 114,427
Board Members	39,675	39,349	33,810	39,678
Longevity	1,450	750	750	1,050
Separation Payments	23,418	—	—	—
	\$ 168,658	\$ 153,923	\$ 148,817	\$ 155,155
Benefits				
Hospitalization	\$ 22,621	\$ 28,573	\$ 28,250	\$ 27,018
Prescription	1,657	2,860	4,590	5,400
Dental	1,304	1,422	1,430	1,528
Vision Care	130	135	138	148
Public Employees Retire System	20,292	21,570	20,788	22,034
Fica-Medicare	2,388	2,162	2,083	2,247
Workers' Compensation	1,948	1,897	1,552	9,318
Life Insurance	71	81	75	96
	\$ 50,411	\$ 58,700	\$ 58,906	\$ 67,789
Other Training & Professional Dues				
Tuition & Registration Fees	\$ 240	\$ 330	\$ —	\$ 720
	\$ 240	\$ 330	\$ —	\$ 720
Contractual Services				
Court Reporter	\$ 6,896	\$ 9,072	\$ 8,853	\$ 13,000
Parking In City Facilities	1,371	1,392	1,142	1,400
	\$ 8,267	\$ 10,464	\$ 9,995	\$ 14,400
Materials & Supplies				
Office Supplies	\$ 227	\$ 388	\$ 165	\$ 250
Just In Time Office Supplies	—	—	203	250
	\$ 227	\$ 388	\$ 368	\$ 500
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ —	\$ 414	\$ 149	\$ 300
	\$ —	\$ 414	\$ 149	\$ 300
Interdepart Service Charges				
Charges From Telephone Exch	\$ 5	\$ 37	\$ 38	\$ 38
Charges From Print & Repro	1,745	1,583	2,614	2,646
Charges From Central Storeroom	2,515	2,677	3,993	4,270
	\$ 4,265	\$ 4,298	\$ 6,645	\$ 6,954
	\$ 232,068	\$ 228,517	\$ 224,879	\$ 245,818



BOARD OF ZONING APPEALS

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Charges For Services	\$ 23,855	\$ 28,855	\$ 30,740	\$ 25,000
Miscellaneous	1,775	100	—	—
	\$ 25,630	\$ 28,955	\$ 30,740	\$ 25,000





BOARD OF ZONING APPEALS

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	Budget 2016	Budget 2017		Minimum	Maximum
ADMINISTRATIVE SUPPORT					
1	1	1	Secty Board of Zoning Appeals	23,647.11	91,405.96
1	1	1	Principal Clerk	14.88	21.12
<u>2</u>	<u>2</u>	<u>2</u>	TOTAL FULL TIME		
BOARD MEMBERS					
1	1	1	Chairman of Board of Zoning Appeals	8,395.00	8,395.00
4	4	4	Member of Board of Zoning Appeals	7,820.00	7,820.00
<u>5</u>	<u>5</u>	<u>5</u>	TOTAL BOARD MEMBERS		
<u>7</u>	<u>7</u>	<u>7</u>	TOTAL DIVISION		



CIVIL SERVICE COMMISSION

Barry Withers, Interim Secretary

Mission Statement

To create and implement policies and procedures to acquire and promote qualified candidates for employment with the City of Cleveland.

PROGRAM NAME: POLICY-MAKING

OBJECTIVES: To promulgate and maintain Civil Service rules and policies, to conduct meetings and administrative hearings.

ACTIVITIES: Conduct regular board meetings to discuss and act upon related issues; hold hearings for disciplinary actions and other administrative actions.

PROGRAM NAME: RECORD MAINTENANCE

OBJECTIVES: To maintain accurate information regarding tests and certain personnel transactions for employees in the classified service of Civil Service and to certify qualified candidates to appointing authorities for employment with the City.

ACTIVITIES: Prepare eligible lists from examination results; certify candidates for vacant positions; maintain seniority records for promotional examinations.

PROGRAM NAME: TESTING

OBJECTIVES: To conduct fair and valid examinations based on job responsibilities and qualifications and identify qualified individuals for employment.

ACTIVITIES: Conduct job analysis and develop and prepare examinations; prepare and distribute bulletins for test announcements; accept applications for test filings; test candidates, grade examinations and notify individuals of results.



CIVIL SERVICE COMMISSION

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 400,297	\$ 386,346	\$ 324,012	\$ 401,407
Board Members	39,441	32,267	39,675	39,676
Longevity	2,925	3,325	2,725	7,150
Separation Payments	—	—	1,914	—
Overtime	12,648	4,161	1,747	10,000
	\$ 455,311	\$ 426,099	\$ 370,073	\$ 458,233
Benefits				
Hospitalization	\$ 61,312	\$ 70,315	\$ 57,426	\$ 62,982
Prescription	11,879	13,285	11,089	14,199
Dental	3,445	3,399	2,707	3,630
Vision Care	421	403	344	432
Public Employees Retire System	63,482	60,263	51,516	62,753
Fica-Medicare	5,975	5,938	5,137	6,644
Workers' Compensation	5,644	5,175	4,295	4,342
Life Insurance	324	318	245	720
	\$ 152,483	\$ 159,096	\$ 132,759	\$ 155,702
Other Training & Professional Dues				
Tuition & Registration Fees	\$ —	\$ 2,369	\$ —	\$ 1,000
	\$ —	\$ 2,369	\$ —	\$ 1,000
Contractual Services				
Professional Services	\$ 11,328	\$ 14,089	\$ 325,950	\$ 700,000
Court Reporter	9,557	6,275	3,930	16,000
Referee Services	10,000	7,476	—	16,000
Medical Services	110,000	35,750	185,000	50,000
Freight Expense	350	250	—	—
Parking In City Facilities	853	547	336	1,000
	\$ 142,088	\$ 64,386	\$ 515,215	\$ 783,000
Materials & Supplies				
Computer Software	\$ —	\$ —	\$ —	\$ 750
Food	1,306	20	—	1,000
Other Supplies	602	326	—	—
Just In Time Office Supplies	2,800	2,101	1,017	3,600
	\$ 4,708	\$ 2,446	\$ 1,017	\$ 5,350
Maintenance				
Maintenance Contracts	\$ —	\$ 689	\$ —	\$ 700
	\$ —	\$ 689	\$ —	\$ 700



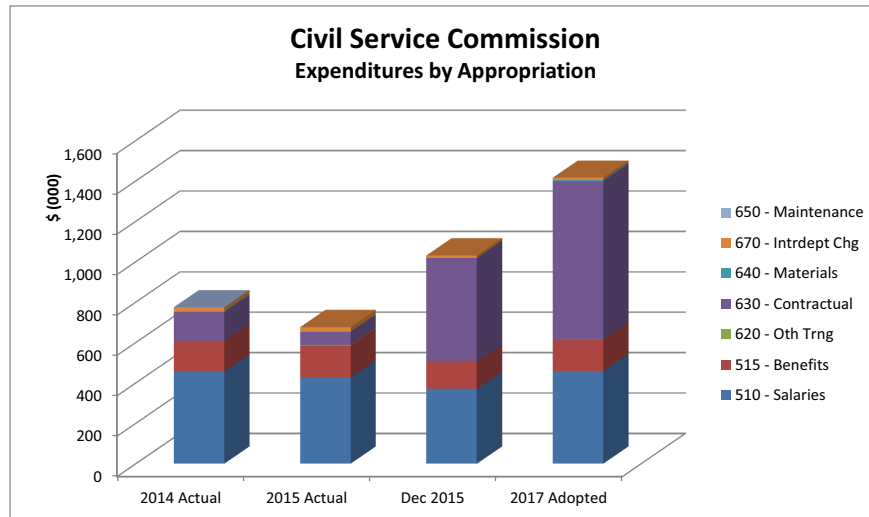
CIVIL SERVICE COMMISSION

Expenditures (Continued)

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 2,350	\$ 2,360	\$ 1,872	\$ 1,891
Charges From Print & Repro	10,606	13,237	6,289	6,365
Charges From Central Storeroom	6,795	5,800	3,702	3,959
	\$ 19,751	\$ 21,397	\$ 11,863	\$ 12,215
	\$ 774,341	\$ 676,481	\$ 1,030,927	\$ 1,416,200

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Miscellaneous	\$ 51,405	\$ 18,400	\$ 9,872	\$ —
	\$ 51,405	\$ 18,400	\$ 9,872	\$ —





CIVIL SERVICE COMMISSION

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Secretary of the Civil Service Commission	25,011.85	107,537.55
0	0	1	Gen Mgr of Admin Services	26,273.96	100,653.14
<u>1</u>	<u>1</u>	<u>2</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
0	0	1	Jr Clerk	20,800.00	43,469.45
1	0	0	Private Secretary	10.00	22.29
<u>1</u>	<u>0</u>	<u>1</u>			
<u>PROFESSIONALS</u>					
1	1	1	Chief Civil Service Examiner	26,273.96	78,184.48
1	1	1	Civil Service Examiner III	20,800.00	66,723.40
1	1	0	Civil Service Examiner II	20,800.00	53,765.27
1	1	1	Deputy Project Director	20,800.00	69,383.29
1	0	0	Personnel Administrator	26,273.96	91,088.49
1	1	1	Supervisor of Civil Service Records	20,800.00	64,468.16
<u>6</u>	<u>5</u>	<u>4</u>			
<u>8</u>	<u>6</u>	<u>7</u>	TOTAL FULL TIME		
<u>5</u>	<u>5</u>	<u>5</u>	TOTAL BOARD MEMBERS	7,820.00	8,395.00
<u>13</u>	<u>11</u>	<u>12</u>	TOTAL DIVISION		



COMMUNITY RELATIONS BOARD

Blaine Griffin, Director

Mission Statement

To promote amicable relations among the racial and cultural groups within the community.

The Community Relations Board is responsible by City Ordinance for improving cross-cultural relationships in a city with a population, which reflects a wide diversity of racial, ethnic and religious heritage. The mission of the Board is to resolve community conflicts and ameliorate inequities based on racial and social biases, and develop pro-active strategies for affirmative actions and programs that promote multi-cultural harmony. The board's emphasis is upon the implementation of proactive activities that promotes diversity and unity. The board responds to resident complaints, investigates sources of community conflict and provides planning assistance and alternative dispute resolution techniques to residents and organizations for resolving neighborhood concerns and appreciating the value and importance of cultural openness and diversity to the well being and future development of the City of Cleveland.

Program activities focus on the most commonly identified concerns of the community which include police-community cooperation, youth and young adult intervention, culturally and socially segregated housing patterns and relationships involving our schools, youth and neighborhood residents. Primary functions are coordinating police-citizen committees; mediation, conciliation and alternative dispute resolution services; helping to develop community and human relations development activities; administering the City's law enforcement and community assistance protocol for the prevention of ethnic intimidation and response to victims; promoting multicultural arts and educational events; monitoring police professional standards and practices policy; planning and facilitating human relations training for police, city employees and community groups; coordinating multi-cultural dialogue groups; provide crisis response and violence interruption; referring youth to healthy alternatives.

PROGRAM NAME: COMMUNITY OUTREACH

OBJECTIVES: To promote cultural harmony and mutual understanding in the City of Cleveland by helping residents implement proactive strategies for resolving community concerns and developing mechanisms for people of all religious, racial or ethnic backgrounds to cooperatively improve the quality of life citizen to citizen, neighborhood to neighborhood and building sustainable relationships from Cleveland to the world.

ACTIVITIES: The Community Relations Board (Hereinafter referred to as the "CRB") provides planning assistance for groups and agencies who seek to promote positive social and cultural relationships in the community. The CRB investigates the sources and conditions of problems and complaints that are disruptive to the quality of life in the city neighborhoods, especially when an individual or group is violated because of their protected class (race, ethnicity, religion, sexual orientation, gender identity, familial status, etc.) The CRB assists in coordinating fair and equitable service delivery to Cleveland's multicultural and diverse population. The CRB administers the priority protocol for preventing and responding to racial and ethnic violence and intimidation in coordination with the police, prosecutor's office, the municipal and county courts and support service agencies. The CRB coordinates resident and organizational involvement through diverse and multi-cultural dialogue groups. The CRB maintains liaisons to individuals and groups interested in addressing the concerns and serving the special needs of various groups from the City of Cleveland's multicultural and diverse populations. The CRB establishes support networks and facilitate relationships to attain sustainable community networks. The CRB investigates and provides referral services for any complaint of discrimination based on the City of Cleveland's protected classes. The CRB provides conciliation services on referral from citizens, community organizations and institutions, the police and other city agencies.



COMMUNITY RELATIONS BOARD

PROGRAM NAME: COMMUNITY REENTRY

OBJECTIVES: The Community Relations Board identifies resources, provides referrals and advocacy for formerly incarcerated individuals that return to the City of Cleveland from correctional facilities.

ACTIVITIES: The Community Relation Board hosts workshops and resource fairs and refer formerly incarcerated individuals that return to our community to community and faith-based social services, training and employment opportunities. The CRB also has special programs to teach entrepreneurship and other skills to help the formerly incarcerated individuals help contribute our community. The CRB also provides advocacy for this group of individuals to help them overcome any potential barriers to social and economic inclusion in our society.

PROGRAM NAME: HUMAN RELATIONS CIVIL RIGHTS TRAINING AND COMMUNITY EDUCATION

OBJECTIVES: To support and direct members and staff in fulfilling the community relations goals of the Board and city government. To develop the skills of city employees and community groups that will increase community cooperation and minority participation in the productive life of the City. To increase public awareness of and confidence in the role of the Community Relations Board and City government for solving problems that strain inter-group relationships. To reduce racial and cultural stereotypes which create social inequalities, conflicts and instability.

ACTIVITIES: Perform curricula and program design. Provide human relations in-service training for police and city employees. Conduct human relations workshops for community groups and agencies. Provide mediation training for community and youth serving organizations and schools. Provide research evaluation, planning and administration. Conduct Community Relations Board meetings, sub-committees and special hearings. Provide information to the public. Coordinate community forums, conferences, and cultural events. Maintain contacts with all groups throughout the community that want to foster cultural unity and diversity. Review and evaluate existing community resources for mediations, human relations training and youth intervention.

PROGRAM NAME: POLICE/COMMUNITY COOPERATION AND SPECIAL EVENTS

OBJECTIVES: To create and strengthen mechanisms for cooperation between citizens and police; Enhance the professional skills of police officers to incorporate the community as a resource for effective law enforcement. To heighten police and citizens awareness of their roles and responsibilities related to the perception of public safety.

ACTIVITIES: The CRB administers police district citizen committees and zone meetings; Monitors the investigative standards and complaint practices of police; Coordinates Crime Prevention Fairs for the Division of Police; Provides human relations in-service training for police; Conducts community workshops, raining and conferences on safety and law enforcement; Coordinates the annual Cleveland Night Out Against Crime and district police/community awards ceremonies; Coordinates citywide court watch program to work with citizens to follow high profile case or cases of particular citizens interests; Develop and establish a Special Events section as a one-stop promoter's service for municipal service coordination.



COMMUNITY RELATIONS BOARD

PROGRAM NAME: ***YOUTH COMMUNITY DIVERSION/CRISIS & COMMUNITY INTERVENTION (OPERATION FOCUS)***

OBJECTIVES: This program is a joint effort between the Cleveland Division of Police and the Cuyahoga County Juvenile Court System. The program's purpose is to develop and administer accountability-based sanctions for first-time juvenile offenders of misdemeanor and status offenses. We believe that early intervention in the lives of first-time offenders will prevent some juveniles from committing future violations. The CRB has also initiated "Operation Focus." This intervention strategy is modeled after an evidence-based strategy utilized in other cities and recognized by the U.S. Dept of Justice best practice.

ACTIVITIES: Caseworkers administer accountability-based sanctions for first-time juvenile offenders of misdemeanors and status offenses. This program offers early intervention for youth to prevent future violations. Caseworkers also assess the needs of each individual child and family. They refer youth and their families to appropriate community resources and services. They give families options to deal with the difficulties their children are facing. Street outreach workers (Peacemaker Alliance) serve as violence interrupters by responding to hot spot areas to mediate between feuding groups and prevent youth violence. The Community Relations Board also conducts community interventions (Call Ins) to send a clear message to Group Member Individuals. The message is clear, "gun violence and open air drug markets will stop or their will be group-based accountability and sanctions.



COMMUNITY RELATIONS BOARD

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 667,964	\$ 777,193	\$ 762,637	\$ 1,086,037
Board Members	113,838	103,048	98,375	108,576
Part-Time Permanent	—	—	4,752	11,498
Longevity	5,725	5,825	6,125	6,400
Wage Settlements	153,732	—	—	—
Separation Payments	7,608	—	9,027	20,000
	\$ 948,867	\$ 886,066	\$ 880,916	\$ 1,232,511
Benefits				
Hospitalization	\$ 101,661	\$ 120,422	\$ 139,305	\$ 196,654
Prescription	24,791	29,596	30,010	44,598
Dental	6,558	6,527	6,855	11,772
Vision Care	823	963	1,025	1,434
Public Employees Retire System	130,582	123,538	122,397	169,056
Fica-Medicare	12,630	11,619	11,548	17,733
Workers' Compensation	15,866	12,030	12,123	11,480
Life Insurance	588	629	585	1,008
	\$ 293,499	\$ 305,324	\$ 323,848	\$ 453,735
Other Training & Professional Dues				
Travel	\$ 416	\$ 1,272	\$ —	\$ 800
Tuition & Registration Fees	150	295	—	295
Mileage (Priv Auto) Trng Prps	—	42	—	—
Professional Dues & Subscript	100	—	—	—
	\$ 666	\$ 1,610	\$ —	\$ 1,095
Contractual Services				
Professional Services	\$ 1,710	\$ —	\$ 75,220	\$ 1,611,355
Travel- Non-Training	15	—	—	—
Mileage (Private Auto)	4,635	6,547	6,795	6,000
Advertising And Public Notice	350	225	325	500
Program Promotion	200	300	160	500
Parking In City Facilities	2,865	1,979	1,780	2,500
Other Contractual	—	788	—	—
Local Match-Grant Programs	6,264	—	—	—
	\$ 16,038	\$ 9,839	\$ 84,279	\$ 1,620,855
Materials & Supplies				
Office Supplies	\$ 151	\$ 6,411	\$ 3	\$ —
Computer Hardware	—	—	—	5,000
Food	1,106	83	1,604	1,500
Other Supplies	206	—	137	—



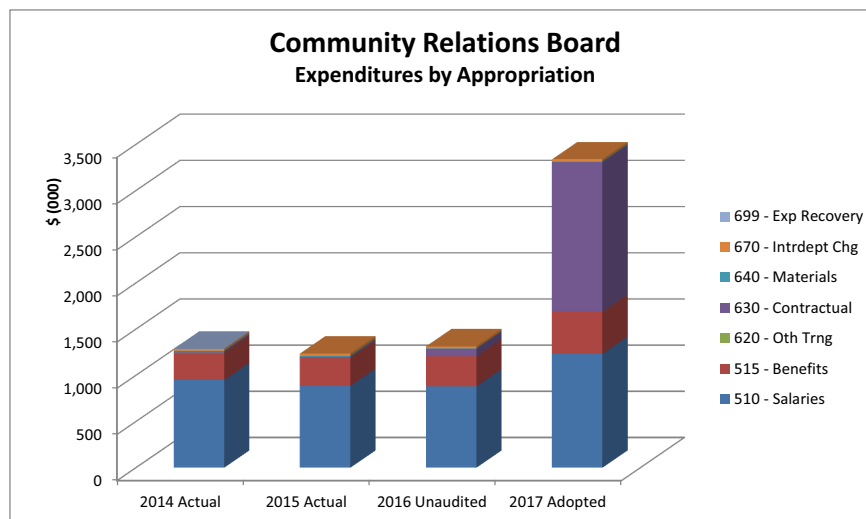
COMMUNITY RELATIONS BOARD

Expenditures (Continued)

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Special Events Supplies	975	2,241	1,709	1,619
Just In Time Office Supplies	1,888	777	620	1,000
	\$ 4,326	\$ 9,511	\$ 4,073	\$ 9,119
Interdepart Service Charges				
Charges From Telephone Exch	\$ 7,398	\$ 6,909	\$ 6,483	\$ 6,550
Charges From Print & Repro	13,533	12,639	9,483	9,599
Charges From Central Storeroom	2,696	3,678	4,552	4,867
Charges From M.V.M.	434	502	516	461
	\$ 24,060	\$ 23,728	\$ 21,034	\$ 21,477
Expenditure Recovery				
Expenditure Recovery	\$ —	\$ 69,749	\$ —	\$ —
	\$ —	\$ 69,749	\$ —	\$ —
	\$ 1,287,457	\$ 1,305,826	\$ 1,314,150	\$ 3,338,792

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Grant Revenue	\$ —	\$ —	\$ 20	\$ —
Miscellaneous	9,230	261	—	—
	\$ 9,230	\$ 261	\$ 20	\$ —





COMMUNITY RELATIONS BOARD

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Exec. Director Community Relations Board	50,795.81	191,316.74
1	1	1			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Manager	27,193.55	115,424.36
1	1	1	Assistant Administrator	20,800.00	72,000.00
2	2	2	Case Worker II	14.03	21.23
2	2	4	Community Relations Rep. I	10.00	20.27
1	1	1	Community Relations Rep. II	10.00	24.50
1	1	1	Community Relations Rep. III	10.00	30.32
0	0	2	Crime Analyst II	38,000.00	54,641.81
0	0	1	Grant Administrator	22,333.40	83,008.39
4	4	4	Project Coordinator	27,325.56	99,702.63
3	2	3	Project Director	22,333.40	88,646.98
15	14	20			
16	15	21	TOTAL FULL TIME		
<u>PART TIME</u>					
1	1	1	Administrative Officer	20,800.00	58,499.94
1	1	1	TOTAL PART TIME		
<u>BOARD MEMBERS</u>					
1	1	1	Member of Community Relations Board-Chair	7,775.00	7,775.00
14	12	14	Member of Community Relations Board	7,200.00	7,200.00
15	13	15	TOTAL BOARD MEMBERS		
32	29	37	TOTAL DIVISION		



CITY PLANNING COMMISSION

Freddy Collier, Director

Mission Statement

The Cleveland City Planning Commission advocates for the preservation and establishment of prosperous communities that are authentic and diverse providing equitable access to the resources necessary for residents to thrive. We accomplish this by enhancing physical development, preserving the City's history, and creating places for people that are healthy, sustainable and vibrant for current and future generations.

The City Planning Commission is comprised of seven members, six of whom are mayoral appointments and the seventh is an appointment of City Council. The Planning Commission is responsible for adopting and maintaining a General Plan for the City, maintaining the City's Zoning Map and Code, undertaking capital improvements planning, and conducting design review in neighborhood and downtown districts. The Commission is responsible for reviewing and acting upon all legislation regarding planning, zoning, capital improvements, and physical development.

The City Planning department is staff to the City Planning Commission and provides a variety of planning services to the Mayor, City Council, City departments, neighborhood organizations, and the general public.

PROGRAM NAME: ADMINISTRATIVE SERVICES

OBJECTIVES: To provide financial, personnel and logistical support to the operating sections of City Planning Commission staff.

ACTIVITIES: Preparation and monitoring of departmental budget, grants, contract administration, personnel management, and clerical services. provision of mapping and secretarial services; maintenance of the City's street line and lot line base map series, and preparation of GIS computerized mapping products.

PROGRAM NAME: NEIGHBORHOOD AND COMPREHENSIVE PLANNING

OBJECTIVES: To provide ongoing planning services necessary to facilitate appropriate development and revitalization, and to prepare comprehensive plans for the city, its neighborhoods, and the region.

ACTIVITIES: Preparation, updating and implementation of a comprehensive Citywide Plan. Coordination of citywide design review committees and facilitation of City of Cleveland land bank. Planning for the lakefront, riverfront, Euclid Corridor, Inner belt and other large-scale planning districts; and analysis and dissemination of statistical information, including ensuring a complete count in the decennial U.S. Census.

PROGRAM NAME: PLANNING ADMINISTRATION

OBJECTIVES: To ensure effective and expeditious action on all mandatory legislative referrals and design reviews within applications subject to City Planning approval.

ACTIVITIES: Review of all legislation referred to the Planning Commission; review of project design within the City's design review districts; provision of staff support to the City Planning Commission and its Design Review Advisory Committee.



CITY PLANNING COMMISSION

PROGRAM NAME: URBAN DESIGN AND INFRASTRUCTURE

OBJECTIVES: To provide design services and to prepare urban design plans necessary to facilitate appropriate development. Coordination of transportation and streetscape improvements, and capital improvement planning principally in neighborhood business districts, the central business district, and along the lakefront.

ACTIVITIES: Preparation of urban design plans for districts and large-scale projects; preparation of design guidelines; evaluation of design elements of development projects; provision of design assistance to City departments, City Council, neighborhood organizations, developers and citizens.

PROGRAM NAME: ZONING AND TECHNOLOGY

OBJECTIVES: To ensure that the City has an up-to-date Zoning Code and Zoning Map and to provide professional advice to the City Planning Commission, the Board of Zoning Appeals, and the City Council regarding matters pertaining to the Zoning Code and Zoning Map. Provision of mapping service, maintenance of the city street line and lot line base map series, and preparation of GIS computerized mapping products.

ACTIVITIES: Preparation of zoning studies and legislation amending the City's Zoning Code or Zoning Map; review of Zoning Appeals, Zoning Code, and Zoning Map changes; provision of staff support to the City Planning Commission and the City Planning Committee of Council; maintenance of the City's official zoning map series.



CITY PLANNING COMMISSION

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 991,725	\$ 1,059,270	\$ 1,062,096	\$ 1,326,579
Board Members	41,843	37,423	26,340	43,682
Part-Time Permanent	10,064	—	—	42,002
Longevity	6,775	6,375	6,475	6,775
Separation Payments	107,897	—	—	50,000
	\$ 1,158,304	\$ 1,103,068	\$ 1,094,910	\$ 1,469,038
Benefits				
Hospitalization	\$ 108,785	\$ 134,847	\$ 148,917	\$ 188,034
Prescription	14,244	20,042	27,529	41,729
Dental	6,585	7,027	6,993	10,428
Vision Care	1,001	1,020	1,084	1,428
Public Employees Retire System	145,809	154,325	153,441	199,741
Fica-Medicare	14,225	13,341	13,268	21,295
Workers' Compensation	13,395	13,581	11,119	12,846
Life Insurance	676	730	675	1,056
	\$ 304,721	\$ 344,913	\$ 363,027	\$ 476,557
Other Training & Professional Dues				
Travel	\$ 502	\$ 1,219	\$ 931	\$ 5,000
Tuition & Registration Fees	1,974	2,622	3,076	5,000
	\$ 2,475	\$ 3,841	\$ 4,007	\$ 10,000
Contractual Services				
Advertising And Public Notice	\$ 240	\$ 846	\$ —	\$ 2,500
Parking In City Facilities	8,510	4,959	3,704	7,500
Other Contractual	50,000	50,500	45,470	225,500
	\$ 58,750	\$ 56,304	\$ 49,174	\$ 235,500
Materials & Supplies				
Office Supplies	\$ 12	\$ 220	\$ 336	\$ 2,500
Computer Hardware	1,259	—	—	1,500
Computer Software	2,606	1,420	3,329	10,000
Just In Time Office Supplies	3,739	3,307	3,732	6,400
	\$ 7,615	\$ 4,947	\$ 7,397	\$ 20,400



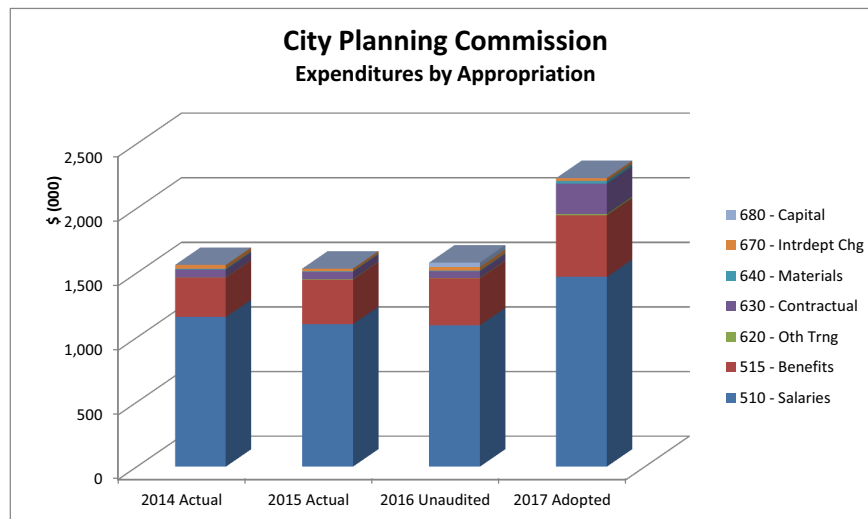
CITY PLANNING COMMISSION

Expenditures (Continued)

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 8,078	\$ 6,076	\$ 5,691	\$ 5,750
Charges From Print & Repro	13,430	10,499	8,419	8,522
Charges From Central Storeroom	707	437	427	457
Charges From M.V.M.	7,738	2,828	12,465	7,307
	\$ 29,953	\$ 19,840	\$ 27,003	\$ 22,036
Capital Outlay				
Transfer To Capital Project	\$ —	\$ —	\$ 34,667	\$ —
	\$ —	\$ —	\$ 34,667	\$ —
	\$ 1,561,820	\$ 1,532,913	\$ 1,580,186	\$ 2,233,531

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Charges For Services	\$ —	\$ 5,000	\$ —	\$ —
Grant Revenue	245	0	—	—
Miscellaneous	23,548	393	779	—
	\$ 23,793	\$ 5,393	\$ 779	\$ —





CITY PLANNING COMMISSION

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Planning Director	50,795.81	191,316.74
1	1	1	Secretary to the Director of City Planning	36,590.00	154,089.52
<u>2</u>	<u>2</u>	<u>2</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
0	0	1	Private Secretary	10.00	22.29
1	1	1	Secretary	10.00	18.59
<u>1</u>	<u>1</u>	<u>2</u>			
<u>PROFESSIONALS</u>					
0	0	1	Architect	10.00	32.10
2	2	2	Assistant Administrator	20,800.00	72,000.00
4	4	4	Chief City Planner	30,000.00	91,405.96
6	6	7	City Planner	30,000.00	67,032.85
1	1	1	Office Manager	20,800.00	54,845.04
0	0	1	Project Coordinator	27,325.56	99,702.63
2	2	2	Senior Assistant City Planner	10.00	25.84
<u>15</u>	<u>15</u>	<u>18</u>			
<u>18</u>	<u>18</u>	<u>22</u>	TOTAL FULL TIME		
<u>PART TIME</u>					
1	0	1	City Planner	30,000.00	67,032.85
<u>1</u>	<u>0</u>	<u>1</u>	TOTAL PART TIME		
<u>BOARD MEMBERS</u>					
6	3	6	Member of City Planning Commission	7,820.00	7,820.00
<u>6</u>	<u>3</u>	<u>6</u>	TOTAL BOARD MEMBERS		
<u>25</u>	<u>21</u>	<u>29</u>	TOTAL DIVISION		



BOXING AND WRESTLING COMMISSION**Abdul A. Muhaymin, Chairman**

The Commission approves and supervises all amateur boxing contests and professional wrestling exhibitions. Other commission duties include training and furnishing officials for all bouts, as well as overseeing tickets, receipts and fund disbursements.



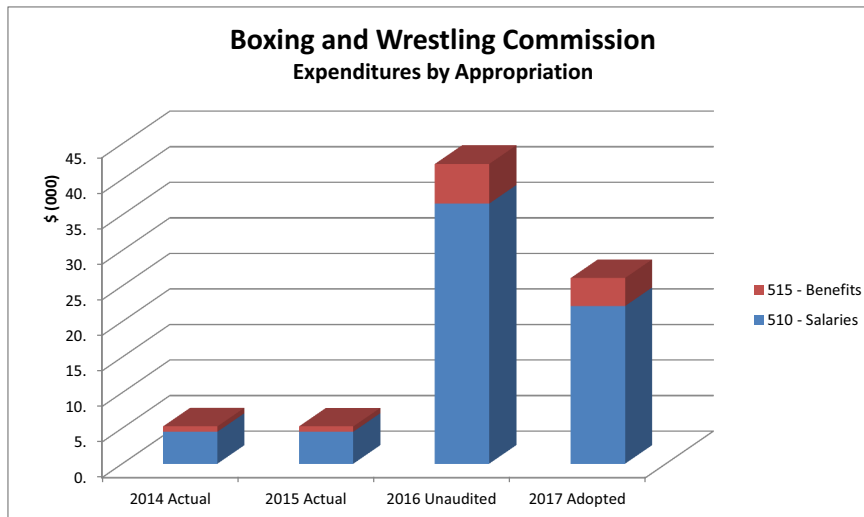
BOXING AND WRESTLING COMMISSION

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Board Members	\$ 2,400	\$ 2,400	\$ 18,973	\$ 7,776
Part-Time Permanent	2,100	2,100	17,613	14,398
	\$ 4,500	\$ 4,500	\$ 36,585	\$ 22,174
Benefits				
Public Employees Retire System	\$ 630	\$ 630	\$ 5,000	\$ 3,192
Fica-Medicare	65	65	531	324
Workers' Compensation	57	51	45	430
	\$ 753	\$ 746	\$ 5,576	\$ 3,946
	\$ 5,253	\$ 5,246	\$ 42,161	\$ 26,120

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Miscellaneous	\$ 52	\$ —	\$ —	\$ —
	\$ 52	\$ —	\$ —	\$ —





BOXING AND WRESTLING COMMISSION

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
BOARD MEMBERS					
1	1	1	Chairman Boxing & Wrestling Commission	7,775.00	7,775.00
2	1	2	Commission Member	7,200.00	7,200.00
3	2	3	TOTAL BOARD MEMBERS		
3	2	3	TOTAL DIVISION		



MAYOR'S OFFICE OF SUSTAINABILITY

Matthew Gray, Director

Mission Statement

The Mayor's Office of Sustainability leverages Cleveland's wealth of assets by collaborating with the community to improve the economic, environmental and social well-being of its citizens. To lead by example, the Office develops and implements policies and programs with City departments to embrace a culture of sustainability.

Established in 2005, the Mayor's Office of Sustainability works to lead and empower Cleveland to be a global leader in urban sustainable living, commerce, operations and community. Primary goals of our office include:

- Saving the City of Cleveland money and reducing its ecological footprint
- Using sustainability as a tool for economic development
- Providing tools and resources to make sustainability business-as-usual within City departments, at home, at the work place and in the community
- Fostering a culture that embraces sustainability action through education

PROGRAM NAME: SUSTAINABLE CLEVELAND MUNICIPAL ACTION PLAN (SC-MAP)

OBJECTIVE: Implement SC-MAP actions to enable the City to lead by example in sustainability.

ACTIVITY: Assist with updating and implementing the Sustainable Municipal Building Policy; energy management and tracking of savings from installed conservation measures; identify and implement fuel savings in the City's vehicle fleet; support installation of stormwater control measures; facility waste audits and increased recycling in City facilities; employee engagement; identify, obtain and manage various grants.

PROGRAM NAME: SUSTAINABLE CLEVELAND

OBJECTIVE: Lead Sustainable Cleveland 2019, a 10-year initiative that engages people from all walks of life, working together to design and develop a thriving and resilient Cleveland region.

ACTIVITY: Coordinate Mayor's annual Sustainable Cleveland Summit; support volunteer working group projects; coordinate activities and events around annual celebration topics; collaborate with community organizations to promote sustainable practices at home, at work and in the community.

PROGRAM NAME: CLEVELAND CLIMATE ACTION PLAN

OBJECTIVE: Implement the Cleveland Climate Action Plan (CAP), a community-wide plan to reduce Cleveland's greenhouse gas (GHG) emissions by 80% by 2050, from a 2010 baseline, with interim goals of 16% reduction by 2020, and 40% by 2030. The CAP contains 33 actions, split into 6 focus areas:

- Energy Efficiency and Green Building Land Use and Clean Water
- Advanced and Renewable EnergyCommunity Engagement and Public Health
- Sustainable TransportationWaste Reduction and Resource Conservation

ACTIVITY: Coordinate with community organizations to implement various projects and programs; support neighborhood-level implementation of the CAP, including projects through the Cleveland Climate Action Fund; develop and distribute materials to educate and engage residents around climate action.

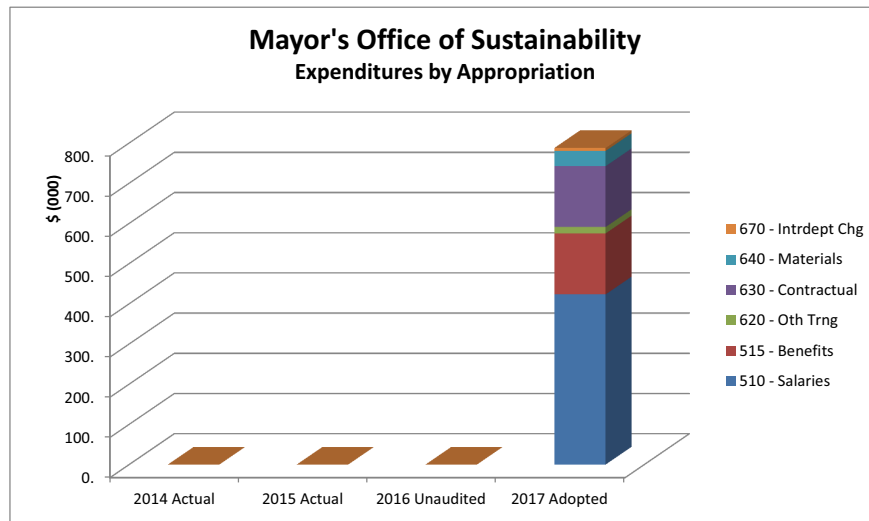


MAYOR'S OFFICE OF SUSTAINABILITY

Expenditures

	2014 Actual		2015 Actual		2016 Unaudited		2017 Budget	
Salaries and Wages								
Full Time Permanent	\$	—	\$	—	\$	—	\$	409,052
Student Trainees		—		—		—		10,560
Longevity		—		—		—		1,675
Overtime		—		—		—		2,000
	\$	—	\$	—	\$	—	\$	423,287
Benefits								
Hospitalization	\$	—	\$	—	\$	—	\$	65,556
Prescription		—		—		—		14,868
Dental		—		—		—		4,224
Vision Care		—		—		—		348
Public Employees Retire System		—		—		—		60,496
Fica-Medicare		—		—		—		6,088
Life Insurance		—		—		—		264
	\$	—	\$	—	\$	—	\$	151,844
Other Training & Professional Dues								
Travel	\$	—	\$	—	\$	—	\$	1,000
Tuition & Registration Fees		—		—		—		5,000
Other Training Supplies		—		—		—		250
Professional Dues & Subscript		—		—		—		9,500
	\$	—	\$	—	\$	—	\$	15,750
Contractual Services								
Professional Services	\$	—	\$	—	\$	—	\$	110,000
Advertising And Public Notice		—		—		—		1,500
Other Contractual		—		—		—		40,000
	\$	—	\$	—	\$	—	\$	151,500
Materials & Supplies								
Small Equipment	\$	—	\$	—	\$	—	\$	37,500
Just In Time Office Supplies		—		—		—		300
	\$	—	\$	—	\$	—	\$	37,800
Interdepart Service Charges								
Charges From Telephone Exch	\$	—	\$	—	\$	—	\$	1,400
Charges From Print & Repro		—		—		—		5,800
	\$	—	\$	—	\$	—	\$	7,200
	\$	—	\$	—	\$	—	\$	787,381

MAYOR'S OFFICE OF SUSTAINABILITY





MAYOR'S OFFICE OF SUSTAINABILITY

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
0	0	1	Executive Assistant to The Mayor	50,795.81	191,316.74
0	0	1	Special Assistant to The Mayor	20,800.00	118,362.30
0	0	2			
PROFESSIONALS					
0	0	2	Administrative Manager	27,193.55	115,424.36
0	0	1	Assistant Administrator	20,800.00	72,000.00
0	0	1	Office Manager	20,800.00	54,845.04
0	0	1	Project Coordinator	27,325.56	99,702.63
0	0	5			
0	0	7	TOTAL FULL TIME		
PART TIME					
0	0	2	Student Aide	10.00	11.94
0	0	2	TOTAL PART TIME		
0	0	9	TOTAL DIVISION		



OFFICE OF EQUAL OPPORTUNITY

Dr. Melissa Burrows, Director

Mission Statement

To promote equity of economic benefit for Clevelanders by ensuring compliance with contractor goals and requirements as required by Codified Ordinances. This is achieved by providing contractor assistance and support and by being an advocate for enterprise and employment to promote "Self Help" with a commitment to excellence in public service. OEO also serves as the advocate for Community Benefit Agreements with our private sector partners.

OEO achieves our mission by enforcing four City of Cleveland Codified Ordinances:

Codified Ordinance 123	Prevailing Wage
Codified Ordinance 187	Cleveland Area Business Code
Codified Ordinance 188	Cleveland Resident Employment Law
Codified Ordinance 189	Living Wage

Monitoring and enforcement of these ordinances advance our mission by promoting local spend in both enterprise and workforce, "Self Help", and further underscores OEO's role as an advocate for diversity and inclusion in contract award, sub-contracting, and technical assistance to Cleveland area businesses.

PROGRAM NAME: CLEVELAND AREA BUSINESS CODE

OBJECTIVES: To maximize target businesses in participation of city contracts.

ACTIVITIES: Certify Cleveland Small Businesses (CSB), Minority Business Enterprises (MBE), Female Business Enterprises (FBE) Local Producer Enterprises (LPE), Sustainable Urban Business Enterprises (SUBE), evaluate bids and monitor their participation on city contracts. Monitor Affirmative Action Compliance in companies doing business with the city.

PROGRAM NAME: FANNIE M. LEWIS CLEVELAND RESIDENT EMPLOYMENT LAW

OBJECTIVES: Monitor the compliance of the resident employment requirements on public improvement contracts greater than \$100,000.

ACTIVITIES: Monitor and enforce compliance of the Fannie M. Lewis Cleveland Resident Employee Law (Chapter 188) effective January 1, 2004, that requires 20% Cleveland resident employment on public improvement (construction) contracts valued at \$100,000 or more. Provide monthly reports to the administration and to City Council. Outreach as appropriate.

PROGRAM NAME: OUTREACH

OBJECTIVES: To support and provide development opportunities for businesses certified with the office as well as partner with other business development offices in our region to provide technical assistance and education.

ACTIVITIES: Use our web-based compliance system (B2GNow); to e-blast information; coordinate with the Department of Community Development on Section 3; partner with other municipal entities to provide technical assistance and support; coordinate with the Division of Purchases and Supplies to provide workshops such as "How to do Business with the City", promote certification as a vehicle towards economic benefit; and sponsor the James H. Walker Construction Management Course.

OFFICE OF EQUAL OPPORTUNITY

Expenditures

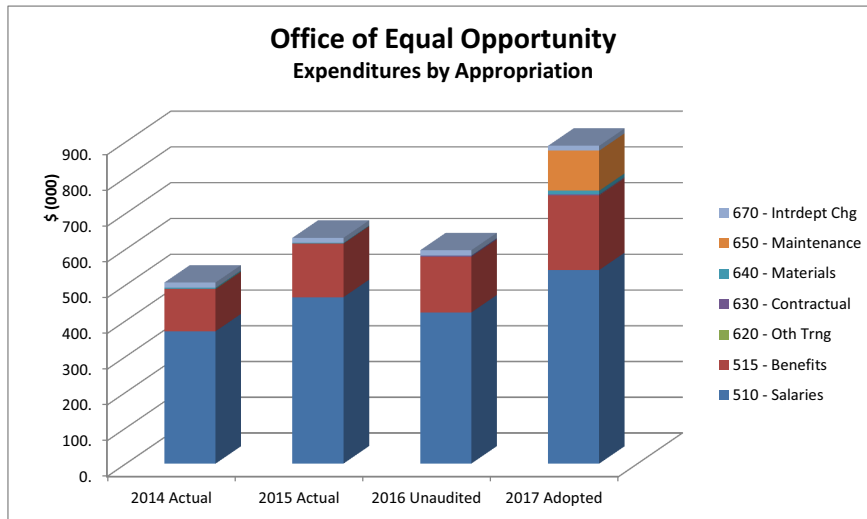
	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 365,603	\$ 460,472	\$ 417,720	\$ 533,194
Longevity	2,000	2,000	1,700	2,175
Separation Payments	2,496	2,960	3,419	6,000
	\$ 370,099	\$ 465,432	\$ 422,839	\$ 541,369
Benefits				
Hospitalization	\$ 44,255	\$ 55,700	\$ 67,068	\$ 92,922
Prescription	11,154	14,224	14,550	20,732
Dental	3,060	3,769	3,617	5,680
Vision Care	377	446	438	616
Public Employees Retire System	50,011	65,234	59,597	75,127
Fica-Medicare	4,546	5,907	5,242	7,850
Workers' Compensation	4,366	4,206	4,691	4,961
Life Insurance	277	348	294	480
	\$ 118,046	\$ 149,835	\$ 155,497	\$ 208,368
Other Training & Professional Dues				
Professional Dues & Subscript	\$ 600	\$ —	\$ —	\$ 500
	\$ 600	\$ —	\$ —	\$ 500
Contractual Services				
Parking In City Facilities	\$ —	\$ —	\$ 2,916	\$ 2,400
	\$ —	\$ —	\$ 2,916	\$ 2,400
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ 58	\$ 2,600
Computer Hardware	—	—	—	5,800
Just In Time Office Supplies	2,918	1,802	509	2,000
	\$ 2,918	\$ 1,802	\$ 567	\$ 10,400
Maintenance				
Computer Software Maintenance	\$ —	\$ —	\$ —	\$ 112,000
	\$ —	\$ —	\$ —	\$ 112,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 1,605	\$ 2,344	\$ 2,238	\$ 2,261
Charges From Print & Repro	9,374	9,562	7,912	8,009
Charges From Central Storeroom	1,670	1,192	1,232	1,317
Charges From M.V.M.	2,186	1,066	3,396	2,109
	\$ 14,836	\$ 14,164	\$ 14,777	\$ 13,696
	\$ 506,499	\$ 631,233	\$ 596,597	\$ 888,733



OFFICE OF EQUAL OPPORTUNITY

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Miscellaneous	\$ 18,348	\$ 41,653	\$ 10,552	\$ 15,300
	\$ 18,348	\$ 41,653	\$ 10,552	\$ 15,300





OFFICE OF EQUAL OPPORTUNITY

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
1	1	1	Director of Office of Equal Opportunity	50,795.81	171,581.77
1	1	1	Minority Business Development Administrator	27,325.56	85,577.88
<u>2</u>	<u>2</u>	<u>2</u>			
PROFESSIONALS					
1	1	1	Administrative Manager	27,193.55	115,424.36
3	2	3	Assistant Administrator	20,800.00	72,000.00
1	1	2	Assistant Contract Compliance Officer	20,800.00	62,770.08
2	1	2	Contract Supervisor	20,800.00	69,383.29
<u>7</u>	<u>5</u>	<u>8</u>			
<u>9</u>	<u>7</u>	<u>10</u>	TOTAL FULL TIME		
<u>9</u>	<u>7</u>	<u>10</u>	TOTAL DIVISION		



CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

Ronald B. Adrine, Administrative And Presiding Judge

Mission Statement

To ensure the rule of law, administer justice and to improve public safety, by providing a forum where persons obtain the orderly resolution of disputes and related services; all done in a fair, impartial, professional, courteous, and timely manner.

The Cleveland Municipal Court is a court of record having jurisdiction in law and equity pursuant to the Ohio Revised Code. The Court has territorial jurisdiction over the City of Cleveland and the Village of Bratenahl. The Court may determine misdemeanor violations of both the City of Cleveland Ordinances and the state of Ohio statutes. The court conducts preliminary hearings and sets bonds in felony cases committed in the City of Cleveland. In civil matters, the Small Claims Division of the Court can determine actions where the amount in controversy does not exceed \$3,000.00. The General Division of the Court can determine civil cases where the amount in controversy does not exceed \$15,000.00. These civil cases can include, but are not limited to, actions for the recovery of property, injunctions, contracts, personal injury, collection proceedings, and transferred judgments.

COMMUNICATION AWARENESS PROJECT (CAP)

The Cleveland Municipal Court has another tool for supervising defendants who need educational intervention, when anger management and other traditional referrals may not be adequate. The Communication Awareness Project (CAP) will teach conflict resolution skills and civility to individuals who have experienced a negative interaction with peers, neighbors, co-workers, employers, teachers, and even strangers. CAP referrals may be appropriate for individuals who have been charged with offenses such as: assault, criminal damaging, menacing, discharging firearms, ethnic intimidation, minor's curfew, vicious dogs and sexual harassment. The two hour class is taught at the Cuyahoga Community College Metropolitan Campus every other month.

COMMUNITY ORIENTATION PROGRAM (COP)

In an effort to improve the relations between the community and police, the Community Orientation Program (COP) was created. Individuals who have been convicted of offenses which resulted in negative interaction with the police are required to attend. COP is an education program which teaches the rights and responsibilities of citizens when they encounter the police. The goal of the program is to educate participants on what they should and should not do when they encounter the police. The two hour class is taught by an attorney and commander of the Cleveland Police. The class provides information from both legal and police perspectives. This balanced approach provides an opportunity for instruction and dialogue between an attorney, police officer and participants. The presence of the police officer allows for a positive exchange with a law enforcement officer in a neutral, non-confrontational environment. The class is taught at Cuyahoga Community College Metro Campus.

DEDICATED DOMESTIC VIOLENCE DOCKET (DDVD)

The Dedicated Domestic Violence Docket/Deferred Judgment Program was established in 2007 under the leadership of Judge Ronald B. Adrine to improve court responses to domestic violence, increase offender accountability and enhance victim safety. This specialized treatment of domestic violence cases has proven to be effective by the coordinated court response with law enforcement, prosecutors, advocates, judges and probation officers. This docket currently serves three of the city's five police districts and will eventually serve the entire city. Three judges are assigned to hear all cases designated as appropriate for the DDVD. Compliance hearings are held for all DDVD cases assigned to probation supervision to ensure that all conditions of probation are being met.

DOMESTIC INTERVENTION, EDUCATION AND TRAINING PROGRAM (DIET)

The Domestic Intervention, Education and Training Program (DIET) began in 2006 with grant funding from the State of Ohio's Department of Rehabilitation and Correction for local community sanction activities. The program was developed and is operated by the Probation Department with the objective of diverting 300 offenders charged with domestic violence related offenses to participate in a psychosocial education program in lieu of incarceration. DIET offenders must attend one, two-hour session per week for 16 weeks. Each session, which averages 15 participants, is being led by two qualified staff facilitators who stress one of the eight themes: non-violence, non-threatening behavior, respect, support and trust, accountability and honesty, sexual respect,



CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

partnership and negotiation, and fairness. The DIET program also serves the Cuyahoga County Court of Common Pleas and 12 suburban municipal courts.

DRUG COURT

In 1998, Cleveland Municipal Court accepted a federal grant in the amount of \$385,000 to establish the Greater Cleveland Drug Court. Drug court, currently under the direction of Judge Anita Laster Mays, may be offered to a felony offender charged with a fourth or fifth degree level possession of a controlled substance, who has only one non-violent felony conviction and is chemically-dependent. Defendants are required to enter a plea of guilty to a first degree misdemeanor. The sentence is held in abeyance pending successful completion of the program. Upon successful completion of drug court and payment of a supervision fee, a participant's guilty plea is vacated, the charge(s) dismissed and the case sealed or expunged.

The drug court offers substance abuse prevention, treatment and recovery support assistance provided by contracted providers certified by the Ohio Department of Alcohol and Drug Addiction Services. Services include outpatient, intensive outpatient, residential treatment and recovery support. If needed, mental health treatment services are also available. As a sanction-based program participants are randomly drug tested at least once per week for a year to ensure abstinence. Over 1,200 people have successfully completed the Greater Cleveland Drug Court Program.

GET ON TRACK (GOT)

Recognizing the link between the lack of education and crime, the Cleveland Municipal Court has partnered with several education providers and other community agencies to launch a "school, not jail" initiative, called Get on Track (GOT) in 2006. These organizations include, among others, Cuyahoga Community College, Project LEARN, Seeds of Literacy, Employment Connection and Amer-I-Can, to develop a holistic approach to enable young men and women to become responsible adults and law-abiding, contributing members of society.

This unique program emphasizes the importance of having a basic education, sustained employment, meaningful life skills, good character and a positive attitude. It also encourages and facilitates the participants to acquire a valid driver's license and insurance.

Averaging 35 referrals a month, over 300 people have graduated from the Get on Track program, which now gets participants from East Cleveland, Bedford and the Cuyahoga County Common Pleas Court.

MENTAL HEALTH DOCKET

The Mental Health Docket operates in cooperation with area community mental health agencies to provide intensive supervision to offenders living with the challenges of mental illness. The Cleveland Municipal Court has recognized the need for behavioral health services, case management and supervision for clinically diagnosed mentally ill and/or developmentally disabled offenders to remain in the community and function as healthy, law-abiding citizens and to reduce the likelihood that they will come back into the criminal justice system as offenders.

The Judges of the Cleveland Municipal Court identify defendants with possible mental health issues. An assessment of the defendant is made via in-depth interview by the Court Psychiatric Unit to determine whether the defendant is a candidate for the Mental Health Docket, currently under the direction of Judge Pauline H. Tarver.

If eligible, after placement into the program the offender may be linked to a variety of community programs and agencies with the assistance of specially trained Probation Officers. Certain offenders may be offered a full range of services provided by agency providers, including forensic psychiatry, medication management, intensive outpatient substance abuse treatment for dually diagnosed offenders, partial hospitalization services and support services.

MOCK TRIAL

The annual Mock Trial Competition, sponsored by the Cleveland Municipal Court, the Cleveland Metropolitan School District and the Cleveland Bar Association, is going into its 17th year. The program, under the direction of Judge Lauren C. Moore, involves 250-350 Cleveland students and their teachers who end up spending an entire day at the Justice Center presenting both sides of a hypothetical case that is based upon similar cases before the court, such as stalking, driving under the influence, and children getting access to firearms. The ultimate aim of the Mock Trial Competition is to improve student listening, speaking and reasoning skills.



CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

PROJECT HOPE

Project HOPE (Holistic Opportunities and Preventive Education) is the Cleveland Municipal Court's Solicitation / Prostitution Offender Intervention Program. Under the direction of Judge Angela R. Stokes, Project HOPE is committed to intervening in the criminal justice process at the earliest possible time to identify potential qualified candidates for a specialized, intensive diversion and to help these offenders help themselves by providing a temporary safe haven offering permanent life tools to permanently break the cycle of prostitution.

REDIRECTING OUR CURFEW KIDS (ROCK)

In response to approximately 3,000 day and night minor curfew citations received each year, the Cleveland Municipal Court created R.O.C.K., Redirecting Our Curfew Kids, a diversion program for parents or guardians who are issued citations for a minor's curfew violation. Participants are given 90 days to fulfill the requirements, which include one monthly parent meeting, a parent/teacher conference for the child, and four hours of community service for the child at the Boys and Girls Club or City Mission. There is a \$25 dollar fee for the ROCK Program. Successful participation means parents are involved in the school, the child is held accountable for his or her actions and the case will be dismissed.

SELECTIVE INTERVENTION PROGRAM (SIP)

The Selective Intervention Program (SIP), which started in 1984, is a diversionary program for criminal defendants with no prior criminal record or pending criminal cases. It was designed to keep first offenders from being fully immersed into the criminal justice system.

Following the completion of its investigation, the Probation department makes a recommendation to the Court regarding the defendant's participation. An SIP Release/Contract must be signed by the participant agreeing to cooperate and abide by the conditions of the program.

SIP, administered by the Probation Department, is an opportunity for successful participants to have their case dismissed by the court to avoid prosecution. Participants must pay the \$200 SIP fee for participation and for the application to seal their arrest record at the completion of the program.

SMALL CLAIMS MEDIATION

Mediation is an alternative dispute resolution program offered by the Cleveland Municipal Court for the parties appearing in small claims court. These are in cases where \$3,000 or less is being sought. Approximately, half of all contested small claims cases go to mediation and the majority of them are resolved to the parties' mutual satisfaction.

Mediation gives parties the chance to sit down with a neutral trained mediator to amicably resolve a dispute. Mediation is voluntary and has many advantages including: resolution of the dispute on the court date; negotiating a payment schedule to avoid collection; a confidential settlement; and an outcome that is satisfactory to both sides. If mediation does not work to their satisfaction, the parties still have access to a trial on the same day.

TRAFFIC INTERVENTION PROGRAM (TIP)

Due to the increase in driver's license violations in the Greater Cleveland area, The Cleveland Municipal Court instituted the Traffic Intervention Program (TIP) in 1998. It started as a pilot program, but has now become a pivotal part of Cleveland Municipal Court. The Cleveland Municipal Court values the Traffic Intervention Program because it increases the number of licensed and insured drivers by allowing them an opportunity and assistance with restoring their driving privileges.

TIP consists of 6 officers, trained and certified by the State of Ohio with the Law Enforcement Automated Data System (LEADS), and linked with the Ohio Bureau of Motor Vehicles via Withdrawal Management System (WMS).

TRUANCY ENFORCEMENT

In an effort to keep children focused on their education, The Court began a relationship with the Cleveland Metropolitan School District in their effort to crackdown on truancy, which resulted in several hundred citations. The Court, with assistance from Judge Charles L. Patton Jr., consolidated the cases and ended up dismissing many of them after the parent attended a responsibility and accountability workshop conducted by the Partnership for a Safer Cleveland.



CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION***VETERANS TREATMENT DOCKET***

The Veterans Treatment Docket, now under the direction of Judge Charles L. Patton Jr., is a specialized docket that works within the framework of the Cleveland Municipal Court. It is intended to serve court-involved active duty service members and veterans. Other specialty dockets, operated by the court, target probationers with similar behavioral issues and needs such as mental health, alcohol and other drugs, domestic violence and solicitation. The Veterans Treatment Docket; however, deals with probationers whose actions may include a range of needs and offenses. What they have in common is not necessarily their behavior, but their past military service.

By providing a specialized docket, the court increases the veteran's chance of success. Facilitating access to various treatment programs and fostering interaction with other veterans helps to ensure that those who have served receive the services they deserve.

WEED AND SEED

The Cleveland Municipal Court is proud to continue its involvement in the Weed and Seed Program, which is now in its fourth year of operation. The program targets an area to "weed" out criminals and "seed" the area with services and programs that would benefit the community.

The Court recently partnered with the 4th District Mount Pleasant Weed and Seed initiative to afford the parent and the child the opportunity to complete a program in the community in lieu of paying the fine and cost. Their program consists of the parent completing a parent workshop and the child completing 10 hours of community work service which is a social responsibility training course. This is a national model implemented by the Department of Justice.

SERVICES***CLEVELAND JUSTICE***

The Court continues it's a very successful partnership with Channel 20 in the production of Cleveland Justice, a half hour program that gives viewers an insight on what happens in our courtrooms on a daily basis. A different judge is featured each week and the program airs twice a day.

INTERPRETERS UNIT

In recognition of the increasing diversity of our citizenry, the Cleveland Municipal Court has moved forward to enhance the quality of the foreign language and hearing-impaired interpretive services provided to defendants and other individuals involved in the court system. The courts interpreters are responsible for the accurate interpretation and translation of verbal and written communication from Non-English to English in matters related to judicial proceedings. Court interpreter services provide individuals with Limited English Proficiency (LEP) access to court services and functions by facilitating communication through professionally trained interpreters as impartial officers of the court. Court interpreters are not advocates and; therefore, cannot provide legal assistance or advice. Interpreter services are available in Spanish, rare languages and American Sign Language.

TOWN HALL MEETINGS

The Cleveland Municipal Court remains committed to continuing our annual Town Hall Meetings in an effort to give citizens a forum for expression and raise public consciousness and satisfaction with the court. We have conducted the Town Hall Meetings in conjunction with the Clerk of Courts office, which help promote the gatherings throughout the City of Cleveland.



CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 12,893,638	\$ 12,789,380	\$ 13,021,193	\$ 14,510,531
Seasonal	45,456	43,933	38,520	38,500
Elected Officials	447,060	405,260	413,802	445,500
Part-Time Permanent	218,311	233,427	204,951	213,839
Longevity	115,625	111,800	113,275	115,400
Separation Payments	133,775	76,610	53,736	100,000
Overtime	2,319	2,992	6,122	2,500
	\$ 13,856,184	\$ 13,663,401	\$ 13,851,599	\$ 15,426,270
Benefits				
Hospitalization	\$ 2,083,206	\$ 2,318,162	\$ 2,435,721	\$ 2,526,191
Prescription	400,847	457,566	485,838	554,871
Dental	134,929	127,782	126,434	152,220
Vision Care	13,335	12,437	13,349	16,164
Public Employees Retire System	1,920,744	1,902,959	1,905,041	2,145,678
Police & Firemens Disab & Pens	59	—	—	—
Fica-Medicare	175,134	176,205	180,648	223,682
Workers' Compensation	191,738	172,165	165,573	171,350
Life Insurance	10,278	9,991	9,038	12,576
Unemployment Compensation	3,590	4,123	14,695	15,000
Clothing Allowance	35,900	—	34,000	—
Clothing Maintenance	525	—	—	—
	\$ 4,970,285	\$ 5,181,391	\$ 5,370,335	\$ 5,817,732
Other Training & Professional Dues				
Travel	\$ 18,266	\$ 16,278	\$ 13,287	\$ 18,000
Tuition & Registration Fees	14,714	19,469	14,092	17,000
Professional Dues & Subscript	7,006	3,240	1,327	5,000
	\$ 39,986	\$ 38,987	\$ 28,706	\$ 40,000
Contractual Services				
Professional Services	\$ 2,260,203	\$ 2,391,727	\$ 2,400,593	\$ 2,443,100
Court Reporter	10,821	3,577	1,345	6,100
Jury And Witness Fees	5,406	7,812	4,884	30,000
Advertising And Public Notice	480	—	—	—
Parking In City Facilities	7,447	10,599	14,815	6,800
Insurance And Official Bonds	—	—	3,627	3,000
	\$ 2,284,357	\$ 2,413,715	\$ 2,425,263	\$ 2,489,000
Materials & Supplies				
Office Supplies	\$ 13,416	\$ 4,167	\$ 874	\$ 10,000
Postage	—	—	12	—

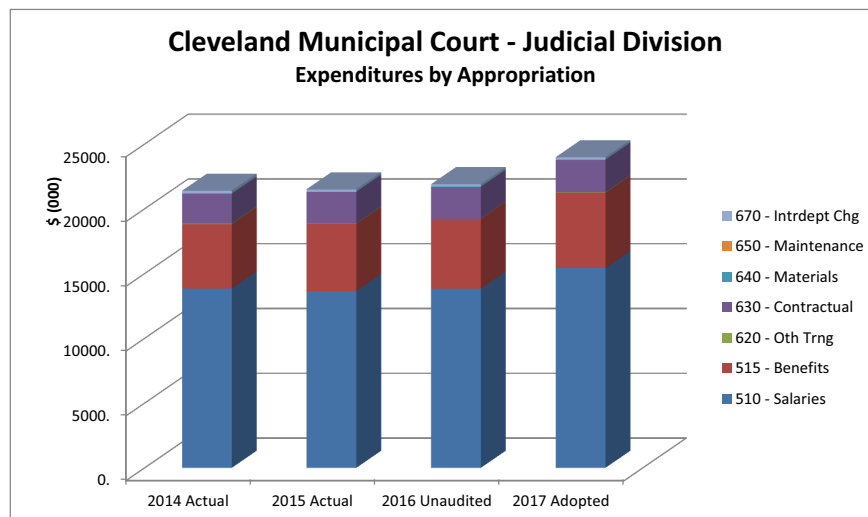
CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

Expenditures (Continued)

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Computer Hardware	—	—	827	—
Office Furniture & Equipment	992	1,088	6,555	1,000
Other Supplies	—	343	—	—
Just In Time Office Supplies	24,508	20,800	34,667	20,000
	\$ 38,916	\$ 26,399	\$ 42,935	\$ 31,000
Maintenance				
Car Washes	\$ 30	\$ 168	\$ 54	\$ 250
	\$ 30	\$ 168	\$ 54	\$ 250
Interdepart Service Charges				
Charges From Telephone Exch	\$ 56,582	\$ 52,943	\$ 44,132	\$ 44,590
Charges From Radio Comm System	49,503	27,545	53,437	51,110
Charges From Water	1,698	973	613	1,700
Charges From Print & Repro	73,309	81,971	60,591	61,330
Charges From Central Storeroom	22,689	21,888	18,811	20,115
	\$ 203,781	\$ 185,320	\$ 177,584	\$ 178,845
	\$ 21,393,539	\$ 21,509,380	\$ 21,896,475	\$ 23,983,097

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Charges For Services	\$ 500	\$ 625	\$ —	\$ —
Fines, Forfeitures & Settlements	8,574,278	7,015,368	5,259,445	4,299,581
Miscellaneous	1,202,436	9,030	1,711,110	659,108
	\$ 9,777,214	\$ 7,025,023	\$ 6,970,555	\$ 4,958,689





CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Administrative & Presiding Judge	37,950.00	37,950.00
3	3	3	Deputy Bailiff Administrative Assistant III	48,750.00	73,036.08
1	1	1	Deputy Bailiff Chief Bailiff	42,000.00	103,027.32
1	1	1	Deputy Bailiff Chief Probation Officer	58,333.00	103,027.32
1	1	1	Deputy Bailiff Court Administrator	79,167.00	127,111.64
2	2	2	Deputy Bailiff Deputy Court Administrator	71,667.00	115,069.48
1	1	1	Deputy Bailiff Dir Central Scheduling	52,500.00	102,604.78
8	8	8	Deputy Bailiff Probation Officer Supervisor	48,750.00	78,274.01
11	10	11	Judge	37,050.00	37,050.00
3	3	3	Scheduling Supervisor	40,343.06	56,227.81
32	31	32			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Business Process Analyst	55,000.00	108,044.90
1	1	1	Court Interpreter Coordinator	39,167.00	58,678.56
62	59	62	Deputy Bailiff	27,491.00	62,641.52
1	1	1	Deputy Bailiff Accounts Coordinator	45,492.00	72,305.72
5	1	5	Deputy Bailiff Administrative Assistant I	34,167.00	54,858.71
3	3	3	Deputy Bailiff Administrative Assistant II	39,167.00	72,690.12
12	13	12	Deputy Bailiff Clerk Typist	24,525.00	55,039.33
2	2	2	Deputy Bailiff Clerk Typist Supervisor	39,167.00	62,886.81
3	4	3	Deputy Bailiff Court Interp II	40,342.00	61,630.00
1	1	1	Deputy Bailiff HR / Personnel Director	58,333.00	93,661.20
1	3	3	Deputy Bailiff Office Assistant	25,261.00	33,475.00
1	1	1	Deputy Bailiff Personnel Specialist	50,212.00	79,809.08
1	1	1	Deputy Bailiff Public Information Officer	48,750.00	84,776.96
9	9	8	Deputy Bailiff Scheduler I	22,284.00	50,117.58
6	6	6	Deputy Bailiff Supervisor	44,167.00	70,245.91
6	5	6	Deputy Bailiff Warrant Officer	27,492.00	62,886.81
12	11	12	Personal Bailiff	63,969.00	85,591.85
127	122	128			



CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
PROFESSIONALS					
1	1	1	Dep Bail Alcohol & Drug Treatment Case Manager	48,750.00	78,274.01
1	0	1	Deputy Bailiff Caseflow Coordinator	52,500.00	78,654.24
1	1	1	Deputy Bailiff Chief Court Reporter	52,500.00	84,295.10
1	1	1	Deputy Bailiff Chief Magistrate	71,667.00	115,069.48
1	1	1	Deputy Bailiff Chief Social Worker	48,750.00	84,295.10
6	5	5	Deputy Bailiff Court Reporter	36,509.00	67,072.58
1	0	0	Deputy Bailiff Database Administrator II	52,500.00	96,043.55
0	1	1	Deputy Bailiff DBA III	64,167.00	96,132.96
2	1	2	Deputy Bailiff Deputy Chief Pro Officer	58,333.00	98,046.19
1	1	1	Deputy Bailiff Deputy Director IT	64,167.00	103,027.32
1	1	1	Deputy Bailiff Director IT	71,667.00	115,069.48
1	1	1	Deputy Bailiff Drug Court Coordinator	52,500.00	84,295.10
1	1	1	Deputy Bailiff Education & Training Specialist	50,212.00	79,809.08
1	0	1	Deputy Bailiff Grant Administrator	66,093.00	95,172.00
1	1	1	Deputy Bailiff Help Desk Supervisor	50,212.00	76,710.00
1	0	1	Deputy Bailiff Jury Coordinator	50,212.00	76,710.00
9	9	9	Deputy Bailiff Magistrate	58,333.00	102,604.78
1	1	1	Deputy Bailiff Mediation Coordinator	48,750.00	73,036.08
1	0	1	Deputy Bailiff Network Engineer II	44,167.00	77,549.25
1	1	1	Deputy Bailiff Probation Systems Admin/Trainer	48,750.00	78,274.01
1	1	1	Deputy Bailiff Probation Training Coordinator	44,167.00	70,245.91
1	0	1	Deputy Bailiff Program Analyst I	39,167.00	62,886.81
2	2	2	Deputy Bailiff Program Analyst II	52,500.00	84,295.10
4	4	4	Deputy Bailiff Project Manager II	64,167.00	103,027.32
1	1	1	Deputy Bailiff Psychiatric Social Worker	34,167.00	54,858.71
1	1	1	Deputy Bailiff Senior Magistrate	58,333.00	92,595.60
0	1	1	Deputy Bailiff System Analyst I	48,750.00	73,036.08
2	1	2	Deputy Bailiff System Analyst II	52,500.00	84,295.10
1	1	1	Docket Coordinator	48,750.00	73,036.08
1	0	1	Employment Specialist	48,750.00	73,036.08
1	1	1	Judicial Assistant	40,343.00	48,410.00
45	47	45	Probation Officer General	34,035.00	67,097.11
1	1	1	Small Claims Magistrate	20,800.00	56,244.49
94	88	94			



CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>PROTECTIVE SERVICES</u>					
1	0	1	Deputy Bailiff Chief of Security	48,750.00	84,773.96
1	0	1			
<u>NON EEO REPORTING</u>					
1	1	1	Deputy Bailiff Computer Specialists II	45,492.00	69,498.00
2	1	2	T.I.P. Office Assistant	25,921.00	38,222.00
2	1	1	Website Content Specialist	45,493.00	54,590.00
5	3	4			
<u>TECHNICIANS</u>					
1	1	1	Deputy Bailiff Ch Dep Bailiff	58,333.00	93,661.20
1	1	1	Deputy Bailiff Finance Director	52,500.00	84,295.10
1	1	1	Deputy Bailiff Network Eng III	52,500.00	84,295.10
1	2	1	Deputy Bailiff Technical Support Specialist I	27,083.00	49,749.57
2	2	2	Deputy Bailiff Technical Support Specialist II	39,167.00	62,886.81
1	1	1	Deputy Bailiff Technical Support Specialist III	44,167.00	70,245.91
7	8	7			
266	252	266	TOTAL FULL TIME		
<u>PART TIME</u>					
0	1	0	Deputy Bailiff	27,491.00	62,641.52
2	2	2	Deputy Bailiff Court Reporter	36,509.00	67,072.58
4	6	4	Deputy Bailiff Law Clerk	20,000.00	26,760.34
1	1	1	Deputy Bailiff Spec Proj Off	48,750.00	78,274.01
1	1	1	Judge	37,050.00	37,050.00
2	2	2	Muni Court Psychologist	99,299.20	216,987.49
10	12	10	TOTAL PART TIME		
276	264	276	TOTAL DIVISION		



CLEVELAND MUNICIPAL COURT - CLERK'S DIVISION

Earle B. Turner, Clerk Of Municipal Court**Mission Statement**

To record and process all matters decided in the Cleveland Municipal Court.

The Clerk of Municipal Court has the power to administer oaths, take affidavits, and issue judgments including those for unpaid costs, process subpoenas, and approve all bonds, etc. The Clerk is responsible for keeping all journals, records, books, and papers of the Court, recording its proceedings, and performing all other duties prescribed by Judges of the Court. He receives and collects all costs, fees, fines, penalties, bail, and other monies payable to the office or to any office of the Court.

The Clerk was appointed to operate the Parking Violations Bureau (P.V.B.) on June 1, 1985. The P.V.B. was established in response to state law which allowed municipalities to decriminalize parking violations, making parking violations a civil offense, collectible by civil procedure of garnishment. The Clerk's duties involve the collection of issued parking violations and photo safety violations, keeping records of each violation, mailing notices, and collecting past due violations.

Working in conjunction with the Judicial Division, the Police Department, and the Prosecutor's Office, a primary objective is to design, develop, and implement an automated information system to perform more effectively and accurately in both the criminal and civil divisions. This will provide instant update information for public professionals and others.

PROGRAM NAME: ADMINISTRATION

OBJECTIVES: To oversee the operations of the Civil Division, Criminal Division, Finance, and Parking Violation Bureau.

ACTIVITIES: All Functions relative to the management and support to the various divisions of the Clerk of Court's office. Administration also serves as the liaison between the Clerk's office and the other divisions of the Court, the City of Cleveland, and the Public at large.

PROGRAM NAME: CIVIL

OBJECTIVES: To collect and disburse revenue, keep and maintain all appropriate and accurate records resulting from Civil Proceedings.

ACTIVITIES: Process filings for Small Claims, Trusteeships, General Division Filings, and all Housing Court matters. Process and disburse funds as ordered by the court Garnishments and other types of attachments. Process and disburse funds as ordered by the Housing Court for Rent Deposit.

PROGRAM NAME: CRIMINAL

OBJECTIVES: To collect and disburse revenue from criminal proceedings.

ACTIVITIES: Process felony, misdemeanor, minor misdemeanor, housing, and traffic cases. Process and disburse funds as ordered by the Codified Ordinance of the State of Ohio and the City of Cleveland.

PROGRAM NAME: FINANCE

OBJECTIVES: To disburse revenue collected by the Civil, Criminal, and Parking Violations Bureau Divisions and maintain the accounting records.

ACTIVITIES: Review and appraise the soundness, adequacy and application of accounting, financial, and other operating controls in compliance with the established policies and procedures. Support Civil, Criminal and Parking Violations Bureau Division's accountability, internal controls and adherence to the ordinances, statutes and judge's orders in all finance-related activities.



CLEVELAND MUNICIPAL COURT - CLERK'S DIVISION

PROGRAM NAME: ***PARKING VIOLATIONS BUREAU & PHOTO SAFETY DIVISION***

OBJECTIVES: To collect fines from Parking Violations, Photo Infractions, and Civil Code Violations issued in the City of Cleveland.

ACTIVITIES: Supply vendor-produced tickets and associated handheld devices, to parking enforcement agencies and code violation enforcement agencies. Process payments for Parking, Photo, and Code tickets. Provide hearings, keeping records of all adjudication processes for parking tickets, photo violation tickets, and civil code violations.



CLEVELAND MUNICIPAL COURT - CLERK'S DIVISION

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 5,979,264	\$ 6,140,554	\$ 6,064,138	\$ 6,584,343
Elected Officials	58,191	58,924	61,123	64,184
Part-Time Permanent	101,688	104,580	91,389	112,122
Student Trainees	31,058	27,631	26,337	28,012
Longevity	62,775	62,875	62,000	62,225
Separation Payments	29,069	40,648	40,594	30,000
Overtime	17,543	20,635	23,639	20,000
	\$ 6,279,588	\$ 6,455,846	\$ 6,369,221	\$ 6,900,886
Benefits				
Hospitalization	\$ 1,333,698	\$ 1,520,393	\$ 1,567,003	\$ 1,548,018
Prescription	239,405	276,730	303,764	332,749
Dental	84,182	80,286	78,444	87,556
Vision Care	8,114	7,761	8,369	9,596
Public Employees Retire System	875,945	896,840	885,104	969,793
Fica-Medicare	81,728	84,780	83,959	90,255
Workers' Compensation	83,485	74,299	135,458	116,225
Life Insurance	6,141	6,108	5,537	7,344
Unemployment Compensation	—	6,630	7,945	12,896
	\$ 2,712,698	\$ 2,953,826	\$ 3,075,583	\$ 3,174,432
Other Training & Professional Dues				
Travel	\$ 6,061	\$ 1,302	\$ 305	\$ 600
Tuition & Registration Fees	4,627	1,354	297	600
Professional Dues & Subscript	35	62	—	100
	\$ 10,722	\$ 2,718	\$ 602	\$ 1,300
Contractual Services				
Professional Services	\$ 4,202,782	\$ 825,951	\$ 701,195	\$ 620,000
Jury And Witness Fees	648	—	—	—
Advertising And Public Notice	21,391	22,729	21,126	24,000
Parking In City Facilities	2,340	2,340	5,040	4,380
Insurance And Official Bonds	—	2,297	—	—
Property Rental	88,000	70,000	50,000	50,000
Equipment Rental	150	(546)	323	—
Other Contractual	88,780	55,512	67,525	48,000
	\$ 4,404,090	\$ 978,283	\$ 845,209	\$ 746,380
Materials & Supplies				
Office Supplies	\$ 1,000	\$ 1,000	\$ —	\$ —
Postage	332,106	432,335	335,587	300,000
Computer Hardware	—	2,012	182	—



CLEVELAND MUNICIPAL COURT - CLERK'S DIVISION

Expenditures (Continued)

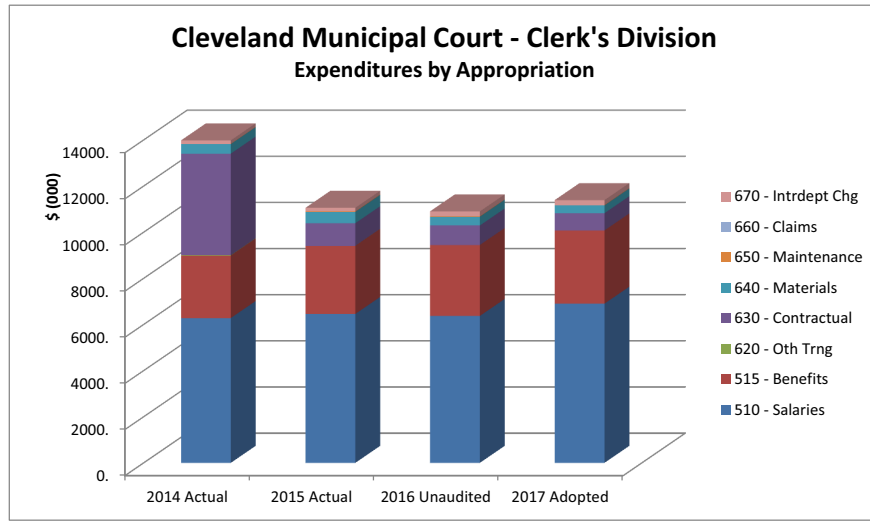
	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Small Equipment	43,967	12,834	570	1,000
Office Furniture & Equipment	10,822	3,558	4,002	—
Food	641	662	1,370	1,500
Other Supplies	11,253	28,907	21,292	20,000
Just In Time Office Supplies	12,696	11,558	18,220	14,000
	\$ 412,486	\$ 492,866	\$ 381,223	\$ 336,500
Maintenance				
Maintenance Office Equipment	\$ 9,155	\$ 16,101	\$ 13,834	\$ 14,000
Maintenance Contracts	1,741	444	570	1,000
Car Washes	240	240	—	240
	\$ 11,136	\$ 16,785	\$ 14,404	\$ 15,240
Claims, Refunds, Maintenance				
Cash Short & Over	\$ 800	\$ —	\$ —	\$ 1,000
Judgements, Damages, & Claims	333	43	840	—
	\$ 1,133	\$ 43	\$ 840	\$ 1,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 58,976	\$ 71,942	\$ 77,418	\$ 78,225
Charges From Radio Comm System	5,433	3,290	5,981	5,006
Charges From Print & Repro	78,549	77,812	122,909	125,000
Charges From M.V.M.	5,883	4,093	8,996	6,019
	\$ 148,841	\$ 157,137	\$ 215,305	\$ 214,250
	\$ 13,980,695	\$ 11,057,504	\$ 10,902,387	\$ 11,389,988

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Charges For Services	\$ 366,427	\$ 435,820	\$ 383,681	\$ 375,269
Fines, Forfeitures & Settlements	14,213,563	7,394,261	5,430,999	4,333,029
Miscellaneous	75,722	4,600	346	209
	\$ 14,655,712	\$ 7,834,681	\$ 5,815,027	\$ 4,708,507



CLEVELAND MUNICIPAL COURT - CLERK'S DIVISION





CLEVELAND MUNICIPAL COURT - CLERK'S DIVISION

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
157	148	154	Chief Deputy Clerk	20,800.00	101,147.39
1	1	1	Clerk of Courts	58,191.00	58,191.00
158	149	155	TOTAL FULL TIME		
<u>PART TIME</u>					
13	7	13	Chief Deputy Clerk	20,800.00	101,147.39
17	0	17	Student Assistant	10.00	11.94
30	7	30	TOTAL PART TIME		
188	156	185	TOTAL DIVISION		



CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

Ronald J.H. O'Leary, Interim Judge

Mission Statement

To improve the quality of life for citizens living and working in the City of Cleveland by enforcing City ordinances, State, and Federal laws.

The Housing Court has jurisdiction over criminal cases involving violations of the City's housing, building, fire, zoning, health, waste collection, sidewalk and agricultural and air pollution codes. The Court also hears civil cases involving landlord/tenant disputes.

We are committed to improving the quality of life in our neighborhoods. Through fair, tough, compassionate adjudication and mediation the court strives to protect the health, safety and aesthetics of the properties and physical environments of our communities.

PROGRAM NAME: "CLEAN HANDS" DOCKET

OBJECTIVE: To require plaintiffs who have failed to appear in Housing Court criminal cases to answer their criminal charges before proceeding before the Housing Court in civil eviction actions.

ACTIVITY: Court personnel screen eviction actions filed in the Housing Court to determine whether any plaintiffs have outstanding warrants in Housing Court criminal cases. The eviction action is halted, until the plaintiff/property owner appears before the Judge in the criminal case. When the property owner has "clean hands," that is, no outstanding warrants in the Housing Court, the eviction action may proceed.

PROGRAM NAME: COMPREHENSIVE PLEA/SENTENCING

OBJECTIVE: Whenever possible, to include in plea agreements, sentences and probation agreements solutions that address all problem properties owned by the defendant in the City of Cleveland.

ACTIVITY: The Court, in sentencing or as a community control sanction, may require defendants who own multiple properties to report the status of those properties, make a realistic assessment of their ability to maintain those properties, develop and execute a property management plan, and if necessary, begin to transition the properties to responsible, beneficial owners. In some cases, it may be necessary for a defendant to transfer the properties to beneficial owners to remain out of jail. This assessment and planning is accomplished through a series of meetings with the prosecutors, Magistrates, and the assigned Housing Specialist. Interested members of the community occasionally may participate as well.

PROGRAM NAME: CORPORATE DOCKET

OBJECTIVE: To secure the attendance of a corporation, LLC, or other business entity named as criminal defendant when the entity fails to appear in court to answer criminal charges filed against it.

ACTIVITY: The entity is ordered to appear and service is sent out to the entity's address of record, with courtesy copies sent to corporate officers' personal addresses. If the entity again fails to appear, the Court orders the entity to show cause why it should not be held in contempt of court. If the business entity fails to appear at the show-cause hearing, the Court imposes daily financial sanctions until the defendant appears and enters a plea. This practice has been successful in encouraging corporate defendants to appear in Court to answer the charges against them.



CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

PROGRAM NAME: COURT COMMUNITY SERVICE (CCS)

OBJECTIVE: To compel defendants who have failed to maintain their properties to give back to the communities they have harmed.

ACTIVITY: The Housing Court may order defendants convicted of code violations to complete a specified number of hours of community service, administered through Court Community Service. Some are ordered to perform their community service hours in a specific area of Cleveland, to compensate that neighborhood for the damage caused by the defendant's failure to maintain properties. That community service work is supervised by the Housing Court Compliance Specialist, or another member of the Housing Court staff. The Court has ordered other CCS to clean up vacant lots, clean out properties, perform yard work, secure vacant structures, and make minor repairs at properties that are the subject of pending cases in the Court.

PROGRAM NAME: HOUSING COURT CLINIC

OBJECTIVE: To provide the owners and occupants of properties in the City of Cleveland with access to information regarding landlord/tenant issues.

ACTIVITY: The Housing Clinic is open daily from 8:30 a.m. until 4:00 p.m., on a walk-in basis. Housing Specialists are available to meet with persons who need information regarding Ohio landlord-tenant law, City ordinances, and Housing Court procedure. The Specialists can provide information, as well, about home repair resources and programs. While they are not attorneys, and cannot give legal advice, the Housing Specialists are a valuable resource for basic information needed by landlords, tenants, and property owners.

PROGRAM NAME: MEDIATION/ALTERNATIVE DISPUTE RESOLUTION

OBJECTIVE: To provide parties with an opportunity to resolve their disputes by agreement, with assistance from Court personnel. This enables parties to address the issues raised in the case before the Court, as well as issues that go beyond the limits of the pleadings. The parties often are able to fashion a win-win solution that might not be achievable through a trial.

ACTIVITY: The Court employs a mediation specialist and an Alternative Dispute Resolution Specialist to offer the parties this option at most stages of both criminal and civil cases. Housing Specialists provide assistance with mediations, as do the Court's Staff Attorneys and Judicial Clerk. The Alternative Dispute Resolution Specialist, an attorney with significant court experience, has aided parties in resolving numerous complex civil cases set for jury trial. In a number of criminal cases, disputes involving the City, contractors and homeowners have been resolved to the satisfaction of all parties.

PROGRAM NAME: NEIGHBORHOOD ADVOCATES

OBJECTIVE: To provide neighborhood advocates who are paid staff members from local community development organizations and community residents with a forum to obtain information that will allow them to be successful in the implementation of code enforcement strategies.

ACTIVITY: Quarterly meetings are hosted by the Housing Court at which speakers present valuable information regarding various pertinent topics, such as lead abatement, fair housing, and nuisance abatement. Representatives from the Department of Building & Housing, Public Health Department, Community Development, Cuyahoga County Land Bank, the Cleveland Clinic, Foreclosure and Fair Housing experts, and many others are in attendance.



CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

PROGRAM NAME: NUISANCE ABATEMENT/"TOOL KIT"

OBJECTIVE: To educate the public regarding options available to compel the repair or demolition of nuisance properties in their neighborhoods.

ACTIVITY: The Court has developed written materials for neighbors interested in participating in the code enforcement process. The Court conducts regular meeting with residents interested in the issue of code enforcement, with presenters discussing relevant issues including receivership, home maintenance, court procedure, mental health issues presented by defendants, etc.

PROGRAM NAME: PLACARD PROGRAM

OBJECTIVE: To inform neighbor residents that the property is the subject of an action in the Housing Court, and to give the residents the ability to contact the Court for information about the pending case, and the individuals or entities in control of the property, to voice their concerns.

ACTIVITY: The Court can post placards on vacant and abandoned properties that are the subject of Housing Court cases. The placard includes contact information for the owner, bank or lending institution if the property is in foreclosure, and the Housing Specialist assigned to the case. In addition, information regarding the Sheriff's Sale, if one is scheduled or has occurred (date of sale; purchaser) also may be posted on the property. The Court's Bailiffs visit the property weekly and report to the Judge on the conditions they observe.

PROGRAM NAME: PROPERTY-OWNER FORECLOSURE LETTERS

OBJECTIVE: To inform owners in foreclosure of their responsibility to maintain the property while the foreclosure is pending; also, to inform the Court of Common Pleas of properties in foreclosure that likely are vacant.

ACTIVITY: The Housing Court sends letters to the primary defendant of each foreclosure filed on property in the City of Cleveland. The letter outlines the owner's rights and responsibilities, and the potential criminal penalties the owner faces if the property is not maintained. The Court maintains a database of the letters that are returned marked "vacant" by the U.S. Postal Service. That information is forwarded to the Court of Common Pleas to assist in their vacant property accelerated foreclosure docket.

PROGRAM NAME: RECEIVERSHIP/NUISANCE ABATEMENT CASES

OBJECTIVE: To fairly and efficiently adjudicate the receivership and nuisance abatement cases brought before the Housing Court.

ACTIVITY: Receivership actions are filed by neighbors and community development groups, and may be filed by the City, in an attempt to stabilize deteriorating or vacant properties. Civil nuisance abatement actions are filed by the City to compel owners to address conditions which pose a threat to the health and safety of neighborhoods. Both of these types of filings are increasing. Both types of cases are extremely time-intensive for the Housing Court staff, requiring the work of the Judge, Magistrates, Housing Specialists, Staff Attorneys, and the Court's ADR Specialist. These cases often call for one or more site visits and multiple meetings with the parties; they may involve complex issues of liens and real estate title, as well.



CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

PROGRAM NAME: SELECTIVE INTERVENTION PROGRAM ("SIP")

OBJECTIVE: To assist first time offenders and owner occupants in bringing their property into compliance with the City's ordinances within a prescribed period of time, to avoid a criminal record resulting from the prosecution process.

ACTIVITY: The Housing Court Judge refers cases to the Selective Intervention Program from the regular criminal docket. SIP cases are supervised by an assigned Housing Court Specialist, who assists the defendant in developing a compliance schedule, evaluating available resources, and obtaining available assistance through City, County and neighborhood programs. The Specialist supervises the defendant's efforts at bringing the property into compliance with City ordinances, reporting to the Court regularly on the defendant's progress.

PROGRAM NAME: WARRANT/CAPIAS PROGRAM

OBJECTIVE: To locate defendants who fail to appear in court, and bring them before the Court to answer criminal charges.

ACTIVITY: The Warrant/Capias program is staffed by Housing Court Bailiffs and a Warrant Capias Coordinator. Staff members search public records, contact neighbors and other individuals, visit properties, and follow up on leads to locate criminal defendants that fail to appear in court.

PROGRAM NAME: WHAT EVERY LANDLORD/TENANT SHOULD KNOW

OBJECTIVE: To provide residents of the City of Cleveland with important information regarding Ohio landlord tenant law and procedure.

ACTIVITY: The Court offers classes to provide information and assistance to landlords, tenants, and property owners regarding landlord/tenant duties and responsibilities, eviction procedure, nuisance laws and ordinances, property maintenance, lead abatement and remediation, and criminal case procedure. Classes for landlords are offered quarterly at the Justice Center; classes for tenants are now being offered through appropriate social service agencies throughout the City of Cleveland.

CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 2,269,339	\$ 2,403,775	\$ 2,578,391	\$ 2,762,106
Elected Officials	37,050	37,050	37,050	37,050
Part-Time Permanent	44,917	80,369	71,703	112,520
Longevity	14,525	14,250	15,375	14,350
Separation Payments	64,051	7,001	127,150	15,000
Bonus Incentive	14,500	—	5,107	—
	\$ 2,444,382	\$ 2,542,445	\$ 2,834,776	\$ 2,941,026
Benefits				
Hospitalization	\$ 349,227	\$ 406,147	\$ 452,969	\$ 455,791
Prescription	73,350	83,327	93,100	96,862
Dental	23,199	22,444	23,958	26,758
Vision Care	2,266	2,056	2,403	2,726
Public Employees Retire System	323,572	358,648	376,653	412,257
Fica-Medicare	33,685	35,687	39,308	40,024
Workers' Compensation	30,379	27,819	25,924	36,885
Life Insurance	1,697	1,731	1,688	2,112
Unemployment Compensation	680	8,752	—	8,500
Clothing Allowance	3,300	6,063	6,882	6,250
	\$ 841,355	\$ 952,674	\$ 1,022,886	\$ 1,088,165
Other Training & Professional Dues				
Travel	\$ 1,203	\$ 3,612	\$ 4,799	\$ 1,700
Tuition & Registration Fees	4,431	7,009	6,659	10,600
Professional Dues & Subscript	10,512	10,638	10,212	10,000
	\$ 16,146	\$ 21,259	\$ 21,670	\$ 22,300
Contractual Services				
Professional Services	\$ 50,768	\$ 22,789	\$ 92,900	\$ 111,000
Court Reporter	1,130	2,365	248	2,500
Mileage (Private Auto)	5,891	4,417	6,076	6,000
Jury And Witness Fees	93	75	40	600
Advertising And Public Notice	—	—	2,920	—
Parking In City Facilities	4,087	2,890	7,405	4,080
Insurance And Official Bonds	—	1,400	—	1,400
Other Contractual	—	—	—	500
	\$ 61,968	\$ 33,935	\$ 109,589	\$ 126,080
Materials & Supplies				
Office Supplies	\$ 1,269	\$ 141	\$ 379	\$ 1,750
Postage	—	—	49	100
Clothing	743	100	298	3,500



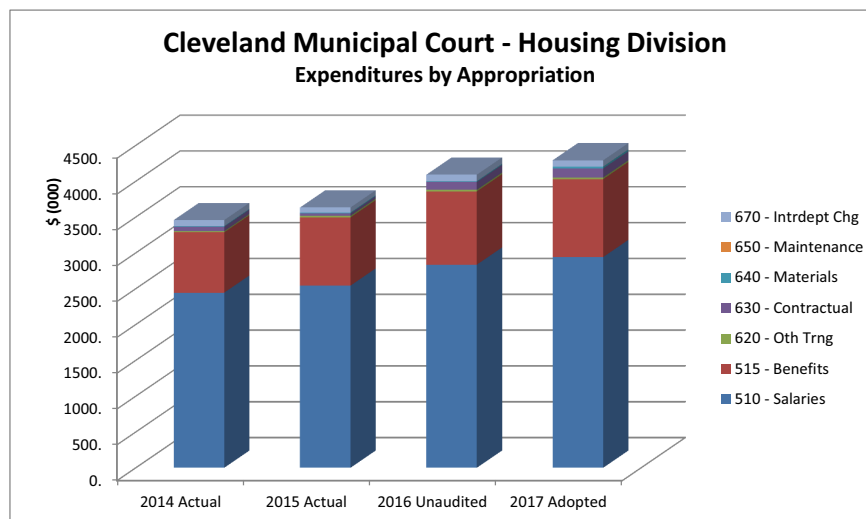
CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

Expenditures (Continued)

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Office Furniture & Equipment	48	3,534	4,168	5,000
Other Supplies	1,676	3,902	1,083	11,220
Just In Time Office Supplies	5,940	4,694	6,624	5,000
	\$ 9,676	\$ 12,371	\$ 12,602	\$ 26,570
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 500
Car Washes	144	256	90	500
	\$ 144	\$ 256	\$ 90	\$ 1,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 12,859	\$ 10,848	\$ 10,940	\$ 11,055
Charges From Radio Comm System	9,151	4,885	9,411	9,450
Charges From Print & Repro	23,637	23,481	31,375	31,760
Charges From M.V.M.	37,950	30,596	37,023	34,385
	\$ 83,598	\$ 69,809	\$ 88,750	\$ 86,650
	\$ 3,457,270	\$ 3,632,749	\$ 4,090,362	\$ 4,291,791

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Fines, Forfeitures & Settlements	\$ 935,487	\$ 808,248	\$ 827,263	\$ 821,277
Miscellaneous	27,172	214	—	—
	\$ 962,659	\$ 808,462	\$ 827,263	\$ 821,277





CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	0	1	Housing Court Administrator	64,815.84	103,878.54
1	1	1	Judge	37,050.00	37,050.00
1	1	1	Personal Bailiff	63,969.00	85,591.85
3	2	3			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Housing Court Administrative Assistant	23,063.94	58,939.38
1	1	1	Housing Court Receptionist	23,064.00	37,603.68
1	1	1	Housing Court Secretary	20,815.92	40,891.00
1	1	1	Housing Court Scheduler	23,063.94	54,755.16
4	4	4			
<u>PROFESSIONALS</u>					
1	1	1	Chief Housing Court Specialist	52,158.83	92,427.06
1	1	1	Deputy Bailiff Finance Officer	38,544.06	66,470.10
10	10	9	Housing Court Deputy Bailiff	22,173.84	54,367.68
1	1	1	Housing Court Coordinator	23,064.00	56,182.76
1	1	1	Deputy Bailiff Court Reporter	36,509.00	67,072.58
10	11	10	Housing Court Specialist	34,000.00	73,955.59
1	1	1	Housing Court Adr Specialist	42,178.00	90,045.81
1	1	1	Housing Court Chief Bailiff	38,884.00	94,348.04
1	1	1	Housing Court Chief Magistrate	71,667.00	125,383.66
1	1	1	Housing Court Compliance Specialist	35,000.00	50,000.00
5	5	5	Housing Court Magistrate	42,178.32	91,529.00
3	3	3	Housing Court DP Bailiff / Staff Attorney	29,585.00	74,922.62
1	1	1	Project Coordinator	27,325.56	99,702.63
37	38	36			
<u>PROTECTIVE SERVICES</u>					
0	0	1	Deputy Bailiff	27,491.00	62,641.52
2	2	2	Deputy Bailiff Supervisor	44,167.00	70,245.91
2	2	3			
46	46	46	TOTAL FULL TIME		



CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
			PART TIME		
2	2	2	Housing Court Deputy Bailiff	22,173.84	54,367.68
1	1	1	Housing Court Specialist	34,000.00	73,955.59
1	2	2	Student Aide	10.00	11.94
4	5	5	TOTAL PART TIME		
50	51	51	TOTAL DIVISION		



DEPARTMENT OF AGING

Mary McNamara, Director

Mission Statement

To ensure Cleveland is an age-friendly community by enhancing the quality of life for Cleveland seniors and adults with disabilities through advocacy, planning, service coordination, and the delivery of needed services.

PROGRAM NAME: ACCESS YOUR BENEFITS (AN AGING & DISABILITY RESOURCE CENTER SERVICE)

OBJECTIVES: To assist Cleveland seniors and adults with disabilities by screening them for eligibility for public benefits programs and by helping them to enroll in the programs for which they are eligible.

ACTIVITIES: Screening seniors for their eligibility for public benefits using the automated Benefits CheckUp system and assisting them in completing the applications and submitting the applications either through the mail or online.

PROGRAM NAME: AGE FRIENDLY CLEVELAND INITIATIVE

OBJECTIVES: To increase the age friendliness of Cleveland in eight domains: communication and information, civic participation and employment, transportation, outdoor spaces and buildings, housing, community supports, social participation and respect, and social inclusion.

ACTIVITIES: The Department is participating in the World Health Organization's Global Network of Age Friendly Cities and the AARP Network of Age Friendly Communities. An assessment of the age friendliness of the city and the development of an action plan to increase age friendliness are being undertaken.

PROGRAM NAME: BED BUG ASSISTANCE PROGRAM

OBJECTIVES: To assist low income seniors and adults with disabilities who are homeowners suffering with an infestation of bed bugs at their residence.

ACTIVITIES: Provision of extermination services and educational instruction to prevent reinfestation.

PROGRAM NAME: CHORE PROGRAM

OBJECTIVES: Enhance the quality of life for seniors and adults with disabilities, enabling them to remain independent in their own homes.

ACTIVITIES: Assist seniors and adults with disabilities with interior and exterior household chores including lawn cutting, leaf raking and snow removal.

PROGRAM NAME: CLEVELAND CARE CALLS

OBJECTIVES: To ensure the safety of home bound seniors by providing a daily telephone reassurance call to check on their well being.

ACTIVITIES: Automated calls are sent to participating seniors on a daily basis to check on their well being. The calls are monitored to be sure the senior responds.

PROGRAM NAME: CLEVELAND TREE ASSISTANCE PROGRAM

OBJECTIVES: To assist low-income seniors and adults with disabilities with the removal of hazardous branches and trees on their personal property.

ACTIVITIES: In collaboration with the Departments of Public Works and Community Development, tree services are provided via a contracted service.



DEPARTMENT OF AGING

- PROGRAM NAME:** ***ECONOMIC SECURITY (AN AGING & DISABILITY RESOURCE CENTER SERVICE)***
OBJECTIVES: To assist economically vulnerable Cleveland seniors get the assistance they need to improve their economic security.
ACTIVITIES: Providing a comprehensive assessment of the senior’s financial situation, developing a holistic economic security plan that draws upon a wide range of potential benefits and solutions, and assistance to ensure they receive the recommended services and programs.
- PROGRAM NAME:** ***HOMELESS PREVENTION SERVICES FOR SENIORS***
OBJECTIVES: To identify and assist seniors and adults with disabilities (50-59 years of age) at risk of homelessness.
ACTIVITIES: Provide case management and linkage to social services to assist clients at risk of becoming homeless.
- PROGRAM NAME:** ***LONG TERM SUPPORT OPTIONS COUNSELING (AN AGING & DISABILITY RESOURCE CENTER SERVICE)***
OBJECTIVES: To inform and guide seniors, adults with disabilities and informal caregivers in their deliberations to make informed choices about long term supports targeting individuals with the most immediate concerns, such as those at greater risks of institutionalization.
ACTIVITIES: Essential components of these services include: gathering information, exploring options, decision support, working with the client to develop an action plan, access to community supports and follow-up.
- PROGRAM NAME:** ***SENIOR HOMEOWNER ASSISTANCE PROGRAM***
OBJECTIVES: To assist seniors and adults with disabilities in obtaining critical repairs for their homes.
ACTIVITIES: Provide financial assistance for critical health/safety home repairs for low income seniors and adults with disabilities.
- PROGRAM NAME:** ***SENIOR INITIATIVE***
OBJECTIVES: To help seniors and adults with disabilities avoid becoming victims of scam contractors and to avoid citations for housing violations by providing resources to help with needed repairs.
ACTIVITIES: Conduct home visits and work with clients to assist them with serious housing concerns.
- PROGRAM NAME:** ***SPECIAL EVENTS***
OBJECTIVES: To provide helpful service information to Cleveland seniors.
ACTIVITIES: **Senior Day** - a citywide celebration and recognition of the contributions our Cleveland seniors have made to their community.
Cleveland Senior Walk - to promote exercise, good nutrition and healthy life- styles for Cleveland seniors.
Senior Power - is a collaborative program with the Division of Police, Emergency Medical Services, the Division of Fire and the Department of Aging designed to increase knowledge and awareness among older persons in the areas of crime prevention, fire hazards, emergency services, scams, fall prevention and other programs for the elderly.
Disability Awareness Day - to promote awareness of the abilities of seniors and adults living with disabilities.



DEPARTMENT OF AGING

**PROGRAM NAME: SPECIALIZED INFORMATION AND ASSISTANCE
(An Aging and Disability Resource Center Service)**

OBJECTIVES: This service links seniors and adults with disabilities with appropriate resources and/or provides information about community agencies and organizations that offer services specific to adults with disabilities, older adults and caregivers.

ACTIVITIES: Provide current and unbiased information on services that support independence.

PROGRAM NAME: SUPPORTIVE SERVICES/COMMUNITY OUTREACH

OBJECTIVES: To identify and assist seniors and adults with disabilities in accessing services, benefits and programs to ensure they receive adequate assistance in emergencies, the benefits to which they are entitled and programs to help maintain independence

ACTIVITIES: Participate in a variety of outreach activities to identify seniors and adults with disabilities in need of assistance. Conduct assessments of older persons in their homes. Link seniors with the services, benefits and programs needed to maintain safety and independence. Assist seniors with utility shut off (i.e. gas, electric, water, etc.) and provide emergency food, access to home delivered meals, job assistance, home repairs, and chore services. Serve as a liaison with other City departments and agencies concerning services for the elderly. Serve as an advocate for seniors to ensure they receive fair and equal treatment and the services they need.

PROGRAM NAME: SENIOR TRANSPORTATION

OBJECTIVES: To assist seniors with a transportation service to maintain independence and connectedness to their community.

ACTIVITIES: Provide transportation services for seniors to medical appointments and errands through collaboration with Senior Transportation Connection, Cleveland City Council and the Departments of Community Development and Aging.



DEPARTMENT OF AGING

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 539,909	\$ 516,228	\$ 512,333	\$ 731,177
Seasonal	—	644	2,626	—
Part-Time Permanent	50,681	51,799	53,073	64,128
Longevity	2,025	1,550	2,150	2,450
Wage Settlements	3,564	3,564	—	—
Separation Payments	—	—	15,785	—
Overtime	19	58	—	—
	\$ 596,198	\$ 573,842	\$ 585,967	\$ 797,755
Benefits				
Hospitalization	\$ 52,698	\$ 85,206	\$ 85,532	\$ 165,865
Prescription	9,969	16,446	18,933	37,009
Dental	4,592	4,895	4,480	10,470
Vision Care	577	616	587	1,110
Public Employees Retire System	75,600	79,534	82,660	111,686
Fica-Medicare	7,815	8,061	8,387	11,567
Workers' Compensation	9,515	7,133	4,676	8,119
Life Insurance	375	419	344	816
Unemployment Compensation	—	—	2	—
	\$ 161,142	\$ 202,311	\$ 205,602	\$ 346,642
Other Training & Professional Dues				
Travel	\$ 474	\$ 6,289	\$ —	\$ 5,857
Tuition & Registration Fees	125	445	345	445
Professional Dues & Subscript	—	—	591	203
	\$ 599	\$ 6,734	\$ 936	\$ 6,505
Contractual Services				
Professional Services	\$ 103,373	\$ 101,514	\$ 76,378	\$ 97,120
Travel- Non-Training	55	—	730	236
Mileage (Private Auto)	768	983	845	1,174
Program Promotion	—	50	—	100
Participation Fee	—	—	1,499	—
Parking In City Facilities	2,210	1,725	1,658	2,149
Property Rental	2,323	—	—	—
Other Contractual	51,837	51,837	49,950	49,950
	\$ 160,566	\$ 156,110	\$ 131,060	\$ 150,729
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ 407	\$ —
Computer Supplies	—	—	—	323
Clothing	877	—	548	330



DEPARTMENT OF AGING

Expenditures (Continued)

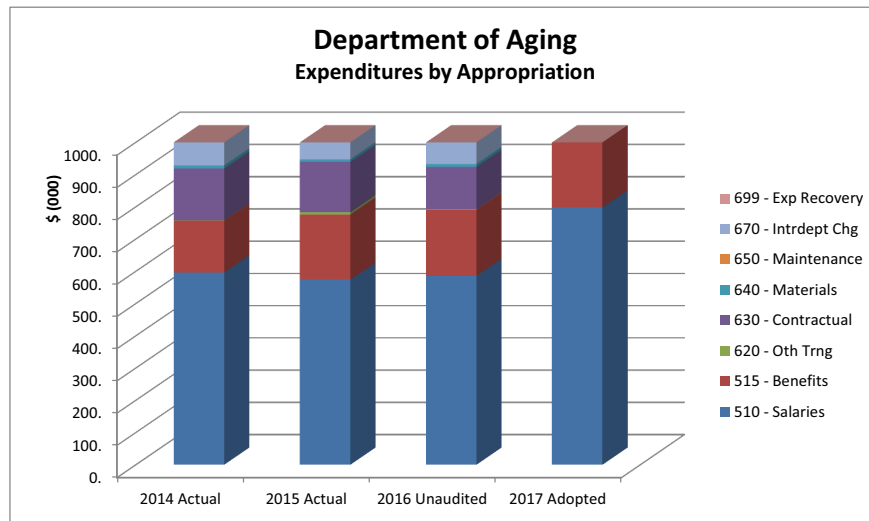
	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Hardware & Small Tools	—	—	—	156
Office Furniture & Equipment	—	99	—	396
Food	3,232	3,258	3,196	8,200
Printed Materials	140	140	140	205
Other Supplies	636	400	—	739
Special Events Supplies	1,533	3,668	3,029	4,245
Just In Time Office Supplies	3,591	774	1,902	4,280
	\$ 10,010	\$ 8,340	\$ 9,221	\$ 18,874
Maintenance				
Computer Software Maintenance	\$ —	\$ —	\$ —	\$ 100
Car Washes	48	256	—	320
	\$ 48	\$ 256	\$ —	\$ 420
Interdepart Service Charges				
Charges From Telephone Exch	\$ 7,071	\$ 7,824	\$ 8,050	\$ 8,134
Charges From Water	8,649	—	—	—
Charges From Print & Repro	39,024	33,896	33,916	34,329
Charges From Central Storeroom	14,807	10,289	17,804	19,037
Charges From M.V.M.	24,795	17,177	22,868	20,572
	\$ 94,346	\$ 69,186	\$ 82,637	\$ 82,072
Expenditure Recovery				
Expenditure Recovery	\$ 1,406	\$ 22,631	\$ —	\$ —
	\$ 1,406	\$ 22,631	\$ —	\$ —
	\$ 1,024,315	\$ 1,039,410	\$ 1,015,423	\$ 1,402,997

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Charges For Services	\$ —	\$ 400	\$ —	\$ —
Miscellaneous	16,803	20,714	13,501	200
	\$ 16,803	\$ 21,114	\$ 13,501	\$ 200



DEPARTMENT OF AGING





DEPARTMENT OF AGING

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Director of Aging	50,795.81	191,316.74
1	1	1			
<u>PARA-PROFESSIONALS</u>					
3	2	3	Geriatric Outreach Worker	10.00	22.62
3	2	3			
<u>PROFESSIONALS</u>					
2	3	4	Administrative Manager	27,193.55	115,424.36
0	0	1	Caseworker II	14.03	21.23
1	0	1	Grants Administrator	22,333.40	83,008.39
2	1	2	Project Coordinator	27,325.56	99,702.63
5	4	8			
<u>NON EEO REPORTING</u>					
1	1	2	Aging Services Administrator	27,325.56	96,798.67
1	1	2			
10	8	14	TOTAL FULL TIME		
<u>PART TIME</u>					
0	0	1	Asst Aging Services Administrator	20,800.00	68,738.75
1	0	0	Geriatric Outreach Worker	10.00	22.62
1	1	1	Intake Specialist	10.00	17.21
1	1	1	Project Director	22,333.40	88,646.98
3	2	3	TOTAL PART TIME		
13	10	17	TOTAL DIVISION		



DEPARTMENT OF HUMAN RESOURCES

Nycole West, Director

Mission Statement

The Department of Human Resources is committed to providing quality, uniform and cost effective services to over 9,000 diverse City employees in the areas of Personnel Administration, Training, Employee Benefits & Relations, Equal Employment Opportunity, Employee Safety, Labor Relations, and Unemployment Compensation in order to better serve the employees and the citizenry of the City of Cleveland.

PROGRAM NAME: EMPLOYEE HEALTH AND BENEFITS

OBJECTIVES: To administer, coordinate and promote an understanding of the Employee Benefits Programs to all City of Cleveland employees. Coordinate, promote and provide services that encourage healthy minds and bodies.

ACTIVITIES: Administer the City's medical, dental, vision and life insurance programs for all eligible employees. Seek, develop and/or negotiate cost-effective health care plans. Maintain federal compliance for HIPAA/COBRA regulations. Plan and implement employee recognition programs to improve employee morale. Coordinate charitable campaigns for various non-profit groups. Monitor and appeal disputed unemployment compensation claims. Coordinate free wellness classes and conduct special events such as fairs, health screenings, health awareness.

Growth Area: To focus on wellness, the health and well-being of all employees to reduce or eliminate personal problems affecting employee health and work productivity. To create programs geared to develop a work culture that supports and encourages a healthy way of living as well as encourage and motivate our employees to embrace a healthier lifestyle.

PROGRAM NAME: EMPLOYEE RECORDS

OBJECTIVE: Maintain personnel files for all City of Cleveland employees.

ACTIVITIES: Manage internal and external inquiries regarding city employees such as subpoenas and public records requests. Manage and process employment verification for current and former employees.

Growth Area: Document Imaging, electronic storage and retrieval of employee records.

PROGRAM NAME: GENERAL ADMINISTRATION

OBJECTIVES: To assist departments with policies governing hiring practices and processes. To provide support and assistance in coordinating human resources programs and acting as a liaison with staff, other City Departments and the general public with regard to city personnel and human resources services.

ACTIVITIES: Develop, implement and administer work policies and procedures applicable to City of Cleveland employees. Implement affirmative action and equal employment policies and procedures throughout the City of Cleveland. Ensure that the hiring process is in compliance with civil service rules and collective bargaining agreements. Serve as point of contact for federal and state agencies, municipalities, local businesses and outside agencies seeking employment and statistical data concerning the City of Cleveland's workforce; processing questionnaires, surveys and request for information. Assist departments in filling vacancies by providing qualified candidates and ensure compliance with Equal Employment Opportunity (EEO) principles and guidelines. Establish recruitment and outreach programs to identify candidates for professional, summer and seasonal positions as well as other programs. Maintain and support the integrated Human Resource Management System.



DEPARTMENT OF HUMAN RESOURCES

Growth Area: Manage Training Programs, HR Newsletter, administer Performance Management, implement recruitment and outreach processes and programs within the guidelines of City policy. Coordinate Succession Planning, Civil Service and Human Resources Policy Development.

PROGRAM NAME: HRIS

OBJECTIVE: To manage and support the information systems for all service areas of the department.

ACTIVITIES: Develop, implement and modifies system requirements. Maintain internal database files and tables for all city employees. Develop customized reports for city departments/divisions. Conduct ongoing needs assessment and provide training to meet those needs.

Growth Area: EHRMS administration, report writing, training, centralized forms development, policy and training. Continue to explore additional automation and employee self-service functionality.

PROGRAM NAME: LABOR RELATIONS

OBJECTIVE: To negotiate and administer City of Cleveland's labor agreements and to enforce affirmative action and Equal Employment Opportunity.

ACTIVITIES: Provide leadership to collective bargaining contract negotiations. Investigate and resolve grievance issues promptly. Administer the terms and conditions of all of the City's collective bargaining agreements and provide contract management. Provide training to managers on the labor relations process and any changes in the contracts. Compile and monitor data within City of Cleveland departments for EEO compliance. Investigate complaints of discrimination and harassment to expedite a resolution. Prepare various compliance reports for governmental agencies. Act as American with Disabilities liaison for all City departments.

Growth Area: Policy Development, Compensation, FMLA, and ADA Administration.

PROGRAM NAME: PERFORMANCE MANAGEMENT

OBJECTIVES: Administer a comprehensive performance management program that involves key elements of planning, monitoring, developing, rating and rewarding.

ACTIVITIES: Manage and coordinate employee performance evaluations. Establish/provide city-wide training programs.

PROGRAM NAME: TRAINING AND DEVELOPMENT

OBJECTIVES: To increase the knowledge and skills of City of Cleveland employees through education, training, research and development. Develop programs that develop soft skills, interpersonal skills, communication, customer service and that enhance productivity, quality of work, promote building employee loyalty, increase individual and organization performance, and growth potential through developing their skills and knowledge.

ACTIVITIES: Conducts city-wide training programs in compliance with City policies and procedures, and other governmental mandates. Coordinate educational programs to meet specific training needs of the City of Cleveland departments.

Growth Area: Training Coordination, Needs Assessment, Program Development, Train-the-Trainer. Develop programs for supervisory, management and leadership for employees in lower positions; develop employee career paths and succession plan.



DEPARTMENT OF HUMAN RESOURCES

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 963,552	\$ 847,395	\$ 770,895	\$ 942,368
Seasonal	—	7,935	631	—
Part-Time Permanent	14,254	13,452	21,425	56,498
Longevity	5,225	5,050	4,575	4,700
Wage Settlements	226	226	—	—
Separation Payments	10,376	14,056	19,929	10,000
Overtime	144	—	—	—
	\$ 993,778	\$ 888,114	\$ 817,454	\$ 1,013,566
Benefits				
Hospitalization	\$ 139,139	\$ 152,258	\$ 129,024	\$ 160,300
Prescription	24,717	28,706	27,376	35,365
Dental	7,929	6,740	6,072	8,610
Vision Care	840	707	724	986
Public Employees Retire System	138,020	122,868	113,317	140,499
Fica-Medicare	13,873	12,368	11,442	14,697
Workers' Compensation	13,776	11,295	8,952	9,591
Life Insurance	710	602	521	816
Unemployment Compensation	—	—	188	—
	\$ 339,004	\$ 335,542	\$ 297,616	\$ 370,864
Other Training & Professional Dues				
Travel	\$ —	\$ 3,663	\$ 3,600	\$ 2,000
Tuition & Registration Fees	7,324	4,228	9,496	3,500
Training	—	—	429	—
Mileage (Priv Auto) Trng Prps	—	—	39	500
Professional Dues & Subscript	655	—	8,000	13,400
	\$ 7,979	\$ 7,891	\$ 21,564	\$ 19,400
Contractual Services				
Professional Services	\$ 406,226	\$ 464,470	\$ 492,874	\$ 735,320
COBRA-Medical Coverage	260,000	—	—	36,000
Mileage (Private Auto)	—	44	—	—
Expense Account Reimbursement	160	—	—	—
Advertising And Public Notice	3,178	480	—	4,000
Parking In City Facilities	1,901	2,429	1,690	2,500
Wellness Expense Healthspan	1,666	—	—	—
Other Contractual	120	260,120	260,000	260,000
Refunds & Miscellaneous	—	3,377	—	—
	\$ 673,250	\$ 730,920	\$ 754,563	\$ 1,037,820

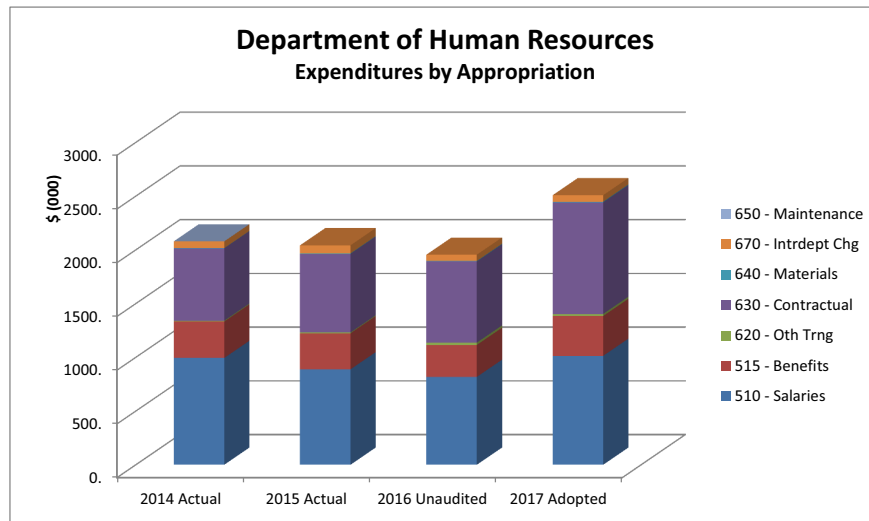


DEPARTMENT OF HUMAN RESOURCES

Expenditures (Continued)

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Materials & Supplies				
Office Supplies	\$ 204	\$ 74	\$ 330	\$ 1,500
Postage	—	48	20	—
Computer Supplies	—	1,980	1,970	2,000
Chemical	(2,432)	—	—	—
Medical Supplies	—	—	—	100
Food	568	177	318	600
Paper And Other Printing Suppl	—	660	—	—
Other Supplies	1,461	—	—	1,000
Just In Time Office Supplies	2,181	1,596	2,487	1,500
	\$ 1,982	\$ 4,535	\$ 5,126	\$ 6,700
Maintenance				
Maintenance Contracts	\$ —	\$ 735	\$ 761	\$ 800
	\$ —	\$ 735	\$ 761	\$ 800
Interdepart Service Charges				
Charges From Telephone Exch	\$ 2,945	\$ 3,606	\$ 3,647	\$ 3,685
Charges From Print & Repro	37,512	44,115	34,993	35,420
Charges From Central Storeroom	22,487	27,273	19,596	20,953
	\$ 62,944	\$ 74,994	\$ 58,236	\$ 60,058
	\$ 2,078,936	\$ 2,042,731	\$ 1,955,320	\$ 2,509,208
Revenues				
	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Charges For Services	\$ 788	\$ —	\$ —	\$ —
Miscellaneous	15,533	83,648	249	24,460
	\$ 16,321	\$ 83,648	\$ 249	\$ 24,460

DEPARTMENT OF HUMAN RESOURCES





DEPARTMENT OF HUMAN RESOURCES

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Director of Personnel and Human Resources	50,795.81	191,316.74
1	0	1	Labor Relations Manager	30,214.95	124,250.48
1	1	1	HR Fiscal Administrator	22,333.40	70,234.84
7	5	7	HR Program Planning and Mgmt Administration	26,273.96	91,088.49
<u>10</u>	<u>7</u>	<u>10</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	0	1	Private Secretary to the Director	20,800.00	52,504.47
<u>1</u>	<u>0</u>	<u>1</u>			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Manager	27,193.55	115,424.36
1	0	1	Labor Relations Assistant	20,800.00	59,516.40
2	1	2	Labor Relations Officer	27,325.56	85,577.88
1	1	1	Senior Systems Analyst	20,800.00	87,543.86
1	1	1	Supervisor of Computer Operations	30,214.95	98,444.95
<u>6</u>	<u>4</u>	<u>6</u>			
<u>17</u>	<u>11</u>	<u>17</u>	TOTAL FULL TIME		
<u>PART TIME</u>					
1	0	0	Student Assistant	10.00	11.94
1	2	3	Junior Personnel Assistant	20,800.00	43,469.45
<u>2</u>	<u>2</u>	<u>3</u>	TOTAL PART TIME		
<u>19</u>	<u>13</u>	<u>20</u>	TOTAL DIVISION		



DEPARTMENT OF LAW

Barbara A. Langhenry, Director

Mission Statement

To promote the interests of the City of Cleveland and its residents by providing sound legal advice to the City, its agencies, officials, and employees; to protect the City's legal rights and interests in all legal proceedings; and to fairly and aggressively prosecute all who undermine the quality of life in Cleveland by violating the City's laws.

PROGRAM NAME: BUILDING, HOUSING, HEALTH, FIRE AND TAX CODE ENFORCEMENT

OBJECTIVES: To improve the quality of life in Cleveland by fairly and aggressively enforcing the City's building, housing, health, fire and tax codes.

ACTIVITIES: Prosecute violations of the various City codes in the appropriate forum. Advise City officials and employees on the applicability and interpretation of the City's codes to particular situations.

PROGRAM NAME: CITY REPRESENTATION IN CIVIL LITIGATION

OBJECTIVES: To effectively represent the City of Cleveland in all civil proceedings and expedite the resolution of claims filed with the City.

ACTIVITIES: Represents the City in court actions involving claims filed on behalf of and against the City, including the abatement of nuisances, environmental cleanup, defense of the City's laws, suits for the collection of taxes, claims by the City against persons who have damaged City property, and defense of various legal claims. Process personal injury and property damage claims for and against the City.

PROGRAM NAME: CRIMINAL INVESTIGATIONS, MEDIATION AND PROSECUTIONS

OBJECTIVES: To represent the City of Cleveland in misdemeanor criminal proceedings before the Cleveland Municipal Court, process felony charges on behalf of the State of Ohio, and operate an effective and appropriate neighborhood alternative dispute resolution program.

ACTIVITIES: Prosecute criminal actions before the Cleveland Municipal Court and process felony charges on behalf of the State of Ohio. Conduct citizen complaint intake interviews annually and mediation hearings through the Community Prosecution and Mediation Program.

PROGRAM NAME: DOMESTIC VIOLENCE PROGRAM

OBJECTIVES: To use a collaborative effort between prosecutors, safety forces, and witness/victim advocates to conduct criminal investigations and prosecute offenders of domestic violence and stalking crimes in the City's neighborhoods.

ACTIVITIES: An established specialized domestic violence protection unit that develops evidence and prosecutes domestic violence and stalking crimes, even when the victim is unwilling to cooperate.



DEPARTMENT OF LAW

PROGRAM NAME: LEGAL ADVISOR TO CITY AGENCIES, OFFICIALS, AND EMPLOYEES

OBJECTIVES: To serve as daily legal advisor to all City agencies, officials, and employees.

ACTIVITIES: Provide legal advice and counsel to the Administration and City Council on legal issues that arise out of City operations in all areas of the law, including labor and employment, real estate, health, environment, utilities, aviation, economic development, and all aspects of municipal law. Prepare contracts, legislation, legal opinions, and other legal documents.

PROGRAM NAME: PUBLIC RECORDS MANAGEMENT

OBJECTIVES: To oversee a timely and complete response to requests for public records.

ACTIVITIES: Coordinate and monitor the timely collection and dissemination of documents responsive to requests for public records.



DEPARTMENT OF LAW

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 4,565,848	\$ 4,513,414	\$ 4,382,174	\$ 5,152,847
Part-Time Permanent	—	3,205	941	—
Longevity	27,700	26,725	27,100	25,275
Wage Settlements	119	119	—	—
Separation Payments	61,992	45,859	88,645	84,000
Overtime	5	—	—	—
	\$ 4,655,664	\$ 4,589,323	\$ 4,498,859	\$ 5,262,122
Benefits				
Hospitalization	\$ 609,815	\$ 698,094	\$ 707,883	\$ 765,428
Prescription	129,680	149,562	142,324	168,306
Dental	40,036	38,111	36,373	45,604
Vision Care	4,128	3,907	4,055	4,892
Public Employees Retire System	666,735	660,363	637,288	731,471
Fica-Medicare	62,866	61,247	60,351	70,398
Workers' Compensation	61,456	58,127	62,201	54,242
Life Insurance	3,032	3,072	2,682	3,840
Clothing Allowance	—	—	100	—
Clothing Maintenance	—	—	92	—
	\$ 1,577,748	\$ 1,672,485	\$ 1,653,349	\$ 1,844,181
Other Training & Professional Dues				
Travel	\$ 6,025	\$ 8,770	\$ 22,653	\$ 12,000
Tuition & Registration Fees	1,450	23,295	100	27,000
Professional Dues & Subscript	80,769	100,521	77,900	120,000
	\$ 88,244	\$ 132,586	\$ 100,654	\$ 159,000
Contractual Services				
Professional Services	\$ 1,393,896	\$ 2,613,313	\$ 2,243,408	\$ 2,000,000
Court Reporter	67,418	65,801	106,552	85,000
Program Promotion	—	135	—	—
Parking In City Facilities	1,473	1,644	2,338	2,500
Insurance And Official Bonds	—	250	—	250
Other Contractual	653	4,743	16,917	7,000
Local Match-Grant Programs	40,000	77,761	83,449	44,375
	\$ 1,503,440	\$ 2,763,645	\$ 2,452,664	\$ 2,139,125
Materials & Supplies				
Office Supplies	\$ 2,739	\$ 1,081	\$ 1,093	\$ 3,000
Postage	358	1,585	730	1,500
Computer Hardware	—	—	200	—
Just In Time Office Supplies	5,906	5,725	4,619	5,000
	\$ 9,002	\$ 8,391	\$ 6,642	\$ 9,500

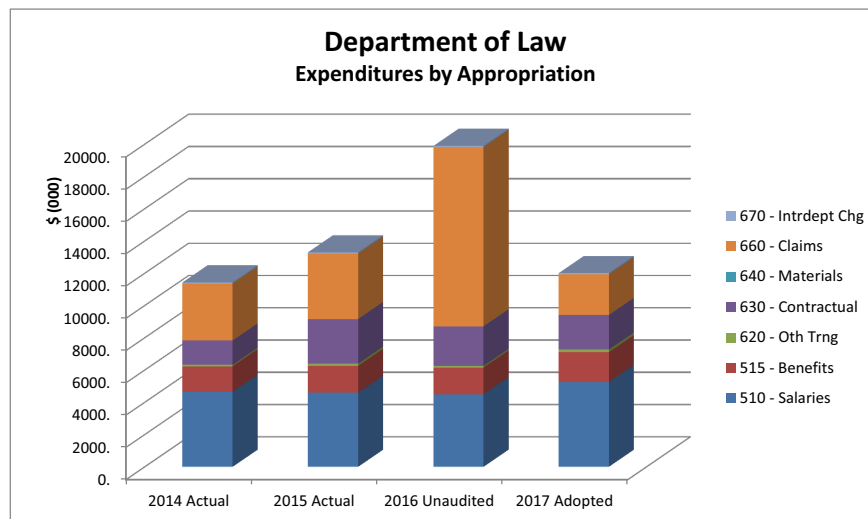
DEPARTMENT OF LAW

Expenditures (Continued)

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Claims, Refunds, Maintenance				
Court Costs	\$ 15,591	\$ 14,820	\$ 12,178	\$ 20,000
Judgements, Damages, & Claims	3,505,341	4,036,110	11,094,476	2,500,000
Other Refunds & Adjustments	—	500	—	—
	\$ 3,520,932	\$ 4,051,430	\$ 11,106,654	\$ 2,520,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 18,298	\$ 20,912	\$ 22,478	\$ 22,711
Charges From Print & Repro	44,943	50,953	43,424	43,953
Charges From Central Storeroom	8,575	6,156	5,003	5,349
Charges From M.V.M.	3,024	1,300	2,235	2,081
	\$ 74,841	\$ 79,320	\$ 73,139	\$ 74,094
	\$ 11,429,871	\$ 13,297,180	\$ 19,891,960	\$ 12,008,022

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Charges For Services	\$ 18	\$ —	\$ —	\$ —
Fines, Forfeitures & Settlements	1,210	13,939	8,353	—
Miscellaneous	88,441	14,375	224	8,000
	\$ 89,669	\$ 28,314	\$ 8,577	\$ 8,000





DEPARTMENT OF LAW

COMPARISON OF STAFFING LEVEL

No. of Employees			Position	Salary Schedule	
Budget 2016	December 2016	Budget 2017		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
5	4	6	Chief Assistant Director of Law	31,500.00	136,692.31
1	1	1	Chief Assistant Prosecutor	36,750.00	150,470.11
1	1	1	Chief Corporate Counsel	36,750.00	150,470.11
1	1	1	Chief Counsel	36,750.00	150,470.11
1	1	1	Chief Trial Counsel	36,750.00	150,470.11
1	1	1	Director of Law	50,795.81	191,316.74
1	1	1	First Assistant Prosecutor	31,500.00	136,692.31
1	1	1	Supervisor of Hardware Evaluation	30,214.95	98,444.95
12	11	13			
ADMINISTRATIVE SUPPORT					
4	3	3	Legal Secretary	20,800.00	50,700.42
0	0	1	Principal Clerk	14.88	21.12
0	1	1	Chief Clerk	22,050.00	52,504.47
2	2	1	Senior Clerk	12.47	17.43
6	6	6			
PARA-PROFESSIONALS					
2	2	2	Chief Legal Investigator	23,647.11	74,000.47
1	1	1	Claims Examiner	10.00	24.50
3	3	3	Docket Clerk	20,800.00	40,109.95
1	1	1	Paralegal	20,800.00	48,254.00
7	7	7			
PROFESSIONALS					
1	1	1	Administrative Manager	27,193.55	115,424.36
3	3	3	Assistant Administrator	20,800.00	72,000.00
23	20	25	Assistant Director of Law I (S)	26,250.00	93,199.31
2	2	2	Assistant Director of Law I	26,250.00	86,986.00
1	1	1	Assistant Director of Law II	31,500.00	105,625.89
17	16	17	Assistant Prosecutor	23,100.00	105,625.89
3	2	3	Misdemeanor Investigator	20,800.00	52,489.70
1	1	1	Personnel Administrator	26,273.96	91,088.49
1	1	1	Project Director	22,333.40	88,646.98
52	47	54			
77	71	80	TOTAL FULL TIME		
77	71	80	TOTAL DIVISION		



FINANCE ADMINISTRATION

Sharon Dumas, Director

Mission Statement

To provide professional financial management services and protect the fiscal integrity of the City by maximizing the collection of revenue, monitoring the efficient allocation and expending of funds necessary to support municipal operations and judiciously investing public monies. To adhere to the practice of generally accepted accounting principles in a manner consistent with the guidelines required by the Ohio Revised Code (ORC), Codified Ordinances of the City of Cleveland and the Auditor of State.

PROGRAM NAME: ADMINISTRATION

OBJECTIVES: To supervise the twelve fiscal divisions in the Department of Finance in order to manage citywide financial controls and compliance. To ensure prudent financial management.

ACTIVITIES: Provide timely, accurate, auditable reporting of all financial transactions. Deliver cost-effective Information Technology (IT) services to support citywide operations.

PROGRAM NAME: RISK MANAGEMENT

OBJECTIVES: To manage work related injury claims filed against the City. Purchase adequate property and casualty insurance to protect identified City assets.

ACTIVITIES: Maintain adequate claims history to support the necessary financial reserves available to injured employees through worker's compensation insurance. Provide guidance regarding specific insurance related questions.



FINANCE ADMINISTRATION

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 443,956	\$ 510,659	\$ 480,273	\$ 613,986
Seasonal	42,107	65,223	69,748	96,494
Longevity	2,025	2,325	2,225	2,225
Wage Settlements	47	47	—	—
Separation Payments	51,400	—	—	—
Overtime	—	81	—	—
	\$ 539,535	\$ 578,335	\$ 552,246	\$ 712,705
Benefits				
Hospitalization	\$ 32,030	\$ 41,201	\$ 44,753	\$ 59,630
Prescription	7,190	9,105	9,368	12,632
Dental	1,778	2,030	2,220	3,384
Vision Care	274	283	319	432
Public Employees Retire System	66,810	81,238	77,758	99,813
Fica-Medicare	7,654	8,141	7,770	10,334
Workers' Compensation	7,298	7,666	5,830	6,479
Life Insurance	240	277	257	384
	\$ 123,274	\$ 149,942	\$ 148,274	\$ 193,088
Other Training & Professional Dues				
Travel	\$ 3,922	\$ 3,481	\$ 1,316	\$ 17,000
Tuition & Registration Fees	12,640	1,260	858	2,600
Mileage (Priv Auto) Trng Prps	—	—	—	200
Professional Dues & Subscript	10,080	5,954	7,040	6,700
	\$ 26,642	\$ 10,695	\$ 9,214	\$ 26,500
Contractual Services				
Professional Services	\$ 1,600	\$ —	\$ 13,500	\$ 2,000
Advertising And Public Notice	—	—	—	2,000
Parking In City Facilities	2,648	2,911	2,168	3,000
Insurance And Official Bonds	—	283	—	—
Support Services	—	35,000	—	—
Other Contractual	299,275	288,025	294,000	342,000
Refunds & Miscellaneous	—	—	8	—
	\$ 303,523	\$ 326,219	\$ 309,676	\$ 349,000



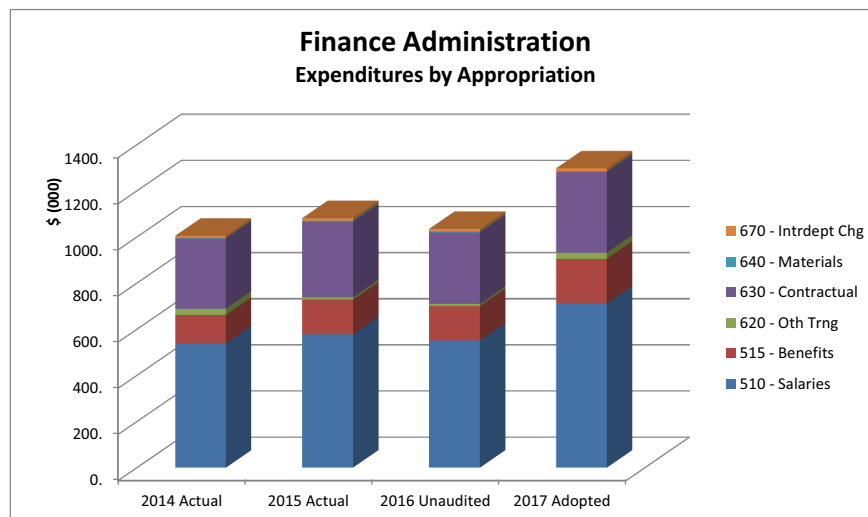
FINANCE ADMINISTRATION

Expenditures (Continued)

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Materials & Supplies				
Office Supplies	\$ —	\$ 99	\$ —	\$ 200
Postage	1,073	1,449	1,216	1,200
Computer Software	—	—	—	300
Food	265	220	179	200
Other Supplies	—	—	—	250
Safety Equipment	—	691	—	—
Just In Time Office Supplies	1,777	2,462	1,951	2,000
	\$ 3,115	\$ 4,920	\$ 3,346	\$ 4,150
Interdepart Service Charges				
Charges From Telephone Exch	\$ 4,858	\$ 6,569	\$ 7,429	\$ 7,506
Charges From Print & Repro	3,806	4,689	4,240	4,292
Charges From Central Storeroom	109	199	87	93
Charges From M.V.M.	33	36	794	274
Charges From Parking Garage	62	8	8	—
	\$ 8,868	\$ 11,501	\$ 12,558	\$ 12,165
	\$ 1,004,958	\$ 1,081,612	\$ 1,035,314	\$ 1,297,608

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Licenses & Permits	\$ —	\$ 25	\$ —	\$ —
Miscellaneous	6,848	273	393	—
	\$ 6,848	\$ 298	\$ 393	\$ —





FINANCE ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Director of Finance	50,795.81	191,316.74
1	0	1	Secretary to Director of Finance	36,590.00	154,089.52
<u>2</u>	<u>1</u>	<u>2</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	0	1	Jr Personnel Assistant	20,800.00	43,469.45
<u>1</u>	<u>0</u>	<u>1</u>			
<u>PROFESSIONALS</u>					
1	1	1	Assistant Administrator	20,800.00	72,000.00
1	1	1	Deputy Project Director	20,800.00	69,383.29
2	2	2	Project Coordinator	27,325.56	99,702.63
1	1	1	Risk Manager	27,325.56	108,011.58
<u>5</u>	<u>5</u>	<u>5</u>			
<u>8</u>	<u>6</u>	<u>8</u>	TOTAL FULL TIME		
<u>PART TIME</u>					
4	4	4	Student Aide	10.00	11.94
<u>4</u>	<u>4</u>	<u>4</u>	TOTAL PART TIME		
<u>12</u>	<u>10</u>	<u>12</u>	TOTAL DIVISION		



DIVISION OF ACCOUNTS

Lonya Moss-Walker, Commissioner**Mission Statement**

To accurately record financial transactions and to provide centralized accounting services to the City Departments.

The Division of Accounts maintains the City's financial accounting records and facilitates the timely payment of the City's liabilities. Also, the Division serves as the collection point for all payroll data and monitors the processing of the City's payrolls and related reports. The Division records cash receipts, performs reviews of cash disbursements, processes encumbrances, and maintains the City's document storage.

PROGRAM NAME: ACCOUNTS PAYABLE

OBJECTIVES: To pay the City's vendors in a timely and accurate manner.

ACTIVITIES: To verify the accuracy of payment documentation received and to process payments to the City's vendors.

PROGRAM NAME: GENERAL ACCOUNTING

OBJECTIVES: To maintain the City's records utilizing the Advantage financial system.

ACTIVITIES: To process the encumbrances of contracts and verify the pre-encumbrances of legislation.

PROGRAM NAME: PAYROLL

OBJECTIVES: To provide accurate and timely payroll data and reports on a bi-weekly basis.

ACTIVITIES: Collect and disburse data and reports.

PROGRAM NAME: RECORD MANAGEMENT

OBJECTIVES: To maintain the integrity of the Division's document files.

ACTIVITIES: To file and retrieve the various documents within the responsibility of the Division.



DIVISION OF ACCOUNTS

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 839,904	\$ 865,775	\$ 796,233	\$ 929,476
Part-Time Permanent	28,217	24,176	26,255	30,000
Longevity	6,725	6,050	7,000	6,700
Wage Settlements	6,993	7,380	—	—
Separation Payments	21,625	—	5,305	20,000
Overtime	65	—	—	—
	\$ 903,528	\$ 903,381	\$ 834,792	\$ 986,176
Benefits				
Hospitalization	\$ 86,488	\$ 109,325	\$ 113,664	\$ 131,735
Prescription	17,511	22,559	23,814	29,097
Dental	5,229	5,278	5,347	7,248
Vision Care	945	932	928	1,132
Public Employees Retire System	122,942	125,121	116,768	135,264
Fica-Medicare	12,084	12,038	11,005	14,300
Workers' Compensation	12,254	10,269	9,101	9,794
Life Insurance	622	625	570	816
	\$ 258,074	\$ 286,148	\$ 281,197	\$ 329,386
Other Training & Professional Dues				
Travel	\$ 1,011	\$ 559	\$ —	\$ 5,750
Tuition & Registration Fees	1,022	1,479	—	4,500
Professional Dues & Subscript	1,570	1,351	1,132	2,250
	\$ 3,603	\$ 3,389	\$ 1,132	\$ 12,500
Contractual Services				
Professional Services	\$ 249,000	\$ 252,872	\$ 310,000	\$ 338,562
Travel- Non-Training	110	—	—	—
Parking In City Facilities	56	99	19	—
Insurance And Official Bonds	—	327	—	—
Other Contractual	322,203	570,226	351,134	426,234
Bank Service Fees	—	—	798	—
	\$ 571,368	\$ 823,524	\$ 661,951	\$ 764,796
Materials & Supplies				
Office Supplies	\$ —	\$ 945	\$ —	\$ 1,500
Postage	703	539	552	1,000
Just In Time Office Supplies	5,226	1,227	1,508	1,500
	\$ 5,929	\$ 2,711	\$ 2,060	\$ 4,000
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 1,400
Repair Parts	234	—	565	—
	\$ 234	\$ —	\$ 565	\$ 1,400



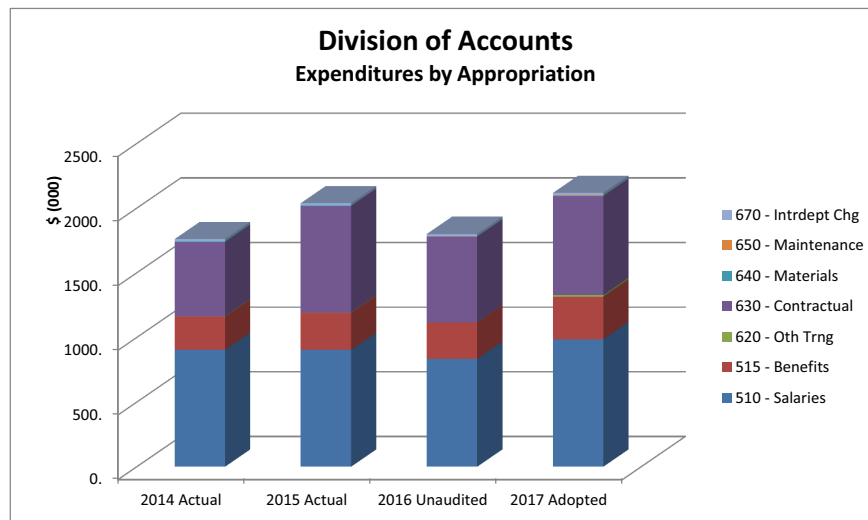
DIVISION OF ACCOUNTS

Expenditures (Continued)

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 1,548	\$ 1,903	\$ 1,685	\$ 1,703
Charges From Print & Repro	7,962	7,406	6,608	6,688
Charges From Central Storeroom	8,253	9,554	9,926	10,613
	\$ 17,763	\$ 18,862	\$ 18,219	\$ 19,004
	\$ 1,760,499	\$ 2,038,015	\$ 1,799,915	\$ 2,117,262

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Charges For Services	\$ —	\$ —	\$ (300)	\$ —
Miscellaneous	11,169	20	—	—
	\$ 11,169	\$ 20	\$ (300)	\$ —





DIVISION OF ACCOUNTS

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Commissioner of Accounts	40,314.82	145,820.32
1	0	1	Deputy Commissioner of Accounts	26,273.96	97,598.31
<u>2</u>	<u>1</u>	<u>2</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
4	4	4	Principal Clerk	14.88	21.12
1	1	1	Receptionist	10.00	15.24
<u>5</u>	<u>5</u>	<u>5</u>			
<u>PROFESSIONALS</u>					
2	2	2	Accountant II	14.88	23.30
1	1	1	Accountant IV	20,800.00	65,610.28
1	1	1	Administrative Officer	20,800.00	58,499.94
1	1	1	Central Payroll Supervisor	20,800.00	92,276.53
1	1	1	Chief Systems Analyst	27,325.56	108,011.58
1	1	1	Deputy Central Payroll Supervisor	20,800.00	69,668.31
2	2	2	Personnel Administrator	26,273.96	91,088.49
1	0	1	Senior Personnel Assistant	20,800.00	55,388.98
<u>10</u>	<u>9</u>	<u>10</u>			
<u>17</u>	<u>15</u>	<u>17</u>	TOTAL FULL TIME		
<u>PART TIME</u>					
1	1	1	Auditor	20,800.00	65,000.00
<u>18</u>	<u>16</u>	<u>18</u>	TOTAL DIVISION		



DIVISION OF ASSESSMENTS AND LICENSES

Dedrick C. Stephens, CFE, NCI, CAC, Commissioner

Mission Statement

We strive to provide value-added regulatory, financial and administrative shared services that enhance the quality of life in the City of Cleveland. For the benefit of our constituents, we will effectively regulate various professions and industries, efficiently bill for services and fairly collect revenues with the highest degree of integrity and ethics.

The Division of Assessments and Licenses supports the health and safety of our citizens and promotes fair business practices throughout the City of Cleveland. The Division administers and collects various excise and gross receipts taxes to fund City operations; regulate and enforce licensing and permitting laws to protect the public; and manages a city-wide billing and collection service in order to recoup monies expended on various services. Consumers and businesses are uniformly protected by national standards enforced by the Division's bureau of weights and measures. The Division's assessment activities support business improvement districts and recoup funds expended on public improvements. The Division also manages a centralized shared service center that provides accounting, billing, accounts receivable management, and processing services for other City departments.

Our vision is to inspire governmental excellence through expertise and innovative business practices in order to benefit constituents. Our actions also reflect values of service, integrity, and respect that will enable us to consistently provide accurate, efficient and timely responses. We strive to proactively enhance operations in order to continuously add value in a rapidly changing environment.

PROGRAM NAME: ADMINISTRATION STRATEGIC BUSINESS UNIT

OBJECTIVES: To provide division-wide administration through efficient, accurate, and timely processing of internal data items and requests; to effectively provide information and processing services to the citizens and several departments of the City; and to accurately account for all monies and receipts processed by the Division.

ACTIVITIES: Plan, organize, budget and allocate resources to efficiently provide administrative support for Divisional activities. Execute, plan, monitor and control the performance of programs and projects. Accurate and timely reporting of financial and performance results.

PROGRAM NAME: ADMINISTRATION - ASSESSMENTS

OBJECTIVES: Allocate cost connected to a public improvement to benefiting parties pursuant to State and local laws. Timely and accurately certify all assessments to the County. Prepare, support and administer special assessments and business improvement districts (BIDs) including the Downtown Cleveland Alliance, Gordon Square Arts Improvement District and the Market Business Improvement District and Kamm's Corner Improvement District.

ACTIVITIES: Assist in the establishment of BIDs that contribute to economic development and quality of life activities. Prepare, invoice and account for payments of various assessments - BIDs, sidewalks, vaults, trees, etc. Appropriation of property, vacate streets, serve legal notices, billing for tax incremental financing project, etc.

PROGRAM NAME: ADMINISTRATION - LICENSING AND PERMITS

OBJECTIVES: Ensure that the statutes of the Codified Ordinances of the City are met for the issuance of licenses and permits that protect the public. Provide value-added centralized shared services of accounting, receipting, processing and licensing services for various City divisions that reduce cost, strengthen internal controls and improve efficiencies.

ACTIVITIES: Process and issue over 140 different types of licenses and permits (approximately 22,000 per year). Collect, deposit and accurately account for licenses, permits, invoices, tax returns, registrations and fees.



DIVISION OF ASSESSMENTS AND LICENSES

PROGRAM NAME: BILLING STRATEGIC BUSINESS UNIT

OBJECTIVES: Ensure the collection of revenues due the City for services provided to citizens and businesses by providing accurate and timely billing services for several City departments to achieve optimal cost recovery. Provide responsive and courteous service to end users of City services; and to foster seamless communication and interfaces between all constituent partnerships.

ACTIVITIES: **Ambulance Transportation Service Billing and Collections-** Invoice and collect the cost of ambulance transportation services provided by EMS and Port Control from those treated and transported as well as from medical insurance carriers. Pre-bill research and verification; medical coding; generate and distribute invoices; bill appropriate medical insurance carriers; electronic claims submission and remittance; manage accounts receivable; collect delinquent accounts; comply with various federal and state statutes including the Health Insurance Portability and Accountability Act; manage collection agency relationship; maintain management information system of billing and collection activities. Over 85,000 invoices billed annually.

ACTIVITIES: **Prisoner Health Claim Management-** Reduce and control the cost of prisoner healthcare by review of claims for cost, contractual compliance, and medical necessity in order to prevent waste. Post-claim eligibility verification; claim management and pricing verification; as well as healthcare services vendor payment management.

ACTIVITIES: **City Service Billing-** Manage the billing and collection function for city-wide services provided by Waste Collection; Building and Housing; Public Works; Streets; Police and Fire. Activities performed by this centralized billing service include pre-billing verification; data entry of all billing source documents; generating and distributing invoices; managing accounts receivables and annual certification to County Auditor; and collection of delinquent accounts. Over 25,000 invoices billed annually.

PROGRAM NAME: COMPLIANCE STRATEGIC BUSINESS UNIT

OBJECTIVES: Uniform and equitable enforcement (criminal and civil) of the City's ordinances and licensing requirements; to ensure all business taxes are collected to support services provided by the City; and to educate those conducting business within the City of compliance responsibilities through effective communication and informational products.

PROGRAM NAME: COMPLIANCE - LICENSES

OBJECTIVES: Assist, educate, and protect the public through the implementation and enforcement of City laws mandating regulation and licensing of businesses, occupations and other specific activities.

ACTIVITIES: Enforce Divisional licensing requirements fairly and consistently in order to promote compliance with the laws and maintain confidence in the integrity of the City's business regulatory environment. Research and/or canvass City to ensure businesses are properly licensed and observe statutes stipulated in the Ordinance.



DIVISION OF ASSESSMENTS AND LICENSES

PROGRAM NAME: COMPLIANCE - TAX ADMINISTRATION

OBJECTIVES: Fully collect business tax revenues required to be paid by law and necessary to fund operations of the City, through the uniform and fair administration of admissions, parking, hotel and motor vehicle lessor tax laws in a manner that merits the highest degree of public confidence in our integrity, efficiency and fairness.

ACTIVITIES: Interpret the laws and educate taxpayers of their obligations and rights. Respond to taxpayer questions. Investigate and audit to identify and resolve discrepancies and discourage tax evasion. Enforce the tax laws through criminal or civil prosecution for those that do not comply voluntarily.

PROGRAM NAME: COMPLIANCE - WEIGHTS AND MEASURES

OBJECTIVES: Achieve equity in the marketplace through the uniform enforcement of local, State and national weights and measures laws. Protect consumers and businesses from unfair and deceptive practices which creates a level playing field for all.

ACTIVITIES: Inspect and seal all weighing and measuring devices. These devices include commercial scales, scanners, timing devices and gasoline pumps in the City. Investigate complaints concerning the accuracy of weighing devices. Issue violations, condemn equipment, and ensure that all violations are corrected.



DIVISION OF ASSESSMENTS AND LICENSES

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,305,198	\$ 1,353,712	\$ 1,231,135	\$ 2,106,860
Longevity	8,750	7,800	8,850	8,850
Wage Settlements	6,484	6,738	—	—
Separation Payments	20,793	12,798	16,772	9,767
Overtime	42,307	66,854	116,394	42,000
	\$ 1,383,531	\$ 1,447,902	\$ 1,373,151	\$ 2,167,477
Benefits				
Hospitalization	\$ 254,692	\$ 322,506	\$ 305,492	\$ 580,629
Prescription	54,040	64,671	61,564	127,165
Dental	18,013	17,611	16,389	35,898
Vision Care	2,004	1,932	1,844	3,372
Public Employees Retire System	189,599	198,562	190,580	301,154
Fica-Medicare	19,364	20,151	19,088	31,428
Workers' Compensation	26,635	16,613	15,124	16,195
Life Insurance	1,169	1,186	1,029	2,448
Clothing Allowance	820	770	—	1,270
Clothing Maintenance	—	—	—	180
	\$ 566,336	\$ 644,003	\$ 611,109	\$ 1,099,739
Other Training & Professional Dues				
Travel	\$ 5,025	\$ 2,715	\$ 1,677	\$ 8,425
Tuition & Registration Fees	3,698	3,380	2,282	7,800
Other Training Supplies	442	—	152	250
Professional Dues & Subscript	1,743	710	785	1,705
	\$ 10,908	\$ 6,805	\$ 4,896	\$ 18,180
Utilities				
Security & Monitoring System	\$ —	\$ —	\$ —	\$ 100
	\$ —	\$ —	\$ —	\$ 100
Contractual Services				
Professional Services	\$ 437,407	\$ 612,164	\$ 760,543	\$ 773,735
Court Reporter	—	2,960	156	1,500
Mileage (Private Auto)	76	192	553	1,150
Expense Account Reimbursement	—	66	—	100
Advertising And Public Notice	9,888	28,122	10,548	10,800
Parking In City Facilities	46	233	—	200
Insurance And Official Bonds	—	250	—	250
Other Contractual	3,433	131,203	—	—
County Aud & Treas Coll Fee	(71)	—	—	—
Credit Card Processing Fees	200,323	206,324	189,114	205,000
	\$ 651,103	\$ 981,513	\$ 960,914	\$ 992,735



DIVISION OF ASSESSMENTS AND LICENSES

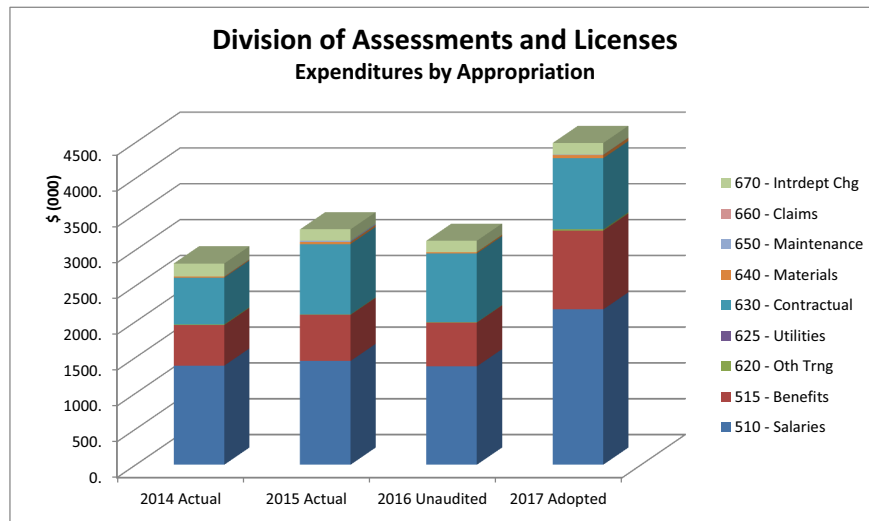
Expenditures (Continued)

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Materials & Supplies				
Office Supplies	\$ 2,647	\$ 2,492	\$ 992	\$ 2,500
Postage	259	(651)	14	950
Computer Software	—	3,849	—	27,000
Small Equipment	88	5,383	571	2,628
Other Supplies	4,066	1,202	11,941	5,850
Safety Equipment	—	10,131	627	2,020
Special Events Supplies	—	—	90	—
Just In Time Office Supplies	6,355	5,985	5,393	6,000
	\$ 13,415	\$ 28,390	\$ 19,628	\$ 46,948
Maintenance				
Maintenance Office Equipment	\$ 475	\$ —	\$ —	\$ —
Computer Software Maintenance	3,020	16,837	—	3,100
	\$ 3,495	\$ 16,837	\$ —	\$ 3,100
Claims, Refunds, Maintenance				
Court Costs	\$ —	\$ 35	\$ —	\$ —
	\$ —	\$ 35	\$ —	\$ —
Interdepart Service Charges				
Charges From Telephone Exch	\$ 11,138	\$ 14,527	\$ 14,751	\$ 14,904
Charges From Print & Repro	69,104	72,697	54,815	55,484
Charges From Central Storeroom	75,611	60,974	74,600	76,768
Charges From M.V.M.	24,658	12,021	12,680	15,660
	\$ 180,511	\$ 160,219	\$ 156,847	\$ 162,816
	\$ 2,809,299	\$ 3,285,705	\$ 3,126,545	\$ 4,491,095

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Charges For Services	\$ 120,440	\$ 123,268	\$ 129,977	\$ 135,000
Fines, Forfeitures & Settlements	75	1,325	1,075	1,300
Licenses & Permits	296,229	340,917	357,764	316,675
Miscellaneous	62,766	4,431	21,669	20,350
Other Tax	32,114,678	36,982,958	44,160,106	36,981,000
	\$ 32,594,188	\$ 37,452,900	\$ 44,670,591	\$ 37,454,325

DIVISION OF ASSESSMENTS AND LICENSES





DIVISION OF ASSESSMENTS AND LICENSES

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
1	1	1	Assistant Commissioner of Assessments and Licenses	23,647.11	93,401.98
1	1	1	Commissioner of Assessments and Licenses	40,314.82	134,602.24
<hr/>	<hr/>	<hr/>			
2	2	2			
ADMINISTRATIVE SUPPORT					
1	0	0	Principal Cashier	14.66	24.95
0	0	1	Accountant Clerk 1	10.00	17.21
0	0	1	Private Secretary	10.00	22.29
3	2	4	Senior Cashier	12.57	21.23
<hr/>	<hr/>	<hr/>			
4	2	6			
PARA-PROFESSIONALS					
1	1	1	Chief Legal Investigator	23,647.11	74,000.47
<hr/>	<hr/>	<hr/>			
1	1	1			
PROFESSIONALS					
2	2	2	Administrative Manager	27,193.55	115,424.36
2	2	2	Assessments Analyst	20,800.00	56,638.27
2	2	4	Assistant Administrator	20,800.00	72,000.00
1	1	1	Assistant Director of Law I	26,250.00	93,199.31
0	0	1	Chief Auditor	23,647.11	93,401.98
1	1	3	Auditor	20,800.00	65,000.00
3	3	4	Medical Billing Reimbursement Specialist	10.42	22.50
3	5	6	Medical Coder & Billing Analyst	10.17	23.19
2	2	3	Miscellaneous Investigator	15.35	19.57
3	2	4	Project Coordinator	27,325.56	99,702.63
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19	20	30			
TECHNICIANS					
3	2	4	Inspector of Weights & Measures	12.89	18.81
3	2	7	Senior Data Conversion Operator	13.47	19.37
1	1	1	Supervisor of Weights & Measures	20,800.00	70,264.38
<hr/>	<hr/>	<hr/>			
7	5	12			
<hr/>	<hr/>	<hr/>			
33	30	51	TOTAL FULL TIME		
<hr/>	<hr/>	<hr/>			
33	30	51	TOTAL DIVISION		



DIVISION OF TREASURY

James Hartley, Treasurer

Mission Statement

To collect, protect and invest public monies in a professional manner that is consistent with the guidelines established by the Codified Ordinances of the City of Cleveland.

The City Treasurer is the custodian of all public money of the City. Treasury is the central office through which all banking, treasury management and related auxiliary services are provided to City departments and divisions. Treasury receives and disburses all public money of the City on warrants issued by the Commissioner of Accounts in accordance with the City Charter and Codified Ordinances. Funds are held in approved depositories protected by pledge collateral or invested in accordance with the City's Cash Management and Investment Policy. Treasury is the paymaster for all City employees and as such coordinates the distribution of payroll checks and manages employee direct deposit.

PROGRAM NAME: CASH COLLECTION AND DEPOSITORY SERVICES

OBJECTIVES: To safeguard the City's cash resources from the time of collection to deposit.

ACTIVITIES: Receive and prepare funds for deposit; open and monitor bank accounts; provide City departments and divisions with access to banking and other depository services.

PROGRAM NAME: CASH MANAGEMENT

OBJECTIVES: To provide cash management services consistent with approved policies/procedures and prudent business practices.

ACTIVITIES: Determine cash requirements and maintain appropriate cash flow; process wire and ACH transfers; administer citywide petty cash and requests for special change funds.

PROGRAM NAME: DISBURSEMENTS

OBJECTIVES: To maintain secure control over disbursement functions and provide for the prompt distribution of warrants to payees.

ACTIVITIES: Print and distribute warrants for vendor payments, employee reimbursements, jury vouchers and CCA refunds.

PROGRAM NAME: INVESTMENTS

OBJECTIVES: To maximize investment returns and maintain a portfolio that provides safety of principal and sufficient liquidity to meet the operating needs of the City.

ACTIVITIES: Initiate and record investment transactions; analyze investment activities; and prepare/maintain the investment portfolio, records and reports.

PROGRAM NAME: PAYROLL SERVICES

OBJECTIVES: To safeguard employee payroll and direct deposit information and provide for secure and efficient distribution of employee payroll checks and vouchers.

ACTIVITIES: Setup and maintain direct deposit of employee payroll; sort and distribute payroll checks, stubs and express vouchers; manage the reissue of lost checks and direct deposit rejects; and coordinate the distribution of approved payroll inserts.



DIVISION OF TREASURY

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 475,623	\$ 418,571	\$ 452,734	\$ 535,152
Longevity	2,625	2,725	2,900	3,650
	\$ 478,248	\$ 421,296	\$ 455,634	\$ 538,802
Benefits				
Hospitalization	\$ 56,801	\$ 62,735	\$ 66,418	\$ 76,447
Prescription	13,054	13,982	14,202	16,899
Dental	3,741	3,375	3,808	5,144
Vision Care	404	344	402	542
Public Employees Retire System	66,803	59,558	63,229	76,188
Fica-Medicare	6,762	5,934	6,418	7,824
Workers' Compensation	4,773	5,436	4,247	5,346
Life Insurance	284	247	243	384
	\$ 152,622	\$ 151,610	\$ 158,967	\$ 188,774
Other Training & Professional Dues				
Tuition & Registration Fees	\$ 572	\$ 400	\$ 400	\$ 1,500
Mileage (Priv Auto) Trng Prps	272	282	77	500
Professional Dues & Subscript	324	—	198	500
	\$ 1,168	\$ 682	\$ 675	\$ 2,500
Contractual Services				
Parking In City Facilities	\$ 163	\$ 212	\$ 119	\$ 350
Insurance And Official Bonds	—	—	11,060	—
Other Contractual	36,267	36,196	37,790	41,500
	\$ 36,430	\$ 36,408	\$ 48,969	\$ 41,850
Materials & Supplies				
Office Supplies	\$ —	\$ 246	\$ 266	\$ 1,000
Postage	—	50	51	100
Office Furniture & Equipment	4,839	—	—	18,504
Other Supplies	2,453	2,506	2,484	3,000
Just In Time Office Supplies	540	766	551	1,000
	\$ 7,832	\$ 3,568	\$ 3,352	\$ 23,604
Maintenance				
Maintenance Office Equipment	\$ 3,415	\$ 3,886	\$ 2,293	\$ 4,300
Maintenance Contracts	836	838	838	1,500
	\$ 4,251	\$ 4,724	\$ 3,131	\$ 5,800



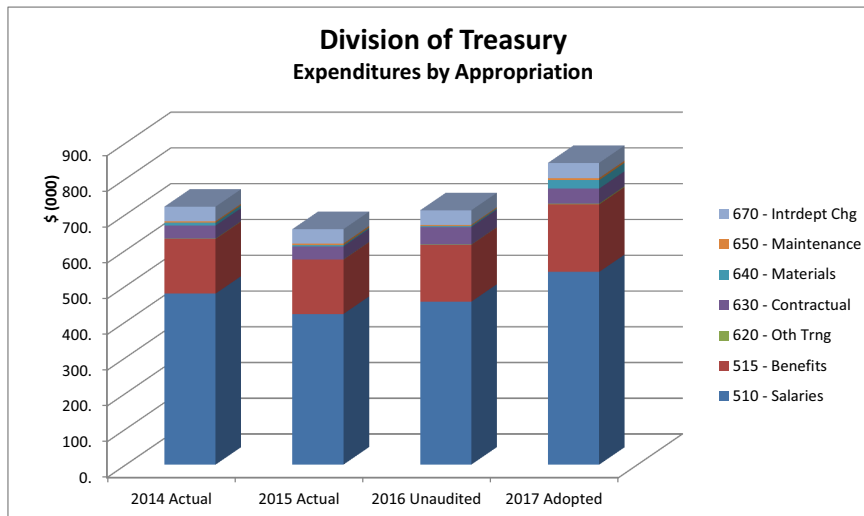
DIVISION OF TREASURY

Expenditures (Continued)

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 6,436	\$ 9,712	\$ 11,268	\$ 11,385
Charges From Print & Repro	4,255	2,534	1,842	1,864
Charges From Central Storeroom	30,197	27,863	27,443	29,344
	\$ 40,888	\$ 40,108	\$ 40,553	\$ 42,593
	\$ 721,440	\$ 658,396	\$ 711,281	\$ 843,923

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Charges For Services	\$ (725)	\$ 725	\$ —	\$ —
Miscellaneous	4,350	40	0	—
Interest Earnings/Investment Income	438,562	445,624	760,581	780,000
	\$ 442,187	\$ 446,389	\$ 760,581	\$ 780,000





DIVISION OF TREASURY

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	City Treasurer	42,758.15	140,514.00
1	1	1	Deputy City Treasurer	26,273.96	94,755.63
<u>2</u>	<u>2</u>	<u>2</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	2	2	Principal Cashier	14.66	24.95
<u>1</u>	<u>2</u>	<u>2</u>			
<u>PROFESSIONALS</u>					
2	1	2	Fiscal Manager	23,647.11	93,401.98
1	1	1	Investment Manager	23,647.11	93,401.98
1	1	1	Senior Personnel Assistant	20,800.00	55,388.98
<u>4</u>	<u>3</u>	<u>4</u>			
<u>7</u>	<u>7</u>	<u>8</u>	TOTAL FULL TIME		
<u>7</u>	<u>7</u>	<u>8</u>	TOTAL DIVISION		



DIVISION OF PURCHASES AND SUPPLIES

Tiffany White-Johnson, Commissioner

Mission Statement

To purchase in a timely manner all goods and services for the City, of the correct quality and at the lowest possible cost, in support of the mission of the City of Cleveland and in compliance with all Codified Ordinances.

The Division of Purchases and Supplies is the central office through which all competitively bid purchases for the City are processed, under such regulations as are provided by ordinance and by the direction of the Board of Control. The Division also disposes of all property, real and personal, that has been deemed unsuitable for use, not needed by the City, or may have been condemned as useless. The procurement of goods and services and disposals are processed through the submission of requisitions and/or competitive bidding as required by ordinance authorization.

PROGRAM NAME: PURCHASES AND SUPPLIES

OBJECTIVES: To procure quality commodities and services at the lowest possible cost and in a timely manner through effective and efficient competitive bidding. To meet or exceed CSB/RSB/MBE/FBE goals. To provide a level playing field where all vendors can compete fairly for city business. To maximize return on the disposal of assets.

ACTIVITIES: Administers competitive bidding processes for both formal and non-formal bids, develops, implements, and maintains citywide requirements contracts; performs out-reach to the local vendor community; evaluates and reviews recommendations for contract award; prepares and processes contract recommendations for Board of Control approval; executes competitively bid contracts, processes petty cash vouchers; and disposes of surplus property, real and personal.



DIVISION OF PURCHASES AND SUPPLIES

Expenditures

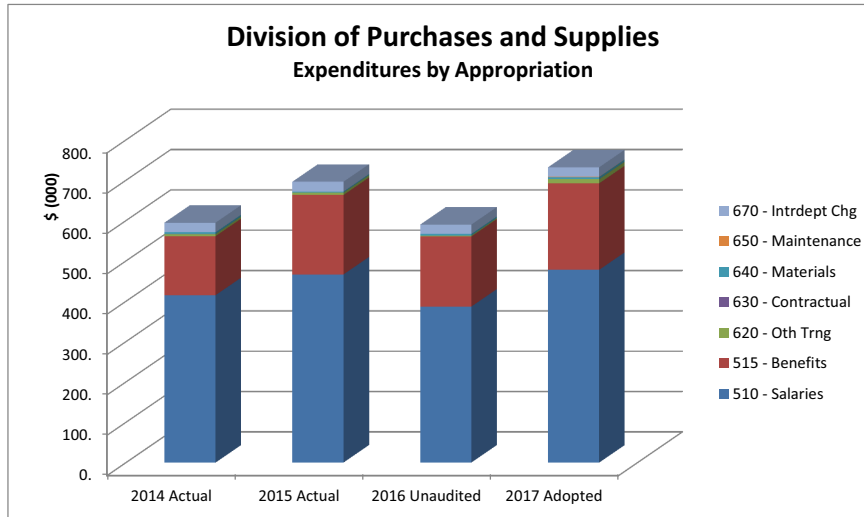
	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 403,557	\$ 462,580	\$ 377,956	\$ 474,617
Part-Time Permanent	8,057	—	—	—
Longevity	3,350	3,750	3,650	3,250
Separation Payments	—	—	4,656	—
Overtime	—	—	453	—
	\$ 414,964	\$ 466,330	\$ 386,715	\$ 477,867
Benefits				
Hospitalization	\$ 58,324	\$ 91,089	\$ 85,936	\$ 104,456
Prescription	14,605	22,994	18,494	23,866
Dental	4,239	5,586	4,685	6,656
Vision Care	538	601	495	662
Public Employees Retire System	57,094	65,563	54,276	66,906
Fica-Medicare	5,328	5,984	4,787	6,930
Workers' Compensation	5,854	4,716	4,701	4,537
Life Insurance	345	389	295	480
	\$ 146,327	\$ 196,923	\$ 173,670	\$ 214,493
Other Training & Professional Dues				
Tuition & Registration Fees	\$ 3,083	\$ 1,533	\$ 980	\$ 7,000
Professional Dues & Subscript	1,986	4,321	1,585	3,185
	\$ 5,069	\$ 5,854	\$ 2,565	\$ 10,185
Contractual Services				
Mileage (Private Auto)	\$ 134	\$ —	\$ —	\$ 350
	\$ 134	\$ —	\$ —	\$ 350
Materials & Supplies				
Office Supplies	\$ 1,733	\$ 251	\$ 494	\$ 2,500
Postage	—	—	67	—
Just In Time Office Supplies	2,788	2,465	3,140	2,500
	\$ 4,520	\$ 2,716	\$ 3,701	\$ 5,000
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 400
	\$ —	\$ —	\$ —	\$ 400
Interdepart Service Charges				
Charges From Telephone Exch	\$ 4,032	\$ 4,603	\$ 4,065	\$ 4,107
Charges From Print & Repro	12,783	13,970	14,836	15,017
Charges From Central Storeroom	6,918	5,754	4,399	4,703
	\$ 23,733	\$ 24,327	\$ 23,299	\$ 23,827
	\$ 594,747	\$ 696,150	\$ 589,950	\$ 732,122



DIVISION OF PURCHASES AND SUPPLIES

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Charges For Services	\$ —	\$ 4,814	\$ —	\$ —
Miscellaneous	20,154	10,890	23,830	20,000
Property Tax	225	—	—	—
	\$ 20,379	\$ 15,704	\$ 23,830	\$ 20,000





DIVISION OF PURCHASES AND SUPPLIES

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Administrative Manager	27,193.55	115,424.36
1	1	1	Commissioner of Purchases & Supplies	42,758.15	140,514.00
<u>2</u>	<u>2</u>	<u>2</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Principal Clerk	14.88	21.12
1	0	1	Senior Clerk	12.47	17.43
1	1	1	Typist	12.02	16.17
<u>3</u>	<u>2</u>	<u>3</u>			
<u>PROFESSIONALS</u>					
4	2	4	Buyer	20,800.00	53,516.01
1	1	1	Purch Supv Div of Purch & Supp	23,647.11	74,000.47
<u>5</u>	<u>3</u>	<u>5</u>			
<u>10</u>	<u>7</u>	<u>10</u>	TOTAL FULL TIME		
<u>10</u>	<u>7</u>	<u>10</u>	TOTAL DIVISION		



BUREAU OF INTERNAL AUDIT

Natasha Brandt, Manager Of Internal Audit

Mission Statement

To assist departments and divisions in the achievement of financial and operational goals by planning and conducting financial and administrative audits.

The Division of Internal Audit acts as an independent Division within the Department of Finance to provide objective assurance and consulting activity designed to add value and improve the City's operations. The Division assists City divisions in the achievement of financial and operational goals by planning and conducting financial and administrative audits.

PROGRAM NAME: **FINANCIAL & OPERATIONAL AUDITING**

OBJECTIVES: To improve management's internal, financial, and administrative controls.

ACTIVITIES: Investigate actual and potential lapses of control and incidents of risk and assist State-required external auditor during the annual citywide audit.

BUREAU OF INTERNAL AUDIT

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 344,566	\$ 396,977	\$ 312,791	\$ 433,140
Seasonal	3,023	8,293	9,211	—
Part-Time Permanent	6,841	—	—	42,222
Longevity	875	875	600	1,175
Wage Settlements	148	148	—	—
Separation Payments	—	—	338	—
Overtime	85	—	6	—
	\$ 355,538	\$ 406,293	\$ 322,947	\$ 476,537
Benefits				
Hospitalization	\$ 48,968	\$ 76,753	\$ 46,171	\$ 59,970
Prescription	9,457	14,768	9,970	13,066
Dental	2,670	3,332	1,824	3,555
Vision Care	285	341	240	370
Public Employees Retire System	48,337	57,126	45,204	67,253
Fica-Medicare	4,954	5,534	4,428	6,914
Workers' Compensation	3,645	4,041	4,095	4,473
Life Insurance	193	260	164	336
Unemployment Compensation	—	13	1,240	—
	\$ 118,509	\$ 162,169	\$ 113,336	\$ 155,937
Other Training & Professional Dues				
Travel	\$ 485	\$ 238	\$ 588	\$ 300
Tuition & Registration Fees	2,281	2,252	1,280	3,000
Mileage (Priv Auto) Trng Prps	160	197	341	900
Professional Dues & Subscript	1,705	2,088	2,580	2,050
	\$ 4,631	\$ 4,774	\$ 4,789	\$ 6,250
Contractual Services				
Professional Services	\$ 75,058	\$ —	\$ —	\$ 175,000
Mileage (Private Auto)	752	800	1,267	—
Parking In City Facilities	511	5	10	1,500
Other Contractual	78	78	—	—
State Auditor Examination	236,087	244,476	256,677	456,000
	\$ 312,485	\$ 245,359	\$ 257,953	\$ 632,500
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 800
Computer Hardware	170	—	—	—
Computer Software	—	—	—	1,800
Just In Time Office Supplies	685	1,506	556	2,000
	\$ 855	\$ 1,506	\$ 556	\$ 4,600



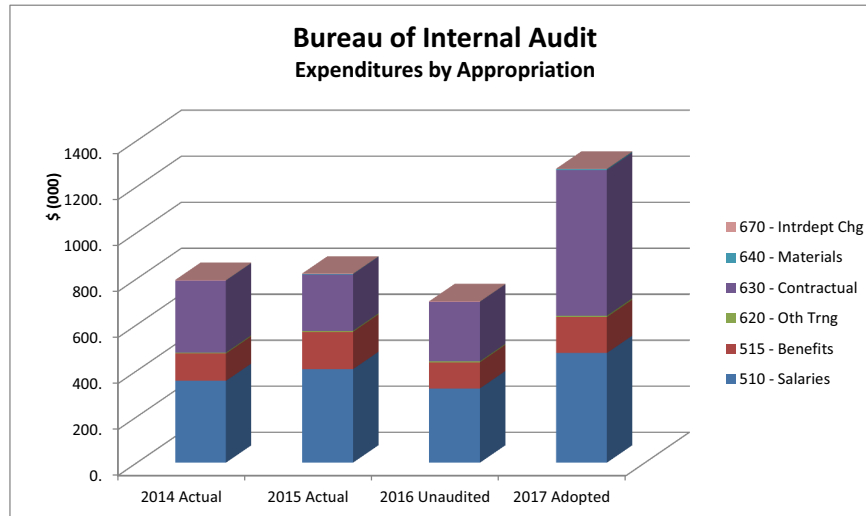
BUREAU OF INTERNAL AUDIT

Expenditures (Continued)

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 1,319	\$ 1,415	\$ 1,229	\$ 1,241
Charges From Print & Repro	654	761	787	796
Charges From Central Storeroom	32	16	15	16
	\$ 2,006	\$ 2,192	\$ 2,030	\$ 2,053
	\$ 794,024	\$ 822,293	\$ 701,612	\$ 1,277,877

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Grant Revenue	\$ 916	\$ —	\$ —	\$ —
Miscellaneous	10,987	4,813	7,044	—
Property Tax	—	0	—	—
	\$ 11,903	\$ 4,814	\$ 7,044	\$ —





BUREAU OF INTERNAL AUDIT

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	Budget 2016	Budget 2017		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
1	1	1	Manager of Internal Audit	40,314.82	134,602.24
1	1	1			
PROFESSIONALS					
2	1	2	Accountant II	14.88	23.30
1	1	1	Administrative Manager	27,193.55	115,424.36
2	2	2	Auditor	20,800.00	65,000.00
1	1	1	Deputy Auditor	49,500.00	93,160.80
6	5	6			
7	6	7	TOTAL FULL TIME		
PART TIME					
2	0	2	Student Aide	10.00	11.94
2	0	2	TOTAL PART TIME		
9	6	9	TOTAL DIVISION		



DIVISION OF FINANCIAL REPORTING AND CONTROL

James E. Gentile, CPA, City Controller

Mission Statement

To maintain controls over the City's accounting system and the integrity of the information submitted to that system as well as to prepare and issue financial statements for the City on an annual basis.

The Division of Financial Reporting and Control is the centralized accounting function for the City of Cleveland. The Division's primary responsibilities are:

- Performing reconciliation of cash and investments.
- Maintaining control over the City's accounting system and the integrity of the information submitted to it.
- Preparing and issuing numerous required financial reports including the Comprehensive Annual Financial Report.
- Performing certain accounting tasks that are not applicable to any outside division or department.
- Issuing best practice accounting policies and procedures throughout the City.

PROGRAM NAME: CASH RECONCILIATION

OBJECTIVES: To reconcile cash and investments on a monthly basis to the General Ledger.

ACTIVITIES: Develop procedures for reconciling and making corrections to general ledger cash and investments for all funds on a monthly basis. Account for the daily reimbursement of commingled cash from segregated funds. Reconcile the balances recorded in the general ledger to the portfolio prepared by the Treasurer. Perform reconciliation's on Municipal Court bank account activity. Assist in implementation of City's cash and investment policy. Monitor the timeliness of draw down activity. Prepare and review the year-end work papers needed for financial reporting purposes. Compile and ensure accuracy of all outstanding warrants. Calculate and distribute commingled interest.

PROGRAM NAME: GENERAL ACCOUNTING

OBJECTIVES: To monitor and control all accounting activity as they relate to the City's general fund, debt service funds, and trust and agency funds.

ACTIVITIES: Review financial data for the general fund. Periodically review system generated reports to help ensure data accuracy. Train user department's personnel on accounting issues as needed. Prepare and review the year-end work papers needed for financial reporting purposes. Assist in the closing activities and the preparation of the annual financial report. Monitor and ensure proper recording of City debt activity. Prepare certain journal entries that are not directly attributable to a specific department or division. Monitor and reconcile agency fund activity including allocating expenditures to the appropriate funds. Assist in the development of financial reports needed by user departments.



DIVISION OF FINANCIAL REPORTING AND CONTROL

PROGRAM NAME: PROPRIETARY / CAPITAL FUND ACCOUNTING

OBJECTIVES: To monitor and control all accounting activity as they relate to the City's capital project activity for all fund types, fixed assets, internal service funds, and enterprise funds.

ACTIVITIES: Train user department's financial personnel on accounting issues as needed. Coordinate and reconcile inter-fund receivable/payable accounts. Prepare and review the year-end work-papers needed for financial reporting purposes. Reconcile the minor enterprise and internal service funds' fixed assets. Maintain status of capital projects activity for all City departments and divisions. Track and assess the adequacy of internal service billings and rates. Initiate drawdowns of capital funds. Periodically review system generated reports to help ensure data accuracy.

PROGRAM NAME: SPECIAL REVENUE ACCOUNTING

OBJECTIVES: To monitor and control all accounting activity as they relate to the City's grant and miscellaneous non-grant special review funds.

ACTIVITIES: Periodically review system generated reports to help ensure data accuracy. Train user department's financial personnel on accounting issues as needed. Prepare and review the year-end work papers needed for financial reporting purposes. Establish procedures for closing out inactive grants in the accounting system. Assist grantees in preparing year-end audit schedules and analyses. Monitor cash drawn for all grants operating on a cash reimbursement basis. Reduce the time required to prepare and file cost reimbursement reports for grants. Monitor City grant personnel's compliance with grant agreements. Monitor the City utilization of grant fund to maximize usage. Establish and update citywide grant policies and procedures.



DIVISION OF FINANCIAL REPORTING AND CONTROL

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 728,432	\$ 804,675	\$ 803,460	\$ 976,844
Seasonal	6,508	2,859	—	—
Part-Time Permanent	—	—	4,683	22,288
Longevity	4,300	4,075	3,300	4,375
Wage Settlements	958	1,118	—	—
Separation Payments	8,604	—	1,818	—
Overtime	10,141	12,142	11,019	32,198
	\$ 758,942	\$ 824,868	\$ 824,280	\$ 1,035,705
Benefits				
Hospitalization	\$ 91,375	\$ 112,222	\$ 139,906	\$ 170,290
Prescription	17,673	22,059	27,016	35,799
Dental	5,447	5,852	7,054	9,738
Vision Care	668	707	738	978
Public Employees Retire System	104,701	114,661	115,398	146,273
Fica-Medicare	10,739	11,642	11,554	15,016
Workers' Compensation	10,656	8,626	8,315	9,671
Life Insurance	443	490	472	720
	\$ 241,701	\$ 276,258	\$ 310,452	\$ 388,485
Other Training & Professional Dues				
Travel	\$ 1,258	\$ 1,957	\$ 3,346	\$ 3,300
Tuition & Registration Fees	780	1,290	1,360	1,300
Professional Dues & Subscript	1,566	2,767	2,717	2,823
	\$ 3,604	\$ 6,014	\$ 7,423	\$ 7,423
Contractual Services				
Advertising And Public Notice	\$ 508	\$ 508	\$ 508	\$ 550
Parking In City Facilities	110	125	176	1,400
Other Contractual	592	592	—	—
	\$ 1,210	\$ 1,225	\$ 684	\$ 1,950
Materials & Supplies				
Office Supplies	\$ 545	\$ —	\$ —	\$ 870
Postage	—	—	—	40
Computer Software	276	—	—	—
Just In Time Office Supplies	2,130	1,282	1,902	877
	\$ 2,950	\$ 1,282	\$ 1,902	\$ 1,787
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 200
	\$ —	\$ —	\$ —	\$ 200



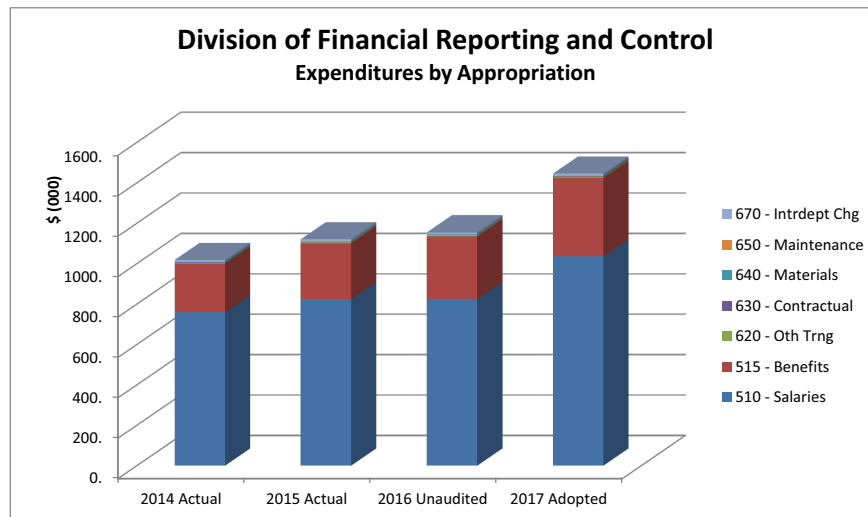
DIVISION OF FINANCIAL REPORTING AND CONTROL

Expenditures (Continued)

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 3,433	\$ 4,695	\$ 4,503	\$ 4,549
Charges From Print & Repro	6,442	6,026	5,350	5,415
Charges From Central Storeroom	6	18	11	12
	\$ 9,881	\$ 10,738	\$ 9,863	\$ 9,976
	\$ 1,018,289	\$ 1,120,385	\$ 1,154,604	\$ 1,445,526

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Miscellaneous	\$ 9,713	\$ —	\$ —	\$ —
	\$ 9,713	\$ —	\$ —	\$ —





DIVISION OF FINANCIAL REPORTING AND CONTROL

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	0	1	Assistant City Comptroller	41,312.22	125,483.55
1	1	1	City Controller	42,758.15	152,224.32
<u>2</u>	<u>1</u>	<u>2</u>			
<u>PROFESSIONALS</u>					
2	1	2	Accountant III	15.48	25.84
4	3	4	Accountant IV	20,800.00	65,610.28
2	1	2	Assistant Administrator	20,800.00	72,000.00
3	3	3	Accountant Supervisor	23,647.11	80,096.82
1	1	1	Fiscal Manager	23,647.11	93,401.98
1	1	1	Project Coordinator	27,325.56	99,702.63
<u>13</u>	<u>10</u>	<u>13</u>			
<u>15</u>	<u>11</u>	<u>15</u>	TOTAL FULL TIME		
<u>PART TIME</u>					
1	1	1	Student Aide	10.00	11.94
<u>1</u>	<u>1</u>	<u>1</u>	TOTAL PART TIME		
<u>16</u>	<u>12</u>	<u>16</u>	TOTAL DIVISION		

INFORMATION SYSTEMS SERVICES

Douglas R. Divish, Commissioner

The Division of Information Technology & Services mission is to provide information that is stored, transmitted, and/or processed by technology to all areas of the executive branch of City Government. The services include information technical planning, application development and deployment, training, hardware and software acquisition, management of Telecommunications and technical support. The Division also manages the City's servers, operates the data/voice communications network, provides a Customer Support Center and retains responsibility for general office automation.

PROGRAM NAME: APPLICATION & COMPUTER NETWORK APPLICATIONS

OBJECTIVES: To develop, install and maintain the application and network infrastructure for the citywide enterprise. Ensure the enterprise networks, servers, databases, applications and telecommunication switches are configured and maintained to obtain maximum performance, minimal downtime and are secured.

ACTIVITIES: Provide development, implementation, maintenance and support for citywide applications and network infrastructure. Coordinate and support the implementation of new technologies and new systems to maximize the benefit and reliability to city services and departments.

PROGRAM NAME: IT PROGRAM MANAGEMENT SERVICES (SOLUTION DELIVERY)

OBJECTIVES: The Project Management Office will focus on assuring the delivery of Business and Technical IT Solutions City-Wide while achieving repeatable and proactive processes for IT Project Management, Program Management and Portfolio Management.

ACTIVITIES: Assure the delivery of City-wide technology solutions and provide administrative support for project managers, collating and reporting project status to senior management, providing standards, methodologies and a set of Program Management tools, and managing project documentation.

PROGRAM NAME: TECHNICAL SUPPORT SERVICES

OBJECTIVES: To provide overall technical support for the planning, development, evaluation, installation and maintenance and inventory of the IT hardware / software environments for the City of Cleveland.

ACTIVITIES: Provide daily monitoring and tuning of the system hardware/software environments including the maintenance and installation of hardware/software products, operating support for the recovery from the solution to major system problems and the management and control of technical resources for the City of Cleveland.

PROGRAM NAME: TELECOMMUNICATIONS DELIVERY SERVICES

OBJECTIVES: To provide effective and cost-efficient telecommunications services to the City of Cleveland. To provide installation, repair and maintenance services to telecommunications systems and equipment, infrastructure cabling, data networks and related equipment.

ACTIVITIES: Operate citywide desktop telephones, pagers, cell phones, voicemail messaging and faxing and implement equipment purchases. Ensure the City's network infrastructure is current and meets the changing technology needs of the City's Departments and Divisions.



INFORMATION SYSTEMS SERVICES

Expenditures

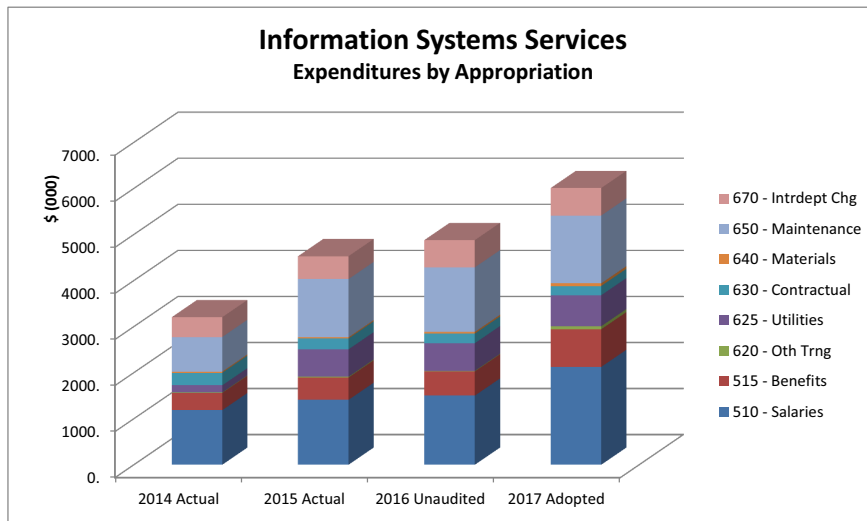
	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,120,978	\$ 1,332,177	\$ 1,446,715	\$ 1,964,569
Seasonal	—	—	5,150	—
Part-Time Permanent	18,972	62,905	31,783	80,300
Longevity	7,075	8,150	8,000	9,200
Wage Settlements	—	512	—	—
Separation Payments	38,405	4,477	2,600	60,000
Overtime	—	291	6,143	10,000
	\$ 1,185,429	\$ 1,408,513	\$ 1,500,391	\$ 2,124,069
Benefits				
Hospitalization	\$ 144,819	\$ 205,598	\$ 225,522	\$ 304,291
Prescription	26,656	38,205	43,247	66,632
Dental	9,698	11,714	11,691	18,808
Vision Care	952	1,107	1,214	1,806
Public Employees Retire System	159,351	193,909	207,228	367,600
Fica-Medicare	15,724	19,889	21,034	37,649
Workers' Compensation	15,832	13,473	14,203	17,913
Life Insurance	683	831	837	1,440
Clothing Allowance	—	—	—	900
Clothing Maintenance	—	525	525	525
	\$ 373,714	\$ 485,251	\$ 525,501	\$ 817,564
Other Training & Professional Dues				
Travel	\$ 5,519	\$ 8,219	\$ 4,959	\$ 5,500
Tuition & Registration Fees	4,600	8,842	7,143	60,200
Training	—	106	—	—
Professional Dues & Subscript	—	—	120	—
	\$ 10,119	\$ 17,167	\$ 12,221	\$ 65,700
Utilities				
Cellular Servicess	\$ 98,000	\$ 137,315	\$ —	\$ 134,827
Electricity - Cpp	303	303	303	320
Electricity - Other	—	260,984	332,235	348,847
Steam	56,936	196,541	180,423	189,444
Security & Monitoring System	—	—	88,212	—
	\$ 155,239	\$ 595,143	\$ 601,174	\$ 673,438
Contractual Services				
Professional Services	\$ 157,082	\$ 186,953	\$ 202,999	\$ 180,029
Parking In City Facilities	15,743	47,424	5,235	20,600
Other Contractual	99,046	—	—	—
Local Match-Grant Programs	—	143	—	—
	\$ 271,871	\$ 234,519	\$ 208,234	\$ 200,629

INFORMATION SYSTEMS SERVICES

Expenditures (Continued)

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Materials & Supplies				
Office Supplies	\$ —	\$ 1,329	\$ 1,039	\$ 500
Postage	42	75	150	200
Computer Supplies	7,465	4,264	4,956	3,000
Computer Hardware	5,138	2,792	450	—
Computer Software	1,390	11,176	20,652	48,000
Just In Time Office Supplies	11,708	7,059	8,533	6,500
	\$ 25,743	\$ 26,695	\$ 35,780	\$ 58,200
Maintenance				
Computer Hardware Maintenance	\$ 654	\$ 79,934	\$ 52,419	\$ 169,422
Computer Software Maintenance	748,319	1,044,644	1,191,381	1,165,192
Maintenance Building	3,800	139,074	159,737	136,500
	\$ 752,773	\$ 1,263,653	\$ 1,403,537	\$ 1,471,114
Interdepart Service Charges				
Charges From Telephone Exch	\$ 409,099	\$ 477,765	\$ 571,144	\$ 577,070
Charges From Print & Repro	5,853	4,378	7,007	7,093
Charges From Central Storeroom	439	5	14	15
Charges From M.V.M.	13,915	15,387	12,887	13,385
	\$ 429,306	\$ 497,535	\$ 591,051	\$ 597,563
	\$ 3,204,194	\$ 4,528,476	\$ 4,877,888	\$ 6,008,277
Revenues				
	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Charges For Services	\$ —	\$ 425,000	\$ 425,000	\$ 425,000
Miscellaneous	15,490	643	1,473	—
	\$ 15,490	\$ 425,643	\$ 426,473	\$ 425,000

INFORMATION SYSTEMS SERVICES





INFORMATION SYSTEMS SERVICES

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	Budget 2017	December 2016		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Application Delivery Services Manager	65,000.00	105,625.89
1	1	1	Assistant Manager Application Dev/Tech Support	46,224.91	137,831.29
1	1	1	Commissioner of Information Technology & Services	52,734.82	161,827.86
1	1	1	Secretary to Directors De	36,590.39	154,089.52
2	2	2	Supervisor of Hardware Evaluation	30,214.95	98,444.95
6	6	6			
<u>PROFESSIONALS</u>					
1	0	1	Asset Management Coordinator	22,333.00	83,969.85
0	1	1	Asset Management Analyst	25,000.00	55,919.57
1	1	1	Budget Analyst	20,800.00	58,534.37
1	1	1	Building Manager	23,647.11	86,215.32
1	1	1	Data Base Coordinator	30,214.00	87,813.65
1	1	1	Deputy Commissioner of Information Systems	30,214.95	110,366.61
1	1	1	Fiscal Manager	23,647.11	93,401.98
1	0	0	HelpDesk Analyst	12.02	27.14
0	1	1	IT Program Manager	30,214.00	90,533.02
1	0	0	IT Security Officer	30,215.00	87,471.01
1	1	1	Network Analyst II	30,214.00	97,709.06
2	0	1	Project Coordinator	27,325.56	99,702.63
1	1	2	Project Manager II	22,333.00	86,455.17
1	0	2	Software Analyst	45,000.00	96,330.79
1	1	1	Supervisor of Systems and Tech Support	55,000.00	93,199.31
2	1	1	Systems Analyst	20,800.00	68,251.13
1	1	1	Web Content Editor	10.00	31.28
1	1	1	Web Developer	30,215.00	90,533.02
18	13	18			



INFORMATION SYSTEMS SERVICES

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>SERVICE & MAINTENANCE</u>					
3	3	3	Custodial Worker	11.83	15.74
3	3	3			
<u>TECHNICIANS</u>					
3	4	4	PC Technician	25,000.00	53,769.65
30	26	31	TOTAL FULL TIME		
<u>PART TIME</u>					
1	0	0	Asset Management Coordinator	22,333.00	83,969.85
1	1	1	Sr. Budget & Mgmt Analyst	26,273.96	88,147.99
2	1	2	Student Aide	10.00	11.94
4	2	3	TOTAL PART TIME		
34	28	34	TOTAL DIVISION		



OFFICE OF BUDGET AND MANAGEMENT

Gregory Cordek, Budget Administrator

Mission Statement

To prepare balanced budgets and provide relevant information that assists decision makers in monitoring and controlling the financial performance of City Departments.

The Office of Budget and Management was established in 1965 to provide budget analysis of financial and performance information, and management consulting services to all City Departments. Below are the major OBM Objectives developed to keep the organization along its current strategic path.

PROGRAM NAME: AUDIT COMPLIANCE

OBJECTIVES: To establish and maintain effective, pro-active procedures resulting in zero (0) material State Audit findings.

PROGRAM NAME: CAPITAL

OBJECTIVES: To monitor, track, and ensure the proper distribution of Capital funds required per the Capital Office, City Planning, and the Capital Improvement Plan required for the ongoing renovation of the City's neighborhoods.

PROGRAM NAME: FINANCIAL PLANNING

OBJECTIVES: To produce detailed, monthly expenditure and revenue forecasts to help estimate the future financial state of the City including decisions for controlling expenses and increasing revenue.

PROGRAM NAME: GRANT COMPLIANCE

OBJECTIVES: To aid in the effective administration of grant programs for the City of Cleveland in accordance with Federal and local Department laws, regulations, policies and procedures.

PROGRAM NAME: MANAGEMENT SUPPORT

OBJECTIVES: To provide ongoing Performance Budget and Financial Advantage training to Division End Users. To assist and advise the Mayor's Office and the various divisions in the efficient application of the resources available to them.

PROGRAM NAME: OPERATIONS

OBJECTIVES: To develop the budget document as an operations guide which outlines for constituents how departments and funds are organized and informs the reader of all funded activities, services and programs to be carried out by each department within the city's available resources. To conduct quarterly status review sessions with Department Managers to ensure ongoing expenditures coincide with final approved budgets.



OFFICE OF BUDGET AND MANAGEMENT

Expenditures

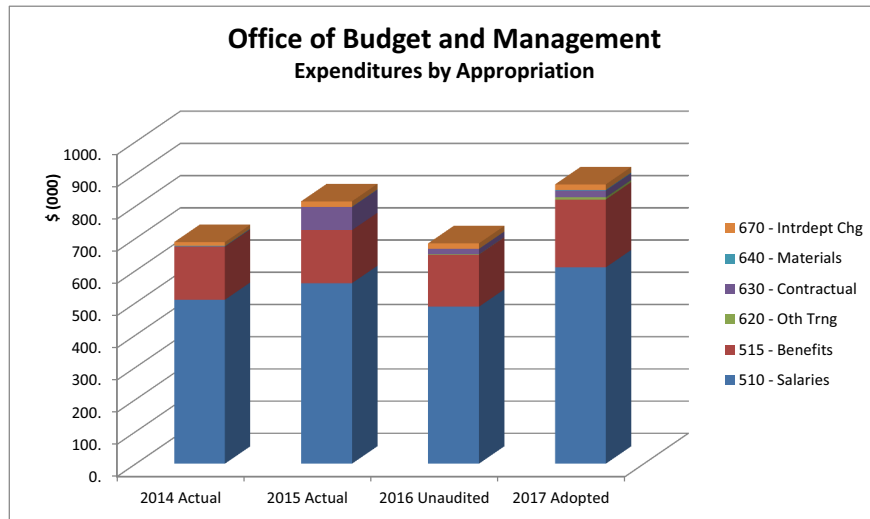
	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 498,251	\$ 489,769	\$ 478,404	\$ 592,854
Part-Time Permanent	—	8,420	—	—
Longevity	1,350	1,825	875	1,775
Wage Settlements	26	26	—	—
Separation Payments	—	54,627	3,704	10,000
Overtime	9,335	5,809	4,313	5,000
	\$ 508,963	\$ 560,477	\$ 487,295	\$ 609,629
Benefits				
Hospitalization	\$ 63,385	\$ 63,144	\$ 63,805	\$ 86,772
Prescription	12,196	11,546	13,752	19,599
Dental	4,076	4,243	3,144	4,734
Vision Care	423	415	405	554
Public Employees Retire System	70,945	71,227	67,748	83,948
Fica-Medicare	7,156	7,897	6,851	8,840
Workers' Compensation	6,368	5,785	5,650	5,717
Life Insurance	318	328	266	384
	\$ 164,867	\$ 164,586	\$ 161,620	\$ 210,548
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ 126	\$ 4,000
Tuition & Registration Fees	—	—	340	2,000
Professional Dues & Subscript	—	—	219	650
	\$ —	\$ —	\$ 685	\$ 6,650
Contractual Services				
Cable Professional Services	\$ —	\$ 81	\$ —	\$ —
Advertising And Public Notice	512	578	275	1,000
Other Contractual	14	70,914	16,611	20,000
	\$ 526	\$ 71,572	\$ 16,886	\$ 21,000
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 500
Postage	67	66	63	100
Just In Time Office Supplies	1,620	852	426	1,500
	\$ 1,686	\$ 918	\$ 489	\$ 2,100
Interdepart Service Charges				
Charges From Print & Repro	\$ 11,782	\$ 17,142	\$ 17,172	\$ 17,381
	\$ 11,782	\$ 17,142	\$ 17,172	\$ 17,381
	\$ 687,823	\$ 814,694	\$ 684,148	\$ 867,308



OFFICE OF BUDGET AND MANAGEMENT

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Miscellaneous	\$ 5,804	\$ —	\$ 1,062	\$ —
	\$ 5,804	\$ —	\$ 1,062	\$ —





OFFICE OF BUDGET AND MANAGEMENT

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Budget Administrator	30,214.95	114,691.24
1	1	1			
<u>PROFESSIONALS</u>					
1	1	1	Accountant IV	20,800.00	65,610.28
2	1	2	Budget Analyst	20,800.00	58,534.37
2	2	2	Deputy Budget Administrator	26,273.96	91,088.49
3	2	3	Senior Budget & Management Analyst	26,273.96	88,147.99
8	6	8			
9	7	9	TOTAL FULL TIME		
9	7	9	TOTAL DIVISION		



DIVISION OF PUBLIC HEALTH ADMINISTRATION

Merle R. Gordon, Director

Mission Statement

To coordinate, direct and supervise the activities of the department.

The Department of Public Health works to ensure the health and well-being of Cleveland residents through primary care services, health education, mental health, and substance abuse programs, air pollution monitoring and enforcement, lead poisoning prevention programs and other environmental health initiatives.

The Department consists of four cost centers: Administration, and the Divisions of Health, Environment, and Air Quality. In total, the Department employs approximately 140 employees and will have an operating budget in excess of \$20 million in 2016. Grants and revenue from federal, state, and local sources will support more than \$10 million in programs in 2016.

PROGRAM NAME: HUMAN RESOURCES

OBJECTIVES: To support the organizations strategic plan while providing quality Human Resource and Payroll services to motivate, develop and retain a diverse and competent workforce within the Department of Public Health.

ACTIVITIES: Provides records on information relating to Compensation and Benefits, Recruitment and Selection, Professional Development activities, employee services, as well as health and safety awareness. Provide direction for the employees of the Department of Public Health.

PROGRAM NAME: INFORMATION TECHNOLOGY

OBJECTIVES: To maintain a reliable and scalable information technology infrastructure, enabling innovative uses of technology by continuing to improve and enhance practices, connectivity and communication tools and support the needs of the CDPH user community. To align our section with the City and Departmental goals of increasing CDPH's ability to effectively address most critical issues by utilizing new technology and processes to enhance productivity and efficiency.

ACTIVITIES: To serve CDPH as the one-stop shop for all helpdesk requests, technical challenges and all other communication issues by managing permissions and servers connectivity. IT priority is to ensure that every division in the department can run their businesses, processes and communications effectively. On a daily basis we prioritize duties within the IT Team strategically using smart business models, focusing on leading and success.

PROGRAM NAME: PUBLIC HEALTH ACCREDITATION BOARD (PHAB) ACCREDITATION

OBJECTIVES: To promote accreditation as a vehicle for internal process and external service improvement. To align existing and prospective CDPH activities with PHAB performance standards. To develop and implement key plans within the PHAB framework, addressing the alignment of strategic prioritization, community health improvement, performance management, workforce development, quality improvement, and communications.

ACTIVITIES: Coordinate the assessment of documentation needs; and the review, selection, and justification of all documentation within 12 "domain" areas to build a robust compilation of evidence for submission to PHAB. Work with the executive team and domain leaders to manage the progress of all relevant accreditation tasks. Develop and provide trainings on fundamental concepts and processes that support accreditation. Research and recommend best practices in accreditation preparation and maintenance. Increase awareness about accreditation topics among staff, leadership, and partners.



DIVISION OF PUBLIC HEALTH ADMINISTRATION

PROGRAM NAME: *FISCAL*

OBJECTIVES: To be accurate and timely in all fiscal matters. To maintain complete, digital, accessible, supporting documents for all reports. To support our customers and each other in a professional, understanding and respectful manner. To maintain a pro-active attitude and approach by anticipating future problems, needs or changes and developing documented resolutions.

ACTIVITIES: Develop and analyze information to access the current and future financial status of Department. Provide and interpret financial information. Formulate strategic and long-term plans for Department. Monitor approve budget and authorizes expenditures within City guidelines. Serve as a resource regarding fiscal matters and in resolving fiscal issues.

DIVISION OF PUBLIC HEALTH ADMINISTRATION

Expenditures

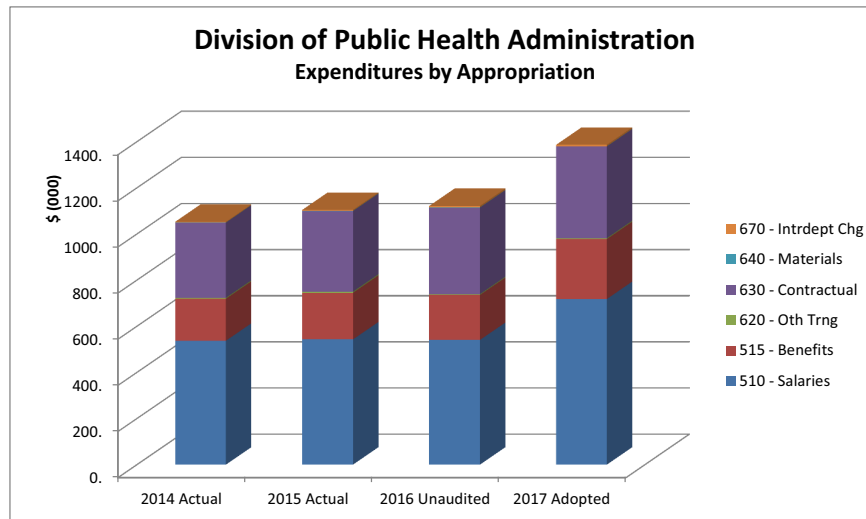
	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 494,679	\$ 524,980	\$ 535,823	\$ 714,768
Longevity	3,600	3,375	3,143	3,200
Wage Settlements	443	443	—	—
Separation Payments	37,039	14,001	—	—
Overtime	1,269	—	1,503	—
	\$ 537,030	\$ 542,799	\$ 540,468	\$ 717,968
Benefits				
Hospitalization	\$ 69,613	\$ 88,455	\$ 85,052	\$ 109,231
Prescription	15,685	18,546	17,181	23,866
Dental	4,252	4,540	4,575	6,754
Vision Care	437	460	471	640
Public Employees Retire System	77,745	75,893	74,108	101,501
Fica-Medicare	7,583	7,682	7,649	10,408
Workers' Compensation	6,332	6,160	5,533	6,741
Life Insurance	301	338	346	528
	\$ 181,947	\$ 202,073	\$ 194,915	\$ 259,669
Other Training & Professional Dues				
Travel	\$ 1,000	\$ 975	\$ 2,110	\$ 1,200
Tuition & Registration Fees	205	—	—	200
Professional Dues & Subscript	3,293	4,211	1,845	3,000
	\$ 4,498	\$ 5,186	\$ 3,955	\$ 4,400
Contractual Services				
Professional Services	\$ 23,708	\$ —	\$ 33,013	\$ 3,030
Mileage (Private Auto)	150	14	924	515
Security Services	22,746	23,428	23,428	23,428
Parking In City Facilities	3,438	2,822	2,300	3,000
Property Rental	274,929	322,143	314,712	366,928
Other Contractual	235	235	180	—
	\$ 325,206	\$ 348,642	\$ 374,557	\$ 396,901
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 200
Purchase Of Tests	28	—	—	—
Other Supplies	—	—	30	—
Just In Time Office Supplies	690	1,159	946	650
	\$ 718	\$ 1,159	\$ 976	\$ 850
Interdepart Service Charges				
Charges From Print & Repro	\$ 3,091	\$ 4,223	\$ 6,574	\$ 6,654
	\$ 3,091	\$ 4,223	\$ 6,574	\$ 6,654
	\$ 1,052,490	\$ 1,104,082	\$ 1,121,445	\$ 1,386,442



DIVISION OF PUBLIC HEALTH ADMINISTRATION

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Miscellaneous	\$ 54,512	\$ 6,627	\$ 146	\$ —
Sale Of City Assets	1	—	—	—
	\$ 54,513	\$ 6,627	\$ 146	\$ —





DIVISION OF PUBLIC HEALTH ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Director of Public Health	50,795.81	191,316.74
1	1	1			
<u>ADMINISTRATIVE SUPPORT</u>					
1	0	0	Personnel Administrator	26,273.96	91,088.49
0	1	1	Assistant Administrator	20,800.00	72,000.00
0	1	1	Super Admin Services-Data	20,800.00	62,770.08
1	1	1	Stock Clerk	13.11	19.16
2	3	3			
<u>PROFESSIONALS</u>					
1	1	1	Chief of Computer Operations	23,647.11	93,401.98
1	1	1	Epidemiologist	40,000.00	91,405.96
0	0	1	Administrative Manager	27,193.55	115,424.36
1	0	1	Fiscal Manager	23,647.11	93,401.98
1	1	1	Health Services Administrator	27,325.56	85,577.88
1	1	1	Project Coordinator	27,325.56	99,702.63
1	1	1	Project Director	22,333.40	88,646.98
1	1	1	Sr. Programmer Analyst	23,647.11	76,592.09
7	6	8			
10	10	12	TOTAL FULL TIME		
10	10	12	TOTAL DIVISION		



DIVISION OF HEALTH

Persis Sosiak, Commissioner

Mission Statement

The Division of Health's mission is to maximize the health and well-being of the people of Cleveland by preventing disease and injury, promoting wellness, assuring access to quality healthcare, and health education.

The Division of Health is responsible for a broad array of programs and services designed to promote, maintain and improve the health status of Clevelanders. The objective of the Health Division is to interpret and enforce those sections of the State and City law which pertain to public health and disease control. Specific activities of the Health Division include direct medical services, public health nursing, communicable disease surveillance, sexually transmitted disease control, inspection and licensure of medical facilities, laboratory services, chronic disease prevention and health promotion, mental health and substance abuse prevention and treatment, AIDS education, and HIV testing and counseling and maternal health education and infant mortality reduction.

The Health Division also operates the Bureau of Vital Statistics, which is responsible for the issuance of all birth and death certificates and for keeping, collecting and maintaining those statistics which reflect the general health status of Cleveland.

Grant funding supplements General Fund monies and enables the Health Division to provide a wide range of health services throughout the community. These services include immunization activities and infant mortality reduction. The MomsFirst program (formerly known as Healthy Family/Healthy Start) funds a community-wide consortium of providers to reduce the infant mortality rates in Cleveland.

PROGRAM NAME: CITIES READINESS INITIATIVE

OBJECTIVES: To enhance emergency preparedness in the Greater Cleveland metropolitan statistical area. To develop plans to respond to a large-scale bioterrorist event by dispensing antibiotics to the entire population of the Greater Cleveland MSA within 48 hours.

ACTIVITIES: Lead emergency preparedness efforts in Northeast Ohio. Establish and maintain relationships with regional public health partners in the Cleveland MSA. Build training and exercise activities that support emergency preparedness. Increase awareness about personal emergency preparedness via education and outreach. Test and drill emergency preparedness capabilities both locally and regionally.

PROGRAM NAME: CLEVELAND OFFICE OF MINORITY HEALTH

OBJECTIVES: To provide leadership to reduce health inequities in minority communities of Cleveland.

ACTIVITIES: Inform and educate citizens and professionals about significant minority health and health care issues. Provide technical assistance for program planning and evaluation related to minority health issues. Monitor and report the health status and outcomes of minority Clevelanders. Serve as the clearinghouse for the coordination of community health efforts that target and impact Cleveland minority populations.

PROGRAM NAME: DIVISION OF NURSING

OBJECTIVES: To provide services that protect and promote the health of people who live and work in Cleveland.

ACTIVITIES: Provide Immunizations, flu vaccinations, and reproductive and adolescent health services. Conduct day care, maternity unit, and abortion clinic inspections, and telephone triage. Provides community screening and preventive health services.



DIVISION OF HEALTH

PROGRAM NAME: HEALTH ADMINISTRATION

OBJECTIVES: To provide administrative and operational support in the planning, directing and evaluation of all Division of Health components and activities to ensure that all resources are utilized to the benefit of the Citizens of Cleveland.

ACTIVITIES: Manage general fund and grant budgets, program and service activities, personnel management and administration. Supervise and evaluate Division of Health programs and activities at the City's health centers. Coordinate with other agencies and departments on public health issues, initiatives and enforcement actions.

PROGRAM NAME: MENTAL HEALTH AND SUBSTANCE ABUSE

OBJECTIVES: To offer help and guidance to those citizens suffering from mental health or chemical dependency problems, and to support initiatives that address substance abuse prevention and mental health promotion.

ACTIVITIES: Provide counseling and prevention activities for adults, youth, individuals, families and groups in the area of alcoholism and drug abuse. Promote initiatives that address mental health and well being.

PROGRAM NAME: MOMSFIRST

OBJECTIVES: To reduce racial disparities in infant mortality and poor birth outcomes experienced by African Americans in the City of Cleveland.

ACTIVITIES: Provide Outreach, Case Management, Health Education, Interconceptual Care Services, and Perinatal Depression Screening and Referral through home visits to attain reductions in disparities.

PROGRAM NAME: NEIGHBORHOOD HEALTH CENTERS - J. GLEN SMITH, THOMAS MCCAFFERTY

OBJECTIVES: To provide the public with personal health care programs within their own neighborhoods.

ACTIVITIES: Immunize children to reduce the incidence of preventable childhood diseases. Provide education and treatment programs to identify and decrease the incidence of sexually transmitted diseases. Provide laboratory testing medical treatment and direct referral of both adult and child patients. Provide HIV/AIDS prevention activities, testing, supportive services and case management. Provide public health nursing services.

PROGRAM NAME: OFFICE OF COMMUNICABLE DISEASE SURVEILLANCE & EPIDEMIOLOGY

OBJECTIVES: To provide disease surveillance, data collection, data analysis, health education, and disease prevention services designed to protect the health of Clevelanders.

ACTIVITIES: Conduct communicable disease surveillance including follow-up education and prophylaxis for all reportable diseases within the State of Ohio for all residents within the City of Cleveland. Coordinate outbreak investigations and analyze communicable disease and chronic disease data. Provide education to public health staff, the community, and first responders on communicable diseases, chronic diseases, outbreak investigations and bioterrorism diseases. Coordinate planning activities, exercise development and increased awareness in relation to infectious disease emergencies.

PROGRAM NAME: OFFICE OF HIV/AIDS SERVICES

OBJECTIVES: To respond to the HIV/AIDS epidemic in Cleveland and Cuyahoga County. To provide regional leadership, planning and advocacy on HIV/AIDS issues; monitor and fund HIV/AIDS programs; provide resource development assistance; and serve as a model in the provision of direct HIV/AIDS services to specific underserved populations.

ACTIVITIES: Disseminate epidemiological reports and other related information on affected communities. Raise public awareness through media, community planning and meetings. Provide advocacy to ensure sufficient funding provided to the region. Provide assistance to agencies in continuous development of programs. Serve on all funding advisory groups. Obtain



DIVISION OF HEALTH

additional resources for care and services for HIV prevention. Prevent the spread of HIV/AIDS by maximizing health and social outcomes, and coordinating Network with other social service agencies to expand efforts. Establish models of service delivery.

PROGRAM NAME: VITAL STATISTICS

OBJECTIVES: To maintain an accurate record of all births occurring in Cleveland and for anyone born in Ohio and keep those statistics which reflect upon the general health status of the City. To register death certificates for all but 4 municipalities within Cuyahoga County.

ACTIVITIES: Register birth and death certificates for Cleveland and all but 4 municipalities within Cuyahoga County. Distribute, for a fee, records of births, death and stillbirths. Provide indigent cremation services.

PROGRAM NAME: HEALTHY CLEVELAND INITIATIVE

OBJECTIVES: To address all social determinants of health impacting Cleveland stakeholders where they live, work and play as we leverage policies, partnerships and programs within our community that enhance quality of life and reduce inequity.

ACTIVITIES: Utilizing a socioecological approach to health, work with partners to influence health outcomes at all levels of change including policy, community, organizational, interpersonal and personal levels. Specific focus on following health areas: Active Living, Clean Air, Behavioral Health, Healthy Eating Health Literacy, Healthy Neighborhoods and Violence Prevention. The work is actualized through committees of individuals, organizations and others who play a role in addressing health in our city. Committees work closely with the department of Health and other stakeholders as needed to set priorities and objectives within the subcommittees.



DIVISION OF HEALTH

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,238,075	\$ 1,305,851	\$ 1,235,504	\$ 1,802,278
Part-Time Permanent	—	—	1,393	—
Longevity	11,528	10,078	10,053	10,850
Wage Settlements	9,086	9,716	—	—
Separation Payments	11,511	3,827	25,311	7,000
Overtime	7,985	1,812	2,138	2,000
	\$ 1,278,185	\$ 1,331,284	\$ 1,274,398	\$ 1,822,128
Benefits				
Hospitalization	\$ 238,472	\$ 279,029	\$ 259,092	\$ 360,386
Flex Save Admin Fees	116	—	—	—
Prescription	46,544	51,451	52,735	78,830
Dental	13,553	12,794	12,321	20,796
Vision Care	1,878	1,811	1,826	2,598
Public Employees Retire System	176,489	184,935	175,852	258,636
Fica-Medicare	16,002	17,022	16,308	24,562
Workers' Compensation	11,800	16,836	22,894	19,989
Life Insurance	1,090	1,093	986	1,716
Unemployment Compensation	826	—	7	—
Clothing Allowance	2,361	2,520	2,520	3,020
Clothing Maintenance	150	150	150	525
	\$ 509,280	\$ 567,641	\$ 544,691	\$ 771,058
Other Training & Professional Dues				
Travel	\$ 250	\$ 1,751	\$ 2,544	\$ 5,500
Tuition & Registration Fees	—	4,990	1,465	5,000
Mileage (Priv Auto) Trng Prps	305	38	90	—
Professional Dues & Subscript	—	130	24,887	17,500
	\$ 555	\$ 6,909	\$ 28,986	\$ 28,000
Utilities				
Brokered Gas Supply	\$ 22,843	\$ 22,725	\$ 16,736	\$ 23,407
Gas	12,663	12,228	10,786	15,000
Electricity - Cpp	153,743	154,050	160,941	168,000
Electricity - Other	3,012	2,763	31,991	30,000
Security & Monitoring System	1,264	—	—	—
	\$ 193,525	\$ 191,766	\$ 220,453	\$ 236,407
Contractual Services				
Professional Services	\$ 553,404	\$ 531,903	\$ 1,173,758	\$ 895,475
COBRA-Medical Coverage	—	15	—	—
Mileage (Private Auto)	4,988	5,251	3,811	5,320
Waste Disposal	3,981	—	—	—



DIVISION OF HEALTH

Expenditures (Continued)

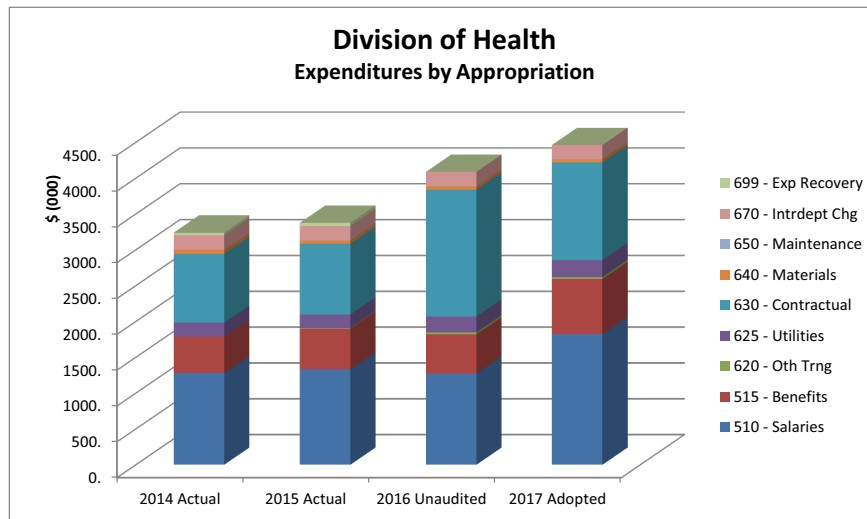
	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Security Services	11,815	13,868	12,169	12,169
Freight Expense	166	—	—	520
Advertising And Public Notice	500	—	790	1,000
Parking In City Facilities	1,347	1,455	1,150	1,400
Property Rental	215,588	306,199	419,542	270,723
Other Contractual	79,692	35,030	67,072	82,000
Indigent Relief	91,000	92,280	92,820	93,000
	\$ 962,480	\$ 986,001	\$ 1,771,112	\$ 1,361,607
Materials & Supplies				
Office Supplies	\$ 172	\$ —	\$ —	\$ 500
Postage	26	75	198	100
Purchase Of Tests	913	—	—	900
Office Furniture & Equipment	218	681	826	600
Medical Supplies	16,587	10,242	17,356	16,540
Food	871	999	1,473	1,000
Laboratory Supplies	7,440	11,585	8,613	7,000
Medical Equipment	372	—	—	—
Other Supplies	7,769	1,065	—	2,000
Pharmaceutical Supplies	12,000	17,137	12,000	12,000
Greenhouse Maintenance Suppl	377	—	—	—
Just In Time Office Supplies	7,774	6,171	4,944	5,000
	\$ 54,520	\$ 47,955	\$ 45,410	\$ 45,640
Maintenance				
Maintenance Contracts	\$ 553	\$ 426	\$ 600	\$ 600
Car Washes	—	570	—	—
Maintenance Building	—	—	300	—
	\$ 553	\$ 996	\$ 900	\$ 600
Interdepart Service Charges				
Charges From Telephone Exch	\$ 110,256	\$ 136,543	\$ 123,056	\$ 124,332
Charges From W.P.C.	—	461	—	—
Charges From Print & Repro	52,757	35,359	38,735	39,207
Charges From Central Storeroom	6,250	6,328	8,209	8,778
Charges From M.V.M.	25,286	12,285	25,467	20,000
Charges From Waste Collection	6,555	5,888	6,348	3,000
Charges From Parks Maintenance	4,529	1,941	1,294	3,000
	\$ 205,633	\$ 198,806	\$ 203,109	\$ 198,317
Expenditure Recovery				
Expenditure Recovery	\$ 35,357	\$ 45,824	\$ —	\$ —
	\$ 35,357	\$ 45,824	\$ —	\$ —
	\$ 3,240,089	\$ 3,377,181	\$ 4,089,059	\$ 4,463,757



DIVISION OF HEALTH

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Charges For Services	\$ 1,357,932	\$ 1,435,928	\$ 1,419,712	\$ 1,336,383
Grant Revenue	0	—	—	—
Licenses & Permits	—	50	—	—
Miscellaneous	131,090	600,605	148,227	111,283
	\$ 1,489,021	\$ 2,036,583	\$ 1,567,939	\$ 1,447,666





DIVISION OF HEALTH

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Commissioner of Health	45,021.46	161,827.66
1	1	1			
<u>ADMINISTRATIVE SUPPORT</u>					
4	3	4	Junior Clerk	11.97	14.86
2	2	2	Principal Clerk	14.88	21.12
1	1	1	Private Secretary	10.00	22.29
0	0	1	Receptionist	10.00	15.24
4	4	5	Senior Clerk	12.47	17.43
11	10	13			
<u>PARA-PROFESSIONALS</u>					
1	1	1	Community Health Aide	10.00	17.20
1	1	1			
<u>PROFESSIONALS</u>					
1	1	2	Assistant Administrator	20,800.00	72,000.00
1	0	1	Chief of Laboratories	23,647.11	88,725.73
1	1	1	Computer Operator	10.00	24.50
1	1	1	Director Of Public Hlth Nursg	26,273.96	91,088.49
0	0	1	Disease Surveillance Specialist	29,993.60	65,599.87
1	1	2	Grant Administrator	22,333.40	83,008.39
1	1	1	Health Center Director	22,333.40	83,008.39
0	0	2	Epidemiologist	40,000.00	91,405.96
0	0	1	Health Promotion Coordinator	22,333.40	85,312.08
2	2	2	Project Coordinator	27,325.56	99,702.63
4	4	4	Public Health Nurse III	39,098.75	56,231.40
1	1	1	Senior Budget & Management Analyst	26,273.96	88,147.99
1	1	1	Supervisor Of Vital Statistics	20,800.00	61,601.02
14	13	20			
<u>SERVICE & MAINTENANCE</u>					
1	0	0	Mechanical Handyman	17.51	19.57
1	0	0			



DIVISION OF HEALTH

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	Budget 2016	December 2016		Budget 2017	Minimum
			TECHNICIANS		
2	2	2	Clinical Laboratory Technician II	16.86	24.95
2	2	2			
30	27	37	TOTAL FULL TIME		
30	27	37	TOTAL DIVISION		



DIVISION OF ENVIRONMENT

Brian Kimball, Commissioner

Mission Statement

To promote, prevent, and protect the environment to ensure citizens who reside in or visit the City of Cleveland are not negatively impacted by environmental hazards.

The Division of Environmental Health performs all of its investigations with the authority of Cleveland's codified ordinance, the State of Ohio Department of Agriculture and the State of Ohio Department of Public Health. Our Division strives to evoke confidence as we promote health and quality of life. Our daily objective is preventing and controlling those diseases or deaths that result from interactions between people and their environment. Our environmental health programs seek to minimize or eliminate risk factors in the human environment that threaten life and health. The span of investigations this Division performs is diverse and culturally sensitive. There are seven (7) environmental health programs within the Division of Environment. Environmental Health Services Program, Farm Animals and Bees, Food Safety, Lead Safe Living Healthy Homes, Public Swimming Pools, Spas and Spray, School Environmental Health and Safety, Hazardous, Solid and Infectious Waste Disposal.

PROGRAM NAME: ENVIRONMENTAL HEALTH SERVICES

OBJECTIVES: The Division of Environment Environmental Health Services Program objective is to ensure that the citizens in the city of Cleveland are free of environmental hazards that impact the quality of life. Environmental hazards that impact the quality of life in the city of Cleveland are the failure to abate grass 8' in height and/or the failure to abate the nuisance of fourteen noxious weeds, failure to abate the nuisance of refuse and/or junk, garbage, tires and other wastes, failure to abate the nuisance of stagnant water and the failure to eradicate an infestation of insects or rodents. In addition to these exterior hazards, public health sanitarians also inspect for mold and other indoor environmental hazards. Public Health Sanitarians in the Environmental Health Services Program are also responsible for inspecting Barbershops, Public Laundries and Hotel/Motels. Another responsibility of Public Health Sanitarians in Environmental Health Services is the prevention of zoonotic diseases. Zoonotic diseases (also called zoonoses) are infectious diseases that can be spread from animals to humans.

Zoonotic diseases include:

- Those that can be transmitted directly from animals to humans (e.g., rabies)
- Diseases that can be acquired indirectly by humans through ingestion, inhalation or contact with infected animal products, soil, water or other environmental surfaces that have been contaminated with animal waste or a dead animal (e.g., anthrax, leptospirosis)
- Vector-borne diseases that require a mosquito or other arthropod to transmit disease from animals to humans (e.g., Rocky Mountain spotted fever, St. Louis encephalitis, West Nile virus)

PROGRAM NAME: FARM ANIMALS AND BEES

OBJECTIVES: The Division of Environment Farm Animal Program is designed to allow the citizens of Cleveland to have farm animals based on the square footage of the parcel. The objective of this program is to permit the keeping of farm animals and bees in a manner that prevents nuisances to occupants of nearby properties and prevents conditions that are unsanitary or unsafe. The keeping of chickens, ducks, rabbits and similar farm animals shall be governed by the following regulations. In Residential Districts, the following regulations shall apply: No more than one (1) such animal shall be kept on a parcel of land for each eight hundred (800) square feet of parcel or lot area. For a standard residential lot of four thousand eight hundred (4,800) square feet, this regulation would permit no more than a total of six (6) such animals. No roosters, geese or turkeys may be kept in a Residential District except on a parcel that is at least one (1) acre in area and only if the coop or cage housing the bird(s) is at least one hundred (100) feet from all property lines.

DIVISION OF ENVIRONMENT

PROGRAM NAME: FOOD SAFETY

OBJECTIVES: The Division of Environment Food Safety Program objective is to ensure that all food sold in the city of Cleveland is safe and wholesome for human consumption. This is achieved by inspecting food service operations (e.g., restaurants, vending machine locations, mobile and temporary food service operations) and retail food establishments (grocery stores and corner stores). All inspections are governed by the rules and regulations of the Ohio Uniform Food Safety Code Chapter 3717 of the Ohio Administrative Code, Chapter 3717 of the Ohio Revised Code related to food service operations and Chapter 3701-21 of the Ohio Administrative Code. In addition to inspecting FSO's and RFE's, the Public Health provides trainings to the general public such as Person-in-Charge and ServSafe courses designed to educate on practices that prevent the spread of foodborne illnesses. Public Health Sanitarians also acts as liaison with the Division of Health's Epidemiology section regarding foodborne disease outbreaks involving food service operations.

PROGRAM NAME: LEAD SAFE LIVING-HEALTHY HOMES

OBJECTIVES: The Division of Environment Lead Safe Living-Healthy Homes Program objective is to reduce the incidence of lead poisoning in children who reside in the city of Cleveland. The Lead Safe Living-Healthy Homes Program provides lead awareness and education, public health lead investigations and case management to the parents and/or guardians of children who test positive for lead. The program addresses the needs of lead-poisoned children from birth through 72 months of age. The Lead Safe Living-Healthy Homes Program also assists family members, medical care providers and other community members to reduce and prevent lead poisoning. The program also promotes the national lead poisoning prevention guidelines set forth by the CDC.

PROGRAM NAME: PUBLIC SWIMMING POOLS, SPAS AND SPRAY GROUNDS

OBJECTIVES: The Division of Environment Public Swimming Pools and Spray Ground Program objective is to ensure that all swimming pools, spas and spray grounds in the city of Cleveland are chemically safe and free of recreational waterborne illnesses. Recreational water illnesses are caused by germs you get by swallowing, breathing in mist form, or having contact with contaminated water. Public Health Sanitarians in this program inspect and provide technical assistance and training on the operation, maintenance, troubleshooting and evaluation of public swimming pools, serve as a resource for the general public relative to aquatic recreation issues, protection from disease transmission, personal safety, and complaint investigations.

PROGRAM NAME: SCHOOL ENVIRONMENTAL HEALTH AND SAFETY PROGRAM

OBJECTIVES: The Division of Environment School Environmental Health and Safety Program objective is to improve the environmental health of Cleveland's schools through non-regulatory means. A growing body of research strongly supports the importance of school environmental health to both the educational success and overall health and well-being of school children and staff. "Poor environmental conditions can thwart academic progress by making it harder for students to concentrate, causing or exacerbating illness in students and staff, increasing absences and lost work days, and diverting school funds to pay for costly repair and remediation projects". Public Health Sanitarians in this program inspect all Public and Charter schools in the city of Cleveland utilizing the Ohio Department of Health School Environmental Health Inspection Guidance Document.



DIVISION OF ENVIRONMENT

PROGRAM NAME: SOLID AND INFECTIOUS WASTE DISPOSAL

OBJECTIVES: The Division of Environment Hazardous, Solid and Infectious Waste Disposal objectives are to conduct solid and infectious waste inspections according to the Ohio EPA's regulations and identify hazardous waste sites. The Division of Environment Hazardous, Solid and Infectious Waste Disposal include the licensing and inspection of facilities that handle solid and infectious wastes such as Sanitary Landfill, Industrial Landfill, Solid Waste Transfer Facilities, Composting Facilities, Construction and Demolition Debris Sites, Methane Gas Monitoring and all Solid Waste Facilities undergoing closure. The Program also inspects Infectious Waste Treatment Facilities (where infectious wastes are treated by chemical means, autoclaving, or incineration) and Generators of Infectious Waste Facilities (where infectious wastes are generally stored on-site.) These facilities are sub-divided into two groups - Large Generators (those generating more than 50 pounds in a month); and Small Generators (those generating less than 50 pounds in a month). Such facilities include hospitals, doctor and dentist offices, tattoo and body piercing establishments, or other places that generate infectious waste as defined in the Ohio EPA regulations.

DIVISION OF ENVIRONMENT

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 519,257	\$ 873,173	\$ 450,513	\$ 1,001,984
Longevity	6,125	6,250	6,500	4,300
Wage Settlements	1,885	2,557	—	—
Separation Payments	39,489	30,095	32,354	—
Overtime	812	15,717	2,534	—
	\$ 567,568	\$ 927,792	\$ 491,902	\$ 1,006,284
Benefits				
Hospitalization	\$ 96,941	\$ 129,061	\$ 85,037	\$ 211,926
Prescription	14,951	19,071	14,637	47,033
Dental	6,456	7,860	4,630	13,556
Vision Care	818	956	651	1,286
Public Employees Retire System	73,598	131,073	64,471	143,685
Fica-Medicare	6,249	11,121	6,296	14,577
Workers' Compensation	11,631	13,684	32,665	20,439
Life Insurance	441	544	363	960
	\$ 211,087	\$ 313,370	\$ 208,750	\$ 453,462
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ 4,491	\$ 5,300
Tuition & Registration Fees	295	1,285	1,100	500
Professional Dues & Subscript	230	1,055	4,135	4,500
	\$ 525	\$ 2,340	\$ 9,726	\$ 10,300
Contractual Services				
Professional Services	\$ 10,446	\$ —	\$ 350	\$ 85,000
Mileage (Private Auto)	1,741	2,844	2,313	2,700
Security Services	30,500	32,960	30,961	32,960
Advertising And Public Notice	—	—	244	—
Parking In City Facilities	3,014	515	—	2,000
Property Rental	129,062	150,178	151,520	159,249
Other Contractual	998	998	15,740	18,390
	\$ 175,762	\$ 187,494	\$ 201,128	\$ 300,299
Materials & Supplies				
Office Supplies	\$ —	\$ 80	\$ 484	\$ 500
Purchase Of Tests	46	—	—	877
Chemical	5,853	1,054	693	4,000
Small Equipment	—	—	—	155,000
Food	—	—	1,000	—
Laboratory Supplies	—	—	5,436	—
Other Supplies	—	—	884	—



DIVISION OF ENVIRONMENT

Expenditures (Continued)

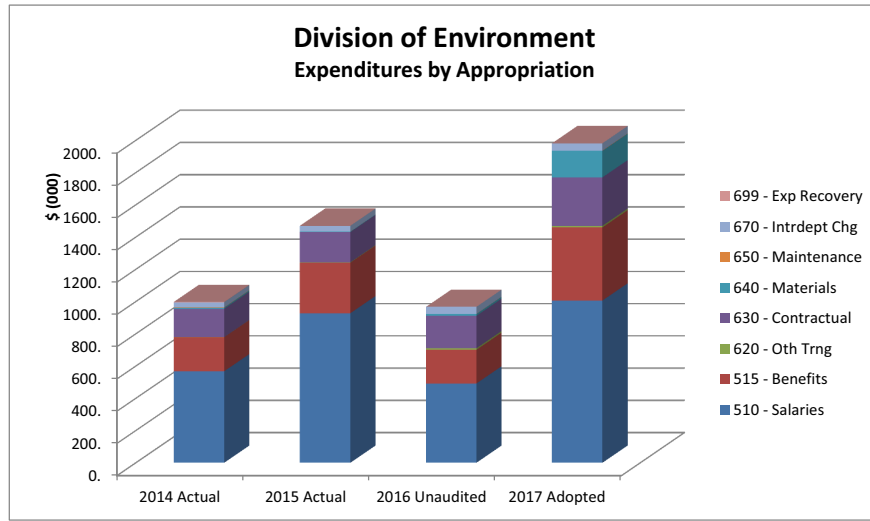
	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Safety Equipment	—	—	916	—
Special Events Supplies	—	—	122	—
Just In Time Office Supplies	1,426	1,333	1,629	3,740
	\$ 7,325	\$ 2,467	\$ 11,164	\$ 164,117
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 600
Computer Software Maintenance	1,375	—	780	722
Car Washes	156	156	—	300
	\$ 1,531	\$ 156	\$ 780	\$ 1,622
Interdepart Service Charges				
Charges From Telephone Exch	\$ 7,126	\$ 7,329	\$ 226	\$ 229
Charges From Print & Repro	5,333	6,934	22,456	22,730
Charges From Central Storeroom	8,493	9,958	11,472	12,267
Charges From M.V.M.	11,241	12,257	9,599	10,501
	\$ 32,193	\$ 36,479	\$ 43,754	\$ 45,727
Expenditure Recovery				
Expenditure Recovery	\$ 1,273	\$ —	\$ —	\$ —
	\$ 1,273	\$ —	\$ —	\$ —
	\$ 997,264	\$ 1,470,098	\$ 967,203	\$ 1,981,811

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Charges For Services	\$ 105	\$ 330	\$ 31,273	\$ —
Grant Revenue	—	—	136	—
Licenses & Permits	6,314	22,328	10,667	2,930
Miscellaneous	6,653	52,684	—	30,800
	\$ 13,072	\$ 75,343	\$ 42,076	\$ 33,730



DIVISION OF ENVIRONMENT





DIVISION OF ENVIRONMENT

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Commissioner of Environment	42,758.15	152,224.32
1	1	1			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Assistant Administrator	20,800.00	72,000.00
0	1	1	Project Coordinator	27,325.56	99,702.63
0	0	1	Receptionist	10.00	15.24
0	0	1	Data Control Clerk	10.00	17.84
1	0	0	Private Secretary	10.00	22.29
2	2	4			
<u>PROFESSIONALS</u>					
1	1	1	Caseworker II	14.03	21.23
1	1	1	Dist Supv Environmental Hlth	20,800.00	67,032.85
2	2	2			
<u>TECHNICIAN</u>					
1	1	1	Chemist	18.49	28.21
0	0	2	Environmental Technician	25,688.00	37,255.30
5	4	5	Public Health Sanitarian I	15.48	22.33
1	2	7	Public Health Sanitarian II	17.38	24.80
7	7	15			
12	12	22	TOTAL FULL TIME		
12	12	22	TOTAL DIVISION		



DIVISION OF AIR QUALITY

David Hearne, Interim Commissioner**Mission Statement**

To ensure that emissions of regulated air pollutants from commercial and industrial sources in Cleveland and Cuyahoga County are in compliance with Federal, State, and Local regulations and to monitor ambient air quality within the Greater Cleveland area to determine if Federal Clean Air standards are being met each day of the year.

The Cleveland Division of Air Quality (CDAQ) serves as Ohio EPA's delegated Local Air Agency for all of Cuyahoga County. CDAQ issues city air pollution permits under the Codified Ordinances of the City of Cleveland, and develops state air pollution control permits on behalf of Ohio EPA. Through facility inspections and investigation of citizen complaints, CDAQ ensures that regulated commercial and industrial sources are in compliance with their permits and any other conditions or requirements specified in Federal, State or local regulations. CDAQ installs, operates, and maintains air quality monitoring equipment, and reports resultant data to Ohio EPA, for ambient levels of criteria air pollutants throughout the Greater Cleveland area, including all of Cuyahoga County, as a component of the statewide monitoring network.

ACTIVITIES:

Some of the many activities of the Division include:

Inspecting Major, Synthetic Minor, and Minor sources on a frequency established by Ohio EPA.

Inspecting gasoline dispensing facilities with Stage II vapor recovery.

Investigating all citizen air quality complaints.

Inspecting demolition sites and renovation projects for compliance with the Asbestos National Emission Standard for Hazardous Air Pollutants.

Pursuing appropriate enforcement actions for discovered violations.

Operating ambient air quality and special air monitoring equipment 365 days a year.

Developing state air pollution permits and issuing City air permits.

Assisting other Divisions and Departments on multi-media issues, for example, illegal dumping and hazardous waste sites, and participating on the Environmental Crimes Task Force.

Witnessing facility stack emissions tests and reviewing the test reports.

Providing air quality and pollution prevention information to citizens and community organizations through a range of outreach activities.

Supporting Ohio EPA programs and initiatives that improve air pollution control throughout the State of Ohio.



DIVISION OF AIR QUALITY

Expenditures

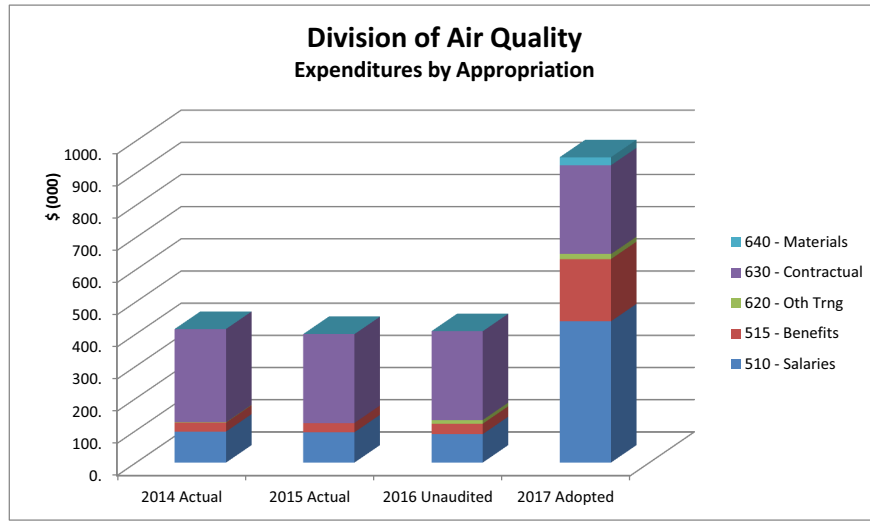
	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 85,042	\$ 82,864	\$ 87,986	\$ 431,046
Longevity	475	475	475	575
Wage Settlements	10,888	10,888	—	—
Separation Payments	—	—	—	7,500
	\$ 96,405	\$ 94,227	\$ 88,461	\$ 439,121
Benefits				
Hospitalization	\$ 10,094	\$ 10,623	\$ 13,681	\$ 95,342
Prescription	2,443	2,860	2,911	21,600
Dental	728	711	758	6,116
Vision Care	54	51	61	482
Public Employees Retire System	11,946	12,106	12,618	61,967
Fica-Medicare	1,376	1,388	1,253	6,359
Workers' Compensation	1,099	1,120	950	1,002
Life Insurance	41	41	38	384
Unemployment Compensation	—	—	5	—
Clothing Maintenance	—	—	—	150
	\$ 27,779	\$ 28,900	\$ 32,274	\$ 193,402
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ —	\$ 5,500
Professional Dues & Subscript	1,216	—	11,495	10,000
	\$ 1,216	\$ —	\$ 11,495	\$ 15,500
Contractual Services				
Professional Services	\$ 8,019	\$ —	\$ —	\$ —
Other Contractual	5,765	5,765	—	—
Local Match-Grant Programs	276,100	270,335	276,100	276,100
	\$ 289,884	\$ 276,100	\$ 276,100	\$ 276,100
Materials & Supplies				
Small Equipment	\$ —	\$ —	\$ —	\$ 25,000
Just In Time Office Supplies	—	—	—	100
	\$ —	\$ —	\$ —	\$ 25,100
	\$ 415,285	\$ 399,227	\$ 408,331	\$ 949,223

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Charges For Services	\$ 155,671	\$ 151,031	\$ 157,110	\$ 150,000
Miscellaneous	999	96,888	—	—
	\$ 156,670	\$ 247,919	\$ 157,110	\$ 150,000



DIVISION OF AIR QUALITY





DIVISION OF AIR QUALITY

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
1	1	1	Commissioner of Air Quality	42,758.15	152,224.32
0	0	1	Deputy Comm of Air Poll Ctrl	26,273.96	91,088.49
<u>1</u>	<u>1</u>	<u>2</u>			
TECHNICIAN					
0	0	1	Env Compl Specialist I	14.95	24.41
0	0	3	Env Enforcement Specialist I	14.95	25.41
0	0	2	Env Monitoring Specialist I	13.33	25.19
<u>0</u>	<u>0</u>	<u>6</u>			
<u>1</u>	<u>1</u>	<u>8</u>	TOTAL FULL TIME		
<u>1</u>	<u>1</u>	<u>8</u>	TOTAL DIVISION		



PUBLIC SAFETY ADMINISTRATION

Michael McGrath, Director

Mission Statement

To provide executive oversight of all activities of the Department of Public Safety including the development of policy, coordination of resources, organizing, budgeting, and the development and implementation of staffing plans for the Divisions of the Department; act as a liaison between the divisions and Cleveland City Council; and, ensure fiscal responsibility for the Department.

In addition to the Divisions of Police, Fire, Emergency Medical Service, Animal Care and Control and Corrections, Public Safety Administration oversees the activities of the following Sections: General Administration, Medical Unit, Office of Information Technology, Office of Emergency Management, Office of Professional Standards and the Police Review Board.

General Administration is responsible for the management of each Division within the Department of Public Safety and for each Section within Public Safety Administration. Among its responsibilities are policy and system development, planning, personnel administration, collection and analysis of data for all Safety divisions, responding to various requests for public records, and maintaining fiscal control. This office also acts as a liaison between the various divisions within the Department of Public Safety and City Council.

The Medical Unit is responsible for monitoring and facilitating work related medical needs for Public Safety employees.

The Office of Information Technology provides support for all Public Safety technology projects, and manages the Department's IT network and telecommunications system. The Office of Emergency Management oversees efforts to prevent, plan for, protect against, respond to and recover from major events such as natural disasters or terrorist attacks.

The Office of Professional Standards is responsible for investigating complaints made against members of the Department of Public Safety by citizens and recommends disposition. The Police Review Board is responsible for reviewing the completed investigations of each citizen complaint alleging police misconduct, incidents involving the use of deadly force and situations involving in-custody injury or death.

PROGRAM NAME: GENERAL ADMINISTRATION

OBJECTIVES: To develop and implement policy necessary to sustain Department operations.

ACTIVITIES: Provide direction and oversight of the operating divisions within the department; research and develop policy issues; maintain fiscal control; and, coordinate personnel administration.

PROGRAM NAME: MEDICAL UNIT

OBJECTIVES: Provide direction and oversight of work related medical needs of the department.

ACTIVITIES: Maintain physician monitoring of illness and injuries through a coordinated medical review office.

PROGRAM NAME: OFFICE OF EMERGENCY MANAGEMENT

OBJECTIVES: To assist first responders, City employees and the general public in preventing, planning for, protecting against, responding to and recovering from disasters and major events, natural or otherwise.

ACTIVITIES: Maintaining and staffing the City's Emergency Operations Center, developing the City's disaster response plans and annexes, coordinating Incident Management training programs for employees and others, and coordinating and training various Community Emergency Response Teams (CERT).



PUBLIC SAFETY ADMINISTRATION

PROGRAM NAME: OFFICE OF INFORMATION TECHNOLOGY

OBJECTIVES: To maintain and provide technical support for all Public Safety IT needs and projects such as the 9-1-1 Computer Aided Dispatch System (CAD), the Police Records Management System (RMS), all radio telecommunications, and all mobile and security-related infrastructure and equipment.

ACTIVITIES: Maintaining and providing technical and logistical support for all technology needs of the Department of Public Safety; serving as project sponsor and project manager for new technology projects such as the wireless video surveillance camera system, Automated License Plate Reader System (ALPR), and record management systems.

PROGRAM NAME: OFFICE OF INTEGRITY CONTROL, COMPLIANCE, AND EMPLOYEE ACCOUNTABILITY

OBJECTIVES: Review, track, and investigate complaints regarding the Division of Fire and the Division of EMS including, but not limited to, internal and external complaints, alleged or possible administrative violations, and alleged or possible criminal related conduct/activity. The Department of Human Resources will continue to investigate allegations of Sexual Harassment, Workplace Violence, and EEO related matters.

ACTIVITIES: On-going and random audits of division payroll, record, inventory, and other administrative activity.

Inspections of division facilities and operations in conjunction with the division chain of command.

Monitor division compliance with regulatory agencies, including but not limited to licensing and certifications.

Any other duties as assigned by the Director of Public Safety.

PROGRAM NAME: OFFICE OF PROFESSIONAL STANDARDS

OBJECTIVES: To investigate citizen complaints against Cleveland Division of Police personnel in a complete, fair, and impartial manner.

ACTIVITIES: Present the completed investigations to the Civilian Police Review Board (CPRB) for hearing and disposition.

PROGRAM NAME: POLICE REVIEW BOARD

OBJECTIVES: To review the completed investigations of each citizen complaint alleging police misconduct, use of deadly force incidents and situations involving in-custody injury or death. To conduct hearings concerning various incidents. To recommend disciplinary dispositions for the Chief of Police and Director of Public Safety.

ACTIVITIES: Determine if the incidents have been properly investigated. Recommend discipline for rule violations when appropriate.



PUBLIC SAFETY ADMINISTRATION

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 2,484,353	\$ 2,629,475	\$ 2,313,021	\$ 2,481,574
Board Members	51,190	39,575	—	—
Longevity	13,325	15,725	14,025	13,125
Wage Settlements	5,134	5,134	—	—
Separation Payments	232,960	11,726	13,490	50,000
Overtime	78,931	66,442	84,239	40,000
	\$ 2,865,893	\$ 2,768,078	\$ 2,424,774	\$ 2,584,699
Benefits				
Hospitalization	\$ 307,568	\$ 381,420	\$ 355,632	\$ 361,349
Prescription	59,766	72,462	69,073	77,697
Dental	20,770	21,083	19,448	22,202
Vision Care	1,924	2,024	1,877	2,100
Public Employees Retire System	361,886	386,273	342,862	354,858
Police & Firemens Disab & Pens	(634)	—	—	—
Fica-Medicare	34,424	37,381	32,496	37,478
Workers' Compensation	39,532	25,831	27,912	28,474
Life Insurance	1,531	1,649	1,343	1,728
Unemployment Compensation	6,403	—	—	—
Clothing Allowance	1,168	1,060	1,060	1,060
	\$ 834,338	\$ 929,183	\$ 851,702	\$ 886,946
Other Training & Professional Dues				
Travel	\$ 3,848	\$ 8,595	\$ 7,235	\$ 10,000
Tuition & Registration Fees	1,684	1,886	732	1,500
Mileage (Priv Auto) Trng Prps	533	163	237	125
Professional Dues & Subscript	159	955	300	200
	\$ 6,224	\$ 11,599	\$ 8,504	\$ 11,825
Utilities				
Electricity - Cpp	\$ —	\$ —	\$ 524	\$ —
Steam	54,814	71,217	92,234	75,661
	\$ 54,814	\$ 71,217	\$ 92,758	\$ 75,661
Contractual Services				
Professional Services	\$ 154,811	\$ 1,409	\$ 62,752	\$ —
Court Reporter	342	—	—	—
Cable Professional Services	—	2	17	—
Security Services	—	1,105	—	—
Advertising And Public Notice	2,420	1,485	—	2,500
Parking In City Facilities	10,063	9,421	8,146	8,000
Property Rental	—	175,000	175,000	195,000



PUBLIC SAFETY ADMINISTRATION

Expenditures (Continued)

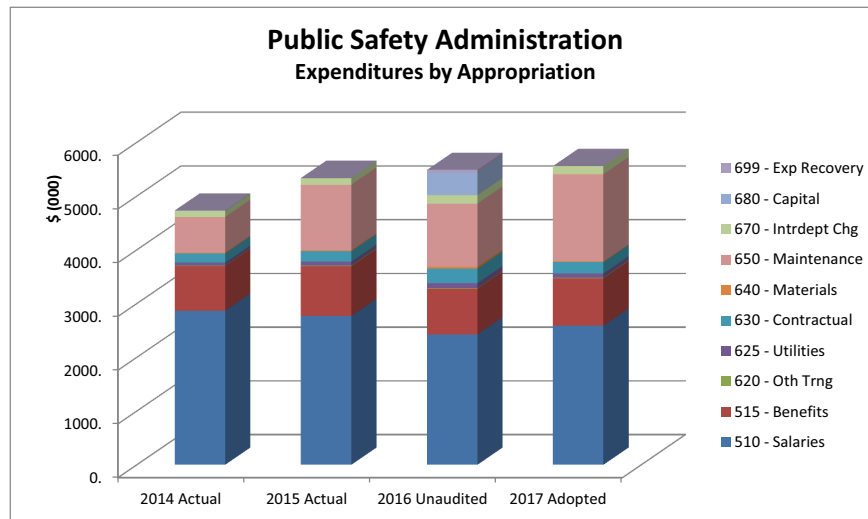
	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Other Contractual	3,961	4,433	25,899	6,000
Refunds & Miscellaneous	—	34	—	—
	\$ 171,597	\$ 192,888	\$ 271,814	\$ 211,500
Materials & Supplies				
Office Supplies	\$ 346	\$ 126	\$ 1,295	\$ 1,000
Postage	—	—	—	350
Computer Supplies	621	105	—	—
Computer Hardware	—	5,785	5,357	—
Small Equipment	—	1,275	1,290	2,000
Office Furniture & Equipment	2,725	—	—	—
Medical Supplies	3,831	6,134	—	4,000
Food	110	—	24,587	—
Other Supplies	1,087	—	—	—
Batteries	—	—	150	—
Just In Time Office Supplies	5,865	4,217	2,890	5,000
	\$ 14,585	\$ 17,642	\$ 35,569	\$ 12,350
Maintenance				
Maintenance Office Equipment	\$ 7,818	\$ 710	\$ —	\$ —
Maintenance Contracts	496,714	982,826	920,012	1,239,445
Computer Hardware Maintenance	66,641	204,052	249,458	383,500
Computer Software Maintenance	93,413	33,665	2,500	—
Maintenance Misc. Equipment	190	—	—	—
Maintenance Building	—	—	3,972	—
	\$ 664,776	\$ 1,221,253	\$ 1,175,942	\$ 1,622,945
Interdepart Service Charges				
Charges From Telephone Exch	\$ 88,959	\$ 97,686	\$ 123,274	\$ 124,553
Charges From Print & Repro	19,240	23,478	25,852	26,167
Charges From Central Storeroom	2,633	2,127	1,398	1,495
Charges From M.V.M.	—	—	5,019	1,592
	\$ 110,832	\$ 123,291	\$ 155,543	\$ 153,807
Capital Outlay				
Infrastructure	\$ —	\$ —	\$ 159,833	\$ —
Computer Software	—	—	259,375	—
	\$ —	\$ —	\$ 419,208	\$ —
Expenditure Recovery				
Expenditure Recovery	\$ 9,085	\$ 760	\$ 51,731	\$ —
	\$ 9,085	\$ 760	\$ 51,731	\$ —
	\$ 4,732,144	\$ 5,335,911	\$ 5,487,547	\$ 5,559,733



PUBLIC SAFETY ADMINISTRATION

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Charges For Services	\$ 10,614	\$ 7,933	\$ 5,916	\$ 13,185
Fines, Forfeitures & Settlements	1,800	11,617	7,967	2,000
Licenses & Permits	200	—	—	—
Miscellaneous	205,344	81,834	64,468	5,000
	\$ 217,958	\$ 101,384	\$ 78,352	\$ 20,185





PUBLIC SAFETY ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Director of Public Safety	50,795.81	191,316.74
0	1	1	Public Safety IT Manager	65,000.00	115,588.44
1	1	1	Secretary to the Director	36,590.39	154,089.52
1	0	1	Supervisor Of Computer Operations	30,214.95	98,444.95
3	3	4			
<u>ADMINISTRATIVE SUPPORT</u>					
5	3	3	Principal Clerk	14.88	21.12
1	1	1	Senior Clerk	12.47	17.43
6	4	4			
<u>PROFESSIONALS</u>					
3	1	3	Administrative Manager	27,193.55	115,424.36
1	1	1	Administrative Officer	20,800.00	58,499.94
1	1	1	Assistant Administrator	20,800.00	72,000.00
1	1	1	Budget Analyst	20,800.00	58,534.37
1	1	1	Budget Administrator	30,214.95	114,691.24
1	1	1	Executive Commission Public Safety Project - Grants	36,590.39	157,171.30
2	2	2	Executive Commissioner of Public Safety - Operations	36,590.39	157,171.30
1	1	1	Fiscal Manager	23,647.11	93,401.98
1	1	1	Grant Administrator	22,333.40	83,008.39
4	2	3	Network Analyst II	30,214.00	97,709.06
1	1	1	Personnel Administrator	26,273.96	91,088.49
1	3	3	Personnel Assistant	20,800.00	52,381.41
1	1	1	Police Stress Consultant	75,000.00	131,350.50
2	1	1	Project Coordinator	27,325.56	99,702.63
1	1	1	Project Director	22,333.40	88,646.98
2	2	2	Public Health Nurse III	39,098.75	56,231.40
1	1	1	Surgeon of Police	43,107.75	86,888.32
25	22	25			



PUBLIC SAFETY ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
TECHNICIAN					
2	1	1	Computer Operator	10.00	24.50
1	2	2	PC Technician	25,000.00	53,769.65
3	3	3			
NON EEO REPORTING					
1	1	1	Emergency Operations Center Manager	27,325.56	96,463.81
1	1	1	Manager of Public Safety Office	27,325.56	96,463.81
2	2	2			
39	34	38	TOTAL FULL TIME		
39	34	38	TOTAL DIVISION		



DIVISION OF POLICE

Calvin Williams, Chief

Mission Statement

To protect the lives and property of all citizens against criminal activity and to create an environment of stability and security within the community.

The highest priority of the Division of Police is providing basic police services to the community. The Division is organized into three main functional operations in order to deliver these services in the most efficient and cost effective manner possible.

Administrative Operations provides the necessary support services that enable Field Operations and Homeland Special Operations to function as effectively as possible. Administrative Operations provides warrant, subpoena, and property processing; radio and telephone communications; management of information and human resources. Additional functions include the reporting and recording of crimes and incidents and the continued development of the Division through planning and training of all personnel.

Field Operations provides response to citizen calls for assistance through uniformed patrol activities in five districts and interacts with citizens via community programs, Community Relations, and the Auxiliary Police. The District support sections assist uniformed patrol efforts through the investigation of major offenses, concentrated enforcement action on specific complaints and crime pattern analysis. The Bureau of Traffic provides crowd control and traffic control at major events and investigates serious traffic accidents. Quality of life issues are addressed by the Community Services Unit.

Homeland Special Operations is composed of three main sections which provide a variety of investigative, technical, and preventive services along with establishing security initiatives. Investigations are completed by detective bureaus that specialize in specific crimes such as homicides, sex crimes, and domestic violence crimes. Support units such as SWAT handle volatile situations where specialized training is required. Technical support provides forensic and crime scene analysis as well as photographic and lab services. Homeland Services prevents, responds, and investigates terror activities in our City and the Greater Cleveland area by securing our airports, analyzing crime data for future preventive crime and terrorist trends. Homeland Services coordinates and shares law enforcement intelligence with local, state, and federal law enforcement agencies.

PROGRAM NAME: ADMINISTRATIVE OPERATIONS

OBJECTIVES: Provide all necessary support activities for the Field Operations and Homeland Security Operations

ACTIVITIES: Establish operating policies and procedures for the Division of Police. Prepare and manage the operating and capital budgets for the Division of Police. Recruit, hire and train both uniform and civilian employees. Record and maintain payroll and personnel records. Collect and record all criminal incident reports. Handle open record requests. Operate and maintain radio and telephone communications. Oversee the storage of recovered, confiscated, and forfeited property and vehicles.

PROGRAM NAME: FIELD OPERATIONS

OBJECTIVES: To provide protection against loss of life, bodily injury, and property loss, and to empower the community and Divisional personnel in their combined efforts to reduce crime and the fear of crime with an emphasis on joint planning, evaluation and operations. To reduce traffic accidents in the community and provide safer conditions for motorists, pedestrians, and citizens using public streets within The City of Cleveland.



DIVISION OF POLICE

ACTIVITIES: Investigate all major offenses against persons and property. Provide Patrol and Community Based Policing activities. Participate with citizens on Community Relations Committees, the Auxiliary Police Program, crime prevention fairs, Night Out Against Crime, the Task Force on Violent Crime and similar projects in response to community needs. Develop close working relationships with residents by interacting while on patrol and attending community functions.

Provide neighborhood patrols to areas that could benefit from close on-going interaction between the Police and the community. Participate in Community Services program which aggressively investigates and focuses on deterring crimes that occur on the streets in highly populated, distressed neighborhoods. Conduct DARE programs, Child Accident Prevention Programs, Crime Watch Training, and other programs in response to the needs of the community. Alleviate traffic congestion, restore normal traffic flow, and provide traffic and crowd control at special events. Respond to scenes of traffic accidents and prepare traffic reports.

PROGRAM NAME: HOMELAND SPECIAL OPERATIONS

OBJECTIVES: To target the perpetrators of specific crimes such as financial crimes, homicides, sexual assaults, drug trafficking, threats and criminal actions against the security of our City for arrest and prosecution.

ACTIVITIES: Aggressively investigate crimes that occur in the City of Cleveland. Conduct enforcement activities against specific crimes within a target neighborhood using decoy surveillance or search operations based upon crime analysis and trends.

Maintain contact with and enlist the assistance of community leaders and residents to identify those responsible for neighborhood criminal activity. Perform crisisintervention; handle hostage negotiations and other highly dangerous and volatile situations where specialized training or equipment is required. Provide support to district operations in improving the quality of life in neighborhoods through the enforcement of drug laws and by suppressing juvenile crime. Detect offenders through crime processing and the use of the Automated Fingerprint Identification System (AFIS) and the use of firearms through the National Integrated Ballistic Imaging Network (NIBIN).

Establish homeland security initiatives within the City of Cleveland and the Greater Cleveland area. Prevent, respond, and investigate terrorist activities in our City and the Greater Cleveland area. Provide security and patrols of Cleveland Hopkins Airport, City Hall, and the borders of the City. Participate in Law Enforcement Partnerships with Federal Agencies in an effort to combat drugs, arrest violent fugitives, identify sexual predators, and control illegal firearms.



DIVISION OF POLICE

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 8,954,369	\$ 8,791,146	\$ 9,230,782	\$ 10,422,900
Seasonal	—	21	—	—
Military Leave	15,975	45,531	33,724	20,000
Part-Time Permanent	222,080	208,023	181,222	330,937
Injury Pay	5,754	5,435	—	—
Student Trainees	1,310,783	326,472	775,511	2,090,962
School Guards	1,406,912	1,306,396	1,093,903	1,500,000
Uniformed Personnel	85,706,928	88,542,656	93,987,120	98,950,702
Uniformed Overtime	11,470,600	12,368,508	15,570,708	12,000,000
Longevity	892,000	874,600	849,925	834,500
Wage Settlements	205,266	21,719	794	—
Separation Payments	3,685,845	3,696,940	4,790,382	4,000,000
Overtime	1,300,305	1,771,719	1,873,446	1,400,000
Deferred Overtime Payments	431,462	455,476	461,943	450,000
	\$ 115,608,280	\$ 118,414,641	\$ 128,849,458	\$ 132,000,001
Benefits				
Hospitalization	\$ 15,335,231	\$ 17,381,810	\$ 18,086,166	\$ 19,447,652
Prescription	3,285,428	4,305,300	3,700,760	4,306,435
Dental	1,076,169	1,066,520	953,592	1,187,414
Vision Care	99,795	97,856	94,005	118,232
Public Employees Retire System	1,694,674	1,701,528	1,754,602	1,941,326
Police & Firemens Disab & Pens	20,833,092	21,155,608	21,569,332	23,255,035
Fica-Medicare	1,488,620	1,579,305	1,746,013	1,871,972
Workers' Compensation	3,909,126	2,785,132	2,772,825	3,299,545
Life Insurance	70,074	70,230	63,683	94,272
Unemployment Compensation	43,247	24,975	71,070	60,000
Clothing Allowance	471,525	663,995	630,187	821,350
Clothing Maintenance	976,304	1,155,771	1,147,016	1,214,800
	\$ 49,283,286	\$ 51,988,028	\$ 52,589,250	\$ 57,618,033
Other Training & Professional Dues				
Travel	\$ 960	\$ 862	\$ 1,475	\$ 10,000
Tuition & Registration Fees	4,043	300	—	—
Mileage (Priv Auto) Trng Prps	156	—	—	—
Professional Dues & Subscript	5,401	3,634	6,987	5,500
	\$ 10,559	\$ 4,796	\$ 8,462	\$ 15,500
Utilities				
Brokered Gas Supply	\$ 96,238	\$ 75,279	\$ 47,155	\$ 70,733
Cellular Servicess	—	1,343	—	—
Gas	35,359	39,101	35,419	53,129

DIVISION OF POLICE

Expenditures (Continued)

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Electricity - Cpp	971,627	1,076,262	1,049,367	1,101,835
Electricity - Other	60,045	80,138	63,022	66,173
Steam	554,909	675,670	588,059	617,462
	\$ 1,718,179	\$ 1,947,795	\$ 1,783,022	\$ 1,909,332
Contractual Services				
Professional Services	\$ 330,939	\$ 656,616	\$ 670,741	\$ 500,000
Court Reporter	55	—	—	—
Referee Services	26,218	52,659	81,082	75,000
Travel- Non-Training	707	—	—	—
Mileage (Private Auto)	7,408	5,520	3,591	9,000
Medical Services	13,815	55,324	—	10,000
Advertising And Public Notice	10,295	3,509	3,140	6,000
Parking In City Facilities	71,699	88,939	73,492	70,000
Insurance And Official Bonds	466	—	—	—
Property Rental	18,000	19,750	19,750	50,000
Towing	—	16,000	85,515	96,000
Equipment Rental	—	—	1,155	—
Other Contractual	83,700	38,369	209,916	140,000
Local Match-Grant Programs	—	—	22,401	—
	\$ 563,301	\$ 936,686	\$ 1,170,783	\$ 956,000
Materials & Supplies				
Office Supplies	\$ —	\$ 1,538	\$ 2,265	\$ 7,000
Postage	1,046	1,530	897	1,000
Computer Supplies	192	—	—	—
Computer Hardware	2,223	—	—	—
Computer Software	6,164	2,983	4,345	—
Fuel	13,589	21,263	24,121	10,000
Clothing	69,180	27,039	74,222	75,000
Small Equipment	67,596	74,179	60,816	85,000
Office Furniture & Equipment	—	999	—	—
Ammunition	91,700	100,640	103,481	150,000
Hygiene And Cleaning Supplies	2,032	3,213	2,375	3,500
Lumber, Glass, And Drywall	1,499	—	—	2,000
Medical Supplies	—	—	4,207	—
Laboratory Supplies	19,270	16,347	13,634	10,000
Photographic Supplies	12,250	5,000	15,368	11,000
Printed Materials	32,478	11,732	14,884	15,000
Other Supplies	77,631	100,970	80,413	110,000
Batteries	—	2,023	5,473	2,000



DIVISION OF POLICE

Expenditures (Continued)

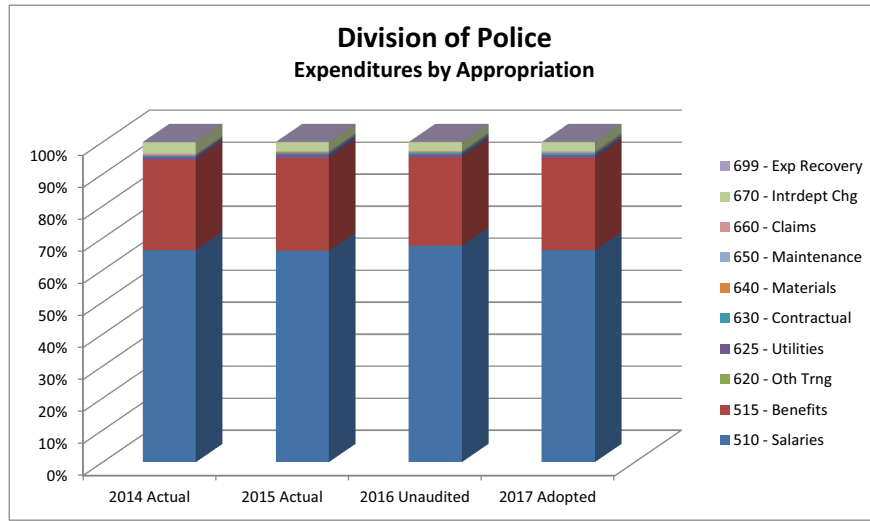
	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Just In Time Office Supplies	60,829	64,655	68,529	65,000
Misc Maintenance Supplies	—	1,674	1,789	3,000
	\$ 457,679	\$ 435,786	\$ 476,820	\$ 549,500
Maintenance				
Maintenance Office Equipment	\$ 4,331	\$ —	\$ 850	\$ 2,000
Maintenance Contracts	90,339	90,698	60,196	440,000
Maintenance Machinery & Tools	1,260	—	—	2,000
Car Washes	30,488	18,723	33,239	35,000
Maintenance Misc. Equipment	41,263	6,520	8,642	10,000
Maintenance Building	15,127	45,791	72,206	50,000
	\$ 182,808	\$ 161,731	\$ 175,133	\$ 539,000
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 570	\$ 17,515	\$ 49,438	\$ 10,000
Police Chief Expense Fund	220,000	229,000	122,000	250,000
	\$ 220,570	\$ 246,515	\$ 171,438	\$ 260,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 1,408,842	\$ 1,678,932	\$ 1,490,001	\$ 1,505,462
Charges From Radio Comm System	1,417,057	872,166	1,318,589	1,389,634
Charges From Light And Power	—	—	1,146	—
Charges From W.P.C.	—	1,230	—	—
Charges From Print & Repro	470,596	324,084	355,734	360,072
Charges From Central Storeroom	85,806	81,786	81,560	85,209
Charges From M.V.M.	3,133,746	2,270,540	2,144,730	2,392,253
	\$ 6,516,047	\$ 5,228,738	\$ 5,391,761	\$ 5,732,630
Expenditure Recovery				
Expenditure Recovery	\$ 24,444	\$ 9,283	\$ —	\$ —
	\$ 24,444	\$ 9,283	\$ —	\$ —
	\$ 174,585,152	\$ 179,374,001	\$ 190,616,127	\$ 199,579,996

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Charges For Services	\$ 636,348	\$ 708,791	\$ 648,749	\$ 545,000
Fines, Forfeitures & Settlements	6,056	1,115	490	—
Grant Revenue	1,758,158	363,001	101,594	416,666
Miscellaneous	11,156,325	9,888,208	9,094,554	9,903,883
Sale Of City Assets	—	—	102,783	—
Interest Earnings/Investment Income	15,802	—	—	—
	\$ 13,572,689	\$ 10,961,115	\$ 9,948,170	\$ 10,865,549



DIVISION OF POLICE





DIVISION OF POLICE

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Chief of Police	69,682.20	184,847.09
15	14	17	Captain of Police	90,596.28	91,096.28
12	12	12	Commander of Police	105,171.70	105,671.70
1	1	1	Commissioner of Traffic Control	105,671.70	105,671.70
4	4	4	Deputy Chief of Police	63,966.00	155,730.30
54	53	57	Lieutenant of Police	78,031.28	78,531.28
196	190	207	Sergeant of Police	67,199.38	67,699.38
<hr/> 283	<hr/> 275	<hr/> 299			
<u>ADMINISTRATIVE SUPPORT</u>					
2	0	2	Accountant Clerk I	10.00	17.21
4	3	4	Chief Clerk	22,050.00	52,504.47
6	6	6	Junior Clerk	11.97	14.86
1	1	1	Messenger	10.00	16.01
2	2	2	Principal Clerk	14.88	21.12
3	3	3	Private Secretary	10.00	22.29
4	4	4	Secretary	10.00	18.59
1	1	1	Stock Clerk	13.11	19.16
2	2	2	Telephone Operator	10.00	17.99
6	4	6	Typist	12.02	16.17
<hr/> 31	<hr/> 26	<hr/> 31			
<u>PARA-PROFESSIONALS</u>					
2	2	2	Docket Clerk	20,800.00	40,109.95
<hr/> 2	<hr/> 2	<hr/> 2			
<u>PROFESSIONALS</u>					
1	0	1	Accountant I	14.39	21.23
0	0	1	Administrative Manager	27,193.55	115,424.36
2	2	2	Administrative Officer	20,800.00	58,499.94
1	0	1	Photographer	10.00	23.30
1	2	2	Project Coordinator	27,325.56	99,702.63
1	1	1	Project Director	22,333.40	88,646.98



DIVISION OF POLICE

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
1	0	1	Systems Analyst	20,800.00	68,251.13
7	5	9			
<u>PROTECTIVE SERVICES</u>					
1,031	1,012	1,021	Patrol Officer I	53,922.22	58,361.54
62	77	98	Patrol Officer II	48,815.46	52,834.34
81	31	31	Patrol Officer III	47,116.49	50,995.50
63	42	152	Patrol Officer IV	45,904.64	49,683.88
4	3	4	Police Safety Aide	23,890.36	31,826.74
85	48	100	Police Trainee*	10.50	10.50
26	24	26	Traffic Controller	15.55	16.18
1,267	1,189	1,332			
<u>SERVICE & MAINTENANCE</u>					
1	0	1	Hostler	15.66	16.29
1	0	1			
<u>TECHNICIANS</u>					
8	8	8	Chief Radio Dispatcher	47,070.48	51,328.22
2	2	2	Communication Specialist - Bilingual	26,282.65	40,828.63
2	1	2	Computer Operator	10.00	24.50
1	1	1	Data Conversion Operator	12.02	16.17
3	2	3	Data Conversion Supervisor	20.47	21.73
4	3	4	Fingerprint Examiner	22,440.00	45,456.15
1	1	1	Forensic Video Specialist	50,000.00	78,810.30
98	90	98	Police Radio Dispatcher	26,286.18	44,706.04
2	2	14	Safety Telephone Operator	24,425.64	35,180.95
3	2	3	Scientific Examiner	25,500.00	63,063.40
58	45	58	Senior Data Conversion Operator	13.47	19.37
182	157	194			
1,773	1,654	1,868	TOTAL FULL TIME		



DIVISION OF POLICE

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
			PART TIME		
1	1	1	Hostler	15.66	16.29
1	0	1	Project Coordinator	27,325.56	99,702.63
355	266	355	School Crossing Guard	20.50	31.09
14	7	14	Traffic Controller	15.55	16.18
371	274	371	TOTAL PART TIME		
2,144	1,928	2,239	TOTAL DIVISION		

* Denotes amount not included in Total Headcount



DIVISION OF FIRE

Angelo Calvillo , Chief

Mission Statement

To serve the City of Cleveland with the highest degree of quality and professionalism through a proactive commitment to prevent and mitigate emergency situations where life and property are at risk. The Cleveland Division of Fire has been serving the Community of Cleveland, Ohio for over 150 Years! Our core values center around the protection of lives, property and the environment through preparedness, prevention, public education and emergency response; we place an emphasis on quality services delivered efficiently, effectively and safely...

The Cleveland Division of Fire is responsible for providing fire suppression, fire code enforcement, fire safety education, technical rescue operations, hazardous material regulation and response, basic and advanced life support, and pre-hospital care in support of the Division of Emergency Medical Service (EMS), for the City of Cleveland through a coordinated system of response assets located strategically throughout the community. The Division of Fire supports the response system by conducting administrative operations, communications, and training of its employees to ensure the community receives superior fire, rescue, and emergency medical response.

PROGRAM NAME: ADMINISTRATION

OBJECTIVES: To plan, direct, coordinate, control and evaluate all aspects of the Divisional operations to ensure resources are being used effectively and efficiently.

ACTIVITIES: Plan and prepare operating and capital budgets. Manage daily operations, maintain discipline, monitor and implement sick leave, light duty and leave of absence procedures. Collect, compile and enter data on alarms, employee work hours and other data into data base systems. Participate in planning of rehab and construction of Division facilities. Schedule and coordinate public fire education programs, public relations and news releases in conjunction with the Mayor's Office, Public Safety Directors Office and other interested community organizations. Time keeping and payroll activities are maintained through a consolidation of Division of Fire and EMS employees, overseen by a civilian Administrative Manager, who reports to an Assistant Director of the Department of Public Safety.

PROGRAM NAME: COMMUNICATIONS

OBJECTIVES: To provide efficient communication for the Division of Fire in coordination with the Division of EMS to ensure timely and effective deployment to all emergencies.

ACTIVITIES: Receive and dispatch all calls for assistance. Determine proper response and dispatch firefighting and or medical/rescue units. Coordinate and control emergency radio transmission and provide a communications/command vehicle for major incidents. Provide support and maintenance for all communication systems for dispatching and recording of fire alarms, response times, fire loss estimates and other records.

PROGRAM NAME: OPERATIONS

OBJECTIVES: To save lives and property by: extinguishing and preventing the spread of fire, providing immediate medical care, rescue and extrication services, abating hazardous material releases, and investigating the causes and origins of fires and other hazardous situations.

ACTIVITIES: Respond in coordination to over 60,000 emergency alarms annually with required personnel, apparatus and equipment to provide the fire suppression, emergency medical care, transport, and other rescue operations necessary to mitigate any emergency that presents itself to the community where life and property are at risk. Conduct daily training according to Training Program directive. Maintain apparatus, equipment and stations. Inspect buildings and fire hydrants and investigate fires and accidents.



DIVISION OF FIRE

PROGRAM NAME: OPERATIONS SUPPORT

OBJECTIVES: To provide the required equipment, supplies and support services for Fire Operations.

ACTIVITIES: Provide, issue, maintain and repair all rescue equipment, small equipment and supplies to insure other programs maintain operational capacity, including self-contained breathing equipment (SCBA), personal protective clothing, hoses, nozzles, small tools and equipment, supplies and all materials needed for continued operations. Provide 24 hour emergency apparatus repair. Provide pre-incident information on streets, buildings, hazardous conditions, hydrant and water mains.

PROGRAM NAME: PREVENTION AND EDUCATION

OBJECTIVES: To ensure life safety and reduce fires and the release of hazardous substances.

ACTIVITIES: Perform fire and life safety inspections of all buildings except one and two family dwellings. Review new construction and building renovations plans for compliance with state and local fire safety laws. Test new and existing fire protection systems. Review and issue permits for control of flammable and hazardous substances. Provide hazardous material specialists to ensure hazardous material spills are cleaned up in compliance with local, state and federal laws.

PROGRAM NAME: TRAINING AND EDUCATION

OBJECTIVES: To provide the necessary knowledge, skills and abilities to enable the Division of Fire to operate in a safe and efficient, and cooperative manner to respond to all emergencies. To also coordinate all pre-hospital care training with the Division of EMS, ensuring effective, compliant, and professional application of all pre-hospital medical care protocols.

ACTIVITIES: Conduct basic training classes for newly appointed firefighter to ensure compliance with federal, state and industry standards. Provide hazardous material training to members of the division to comply with Federal, OSHA, State and National fire Protection standards. Recertify firefighters as Emergency Medical Technicians and maintain and update the Division Drill manual. Conduct classes on safe driving, pump operations, aerial ladder operation, rescue techniques and other pertinent subjects. Maintain training records, test and evaluate new equipment and operations methods.



DIVISION OF FIRE

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 284,379	\$ 323,293	\$ 325,817	\$ 558,851
Military Leave	5,719	11,999	15,299	—
Injury Pay	221	—	2,545	—
Student Trainees	314,904	325,171	249,809	356,580
Uniformed Personnel	45,865,688	48,101,536	46,422,228	47,543,617
Uniformed Overtime	4,900,024	6,460,842	7,259,392	6,762,508
Longevity	481,500	443,175	428,950	408,800
Wage Settlements	28,922	17,011	—	—
Separation Payments	2,865,385	1,878,701	2,428,633	948,800
Overtime	17,726	10,451	18,994	20,000
Deferred Overtime Payments	174,977	174,138	174,993	175,000
	\$ 54,939,444	\$ 57,746,317	\$ 57,326,659	\$ 56,774,156
Benefits				
Hospitalization	\$ 7,345,080	\$ 8,124,750	\$ 8,386,287	\$ 8,958,666
Prescription	1,668,064	1,948,340	1,736,424	1,918,050
Dental	528,729	485,190	445,307	471,452
Vision Care	44,710	40,277	40,039	40,537
Public Employees Retire System	48,838	46,995	49,714	81,945
Police & Firemens Disab & Pens	13,293,717	14,023,058	12,946,279	13,259,162
Fica-Medicare	592,479	677,038	703,905	823,229
Workers' Compensation	1,796,116	1,421,751	1,242,431	1,680,424
Life Insurance	31,093	30,163	27,936	31,782
Unemployment Compensation	4,563	—	9,256	—
Clothing Allowance	238,354	289,233	291,500	304,400
Clothing Maintenance	365,098	439,083	440,850	456,600
	\$ 25,956,838	\$ 27,525,878	\$ 26,319,927	\$ 28,026,247
Other Training & Professional Dues				
Travel	\$ 2,266	\$ 1,461	\$ 3,303	\$ 2,000
Tuition & Registration Fees	3,025	3,214	2,912	50,560
Other Training Supplies	4,065	1,258	2,296	5,500
Mileage (Priv Auto) Trng Prps	—	—	162	—
Professional Dues & Subscript	3,185	4,237	4,867	6,000
	\$ 12,541	\$ 10,170	\$ 13,541	\$ 64,060



DIVISION OF FIRE

Expenditures (Continued)

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Utilities				
Brokered Gas Supply	\$ 128,040	\$ 100,715	\$ 81,146	\$ 121,719
Gas	71,877	65,275	52,766	79,149
Electricity - Cpp	398,470	386,747	428,042	449,444
Electricity - Other	22,810	25,207	29,540	31,017
Steam	94,368	105,085	54,377	57,096
	\$ 715,565	\$ 683,030	\$ 645,871	\$ 738,425
Contractual Services				
Professional Services	\$ 8,367	\$ 119,823	\$ 49,279	\$ 30,000
Court Reporter	1,119	798	650	750
Mileage (Private Auto)	16,217	13,613	17,844	25,000
Medical Services	17,381	36,409	7,751	20,000
Parking In City Facilities	4,159	3,954	2,106	6,500
Property Rental	3,500	1,750	1,750	3,500
Other Contractual	46,139	45,661	47,721	40,000
Refunds & Miscellaneous	—	—	25	—
	\$ 96,882	\$ 222,007	\$ 127,126	\$ 125,750
Materials & Supplies				
Office Supplies	\$ 2,687	\$ 4,256	\$ 654	\$ 10,000
Postage	481	80	724	200
Computer Supplies	2,994	1,130	1,867	12,500
Clothing	132,271	309,822	265,728	161,428
Hardware & Small Tools	4,260	—	10,072	15,000
Small Equipment	14,730	10,793	17,019	45,000
Office Furniture & Equipment	—	—	—	6,000
Electrical Supplies	8,192	—	1,614	4,000
Hygiene And Cleaning Supplies	47,022	33,106	38,249	40,000
Painting Equipment & Supplies	—	—	1,654	—
Lumber, Glass, And Drywall	—	—	2,000	2,000
Medical Supplies	44,604	39,925	49,882	50,000
Printed Materials	17,427	20,718	23,927	30,000
Shop Equipment	—	1,715	—	—
Other Supplies	48,257	42,416	110,489	76,000
Safety Equipment	9,520	43,184	121,058	280,000
Batteries	1,566	1,159	4,538	5,000
Just In Time Office Supplies	11,021	11,594	15,764	10,000
	\$ 345,033	\$ 519,896	\$ 665,239	\$ 747,128



DIVISION OF FIRE

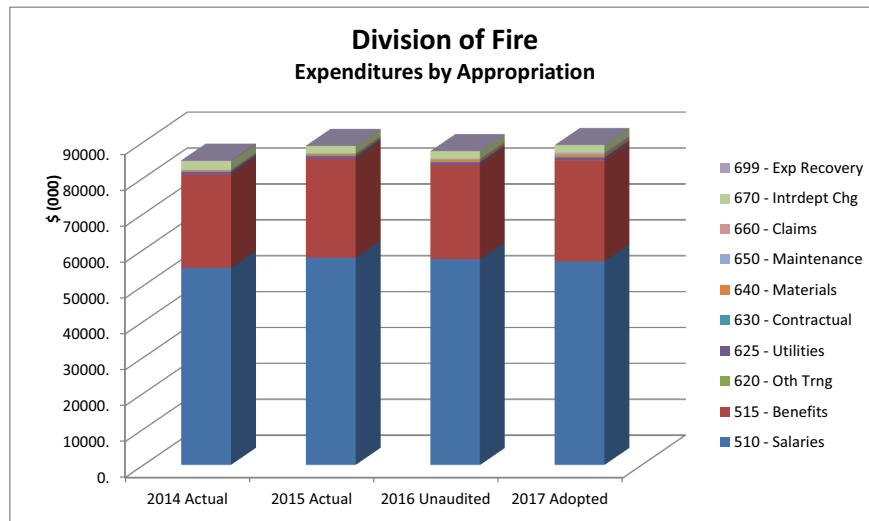
Expenditures (Continued)

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Maintenance				
Maintenance Office Equipment	\$ 950	\$ —	\$ 950	\$ 950
Maintenance Contracts	18,070	29,587	31,688	49,000
Computer Software Maintenance	—	—	—	255,000
Maintenance Electrical Equip	6,000	—	2,520	3,000
Maintenance Vehicles	16,982	100	45	17,000
Repair Parts	6,500	17,000	33,507	40,000
Car Washes	—	480	480	1,000
Maintenance Misc. Equipment	53,784	67,194	57,206	65,000
Repair Of Overhead Doors	65,908	23,868	51,273	65,000
	\$ 168,194	\$ 138,228	\$ 177,669	\$ 495,950
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ —	\$ 3,771	\$ 1,500	\$ 4,000
	\$ —	\$ 3,771	\$ 1,500	\$ 4,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 360,454	\$ 376,507	\$ 325,665	\$ 329,044
Charges From Radio Comm System	261,280	145,712	292,279	268,044
Charges From W.P.C.	5,420	615	840	—
Charges From Print & Repro	59,634	55,028	61,576	62,327
Charges From Central Storeroom	608	822	862	921
Charges From M.V.M.	1,712,195	1,495,408	1,469,173	1,483,821
	\$ 2,399,591	\$ 2,074,090	\$ 2,150,395	\$ 2,144,157
Expenditure Recovery				
Expenditure Recovery	\$ 205,664	\$ —	\$ —	\$ —
	\$ 205,664	\$ —	\$ —	\$ —
	\$ 84,839,753	\$ 88,923,387	\$ 87,427,927	\$ 89,119,873

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Charges For Services	\$ 176,122	\$ 191,511	\$ 28,084	\$ 204,250
Licenses & Permits	577,020	611,388	812,167	610,500
Miscellaneous	722,744	35,155	554,769	3,352,874
Other Shared Revenue	51	—	131	—
	\$ 1,475,937	\$ 838,054	\$ 1,395,151	\$ 4,167,624

DIVISION OF FIRE





DIVISION OF FIRE

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
6	1	6	Assistant Chief of Fire	56,790.30	134,594.95
25	19	25	Battalion Chief of Fire	84,117.25	91,042.46
56	63	56	Captain of Fire	72,514.87	78,484.88
1	1	1	Chief of Fire	64,407.00	184,847.09
163	158	163	Lieutenant of Fire	62,512.82	67,659.38
<u>251</u>	<u>242</u>	<u>251</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
0	0	4	Chief Clerk	22,050.00	52,504.47
1	1	1	Principal Clerk	14.88	21.12
3	3	3	Private Secretary	10.00	22.29
1	0	1	Senior Clerk	12.47	17.43
<u>5</u>	<u>4</u>	<u>9</u>			
<u>PROFESSIONALS</u>					
1	1	1	Assistant Personnel Administrator	20,800.00	61,601.02
0	0	1	Personnel Assistant	20,800.00	52,381.41
1	1	1	Project Director	22,333.40	88,646.98
1	1	1	Sr Internal Auditor	23,647.11	74,000.47
<u>3</u>	<u>3</u>	<u>4</u>			
<u>PROTECTIVE SERVICES</u>					
39	29	29	Apprentice-Medic I Fire	45,904.64	49,683.88
37	40	40	Apprentice-Medic II Fire	46,904.64	50,683.88
24	36	36	Apprentice-Medic III Fire	48,404.64	52,183.88
392	376	387	Firefighter	53,890.36	58,327.05
35	38	53	Fire Trainee*	10.50	10.50
<u>492</u>	<u>481</u>	<u>492</u>			
<u>751</u>	<u>730</u>	<u>756</u>	TOTAL FULL TIME		
<u>751</u>	<u>730</u>	<u>756</u>	TOTAL DIVISION		

* Denotes amount not included in Total Headcount



DIVISION OF EMERGENCY MEDICAL SERVICE

Nicole A. Carlton, Commissioner

Mission Statement

To provide advanced out-of-hospital medical care and transportation to victims of illness or injury. We are committed to improving the quality of life in the City of Cleveland by maintaining the highest ethical and professional standards of pre-hospital care, treating our patients with dignity and respect, and caring for each patient as if they were a member of our own family.

The Division of Emergency Medical Service (EMS) is responsible for providing advanced life support pre-hospital care and transportation to the appropriate medical facility for the City of Cleveland through a coordinated communications network in cooperation with the Department of Fire. The Division of EMS ensures that patients receive optimal care through an initial cadet training program, Certificate of Approval #1366 for continuing education and paramedic certification accredited by the State of Ohio Department of Public Safety, comprehensive performance improvement program, state of the art technologies, and medical oversight from prominent medical professionals throughout the greater Cleveland area.

PROGRAM NAME: ADMINISTRATION

OBJECTIVES: To plan, direct, coordinate, control, and evaluate all aspects of the Division of EMS.

ACTIVITIES: Prepare, plan, and coordinate the Division's operating and capital budgets. Recruit and hire employees; maintain disciplinary records, record payroll and personnel records. Maintain patient care records; provide copies for legal, medical and billing purposes. Conduct performance improvement activities and ensure quality service to the public.

PROGRAM NAME: COMMUNICATIONS

OBJECTIVES: To effectively respond, control and direct all emergency communications via telephone, radio and data transmissions in a cooperative manner with the Division of Fire.

ACTIVITIES: Evaluate 9-1-1 calls for assistance through call prioritizing system designed to determine the call type, priority level and subsequent type of response for the Divisions of EMS and Fire. Provide pre-arrival patient care instructions to callers and coordinate appropriate third party resources to assist in the treatment and transportation of patients. Assist other City of Cleveland agencies in checking on the welfare of community members.

PROGRAM NAME: EMPLOYEE TRAINING AND EDUCATION

OBJECTIVES: To plan, direct, coordinate, and assist in all educational activities in a consolidated and cooperative manner with the Division of Fire for all pre-hospital medical care, through State of Ohio Certificate of Approval #1366, for the Department of Public Safety, including state certification at all levels; including recertification, cadet training, continuing education, as well as, quality assurance/performance improvement.

ACTIVITIES: Provide initial cadet training for all divisional employees. Conduct State of Ohio recertification and continuing education programs and classes for all levels of pre-hospital providers. Conduct professional development activities for administrative, supervisory, field, and communication's center employees. Provide professional recognized enhancement programs for all employees. Provide clinical experience for pre-hospital care providers through the Field Training Officer Program. Perform pre-hospital paramedic and EMT functioning testing as directed by the Department of Public Safety Medical Director. Implement and maintain divisional performance standards to patient care protocols, operating procedures, policies and procedures. Set performance benchmarks and monitor compliance to benchmarks. Conduct education and remediation for employee performance that is substandard to performance benchmarks.



DIVISION OF EMERGENCY MEDICAL SERVICE

PROGRAM NAME: OPERATIONS

OBJECTIVES: To respond to emergency scenes, in cooperation with the Division of Fire, to provide basic and advanced life support, transport patients to appropriate medical facilities, ensure preparedness and response for domestic terrorism.

ACTIVITIES: To respond to emergency scenes in a safe and expeditious manner. Provide basic and advanced pre-hospital medical interventions in accordance with State of Ohio Department of Public Safety guidelines. Transport patients to appropriate medical facilities. Document medical patient care and billing information to be used for performance review and service billing. Provide medical supply purchasing and distribution for the Divisions of EMS and Fire, and oversee logistical and technological support for all pre-hospital care functions. Provide supervisory oversight for all pre-hospital medical care and transportation.

PROGRAM NAME: PUBLIC EDUCATION

OBJECTIVES: To plan, direct, and coordinate all awareness and educational activities for the general public in first aid, CPR, AED, 9-1-1 education, and general health screenings.

ACTIVITIES: Provide certification and training in first aid, CPR, and AED in accordance with established American Heart Association standards. Provide training and certification in babysitting in accordance with established RED Cross standards. Provide training in Safe Sitter courses. Function as community training center for the American Heart Association. Provide general health screenings for the general population through a series of coordinated neighborhood locations throughout the City of Cleveland. Promote general health and wellness education through cooperative efforts with other leading health agencies. Install and maintain all City of Cleveland AED's.



DIVISION OF EMERGENCY MEDICAL SERVICE

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 11,111,389	\$ 11,474,923	\$ 11,349,735	\$ 15,313,732
Military Leave	9,524	4,580	9,126	—
Part-Time Permanent	—	—	252	—
Injury Pay	—	—	279	—
Student Trainees	189,547	171,324	351,599	350,000
Longevity	78,350	77,250	76,025	81,300
Wage Settlements	9,019	22,930	13,306	—
Separation Payments	114,163	106,725	103,617	125,000
Overtime	2,224,896	2,398,308	2,885,097	2,300,000
Deferred Overtime Payments	102,220	98,594	96,537	102,500
	\$ 13,839,108	\$ 14,354,633	\$ 14,885,572	\$ 18,272,532
Benefits				
Hospitalization	\$ 1,914,119	\$ 2,301,634	\$ 2,407,537	\$ 3,459,738
Prescription	416,479	488,974	494,402	900,888
Dental	128,353	123,000	122,920	251,548
Vision Care	13,123	11,667	12,649	23,726
Public Employees Retire System	1,907,805	1,964,476	2,057,047	2,771,053
Fica-Medicare	195,283	202,918	212,277	265,668
Workers' Compensation	628,048	598,957	431,321	494,252
Life Insurance	9,650	9,640	8,920	18,624
Unemployment Compensation	13,064	28,910	9,222	20,000
Clothing Allowance	112,325	112,925	174,800	122,675
Clothing Maintenance	71,750	75,921	4,000	82,550
	\$ 5,409,998	\$ 5,919,021	\$ 5,935,096	\$ 8,410,722
Other Training & Professional Dues				
Travel	\$ 2,465	\$ 3,847	\$ 2,255	\$ 5,000
Tuition & Registration Fees	2,020	1,793	720	1,000
Other Training Supplies	14,847	14,239	4,165	15,000
	\$ 19,332	\$ 19,880	\$ 7,140	\$ 21,000
Utilities				
Brokered Gas Supply	\$ 5,236	\$ 4,359	\$ 3,090	\$ 4,635
Gas	1,650	1,952	1,500	2,250
Electricity - Cpp	4	3	23	25
Electricity - Other	1,661	1,694	1,722	1,808
	\$ 8,551	\$ 8,008	\$ 6,336	\$ 8,718
Contractual Services				
Professional Services	\$ 14,411	\$ 9,152	\$ 24,019	\$ 25,000
Referee Services	4,000	3,140	350	2,500



DIVISION OF EMERGENCY MEDICAL SERVICE

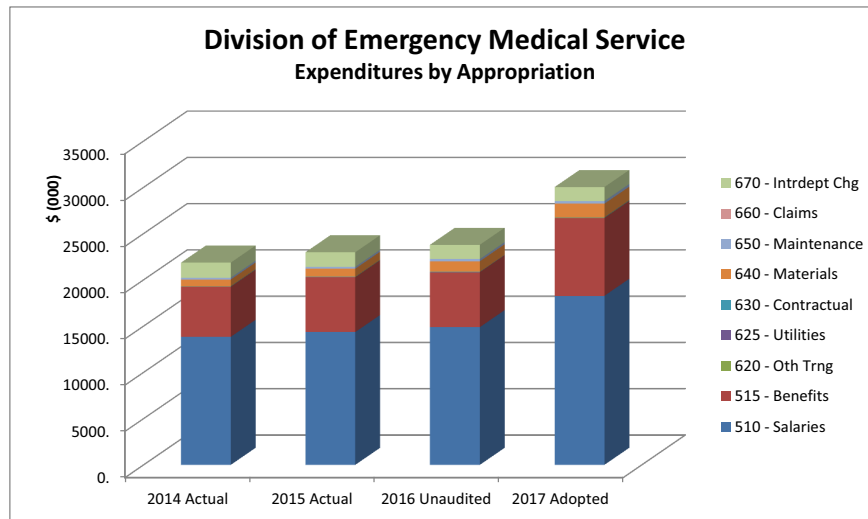
Expenditures (Continued)

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Janitorial Services	7,401	—	—	15,000
Medical Services	2,181	2,054	—	1,500
Parking In City Facilities	797	1,021	1,012	1,500
Other Contractual	4,776	11,643	—	—
	\$ 33,565	\$ 27,010	\$ 25,381	\$ 45,500
Materials & Supplies				
Office Supplies	\$ 816	\$ 1,049	\$ —	\$ 1,000
Postage	1,753	1,680	504	2,500
Clothing	13,516	20,519	17,222	50,150
Hardware & Small Tools	180	—	21	300
Electrical Supplies	1,018	662	55	1,500
Hygiene And Cleaning Supplies	20,128	16,433	15,652	24,690
Medical Supplies	372,107	370,041	542,913	423,450
Medical Equipment	92,349	140,726	83,715	233,450
Printed Materials	21,086	8,850	19,934	30,000
Other Supplies	82	571	346	500
Safety Equipment	39,865	85,334	82,736	205,400
Pharmaceutical Supplies	116,557	191,117	363,289	473,450
Batteries	37,748	31,633	10,050	15,000
Just In Time Office Supplies	3,339	3,899	4,463	4,000
	\$ 720,545	\$ 872,514	\$ 1,140,900	\$ 1,465,390
Maintenance				
Maintenance Contracts	\$ 159,906	\$ 194,953	\$ 184,172	\$ 241,800
Maintenance Misc. Equipment	37,889	6,000	45,682	50,000
Repair Of Overhead Doors	429	396	8,239	2,400
	\$ 198,225	\$ 201,348	\$ 238,093	\$ 294,200
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ —	\$ 326	\$ 500	\$ 1,000
	\$ —	\$ 326	\$ 500	\$ 1,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 63,248	\$ 96,289	\$ 88,238	\$ 89,154
Charges From Radio Comm System	66,686	48,852	78,226	60,351
Charges From Print & Repro	48,682	49,028	30,960	31,337
Charges From Central Storeroom	785	1,600	781	835
Charges From M.V.M.	1,449,881	1,381,029	1,350,129	1,326,536
	\$ 1,629,283	\$ 1,576,798	\$ 1,548,334	\$ 1,508,213
	\$ 21,858,606	\$ 22,979,540	\$ 23,787,352	\$ 30,027,275

DIVISION OF EMERGENCY MEDICAL SERVICE

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Charges For Services	\$ 12,323,627	\$ 10,464,483	\$ 13,230,508	\$ 13,524,300
Miscellaneous	223,344	15,096	8,407	5,200
	\$ 12,546,971	\$ 10,479,578	\$ 13,238,915	\$ 13,529,500





DIVISION OF EMERGENCY MEDICAL SERVICE

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
1	1	1	Commissioner of Emergency Medical Service	42,758.15	152,224.32
16	16	20	Emergency Medical Technician Supervisor	20,092.80	64,253.97
17	17	21			
PROFESSIONALS					
1	1	1	Administrative Manager	27,193.55	115,424.36
1	1	1			
TECHNICIANS					
30	17	38	Emergency Medical Dispatcher	24,765.24	44,715.21
5	4	13	Emergency Medical Dispatcher Trainee*	10.50	10.50
213	197	273	Emergency Medical Technician	26,336.35	48,777.99
30	16	60	Emergency Medical Technician Trainee*	10.50	10.50
243	214	311			
261	232	333	TOTAL FULL TIME		
261	232	333	TOTAL DIVISION		

* Denotes amount not included in Total Headcount



DIVISION OF ANIMAL CARE AND CONTROL

Edward R. Jamison, Chief Animal Control Officer

Mission Statement

The City of Cleveland Division of Animal Care and Control mission is to protect the safety of our residents by impounding stray dogs and nuisance wildlife. Promote responsible pet ownership through enforcement of city animal ordinances, pet identification, and animal adoption programs.

Animal Control Services is responsible for responding to all calls for services or complaints concerning all dogs and nuisance wildlife. The Division is committed to the reduction of the City's nuisance animal population by contracting services to trap and dispose of unwanted skunks, raccoons, opossums, and groundhogs. The Division is also committed to reducing the number of euthanized animals at the kennel by locating owners of lost dogs and promoting animal adoptions, rescues, and transfers to other shelters.

PROGRAM NAME: ANIMAL CONTROL

OBJECTIVES: Enforce city ordinances.

ACTIVITIES: Respond to complaints regarding stray, vicious, and nuisance dogs.

PROGRAM NAME: NUISANCE ANIMAL REMOVAL

OBJECTIVES: Reduce the number of the unwanted nuisance wildlife population that poses a safety risk to residents and their pets.

ACTIVITIES: Contract services to trap, remove, and dispose of nuisance skunks, raccoons, opossums and groundhogs.

DIVISION OF ANIMAL CARE AND CONTROL

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 573,784	\$ 639,400	\$ 558,517	\$ 1,040,671
Seasonal	16,710	—	15,435	—
Part-Time Permanent	56,721	106,644	91,079	173,000
Injury Pay	—	147	—	—
Student Trainees	—	—	—	17,556
Longevity	4,425	4,025	4,325	3,000
Wage Settlements	1,422	1,422	—	—
Separation Payments	69,777	—	30,862	3,000
Overtime	44,207	47,327	83,095	40,000
	\$ 767,046	\$ 798,965	\$ 783,313	\$ 1,277,227
Benefits				
Hospitalization	\$ 132,745	\$ 182,286	\$ 151,467	\$ 294,401
Prescription	19,124	28,441	28,727	64,906
Dental	8,263	8,576	6,697	17,522
Vision Care	770	849	742	1,592
Public Employees Retire System	97,327	110,598	105,598	181,427
Fica-Medicare	10,338	10,718	10,777	18,567
Workers' Compensation	28,947	26,490	13,157	39,788
Life Insurance	575	629	495	1,248
Unemployment Compensation	—	6	1,543	—
Clothing Allowance	2,500	2,500	2,500	3,000
Clothing Maintenance	4,025	4,025	4,025	4,725
	\$ 304,614	\$ 375,118	\$ 325,727	\$ 627,176
Other Training & Professional Dues				
Travel	\$ 405	\$ 1,133	\$ 674	\$ 1,000
Tuition & Registration Fees	—	—	780	1,000
Professional Dues & Subscript	—	150	150	500
	\$ 405	\$ 1,283	\$ 1,604	\$ 2,500
Utilities				
Brokered Gas Supply	\$ 10,459	\$ 7,477	\$ 5,519	\$ 8,279
Gas	3,370	3,110	2,291	3,435
Electricity - Other	9,765	10,421	12,027	12,628
	\$ 23,594	\$ 21,008	\$ 19,837	\$ 24,342
Contractual Services				
Professional Services	\$ 191,780	\$ 129,400	\$ 145,827	\$ 255,000
Security Services	—	—	476	500
Other Contractual	7,592	1,543	—	—
Credit Card Processing Fees	—	1,519	1,810	1,400
	\$ 199,372	\$ 132,463	\$ 148,114	\$ 256,900



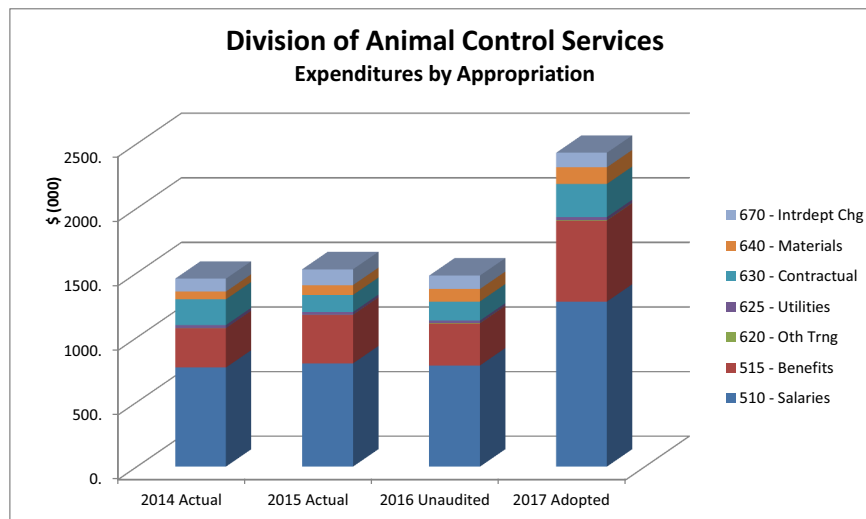
DIVISION OF ANIMAL CARE AND CONTROL

Expenditures (Continued)

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Materials & Supplies				
Hardware & Small Tools	\$ 1,205	\$ 1,073	\$ 349	\$ 1,500
Small Equipment	9,828	11,281	4,701	5,000
Hygiene And Cleaning Supplies	7,113	4,982	5,763	7,000
Medical Supplies	22,028	26,957	68,058	75,000
Other Supplies	16,296	14,541	14,140	15,000
Safety Equipment	1,559	15,769	855	23,200
Just In Time Office Supplies	1,801	1,910	2,762	1,800
	\$ 59,831	\$ 76,514	\$ 96,628	\$ 128,500
Interdepart Service Charges				
Charges From Telephone Exch	\$ 11,179	\$ 16,013	\$ 17,881	\$ 18,066
Charges From Radio Comm System	11,470	5,945	11,387	10,874
Charges From Print & Repro	3,122	4,888	9,446	9,561
Charges From Central Storeroom	1,452	834	699	747
Charges From M.V.M.	72,895	94,597	64,656	73,655
	\$ 100,118	\$ 122,277	\$ 104,068	\$ 112,903
	\$ 1,454,979	\$ 1,527,627	\$ 1,479,291	\$ 2,429,548

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Charges For Services	\$ 49,520	\$ 65,634	\$ 55,910	\$ 68,000
Miscellaneous	8,752	3,843	6,623	1,300
	\$ 58,272	\$ 69,477	\$ 62,533	\$ 69,300





DIVISION OF ANIMAL CARE AND CONTROL

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	Budget 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Chief Animal Control Officer	20,800.00	90,628.23
1	1	1			
<u>ADMINISTRATION SUPPORT</u>					
0	0	8	Jr Clerk	11.97	14.86
2	1	1	Senior Clerk	12.47	17.43
2	1	9			
<u>PROFESSIONALS</u>					
0	0	2	Administrative Manager	27,193.55	115,424.36
0	0	1	Administrative Officer	20,800.00	58,499.94
0	0	1	Vet In Charge of Spay & Neut C	30,214.95	98,444.95
0	0	4			
<u>PROTECTIVE SERVICES</u>					
10	10	12	Animal Control Officer	17.64	18.36
1	1	1	Animal Adoption Vol/Coor	20,800.00	48,231.90
11	11	13			
<u>SERVICE & MAINTENANCE</u>					
1	1	1	Custodial Worker	11.83	15.74
1	1	1			
<u>TECHNICIANS</u>					
1	1	3	Registered Animal Health Technician	10.00	17.21
1	1	3			
16	15	31	TOTAL FULL TIME		
<u>PART TIME</u>					
2	2	4	Animal Control Officer	17.64	18.36
0	1	2	Jr Clerk	11.97	14.86
1	1	2	Registered Animal Health Technician	10.00	17.21
3	4	8	TOTAL PART TIME		
<u>SEASONAL</u>					
1	1	1	Student Assistant	10.00	11.94
1	1	1	TOTAL SEASONAL		
20	20	40	TOTAL DIVISION		



DIVISION OF CORRECTION

David Carroll, Acting Commissioner

Mission Statement

To provide facilities for the incarceration of persons who have been arrested and convicted of crimes and sentenced by the court system.

The Division of Correction is charged with the responsibility of booking, processing, security, care, custody and housing of persons arrested and those committed to our custody by the Courts. Limited rehabilitation programs are provided for select residents. Features of these programs include Drug and Alcohol Rehabilitation programs, General Education Development (GED) classes and court-sponsored work release programs.

PROGRAM NAME: ALCOHOLICS ANONYMOUS

OBJECTIVES: Facilitate same sex fellowship groups who share their experiences, strengths and hopes in an effort to solve their common problem and help others to recover from alcoholism.

ACTIVITIES: Small and large facilitated discussion groups.

PROGRAM NAME: CUSTODIAL CARE

OBJECTIVES: To ensure a sufficient level of security personnel to exercise control over the inmate population while providing adequate, safe, humane housing and board.

ACTIVITIES: Provide constant surveillance of all inmates to guarantee control and order. Maintain facilities according to state codes. Provide adequate medical care for all persons committed to the Institution.

PROGRAM NAME: GENERAL EDUCATION DEVELOPMENT

OBJECTIVES: To offer classes to both female and male residents the opportunity to obtain or complete general education and obtain a GED diploma.

ACTIVITIES: Small and large facilitated same sex classroom learning environment.

PROGRAM NAME: SCHOOL RELEASE (COURT SPONSORED)

OBJECTIVES: Allow resident to maintain education/training, primarily collegiate level, during their incarceration.

ACTIVITIES: Once approved by the Court, Social Worker, and Commissioner the resident may attend a prior approved educational facility for classes and/or training.

PROGRAM NAME: WORK RELEASE (COURT SPONSORED)

OBJECTIVES: Allow resident to maintain employment during their incarceration.

ACTIVITIES: Once approved by the Court, Social Worker, and Commissioner a resident will travel by bus or pre-arranged transportation to their job which has been previously verified for approval.



DIVISION OF CORRECTION

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 4,466,262	\$ 4,868,571	\$ 4,765,858	\$ 5,829,204
Part-Time Permanent	316,680	259,342	136,047	226,114
Injury Pay	83,648	29,836	52,534	50,000
Longevity	44,975	42,275	41,975	42,000
Wage Settlements	57,043	46,649	—	—
Separation Payments	58,813	41,319	24,146	39,439
Overtime	1,260,221	987,202	1,197,091	1,100,000
	\$ 6,287,643	\$ 6,275,194	\$ 6,217,650	\$ 7,286,757
Benefits				
Hospitalization	\$ 1,005,667	\$ 1,063,033	\$ 1,139,215	\$ 1,409,719
Prescription	171,912	183,890	216,572	310,016
Dental	68,112	59,563	56,525	82,516
Vision Care	6,984	6,131	6,400	8,922
Public Employees Retire System	867,421	864,947	867,866	1,014,635
Police & Firemens Disab & Pens	112	—	—	—
Fica-Medicare	89,046	89,122	88,712	105,679
Workers' Compensation	469,516	137,206	493,539	759,163
Life Insurance	4,996	4,948	4,570	10,129
Unemployment Compensation	9,326	10,135	18,810	19,000
Clothing Allowance	36,974	37,458	35,491	45,250
Clothing Maintenance	44,500	49,925	49,475	64,700
	\$ 2,774,565	\$ 2,506,358	\$ 2,977,174	\$ 3,829,729
Other Training & Professional Dues				
Tuition & Registration Fees	\$ 1,200	\$ 3,600	\$ 7,600	\$ 20,000
	\$ 1,200	\$ 3,600	\$ 7,600	\$ 20,000
Utilities				
Brokered Gas Supply	\$ 26,466	\$ 20,557	\$ 15,825	\$ 23,738
Gas	9,583	9,440	8,283	12,425
Electricity - Other	88,152	93,592	87,651	92,034
	\$ 124,200	\$ 123,590	\$ 111,760	\$ 128,197
Contractual Services				
Professional Services	\$ 666,899	\$ 511,494	\$ 441,590	\$ 671,518
Mileage (Private Auto)	—	—	—	100
Medical Services	1,554,729	1,463,584	1,205,116	1,700,000
Parking In City Facilities	33	—	42	100
Property Rental	40,800	40,800	40,800	45,000
Other Contractual	30,404	31,002	500	10,000
Indigent Relief	—	—	—	200
Bank Service Fees	—	—	—	100
	\$ 2,292,865	\$ 2,046,880	\$ 1,688,048	\$ 2,427,018



DIVISION OF CORRECTION

Expenditures (Continued)

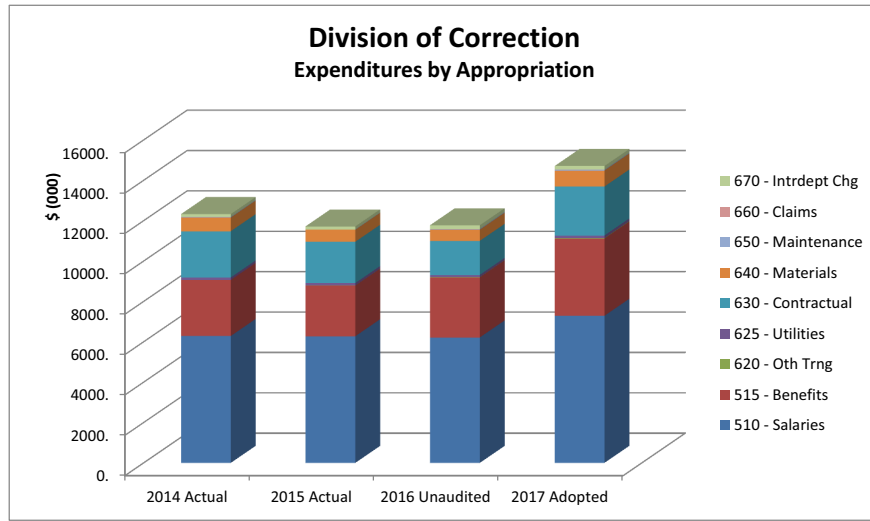
	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Materials & Supplies				
Office Supplies	\$ 504	\$ 1,242	\$ 3,635	\$ 4,000
Clothing	16,965	16,147	16,110	18,000
Hardware & Small Tools	—	—	536	500
Small Equipment	1,955	4,840	1,488	5,000
Electrical Supplies	—	955	—	1,000
Hygiene And Cleaning Supplies	67,930	67,869	46,176	70,000
Painting Equipment & Supplies	501	570	928	900
Medical Supplies	3,107	138	973	1,000
Food	436,033	404,848	358,861	550,000
Photographic Supplies	—	—	—	1,000
Other Supplies	5,071	—	5,106	5,000
Pharmaceutical Supplies	134,215	91,973	115,000	125,000
Just In Time Office Supplies	3,897	2,120	4,495	5,000
Building Maintenance Supplies	5,222	3,506	645	5,500
Misc Maintenance Supplies	560	57	—	4,000
	\$ 675,959	\$ 594,268	\$ 553,952	\$ 795,900
Maintenance				
Maintenance Contracts	\$ 24,801	\$ 13,506	\$ 29,207	\$ 30,000
Maintenance Fire Apparatus	850	950	1,468	2,000
Maintenance Building	1,200	3,000	5,000	5,000
	\$ 26,851	\$ 17,456	\$ 35,675	\$ 37,000
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 2,331	\$ 348	\$ 100	\$ 1,000
	\$ 2,331	\$ 348	\$ 100	\$ 1,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 16,563	\$ 18,438	\$ 25,641	\$ 25,907
Charges From Radio Comm System	26,790	17,675	31,745	28,816
Charges From Print & Repro	45,869	75,393	82,868	83,879
Charges From Central Storeroom	460	337	1,367	1,461
Charges From M.V.M.	51,168	37,716	40,999	41,209
	\$ 140,850	\$ 149,560	\$ 182,620	\$ 181,272
	\$ 12,326,464	\$ 11,717,254	\$ 11,774,579	\$ 14,706,873

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Charges For Services	\$ 2,205	\$ 3,683	\$ 93	\$ —
Miscellaneous	81,916	770	200	—
	\$ 84,121	\$ 4,453	\$ 293	\$ —



DIVISION OF CORRECTION





DIVISION OF CORRECTION

COMPARISON OF STAFFING LEVEL

No. of Employees			Position	Salary Schedule	
Budget 2016	December 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
13	13	14	Correctional Supervisor	20,800.00	56,521.12
13	13	14			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Chief Clerk	22,050.00	52,504.47
1	1	1	Private Secretary	10.00	22.29
1	1	1	Senior Clerk	12.47	17.43
1	1	1	Storekeeper	16.66	21.82
4	4	4			
<u>PROFESSIONALS</u>					
1	1	1	Budget Analyst	20,800.00	58,534.37
2	2	2	Caseworker II	14.03	21.23
2	2	2	Project Coordinator	27,325.56	99,702.63
1	1	1	Senior Personnel Assistant	20,800.00	55,388.98
6	6	6			
<u>PROTECTIVE SERVICE</u>					
113	86	114	Correctional Officer	17.29	19.37
113	86	114			
<u>SERVICE & MAINTENANCE</u>					
2	2	2	Cook	13.77	16.75
8	6	8	Guard	17.29	18.27
1	1	1	Head Cook	10.00	18.91
1	1	1	Mechanical Handyman	17.51	19.57
1	1	1	Municipal Service Laborer	16.86	18.86
13	11	13			
<u>TECHNICIANS</u>					
1	1	1	Practical Nurse	18.99	20.99
1	1	1	Recreational Instructor III	10.00	20.13
2	2	2			
151	122	153	TOTAL FULL TIME		
<u>PART TIME</u>					
10	2	7	Correctional Officers	17.29	19.37
10	2	7	TOTAL PART TIME		
161	124	160	TOTAL DIVISION		



OFFICE OF PROFESSIONAL STANDARDS

Damon Scott, Administrator**Mission Statement**

To cause a full, complete, fair, and impartial investigation to be made of each citizen complaint filed with the Office of Professional Standards against an Officer or employee of the Cleveland Division of Police; to prepare and submit a completed report of the investigation resulting from a citizen complaint to the Civilian Police Review Board for its review and disposition.

Citizen complaints may be filed in person at the Office of Professionals Standards (OPS), or by U.S. mail, email, or facsimile to OPS. Citizen complaints also may be filed at the Cleveland Division of Police (CDP) Headquarters, any of the five (5) CDP District Stations, the Mayor's Action Center (MAC), or Director of Public Safety's Action Center (DAC). All citizen complaints are identified by an OPS file tracking number and then assigned to a civilian Investigator.

Once a file tracking number is designated and the complaint is assigned to a civilian Investigator, a preliminary review is conducted. If during the preliminary review it is determined that potential criminal conduct or activity may have occurred, then OPS refers the complaint to the Internal Affairs Unit of CDP. If there is no alleged criminal conduct or activity, then OPS will conduct the investigation. During the course of the investigation, the complainant and any potential witnesses are interviewed, and the assignment and duty reports of the Officer(s) involved, as well as all relevant documentation, are reviewed. The Officer(s) involved is required to respond to the allegations contained in the complaint.

At the conclusion of the investigation, it is reviewed and approved by the OPS Administrator, who then forwards it to the Civilian Police Review Board (CPRB). The CPRB reviews all completed investigations conducted by OPS, deliberates, and then determines if a civil violation of policy, training, or rules and regulations occurred. If the CPRB determines that a violation did occur, then it sustains the complaint and accordingly recommends the appropriate discipline to either the Chief of Police or the Director of Public Safety.

When the CPRB recommends discipline, a pre-disciplinary hearing is conducted in which OPS presents its investigation to either the Chief of Police or the Director of Public Safety, or his designated hearing officer. The Officer(s) involved, who is present along with his/her union representative(s), has the opportunity to respond to the charges filed against him/her. The Chief of Police or the Director of Public Safety makes the final decision whether or not to impose discipline against the Officer(s) who was the subject of the citizen complaint.

PROGRAM NAME: OFFICE OF PROFESSIONAL STANDARDS

OBJECTIVES: To investigate citizen complaints against Cleveland Division of Police personnel in a complete, fair, and impartial manner.

ACTIVITIES: Present the complete investigations to the Civilian Police Review Board (CPRB) for hearing and disposition.



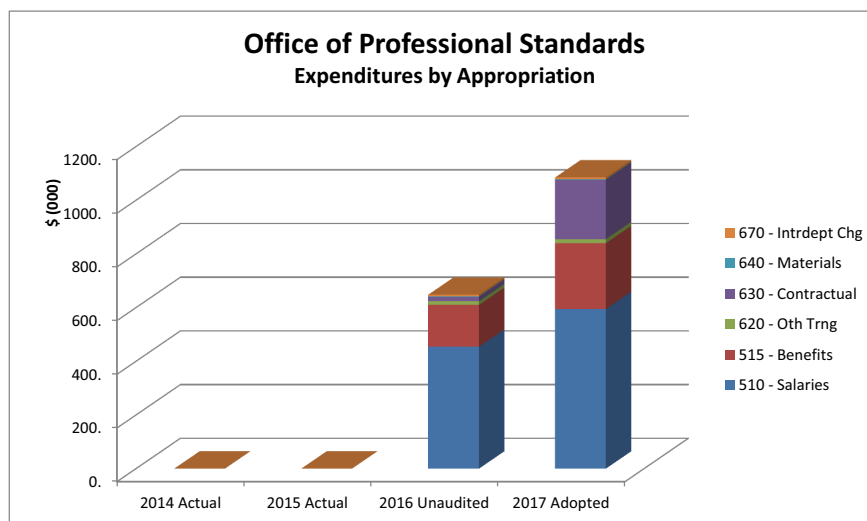
OFFICE OF PROFESSIONAL STANDARDS

Expenditures

	2014 Actual		2015 Actual		2016 Unaudited		2017 Budget
Salaries and Wages							
Full Time Permanent	\$	—	\$	—	\$	450,009	\$ 590,610
Longevity		—		—		1,275	2,350
Overtime		—		—		3,020	2,000
	\$	—	\$	—	\$	454,304	\$ 594,960
Benefits							
Hospitalization	\$	—	\$	—	\$	71,275	\$ 114,228
Prescription		—		—		15,878	25,443
Dental		—		—		3,369	6,968
Vision Care		—		—		372	618
Public Employees Retire System		—		—		58,075	83,342
Fica-Medicare		—		—		6,311	8,599
Workers' Compensation		—		—		—	5,329
Life Insurance		—		—		218	480
	\$	—	\$	—	\$	155,498	\$ 245,007
Other Training & Professional Dues							
Travel	\$	—	\$	—	\$	9,821	\$ 2,600
Tuition & Registration Fees		—		—		1,170	2,000
Training		—		—		2,240	10,000
Professional Dues & Subscript		—		—		400	400
	\$	—	\$	—	\$	13,631	\$ 15,000
Contractual Services							
Professional Services	\$	—	\$	—	\$	16,244	\$ 220,500
Parking In City Facilities		—		—		700	700
	\$	—	\$	—	\$	16,944	\$ 221,200
Materials & Supplies							
Office Supplies	\$	—	\$	—	\$	—	\$ 500
Food		—		—		(126)	—
Just In Time Office Supplies		—		—		1,625	1,200
	\$	—	\$	—	\$	1,499	\$ 1,700
Interdepart Service Charges							
Charges From Telephone Exch	\$	—	\$	—	\$	2,506	\$ 2,532
Charges From Print & Repro		—		—		815	825
Charges From M.V.M.		—		—		2,864	3,692
	\$	—	\$	—	\$	6,185	\$ 7,049
	\$	—	\$	—	\$	648,062	\$ 1,084,916



OFFICE OF PROFESSIONAL STANDARDS





OFFICE OF PROFESSIONAL STANDARDS

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	General Manager of Administrator Services	26,273.96	100,653.14
1	1	1			
<u>ADMINISTRATIVE SUPPORT</u>					
0	0	1	Chief Clerk	22,050.00	52,504.47
1	0	0	Private Secretary	10.00	22.29
1	0	1			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Manager	27,193.55	115,424.36
6	6	6	Office of Professional Standards Investigator	20,092.80	55,191.48
1	1	1	Office of Professional Standards - Standards Research/ Analyst	20,092.80	55,191.48
8	8	8			
10	9	10	TOTAL FULL TIME		
10	9	10	TOTAL DIVISION		



POLICE REVIEW BOARD

Thomas Jones, Chair**Mission Statement**

To receive, cause investigation, and recommend resolution of citizen complaints filed with the Office of Professional Standards alleging misconduct by an Officer or employee of the Cleveland Division of Police, when such misconduct is directed toward any person who is not a member of the Cleveland Division of Police.

The Civilian Police Review Board (CPRB) conducts hearings on investigations of potential police misconduct. The misconduct complained of may include, but not be limited to, the use of excessive or deadly force. On its own complaint, the CPRB may cause investigation of incidents involving the use of deadly force by members of the Cleveland Division of Police (CDP) and incidents resulting in the injury or death of persons in the custody of CDP.

In order to perform its duties and functions, the CPRB may compel the attendance of witnesses and production of evidence and various documentation. For that purpose, the CPRB may issue subpoenas to be signed by the Chair.

During its review of an investigation conducted by the Office of Professionals Standards (OPS), and prior to recommending any action be taken on a complaint or that a complaint warrants no action, the CPRB may, in its sole discretion, hold a public hearing.

If and when the CPRB determines that a civil violation of policy, training, or rules and regulations occurred, then it may recommend that discipline be imposed against an Officer or employee of CDP. Accordingly, the CPRB shall submit its recommendation to the Chief of Police or the Director of Public Safety. The CPRB also shall notify the citizen of its disposition of his/her complaint.

PROGRAM NAME: CIVILIAN POLICE REVIEW BOARD

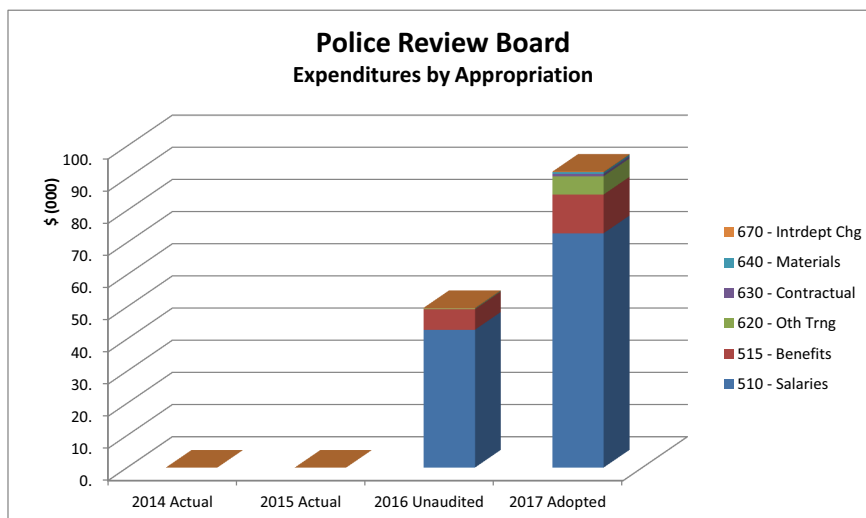
OBJECTIVES: To review the completed investigations of each citizen complaint alleging police misconduct, use of deadly force incidents and situations involving in-custody injury or death. To conduct hearings concerning various police incidents. To recommend disciplinary dispositions to the Chief of Police and the Director of Public Safety.

ACTIVITIES: Determine if the incidents have been properly investigated. Recommend discipline for rule violations when appropriate.

POLICE REVIEW BOARD

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Board Members	\$ —	\$ —	\$ 42,875	\$ 65,372
Part-Time Permanent	—	—	—	7,504
	\$ —	\$ —	\$ 42,875	\$ 72,876
Benefits				
Public Employees Retire System	\$ —	\$ —	\$ 5,751	\$ 10,504
Fica-Medicare	—	—	622	1,054
Workers' Compensation	—	—	—	489
	\$ —	\$ —	\$ 6,372	\$ 12,047
Other Training & Professional Dues				
Training	\$ —	\$ —	\$ 126	\$ 5,700
	\$ —	\$ —	\$ 126	\$ 5,700
Contractual Services				
Parking In City Facilities	\$ —	\$ —	\$ —	\$ 700
	\$ —	\$ —	\$ —	\$ 700
Materials & Supplies				
Food	\$ —	\$ —	\$ 126	\$ —
Just In Time Office Supplies	—	—	—	500
	\$ —	\$ —	\$ 126	\$ 500
Interdepart Service Charges				
Charges From Print & Repro	\$ —	\$ —	\$ 165	\$ 167
	\$ —	\$ —	\$ 165	\$ 167
	\$ —	\$ —	\$ 49,664	\$ 91,990





POLICE REVIEW BOARD

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
BOARD MEMBERS					
1	1	1	Police Review Board Chair	7,775.00	7,775.00
8	5	8	Police Review Board Member	7,200.00	7,200.00
<u>9</u>	<u>6</u>	<u>9</u>	TOTAL BOARD MEMBERS		
PART TIME					
1	0	1	Senior Clerk	12.47	17.43
<u>1</u>	<u>0</u>	<u>1</u>	TOTAL PART TIME		
<u>10</u>	<u>6</u>	<u>10</u>	TOTAL DIVISION		



COMMUNITY POLICE COMMISSION

Dr. Rhonda Y Williams, Co-Chair

Mario Clopton, Co-Chair

Mission Statement

The mission of the Community Police Commission is to make recommendations on policies and practices related to community and problem-oriented policing, bias-free policing, and police transparency; to work with the many communities that make up Cleveland for the purpose of developing recommendations for police practices that reflect an understanding of the values and priorities of Cleveland residents; and to report to the City and community as a whole and to provide transparency on police department reforms.

Guided by the Consent Decree, which resulted from negotiations between the City and the Department of Justice, the Cleveland Community Police Commission (CPC) understands that realizing success and legitimacy in the eyes of the public means that its work must be independent, collaborative, and transparent, and its decision-making informed by best practices and community perspectives.

In accordance with paragraphs 15-21 of the Consent Decree, a Community Police Commission consisting of 13 members who represent the many and diverse communities in Cleveland was established on September 8, 2015. Ten members of the Commission were appointed by a selection panel. Three members (one each) were appointed by the Cleveland Police Patrolman' Association, the Fraternal Order of Police, and the Black Shield. Paragraph 15 in the Consent Decree states the Commission will have the following mandate:

- To make recommendations to the Chief of Police and the City, including the Mayor and City Council, on policies and practices related to community and problem-oriented policing, bias-free policing, and police transparency;
- To work with the many communities that make up Cleveland for the purpose of developing recommendations for police practices that reflect an understanding of the values and priorities of Cleveland residents; and
- To report to the City and the community as a whole and to provide transparency on police department reforms.

PROGRAM NAME: COMMUNITY POLICE COMMISSION

OBJECTIVES: To work with Cleveland communities to develop recommendations on policies and practices, including community and problem-oriented policing, bias-free policing, police transparency, and other issues.

ACTIVITIES: To fulfill the mandates of the Consent Decree, the Commission will hold public meetings; review, assess and comment on policies, practices, training and police reform measures; research best practices; issue reports to the community related to its activities and its recommendations; and work with District Policing Committees and other community members.

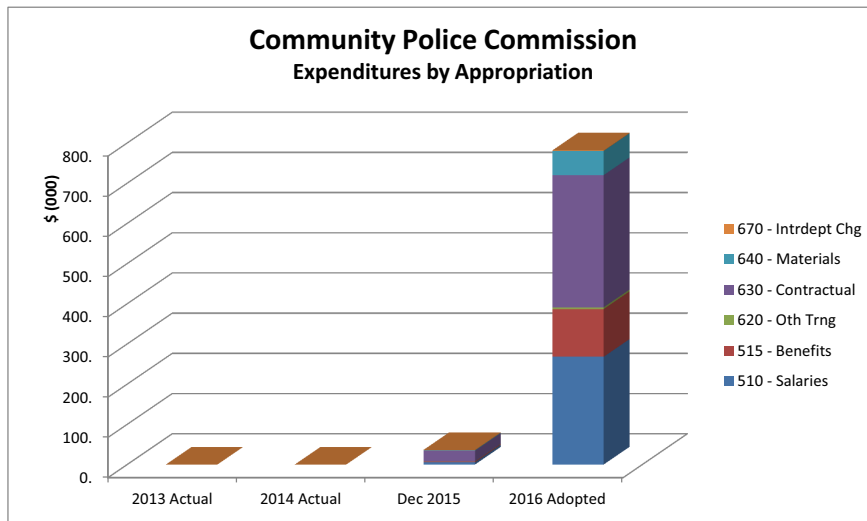


COMMUNITY POLICE COMMISSION

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ —	\$ —	\$ 5,288	\$ 268,006
	\$ —	\$ —	\$ 5,288	\$ 268,006
Benefits				
Hospitalization	\$ —	\$ —	\$ 1,113	\$ 59,580
Prescription	—	—	192	13,500
Dental	—	—	63	3,828
Vision Care	—	—	5	300
Public Employees Retire System	—	—	740	37,518
Fica-Medicare	—	—	77	3,886
Life Insurance	—	—	4	240
	\$ —	\$ —	\$ 2,193	\$ 118,852
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ —	\$ 3,990
Tuition & Registration Fees	—	—	400	400
	\$ —	\$ —	\$ 400	\$ 4,390
Contractual Services				
Professional Services	\$ —	\$ —	\$ 26,211	\$ 293,010
Mileage (Private Auto)	—	—	—	3,240
Parking In City Facilities	—	—	—	3,240
Property Rental	—	—	—	14,000
Equipment Rental	—	—	—	15,360
	\$ —	\$ —	\$ 26,211	\$ 328,850
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 1,500
Postage	—	—	—	1,500
Computer Hardware	—	—	—	14,760
Computer Software	—	—	700	17,160
Food	—	—	571	2,500
Paper And Other Printing Suppl	—	—	—	18,000
Other Supplies	—	—	—	2,250
Special Events Supplies	—	—	—	2,500
	\$ —	\$ —	\$ 1,271	\$ 60,170
Interdepart Service Charges				
Charges From Print & Repro	\$ —	\$ —	\$ 1,014	\$ 1,026
	\$ —	\$ —	\$ 1,014	\$ 1,026
	\$ —	\$ —	\$ 36,377	\$ 781,294

COMMUNITY POLICE COMMISSION





COMMUNITY POLICE COMMISSION

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
PROFESSIONALS					
1	0	1	Administrative Manager	27,193.55	115,424.36
1	0	1	Administrative Assistant	21,851.06	79,512.34
2	0	2	Project Coordinator	27,325.56	99,702.63
1	0	1	Assistant Administrator	20,800.00	72,000.00
5	0	5	TOTAL FULL TIME		
5	0	5	TOTAL DIVISION		



POLICE INSPECTOR GENERAL

Calvin Williams, Chief of Police

Mission Statement

To assist the Division of Police in achieving compliance with policies, procedures, and the requirements set forth by the Consent Decree by planning and conducting reviews and audits.

In accordance with paragraphs 250-254 of the Consent Decree, the Police Inspector General will work in the Office of the Mayor, but will report to the Chief of Police. The duties of the Police Inspector General will include a review of the Division of Police policies and practices to determine compliance with state and federal law, effectiveness, consistency with principals to bias-free and community policing and procedural justice. Other duties of the Police Inspector General will include auditing compliance with policies and procedures, conduct investigations, analyze trends and develop specific recommendations for reform concerning policies, procedures, practices, training, and equipment to improve police services and accountability.

PROGRAM NAME: POLICE INSPECTOR GENERAL

OBJECTIVES: To work with the Division of Police to achieve compliance with policies, procedures, state and federal laws, and the requirements of the Consent Decree.

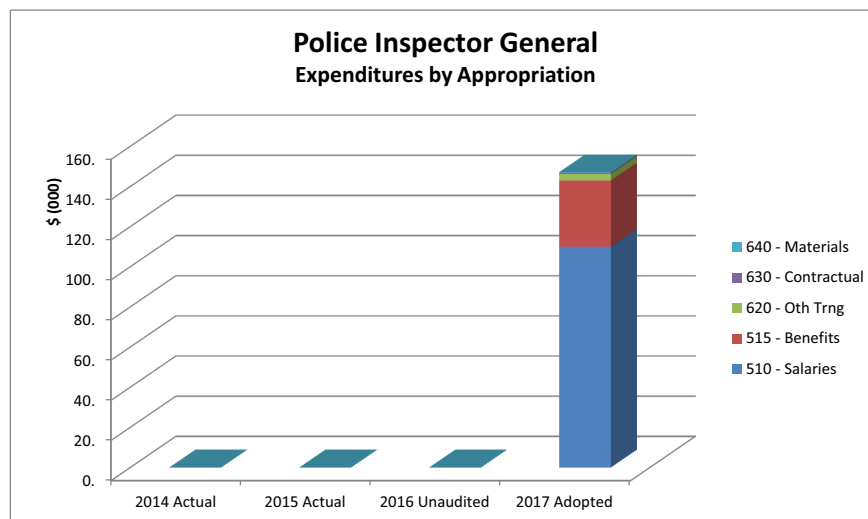
ACTIVITIES: To fulfill the mandates of the Consent Decree, the Inspector General will perform investigations, analyze trends, and make reports and recommendations, as appropriate, at the request of the Chief of Police or the Mayor.



POLICE INSPECTOR GENERAL

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ —	\$ —	\$ —	\$ 110,000
	\$ —	\$ —	\$ —	\$ 110,000
Benefits				
Hospitalization	\$ —	\$ —	\$ —	\$ 11,916
Prescription	—	—	—	2,700
Dental	—	—	—	768
Vision Care	—	—	—	60
Public Employees Retire System	—	—	—	15,858
Fica-Medicare	—	—	—	1,598
Life Insurance	—	—	—	48
	\$ —	\$ —	\$ —	\$ 32,948
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ —	\$ 1,000
Tuition & Registration Fees	—	—	—	2,000
Professional Dues & Subscript	—	—	—	300
	\$ —	\$ —	\$ —	\$ 3,300
Contractual Services				
Mileage (Private Auto)	\$ —	\$ —	\$ —	\$ 500
	\$ —	\$ —	\$ —	\$ 500
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 300
	\$ —	\$ —	\$ —	\$ 300
	\$ —	\$ —	\$ —	\$ 147,048





POLICE INSPECTOR GENERAL

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
1	0	1	Manager of Internal Audit	40,314.82	134,602.24
1	0	1	TOTAL FULL TIME		
1	0	1	TOTAL DIVISION		



DEPARTMENT OF JUSTICE

Calvin Williams, Chief of Police**Mission Statement**

To account for expenses directly related to the Consent Decree in the areas of recruiting, training, independent monitor review, additional personnel and information technology needs.

In addition to the Divisions of Office of Professional Standards, Police Review Board, Community Police Commission, and the Police Inspector General, the Consent Decree also requires additional functions that include: recruiting, training, independent monitor review, additional personnel and information technology needs.

The recruitment plan will include specific strategies for attracting a diverse group of applicants, including officers that are familiar with the different neighborhoods of Cleveland, who possess strategic thinking and problem solving skills, emotional maturity, interpersonal skills, and the ability to collaborate with a diverse cross-section of the community. (Paragraph 304)

The Division of Police will ensure all officers receive adequate training to understand: (a) how to police effectively and safely in accordance with policies; and (b) the requirements of the Consent Decree, Ohio Law, and the Constitution and laws of the United States. (Paragraph 269)

An independent monitor jointly selected by the City of Cleveland and the Department of Justice will serve as an agent of the court to assess and report whether the requirements of the Consent Decree have been implemented, and whether this implementation is resulting in constitutional and effective policing, professional treatment of individuals, and increased community trust of the Division of Police. (Paragraph 350)

Additional Personnel will include:

- Implementation Coordinator (Paragraph 385) - To facilitate the provision of data, documents, materials, and access to the City's and the Division of Police's personnel to the independent monitor, Department of Justice, and any other necessary parties to ensure compliance with the requirements of the Consent Decree.
- Civilian Head of Internal Affairs (Paragraph 178) - A qualified citizen will be hired to report directly to the Chief of Police. This position will be someone who is not a current or former employee of the Division of Police, and is not a current or retired law enforcement officer.
- Crisis Intervention (Paragraph 131) - A Captain and Sergeant of Police will work together to better facilitate communication between the Division of Police and members of the mental health community and to increase the effectiveness of the Crisis Intervention Program.
- The Division of Police will collect and maintain all data and records necessary to accurately evaluate its use of force, search and seizure practices, facilitate transparency, and, as permitted by law, broad public access to information related to the Division of Police. To fulfill the data analysis requirements of the Consent Decree, four information technology positions will be added and additional software will be purchased. (Paragraph 257)



DEPARTMENT OF JUSTICE

PROGRAM NAME: CONSENT DECREE ADDITIONAL PERSONNEL

OBJECTIVES: To account for the additional positions required by the Consent Decree in the areas of Implementation Coordinator, Civilian Head of Internal Affairs, and Crisis Intervention.

ACTIVITIES: **Implementation Coordinator-** Ensure that all data, documents and records are maintained as provided in the Consent Agree and assist in assigning implementation and compliance related tasks.

Civilian Head of Internal Affairs- Conduct objective, comprehensive, and timely investigations of all internal allegations of officer misconduct.

Crisis Intervention- Develop and maintain partnerships with program stakeholders, participate in and implement changes recommended by the Advisory Committee, select candidates for designation of specialized CIT officers, and create ways to honor and recognize Crisis Intervention staff when appropriate.

PROGRAM NAME: INFORMATION TECHNOLOGY

OBJECTIVES: To ensure collection, tracking, and reporting of data related specific stops outlined in the Consent Decree.

ACTIVITIES: Routine reporting, an annual assessment to the independent monitor, development of a protocol to accurately analyze data collected, issue reports summarizing data, and ensure transparency.

PROGRAM NAME: MONITOR

OBJECTIVES: To work with Cleveland Division of Police to achieve compliance with the requirements of the Consent Decree.

ACTIVITIES: To fulfill the mandates of the Consent Decree, the independent monitor will perform compliance reviews, conduct biennial surveys, evaluate outcome measurements, develop a monitoring plan, provide recommendations, and file written reports with the court every six months.

PROGRAM NAME: RECRUITMENT PLAN

OBJECTIVES: To revise the recruitment procedures and hiring to ensure that the Division of Police attracts and hires a diverse group of qualified personnel.

ACTIVITIES: Develop and implement a recruitment policy and a strategic recruitment plan that includes clear goals, objectives, and action steps for attracting qualified applicants from a broad cross-section of the community.

PROGRAM NAME: TRAINING

OBJECTIVES: To train the Division of Police to reflect their commitment to procedural justice, bias-free policing, community policing, and will install agency expectations that officers police diligently, and have an understanding of commitment to the constitutional rights they encounter.

ACTIVITIES: Develop and implement a written training plan for the Division of Police's recruit academy, probationary field training, and in-service training to ensure that recruits, and officers are trained to effectively and lawfully carry out their duties in accordance with the policies of the Division of Police, the requirements and goals of the Consent Decree, Ohio law, and the Constitution and laws of the United States.



DEPARTMENT OF JUSTICE

Expenditures

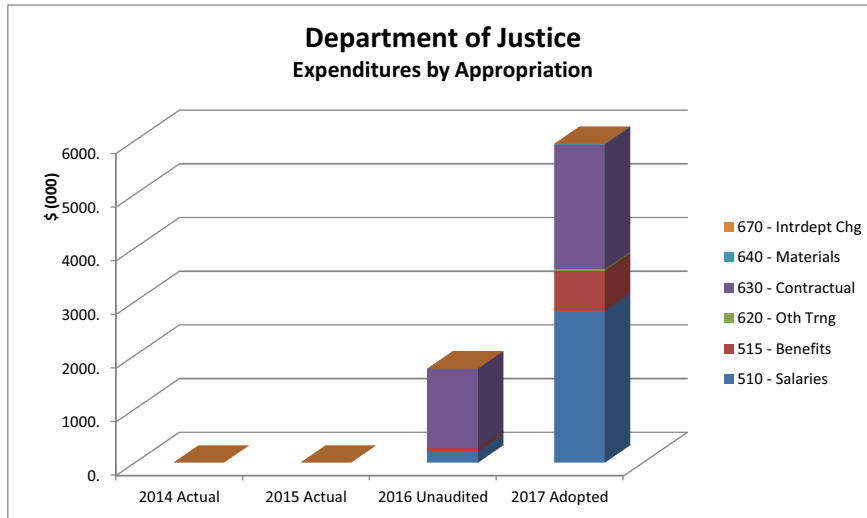
	2014 Actual		2015 Actual		2016 Unaudited		2017 Budget	
Salaries and Wages								
Full Time Permanent	\$	—	\$	—	\$	—	\$	425,012
Part-Time Permanent		—		—		107,545		125,004
Uniformed Personnel		—		—		95,060		343,172
Uniformed Overtime		—		—		9,299		1,936,911
Longevity		—		—		800		800
Deferred Overtime Payments		—		—		3,142		—
	\$	—	\$	—	\$	215,846	\$	2,830,899
Benefits								
Hospitalization	\$	—	\$	—	\$	13,031	\$	131,078
Prescription		—		—		2,355		29,700
Dental		—		—		655		8,432
Vision Care		—		—		52		662
Public Employees Retire System		—		—		13,740		79,282
Police & Firemens Disab & Pens		—		—		19,029		444,791
Fica-Medicare		—		—		3,109		41,054
Workers' Compensation		—		—		616		2,218
Life Insurance		—		—		34		528
Clothing Allowance		—		—		—		3,050
Clothing Maintenance		—		—		750		2,700
	\$	—	\$	—	\$	53,370	\$	743,495
Other Training & Professional Dues								
Travel	\$	—	\$	—	\$	—	\$	11,000
Tuition & Registration Fees		—		—		—		22,000
Professional Dues & Subscript		—		—		—		600
	\$	—	\$	—	\$	—	\$	33,600
Contractual Services								
Professional Services	\$	—	\$	—	\$	35,292	\$	250,000
Mileage (Private Auto)		—		—		—		2,000
Other Contractual		—		—		1,446,223		2,060,610
	\$	—	\$	—	\$	1,481,515	\$	2,312,610
Materials & Supplies								
Office Supplies	\$	—	\$	—	\$	—	\$	1,200
Computer Software		—		—		—		10,000
Fuel		—		—		—		750
Special Events Supplies		—		—		—		2,500
Just In Time Office Supplies		—		—		—		2,250
	\$	—	\$	—	\$	—	\$	16,700



DEPARTMENT OF JUSTICE

Expenditures (Continued)

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ —	\$ —	\$ 1,567	\$ 1,584
Charges From Print & Repro	—	—	980	992
	\$ —	\$ —	\$ 2,547	\$ 2,576
	\$ —	\$ —	\$ 1,753,279	\$ 5,939,880





DEPARTMENT OF JUSTICE

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
2	0	1	Special Assistant to the Mayor	20,800.00	118,362.30
1	1	1	Captain of Police	90,596.28	91,096.28
2	0	2	Sergeant of Police	67,199.38	67,699.38
<u>5</u>	<u>1</u>	<u>4</u>			
<u>PROFESSIONALS</u>					
1	0	1	Administrative Assistant	21,851.06	79,512.34
1	0	1	Data Base Administrator	39,937.34	118,853.53
2	0	1	Project Coordinator	27,325.56	99,702.63
0	0	1	Project Manager II	22,333.00	86,455.17
1	0	1	Systems Analyst	20,800.00	68,251.13
<u>5</u>	<u>0</u>	<u>5</u>			
<u>PROTECTIVE SERVICES</u>					
2	0	2	Patrol Officer I	53,922.22	58,361.54
<u>2</u>	<u>0</u>	<u>2</u>			
<u>12</u>	<u>1</u>	<u>11</u>	TOTAL FULL TIME		
<u>PART TIME</u>					
0	1	1	Executive Assist To The Mayor	50,795.81	191,316.74
<u>0</u>	<u>1</u>	<u>1</u>			
<u>12</u>	<u>2</u>	<u>12</u>	TOTAL DIVISION		



DIVISION OF PUBLIC WORKS ADMINISTRATION

Michael E. Cox, Director

Mission Statement

Provide a sustainable, proactive approach to service delivery and recreational activities, which improves the quality of life for our residents and visitors. Provide consistent quality service, clean neighborhoods and safe right of ways for pedestrians, motorists, and visitors that make our city a better place to live, work and play. Operate and maintain clean, accessible, vibrant public spaces for exploration, relaxation, and exercise, while connecting culturally diverse venues of sports, entertainment, and educational experiences.

The Department of Public Works is responsible for planning, constructing, operating, and maintaining all city-owned parks, playgrounds, recreation centers, golf courses, cemeteries, Rockefeller Greenhouse, parking facilities, Markets, and the Cleveland Public Auditorium and Stadium; operation of moveable bridges and viaducts; maintenance and repair of all streets and bridges including cleaning, snow removal and ice control, crack sealing and maintenance of all streets and boulevards; maintenance of all traffic control devices, determination and layout of all parking restrictions, design and placement of all traffic markings, traffic signs and traffic control devices; collection and control of all solid waste and recycling; purchase, repair and maintain the City's vehicle fleet. This Department also coordinates the functions of its Divisions with other Departments and offices of the City, and with Federal, State, County, and neighboring municipal agencies.

PROGRAM NAME: ADMINISTRATION

OBJECTIVES: Control and supervise all activities and personnel of the Office of Administration; shall coordinate departmental support for the various divisions of the Department of Public Works in the areas of personnel, legislation, budgeting, purchasing, information technology and in such additional areas as are determined to be necessary by the Director of Public Works for the efficient operation of the Department; and shall perform such other duties as may from time to time be required by ordinance or by the Director of Public Works.

ACTIVITIES: Coordinate and enforce all personnel, budget & purchasing, legislation and information technology policies and procedures. Enforce disciplinary actions, prepare and monitor budget revenue and expenditures. Manage technology projects and department specific software/hardware functions. Prepare and process legislation for the Department.

PROGRAM NAME: OPERATIONS

OBJECTIVES: To provide successful management of all operational activities with the Department of Public works.

ACTIVITIES: Coordinate the operations of the divisions of Motor Vehicle, Park Maintenance, Parking Facilities, Property Management, Streets, Traffic Engineering, and Waste Collection.

PROGRAM NAME: RECREATION AND SPECIAL EVENTS

OBJECTIVES: To coordinate and manage events within the City of Cleveland. To improve community awareness of programs and activities provided by the Department of Public Works. To provide recreation and leisure opportunities at the City's recreation facilities for Cleveland area residents of all ages. To provide a venue for meetings, trade shows and theatrical events.

ACTIVITIES: Schedule vendor meetings as needed to ensure vendors have the required information to carry out events. Establish event calendars and other promotional literature to market department assets. Provide year round recreation programming and activity. Provide efficient operation of the Public Auditorium and the West Side Market.

DIVISION OF PUBLIC WORKS ADMINISTRATION

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,924,846	\$ 2,118,197	\$ 2,052,264	\$ 2,127,296
Board Members	—	300	—	—
Longevity	15,050	14,475	14,850	15,075
Wage Settlements	3,711	3,711	—	—
Separation Payments	9,111	23,534	21,866	—
Overtime	4,078	2,988	162	1,000
	\$ 1,956,796	\$ 2,163,205	\$ 2,089,143	\$ 2,143,371
Benefits				
Hospitalization	\$ 298,722	\$ 323,367	\$ 357,726	\$ 346,899
Prescription	48,643	54,834	67,411	75,262
Dental	18,685	16,587	17,473	20,154
Vision Care	1,932	1,821	2,107	2,426
Public Employees Retire System	269,148	295,993	291,050	302,457
Fica-Medicare	25,932	29,079	29,245	27,550
Workers' Compensation	29,682	29,088	30,875	25,315
Life Insurance	1,477	1,474	1,350	1,776
Unemployment Compensation	—	1,252	—	—
Clothing Allowance	400	400	400	400
Clothing Maintenance	150	150	150	150
	\$ 694,772	\$ 754,044	\$ 797,788	\$ 802,389
Contractual Services				
Professional Services	\$ —	\$ 1,545	\$ 225	\$ 2,150
Advertising And Public Notice	—	350	—	—
Parking In City Facilities	2,874	2,667	2,550	3,800
Insurance And Official Bonds	—	—	250	250
Property Rental	166,347	166,347	166,347	166,347
Other Contractual	1,965	51,966	—	—
	\$ 171,186	\$ 222,875	\$ 169,372	\$ 172,547
Materials & Supplies				
Other Supplies	\$ 252	\$ 60	\$ 188	\$ 200
Special Events Supplies	1,500	1,180	—	1,500
Just In Time Office Supplies	2,390	3,424	3,011	3,200
	\$ 4,142	\$ 4,664	\$ 3,199	\$ 4,900



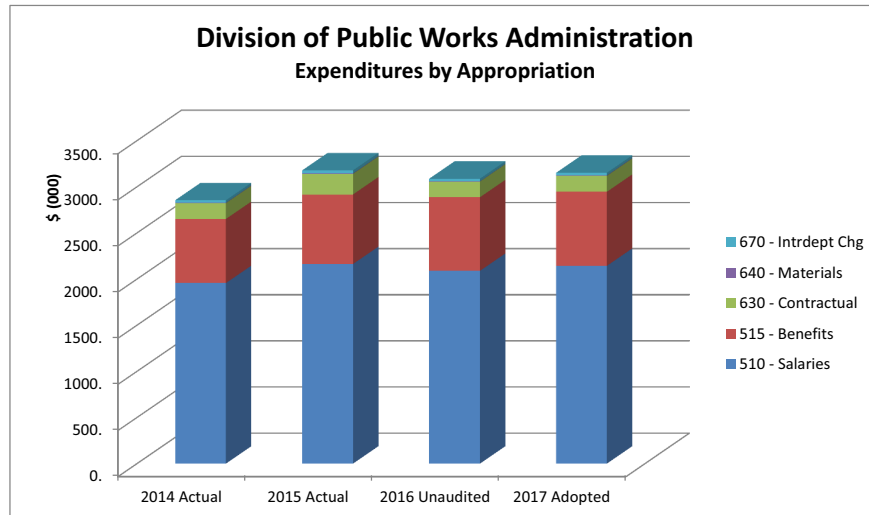
DIVISION OF PUBLIC WORKS ADMINISTRATION

Expenditures (Continued)

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 16,116	\$ 16,015	\$ 14,059	\$ 14,205
Charges From Print & Repro	9,567	11,745	8,651	8,760
Charges From Central Storeroom	991	442	1,364	1,500
Charges From M.V.M.	660	5,225	4,414	4,500
	\$ 27,334	\$ 33,427	\$ 28,488	\$ 28,965
	\$ 2,854,231	\$ 3,178,215	\$ 3,087,989	\$ 3,152,172

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Charges For Services	\$ 73,272	\$ 24,871	\$ 45,283	\$ 25,000
Fines, Forfeitures & Settlements	125	—	—	—
Miscellaneous	46,804	298,611	149,052	20,000
Sale Of City Assets	1,018,569	315,594	191,097	—
	\$ 1,138,770	\$ 639,076	\$ 385,432	\$ 45,000





DIVISION OF PUBLIC WORKS ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
3	2	2	Asst. Director of Public Works	36,590.39	154,089.52
1	1	1	Deputy Commissioner of Recreation	26,273.96	91,088.49
1	1	1	Director of Public Works	50,795.81	191,316.74
1	1	1	Manager of Administration	40,314.82	134,602.24
1	1	1	Manager of Events	23,647.11	86,215.32
1	1	1	Manager of Marketing	30,214.95	114,691.24
8	7	7			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Chief Clerk	22,050.00	52,504.47
1	1	1	Junior Personnel Assistant	20,800.00	43,469.45
2	2	2	Principal Clerk	14.88	21.12
1	1	1	Private Secretary to the Director	20,800.00	52,504.47
1	1	1	Senior Clerk	12.47	17.43
6	6	6			
<u>PROFESSIONALS</u>					
7	6	7	Assistant Administrator	20,800.00	72,000.00
1	1	1	Assistant Manager of Audit Cont/Per	20,800.00	64,967.92
1	1	1	Assistant Manager of Marketing	20,800.00	64,468.16
1	1	1	Assistant Manager of Recreation	20,800.00	62,770.08
4	4	4	Budget Analyst	20,800.00	58,534.37
1	1	1	Data Base Administrator	39,937.34	118,853.53
4	3	4	Personnel Administrator	26,273.96	91,088.49
3	1	3	Project Coordinator	27,325.56	99,702.63
1	1	1	Senior Budget and Management Analyst	26,273.96	88,147.99
1	1	1	Senior Personnel Assistant	20,800.00	55,388.98
24	20	24			
<u>TECHNICIANS</u>					
1	1	1	Accident & Safety Inspector	21.49	23.49
1	1	1			
39	34	38	TOTAL FULL TIME		
39	34	38	TOTAL DIVISION		



DIVISION OF RECREATION

Samuel Gissentaner, Commissioner

Mission Statement

To provide recreation opportunities for Cleveland area residents of all age groups.

The Division of Recreation operates 21 recreation centers (includes an indoor roller rink, outdoor roller and ice skating rink, and a residential camp), 1 arts center, 19 indoor pools, 22 outdoor pools, 2 football complexes(one with a track), 1 baseball complex and permits 155 ball-fields, (including 4 ball-field complexes). Each facility provides recreational opportunities for all ages and interest groups. The involvement of neighborhood residents will continue to be a priority via Friends of Recreation Councils that assist with program and evaluation.

PROGRAM NAME: CAMPING

OBJECTIVES: To provide recreational opportunities for youth services involving camping and other outdoor environmental activities.

ACTIVITIES: Operate a summer residential camp program for youth between the ages 9 to 13. Conduct a day camp program for seniors in conjunction with various senior centers throughout the City of Cleveland. Conduct a holistic life program for youth in Conjunction with Cleveland Public Schools.

PROGRAM NAME: CULTURAL ARTS

OBJECTIVES: To provide cultural arts to City residents.

ACTIVITIES: Organize programs in drama, dance, painting, drawing, cartoon arts, ceramics and pottery.

PROGRAM NAME: FOOD SERVICE PROGRAM

OBJECTIVES: To supplement the dietary requirements of children.

ACTIVITIES: Provide free meals for City of Cleveland youth 18 years of age and under for both after school and Summer meals.

PROGRAM NAME: ORGANIZED SPORTS

OBJECTIVES: To provide ongoing planning, development and coordination of a variety of sports programs, both traditional and non-traditional.

ACTIVITIES: Promotes league play in basketball, baseball, softball, football, soccer etc.

PROGRAM NAME: RECREATION CENTERS

OBJECTIVES: To provide year around recreation programs and activities to City residents.

ACTIVITIES: Operate and maintain recreation centers. Develop and implement year round activities for all ages.

PROGRAM NAME: SUMMER PROGRAMS

OBJECTIVES: To provide supplemental recreation activities to City residents during the summer season.

ACTIVITIES: Conduct activities in pools, ball-fields, and in recreation centers.



DIVISION OF RECREATION

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 3,510,215	\$ 3,567,663	\$ 3,576,609	\$ 5,064,056
Seasonal	1,114,432	971,536	1,116,510	984,709
Part-Time Permanent	1,081,010	1,097,012	1,185,271	1,301,549
Injury Pay	1,547	—	—	—
School Guards	492	88,819	(721)	—
Longevity	36,125	32,800	29,750	40,000
Wage Settlements	6,719	6,947	—	—
Separation Payments	17,683	30,299	25,632	30,000
Overtime	142,421	137,048	173,708	72,900
	\$ 5,910,644	\$ 5,932,124	\$ 6,106,759	\$ 7,493,214
Benefits				
Hospitalization	\$ 688,554	\$ 786,370	\$ 878,192	\$ 1,235,751
Prescription	137,070	158,685	174,396	292,587
Dental	45,502	42,615	42,884	79,372
Vision Care	6,009	5,782	5,809	8,846
Public Employees Retire System	850,061	860,368	851,831	1,050,079
Fica-Medicare	81,222	80,656	84,029	108,655
Workers' Compensation	135,974	167,010	171,679	139,445
Life Insurance	3,885	3,931	3,729	6,864
Unemployment Compensation	14,285	4,968	4,769	6,000
Clothing Allowance	400	400	400	400
Clothing Maintenance	1,575	1,575	1,875	1,650
	\$ 1,964,539	\$ 2,112,359	\$ 2,219,593	\$ 2,929,649
Other Training & Professional Dues				
Tuition & Registration Fees	\$ 930	\$ 1,740	\$ 1,985	\$ 570
Professional Dues & Subscript	—	—	—	360
	\$ 930	\$ 1,740	\$ 1,985	\$ 930
Utilities				
Brokered Gas Supply	\$ 412,931	\$ 340,448	\$ 297,241	\$ 445,865
Gas	184,328	192,691	195,117	292,675
Electricity - Cpp	1,051,867	999,165	1,005,890	1,060,014
Electricity - Other	110,754	98,948	110,105	123,600
Security & Monitoring System	11,288	11,789	12,644	15,000
Contractual Utilities	47,179	43,411	50,644	99,000
	\$ 1,818,346	\$ 1,686,452	\$ 1,671,640	\$ 2,036,154



DIVISION OF RECREATION

Expenditures (Continued)

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Contractual Services				
Professional Services	\$ 27,383	\$ 19,843	\$ 29,057	\$ 31,770
Mileage (Private Auto)	495	371	—	1,000
Security Services	—	—	—	296,739
Parking In City Facilities	8,565	8,411	6,497	7,840
Other Contractual	1,329,821	1,272,673	1,339,447	1,341,609
Bank Service Fees	—	—	17	—
	\$ 1,366,263	\$ 1,301,297	\$ 1,375,018	\$ 1,678,958
Materials & Supplies				
Chemical	\$ 92,309	\$ 94,119	\$ 86,046	\$ 95,000
Clothing	8,403	12,279	9,506	7,835
Small Equipment	8,267	379	7,219	8,000
Electrical Supplies	—	—	—	2,250
Hygiene And Cleaning Supplies	2,932	2,446	2,332	3,600
Aquatics (Pool) Supplies	16,004	15,603	18,483	17,000
Playground Equipment And Suppl	10,333	13,124	12,445	15,000
Medical Supplies	570	2,195	—	1,350
Food	26,535	24,904	24,693	25,000
Paper And Other Printing Suppl	—	—	—	1,350
Other Supplies	3,921	2,132	2,342	3,800
Arts & Crafts Supplies	25,274	21,628	23,495	25,000
Sporting Goods Supplies	27,374	21,546	29,398	30,000
Just In Time Office Supplies	6,852	4,468	4,196	8,300
	\$ 228,775	\$ 214,823	\$ 220,154	\$ 243,485
Maintenance				
Maintenance Contracts	\$ 9,526	\$ 3,996	\$ 3,996	\$ 3,600
Maintenance Machinery & Tools	2,000	8,890	6,285	8,000
Maintenance Fire Apparatus	3,000	6,327	3,000	7,000
Repair Parts	—	—	—	50,000
Car Washes	—	372	444	450
Maintenance Misc. Equipment	7,850	2,000	2,496	4,000
Maintenance Building	300	—	300	—
	\$ 22,676	\$ 21,585	\$ 16,521	\$ 73,050



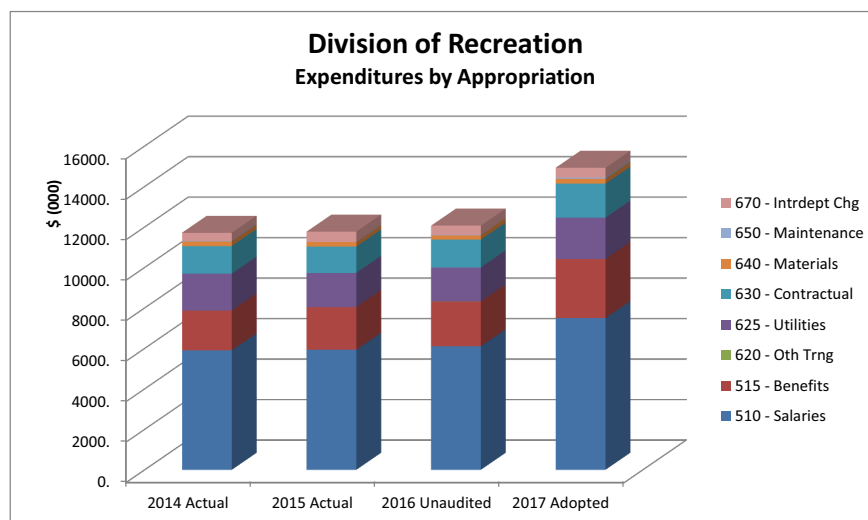
DIVISION OF RECREATION

Expenditures (Continued)

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 181,592	\$ 314,193	\$ 280,969	\$ 283,885
Charges From Radio Comm System	6,037	3,086	5,691	5,691
Charges From W.P.C.	1,149	—	455	—
Charges From Print & Repro	23,108	23,095	21,348	21,610
Charges From Central Storeroom	1,245	693	777	831
Charges From M.V.M.	170,508	137,465	126,095	137,720
Charges From Waste Collection	20,846	18,937	18,126	20,000
	\$ 404,483	\$ 497,469	\$ 453,462	\$ 469,737
	\$ 11,716,656	\$ 11,767,849	\$ 12,065,131	\$ 14,925,177

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Charges For Services	\$ 14,228	\$ 15,650	\$ 3,633	\$ —
Grant Revenue	10,537	—	277	—
Licenses & Permits	1,493	397	385	—
Miscellaneous	93,490	228,513	29,534	9,000
	\$ 119,748	\$ 244,560	\$ 33,829	\$ 9,000





DIVISION OF RECREATION

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Commissioner of Recreation	42,758.15	163,046.16
2	1	2	Deputy Commissioner of Recreation	26,273.96	91,088.49
6	5	6	Manager of Recreation	40,000.00	86,215.32
9	7	9			
<u>ADMINISTRATIVE SUPPORT</u>					
11	10	22	Junior Clerk	11.97	14.86
1	1	1	Private Secretary	10.00	22.29
2	2	2	Secretary	10.00	18.59
14	13	25			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Manager	27,193.55	115,424.36
4	4	4	Assistant Manager of Recreation	20,800.00	62,770.08
1	0	1	Deputy Project Director	20,800.00	69,383.29
1	1	1	Project Coordinator	27,325.56	99,702.63
23	22	23	Recreation Center Manager	32,500.00	79,225.56
30	28	30			
<u>SERVICE & MAINTENANCE</u>					
1	1	1	Real Estate Maintenance Man	17.82	19.82
1	1	1			
<u>TECHNICIAN</u>					
20	20	20	Physical Director	10.00	20.94
30	26	53	Recreation Instructor II	10.00	15.21
1	1	1	Recreation Instructor III	10.00	20.13
51	47	74			
105	96	139	TOTAL FULL TIME		
188	167	195	TOTAL PART TIME		
263	15	263	TOTAL SEASONAL*		
556	278	597	TOTAL DIVISION		

* Seasonals are reflected during peak periods May - September



DIVISION OF PARKING FACILITIES

Kim Johnson, Interim Commissioner

Mission Statement

To provide adequate Off-Street parking throughout the downtown area and to enforce the On-Street parking throughout the City of Cleveland.

PROGRAM NAME: ON-STREET

OBJECTIVES: To provide for the on-street parking needs of the City of Cleveland.

ACTIVITIES: Enforce parking regulations. Repair and maintain the current parking meters. Evaluate the parking needs of the City of Cleveland. Compile and maintain accurate records pertaining to parking meter repairs. Propose regulations that will provide rapid curb turnover as well as increase the supply of available on-street parking areas.

PROGRAM NAME: OFF-STREET

OBJECTIVES: To provide off-street parking within the City of Cleveland

ACTIVITIES: Continue to improve operations. Manage all Community Development properties not being developed but currently being operated as public parking lots, until such time as development becomes feasible. Oversee and monitor parking at the Gateway Garages.



DIVISION OF PARKING FACILITIES

Expenditures

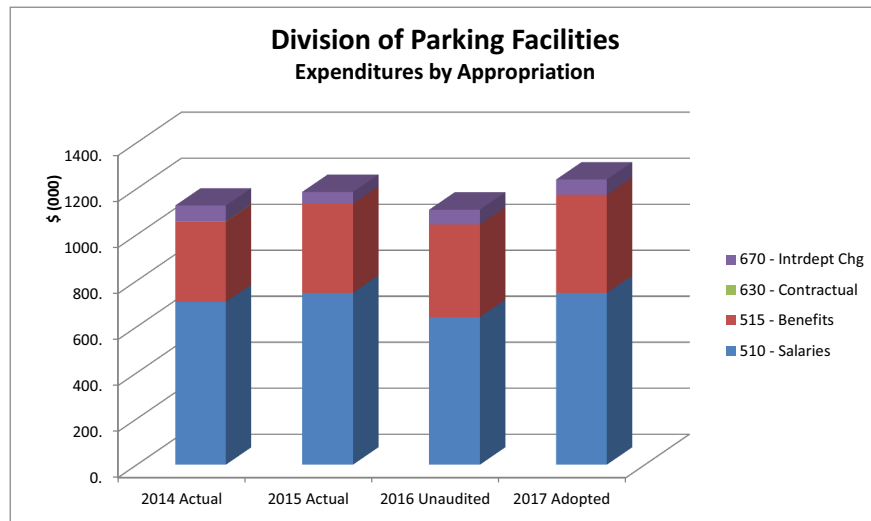
	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 695,779	\$ 719,039	\$ 631,463	\$ 734,487
Part-Time Permanent	—	6,776	—	—
Injury Pay	—	295	—	—
School Guards	—	1,680	—	—
Longevity	6,200	5,400	6,050	7,275
Wage Settlements	2,777	2,777	—	—
Separation Payments	2,159	4,225	4,112	—
Overtime	523	7,248	332	5,000
	\$ 707,438	\$ 747,439	\$ 641,958	\$ 746,762
Benefits				
Hospitalization	\$ 169,218	\$ 187,367	\$ 211,423	\$ 213,693
Prescription	32,212	38,974	42,571	47,732
Dental	11,232	9,950	9,777	11,404
Vision Care	950	899	1,007	1,222
Public Employees Retire System	95,498	89,128	89,121	105,500
Fica-Medicare	8,533	11,025	8,895	11,745
Workers' Compensation	23,553	40,638	31,160	26,461
Life Insurance	804	804	751	1,008
Clothing Allowance	4,325	5,750	4,400	4,650
Clothing Maintenance	2,800	2,625	2,625	2,800
	\$ 349,126	\$ 387,160	\$ 401,729	\$ 426,215
Contractual Services				
Other Contractual	\$ 1,470	\$ —	\$ —	\$ —
	\$ 1,470	\$ —	\$ —	\$ —
Interdepart Service Charges				
Charges From Telephone Exch	\$ 11,561	\$ 7,174	\$ 5,527	\$ 5,585
Charges From Radio Comm System	18,660	5,896	22,206	23,000
Charges From Print & Repro	414	—	—	—
Charges From M.V.M.	35,589	32,938	37,069	38,000
Charges Frm Str Cnst Mnt & Rep	1,866	4,990	—	—
	\$ 68,090	\$ 50,998	\$ 64,801	\$ 66,585
	\$ 1,126,125	\$ 1,185,597	\$ 1,108,489	\$ 1,239,562

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Miscellaneous	\$ 8,717	\$ —	\$ —	\$ —
	\$ 8,717	\$ —	\$ —	\$ —



DIVISION OF PARKING FACILITIES





DIVISION OF PARKING FACILITIES

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
PROFESSIONALS					
2	2	2	Supervisor of Parking Enforcement	20,800.00	44,904.32
2	2	2			
SERVICE & MAINTENANCE					
16	13	16	Parking Enforcement Officer	15.55	16.18
16	13	16			
TECHNICIANS					
1	1	1	Parking Meter Foreman	24,679.38	45,527.01
2	2	2	Parking Meter Serviceman	16.49	18.06
3	3	3			
21	18	21	TOTAL FULL TIME		
21	18	21	TOTAL DIVISION		



DIVISION OF PROPERTY MANAGEMENT

Thomas A. Nagel, Commissioner

Mission Statement

Provide the City of Cleveland's various general fund and selected enterprise units a facilities maintenance service to propagate clean, safe and energy efficient facilities

PROGRAM NAME: BUILDING OPERATIONS & MAINTENANCE

OBJECTIVES: To provide equipment operators and repair technicians for building HVAC, emergency systems and equipment, power distribution, lighting, and other functions necessary to operate a public facility.

ACTIVITIES: Operate chillers, boilers, and fans. Maintain comfortable building interior temperatures throughout the various seasons. Maintain emergency systems in readiness and keep operational during actual emergencies. Perform the various maintenance and repair functions needed to keep a public facility operational.

PROGRAM NAME: CAPITAL REPAIRS & IMPROVEMENTS

OBJECTIVES: To provide in-house labor for emergency repairs and planned improvements to City buildings infrastructures.

ACTIVITIES: Repair, replace and/or add large mechanical, electrical, and plumbing systems and equipment. Perform related duties upon doors, windows, roofs, walls, ceilings, sidewalks, driveways, sewers and landscape irrigation systems. Remodel interior spaces to accommodate changes in use of the facility or changes to existing operations.

PROGRAM NAME: FACILITIES SECURITY

OBJECTIVES: Provide point of entry security at City Hall and Hough Multi Purpose buildings.

ACTIVITIES: Assign Guards to these buildings during operating hours for the purpose of public safety while visiting the facility. Maintain electronic surveillance systems, security and burglar monitoring systems.

PROGRAM NAME: HOUSEKEEPING SERVICES

OBJECTIVES: To provide for routine and daily cleaning of selected facilities throughout the city.

ACTIVITIES: Assign Custodial personnel at facilities in need of daily cleaning due to heavy use by the general public and/or employees. Provide roving cleaning crews weekly to facilities that do not have a heavy usage pattern. Facilitate the timely removal of trash from buildings and provide preventive pest control.



DIVISION OF PROPERTY MANAGEMENT

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 3,514,650	\$ 3,485,045	\$ 3,541,037	\$ 3,810,327
Part-Time Permanent	35,197	36,375	36,449	38,000
Injury Pay	13,254	12,077	—	—
Longevity	29,900	27,400	25,025	28,325
Wage Settlements	14,262	17,662	—	—
Separation Payments	6,521	5,621	14,435	—
Overtime	276,352	293,931	306,857	184,979
	\$ 3,890,137	\$ 3,878,111	\$ 3,923,803	\$ 4,061,631
Benefits				
Hospitalization	\$ 559,261	\$ 611,061	\$ 675,457	\$ 679,158
Prescription	102,997	130,521	132,397	149,825
Dental	36,465	33,172	33,361	40,674
Vision Care	3,833	3,421	3,612	4,354
Public Employees Retire System	539,521	549,006	547,018	568,467
Fica-Medicare	52,717	52,343	53,757	56,942
Workers' Compensation	109,145	188,417	70,813	154,375
Life Insurance	2,863	2,795	2,566	3,552
Clothing Allowance	2,230	2,230	3,620	4,530
Tool Insurance	900	900	600	900
Clothing Maintenance	7,650	7,400	7,050	7,825
	\$ 1,417,582	\$ 1,581,265	\$ 1,530,252	\$ 1,670,602
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ 379	\$ —
Tuition & Registration Fees	—	1,035	75	2,500
Professional Dues & Subscript	50	—	—	650
	\$ 50	\$ 1,035	\$ 454	\$ 3,150
Utilities				
Brokered Gas Supply	\$ 24,327	\$ 20,275	\$ 18,885	\$ 28,330
Sewer-Other	—	3,264	44	45
Gas	15,951	17,282	14,762	22,145
Electricity - Cpp	478,984	487,126	474,780	498,520
Electricity - Other	281,967	4,026	3,211	3,372
Steam	742,911	973,417	899,761	950,000
	\$ 1,544,139	\$ 1,505,390	\$ 1,411,444	\$ 1,502,412



DIVISION OF PROPERTY MANAGEMENT

Expenditures (Continued)

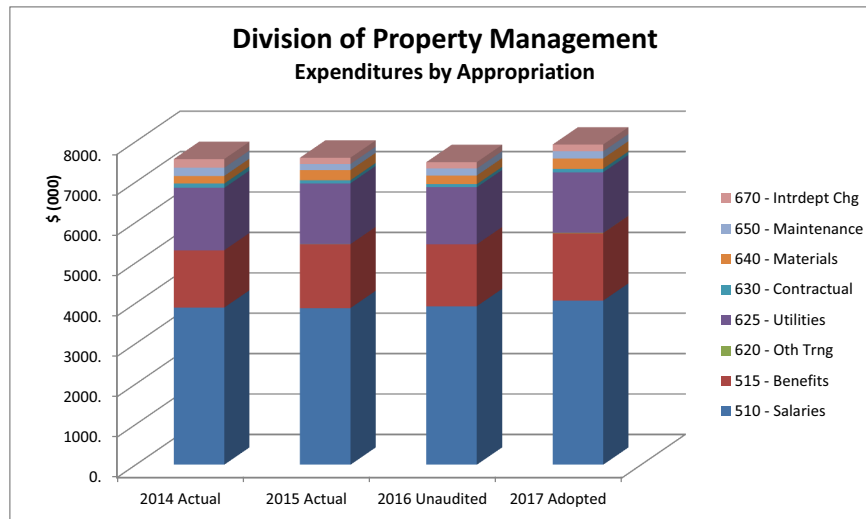
	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Contractual Services				
Professional Services	\$ —	\$ 199	\$ 10,920	\$ 7,396
Security Services	66,197	35,980	42,701	75,000
Parking In City Facilities	5,720	3,169	1,408	3,600
Other Contractual	29,444	36,829	21,172	2,103
Local Match-Grant Programs	4,445	—	—	—
	\$ 105,806	\$ 76,177	\$ 76,201	\$ 88,099
Materials & Supplies				
Chemical	\$ 10,523	\$ 4,500	\$ 12,250	\$ 4,500
Clothing	5,200	7,497	14,975	6,000
Hardware & Small Tools	10,806	—	10,000	1,000
Electrical Supplies	27,662	25,000	42,201	35,000
Hygiene And Cleaning Supplies	118,499	189,540	100,001	160,000
Heating And Air Filters	6,000	5,000	2,750	5,000
Medical Supplies	814	—	—	800
Other Supplies	1,126	4,092	1,329	—
Safety Equipment	5,000	—	—	30,000
Just In Time Office Supplies	928	621	1,090	1,750
Building Maintenance Supplies	2,500	13,834	31,491	10,000
	\$ 189,059	\$ 250,084	\$ 216,086	\$ 254,050
Maintenance				
Maintenance Contracts	\$ 2,162	\$ 5,000	\$ —	\$ 2,500
Maintenance Machinery & Tools	122,713	65,844	94,391	102,417
Maintenance Fire Apparatus	70,105	66,581	63,581	63,581
Hydraulic Repair Cyl Pmps Mtrs	—	3,571	—	—
Maintenance Building	5,980	10,000	14,591	8,100
	\$ 200,960	\$ 150,996	\$ 172,562	\$ 176,598
Interdepart Service Charges				
Charges From Telephone Exch	\$ 29,579	\$ 35,520	\$ 20,285	\$ 20,500
Charges From Radio Comm System	9,055	5,875	11,417	11,420
Charges From Water	—	—	—	450
Charges From W.P.C.	—	—	—	900
Charges From Print & Repro	2,994	2,264	3,786	3,835
Charges From Central Storeroom	250	161	207	221
Charges From M.V.M.	170,105	109,705	119,592	126,720
Charges From Waste Collection	5,052	2,369	2,935	5,000
	\$ 217,035	\$ 155,893	\$ 158,222	\$ 169,046
	\$ 7,564,768	\$ 7,598,952	\$ 7,489,024	\$ 7,925,588



DIVISION OF PROPERTY MANAGEMENT

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Charges For Services	\$ 480,380	\$ 70,097	\$ 61,925	\$ 30,854
Miscellaneous	1,394,893	750,207	1,001,858	1,300,000
	\$ 1,875,273	\$ 820,304	\$ 1,063,783	\$ 1,330,854





DIVISION OF PROPERTY MANAGEMENT

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Commissioner of Property Management	45,201.46	161,827.86
1	1	1	Manager of Enterprise Unit	23,647.11	86,215.32
1	1	1	Manager of General Maintenance	23,647.11	86,215.32
3	3	3			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Private Secretary	10.00	22.29
1	1	1			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Manager	27,193.55	115,424.36
2	2	2	Assistant Custodian	20,800.00	53,513.57
6	4	6	Building Stationary Engineer	20.05	27.55
9	7	9			
<u>SERVICE & MAINTENANCE</u>					
25	21	25	Custodial Worker	11.83	15.74
2	2	2	Custodial Worker Supervisor	19.78	21.78
1	1	1	Custodian	26,273.96	78,184.48
2	2	2	Guard	17.29	18.27
1	1	1	Mechanical Handyman	17.51	19.57
9	7	9	Municipal Service Laborer	16.86	18.86
40	34	40			
<u>SKILLED CRAFT</u>					
1	1	1	Chief Building Stationary Engineer	21.43	28.93
2	2	2	Carpenter	38.80	48.50
1	1	1	Carpenter Unit Leader	40.05	49.65
1	1	1	Cement Finisher	39.12	48.90
4	4	4	Electrical Worker	46.00	57.50
2	1	2	Painter	34.04	42.55
1	1	1	Painter Foreman	35.29	43.55
1	1	1	Plasterer	37.24	46.55
5	5	5	Plumber	47.07	58.80



DIVISION OF PROPERTY MANAGEMENT

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
1	1	1	Plumber Foreman	48.29	59.30
1	1	1	Roofer	39.24	49.05
1	1	1	Sheetmetal Worker	48.35	60.44
21	20	21			
74	65	74	TOTAL FULL TIME		
1	1	1	TOTAL PART TIME		
75	66	75	TOTAL DIVISION		



DIVISION OF PARK MAINTENANCE AND PROPERTIES

Richard L. Silva, Commissioner

Mission Statement

To provide the City and its neighborhoods with safe and well-maintained parks, trees, gardens, vacant properties and cemeteries.

PROGRAM NAME: CEMETERY MAINTENANCE & SERVICES

OBJECTIVES: To provide for burials and maintenance to Cleveland's Cemetery properties.

ACTIVITIES: Maintain grounds. Provide burial services.

PROGRAM NAME: FIELD MAINTENANCE

OBJECTIVES: To maintain athletic fields and other grounds.

ACTIVITIES: To drag and line ball diamonds to maintain athletic recreational fields and properties.

PROGRAM NAME: HORTICULTURE, MALL, AND CULTURAL GARDENS

OBJECTIVES: To operate the City Greenhouse.

ACTIVITIES: Develop and maintain an awareness and appreciation of natural foliage in formal gardens and park areas. Propagate plant material for seasonal displays. Plant and maintain formal gardens, plazas, malls, and other formal park areas.

PROGRAM NAME: VACANT PROPERTY CUTTING AND CLEANING

OBJECTIVES: To keep vacant properties within the City aesthetically pleasing and to eliminate health and safety hazards.

ACTIVITIES: Cut weeds and remove debris from vacant properties.

PROGRAM NAME: PARKS GROUND MAINTENANCE

OBJECTIVES: To provide pleasant and attractive public areas.

ACTIVITIES: Cut grass, seed, edge, prune trees and underbrush, mulch, remove debris, etc.

PROGRAM NAME: SNOW REMOVAL

OBJECTIVES: To provide access around City Hall, Public Square and quadrants, Malls A, B and C, and other City facilities as directed

ACTIVITIES: Remove snow from around recreation centers, sidewalks, parking lots, walkways, bus stops and fire hydrants on City property.

PROGRAM NAME: URBAN FORESTRY

OBJECTIVES: To provide a safe and low risk urban forest while striving to preserve its natural beauty.

ACTIVITIES: Remove dead and hazardous trees. Prevent unsafe conditions relating to tree growth. Trim trees for clearance of streetlights, traffic signals and signs, pedestrian and vehicular traffic, as well as building clearance. Remove overgrown tree roots that cause raised sidewalks, and overgrown tree lawns. Provide public information regarding the care of trees to concerned citizens.



DIVISION OF PARK MAINTENANCE AND PROPERTIES

PROGRAM NAME: VEHICLE AND EQUIPMENT REPAIR

OBJECTIVES: To provide mechanical services to off road equipment and vehicles (first echelon maintenance).

ACTIVITIES: Repair mowers, tractors, trimmers, turf vacs, leaf blowers, weed eaters, chain saws, mounted equipment, and assorted hand held equipment.

PROGRAM NAME: WAREHOUSE / OPERATIONS HEADQUARTERS

OBJECTIVES: To provide and accurately define the duties and assignments of personnel in order to provide maximum service levels and to provide adequate storage and maintenance of tools and equipment.

ACTIVITIES: Planning research reports and deliveries. Maintain the warehouse and its grounds.



DIVISION OF PARK MAINTENANCE AND PROPERTIES

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 4,194,870	\$ 4,535,192	\$ 4,404,771	\$ 5,050,812
Seasonal	1,365,223	1,272,005	1,293,177	1,640,727
Injury Pay	—	8,062	7,452	—
Longevity	43,150	43,100	44,850	46,600
Wage Settlements	17,154	17,647	—	—
Separation Payments	42,977	11,619	29,430	20,000
Overtime	112,262	103,768	115,617	123,930
	\$ 5,775,635	\$ 5,991,392	\$ 5,895,297	\$ 6,882,069
Benefits				
Hospitalization	\$ 901,173	\$ 1,085,041	\$ 1,168,477	\$ 1,256,571
Prescription	170,640	203,522	227,760	253,558
Dental	59,974	54,323	52,363	68,250
Vision Care	5,682	5,097	5,211	6,654
Public Employees Retire System	802,148	834,368	820,724	963,687
Fica-Medicare	80,087	83,901	82,266	99,833
Workers' Compensation	133,012	291,829	171,205	207,736
Life Insurance	3,975	4,039	3,727	5,424
Unemployment Compensation	65,578	105,373	83,845	69,115
Clothing Allowance	35,351	31,785	33,930	38,170
Tool Insurance	2,200	2,200	2,200	2,750
Clothing Maintenance	14,337	14,529	13,175	15,850
	\$ 2,274,157	\$ 2,716,007	\$ 2,664,882	\$ 2,987,598
Other Training & Professional Dues				
Tuition & Registration Fees	\$ 175	\$ 180	\$ 70	\$ 250
	\$ 175	\$ 180	\$ 70	\$ 250
Utilities				
Brokered Gas Supply	\$ 82,174	\$ 61,275	\$ 53,599	\$ 80,400
Gas	24,047	23,739	26,654	39,985
Electricity - Cpp	445,116	460,119	437,479	460,000
Electricity - Other	35,445	31,981	36,658	38,934
Steam	9,962	15,033	7,711	8,100
Security & Monitoring System	30,348	5,835	9,257	5,677
	\$ 627,092	\$ 597,982	\$ 571,358	\$ 633,096
Contractual Services				
Professional Services	\$ 2,902	\$ 7,141	\$ —	\$ —
Waste Disposal	920	1,605	1,320	1,350
Medical Services	4,222	92	—	1,349
Parking In City Facilities	1,851	1,574	1,174	1,360
Property Rental	43,676	43,676	43,676	43,676
Other Contractual	2,095,367	1,882,392	1,902,353	2,379,088
	\$ 2,148,938	\$ 1,936,481	\$ 1,948,523	\$ 2,426,823



DIVISION OF PARK MAINTENANCE AND PROPERTIES

Expenditures (Continued)

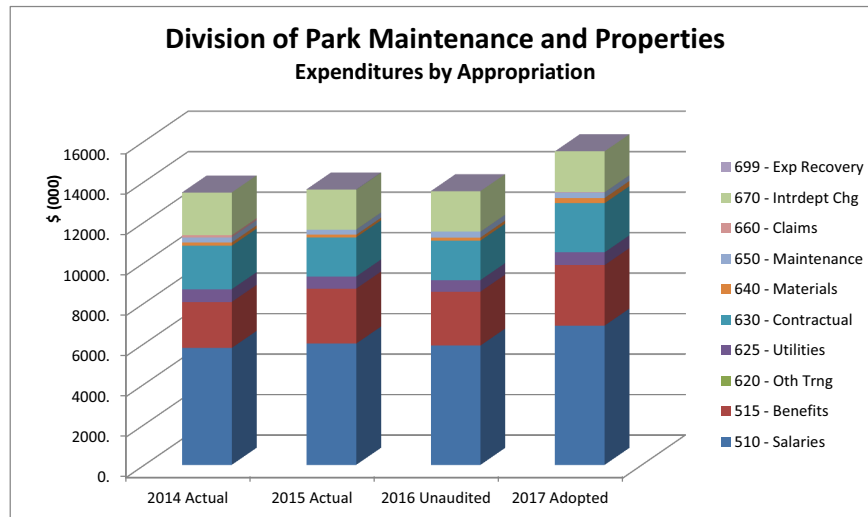
	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Materials & Supplies				
Chemical	\$ 2,633	\$ 1,060	\$ 880	\$ 927
Salt & De-Icer	—	4,165	—	7,200
Clothing	1,265	—	—	1,030
Hardware & Small Tools	5,175	9,829	284	6,500
Seed, Fertilizer & Herbicide	7,000	—	10,025	40,000
Small Equipment	26,459	6,846	20,939	24,500
Fence, Posts & Bars	1,500	4,172	—	25,927
Hygiene And Cleaning Supplies	37,620	9,567	13,796	15,000
Clay, Soil & Turf	5,681	13,796	4,000	10,000
Playground Equipment And Suppl	8,128	11,469	20,852	40,000
Other Supplies	18,005	13,731	12,565	23,436
Sporting Goods Supplies	668	1,510	2,989	2,500
Safety Equipment	11,713	5,789	14,230	7,200
Greenhouse Maintenance Suppl	31,998	44,651	38,748	39,000
Anti-Freeze	346	—	—	—
Just In Time Office Supplies	1,805	1,016	1,868	1,009
Misc Maintenance Supplies	—	—	12,784	12,294
	\$ 159,996	\$ 127,600	\$ 153,960	\$ 256,523
Maintenance				
Maintenance Contracts	\$ 9,000	\$ 9,107	\$ —	\$ 9,270
Repair Parts	247,259	244,718	284,696	270,000
	\$ 256,259	\$ 253,824	\$ 284,696	\$ 279,270
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 100,867	\$ 6,545	\$ 6,800	\$ 6,500
	\$ 100,867	\$ 6,545	\$ 6,800	\$ 6,500
Interdepart Service Charges				
Charges From Telephone Exch	\$ 73,685	\$ 61,474	\$ 48,323	\$ 50,000
Charges From Radio Comm System	121,696	63,054	109,770	112,515
Charges From W.P.C.	24,425	7,160	482	4,058
Charges From Print & Repro	21,445	21,930	20,216	21,000
Charges From Central Storeroom	1,183	1,043	523	600
Charges From M.V.M.	1,563,220	1,355,514	1,444,548	1,450,000
Charges From Waste Collection	310,021	452,316	376,057	385,000
	\$ 2,115,675	\$ 1,962,491	\$ 1,999,920	\$ 2,023,173
Expenditure Recovery				
Expenditure Recovery	\$ —	\$ 19,843	\$ —	\$ —
	\$ —	\$ 19,843	\$ —	\$ —
	\$ 13,458,794	\$ 13,612,346	\$ 13,525,505	\$ 15,495,302



DIVISION OF PARK MAINTENANCE AND PROPERTIES

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Charges For Services	\$ 1,193,938	\$ 794,598	\$ 750,027	\$ 690,754
Grant Revenue	—	—	(17,237)	—
Miscellaneous	126,992	70,008	62,194	31,540
	\$ 1,320,929	\$ 864,606	\$ 794,984	\$ 722,294





DIVISION OF PARK MAINTENANCE AND PROPERTIES

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Commissioner of Park Maint. & Properties	42,758.15	163,046.16
3	3	3	Manager of Urban Forestry	22,333.40	81,827.04
4	4	4			
<u>ADMINISTRATIVE SUPPORT</u>					
3	3	4	Field Operations Forester	32,445.00	66,858.11
2	2	2	Senior Clerk	12.47	17.43
1	1	1	Storekeeper	16.66	21.82
6	6	7			
<u>PROFESSIONALS</u>					
4	3	4	Administrative Manager	27,193.55	115,424.36
4	3	4			
<u>SERVICE & MAINTENANCE</u>					
3	3	3	Gardener	18.81	20.81
12	12	12	Ground Maintenance Foreman	21.33	23.33
13	13	13	Ground Maintenance Truck Driver II	19.73	20.52
2	2	2	Horticulturist Maintenance Foreman	23.88	25.88
42	36	42	Real Estate Maintenance Worker	17.82	19.82
72	66	72			
<u>SKILLED CRAFT</u>					
8	6	10	Arborist I	18.81	20.81
9	8	11	Arborist II	21.68	23.68
5	4	5	Automobile Repair Worker	12.60	22.26
22	18	26			
108	97	113	TOTAL FULL TIME		
305	0	348	TOTAL SEASONAL		
413	97	461	TOTAL DIVISION		



DIVISION OF WASTE COLLECTION AND DISPOSAL

Paul F. Alcantar, Commissioner

Mission Statement

To reduce public health hazards resulting from refuse dumping in City of Cleveland neighborhoods by providing collection and appropriate disposal of residential, commercial, recyclables and city owned public Street waste receptacles for the citizens of the City of Cleveland. The division of Waste Collection and Disposal division is committed to providing an efficient collection and disposal service. The City currently provides service to approximately 152,000 dwelling units on a weekly basis. The waste collection process includes residential waste, recycling, bulk items, tires, receptacles, and dead animal collection.

In 2016 the City completed the delivery of roll-carts for automated collection service. This service was first born as a Pilot Program that begun in 2008 and started with 15,000 Cleveland residents.

The new system was implemented to encourage curbside recycling and increase efficiency. City residents received a black roll-cart for trash and a blue recycling for recycling that can be wheeled to the curb for collection. The new program is now City wide.

The City of Cleveland annually disposes of approximately 230,000 tons of municipal solid waste from residential collection. The majority of the municipal solid waste is processed at the City's Ridge Road Transfer Station, where it is then loaded onto contracted trailers and then shipped to a landfill. The transfer station has a Capacity of 3,000 tons per day. All construction and demolition debris is disposed of via the use of privately owned landfills, and Transfer Stations, or Processing Facilities. The City owned transfer station also accepts waste from local private haulers for a fee.

In addition to providing residential waste collection service, the Division of Waste Collection also offers alternative disposal via the Commercial waste and recycling Collection service program. The Commercial Collection service provides both permanent and temporary dumpster rental services to city residents, local businesses and City facilities, Located within the Cleveland area. Our commercial waste and recycling services are offered at a competitive rate.

If the City had to close the Ridge Road Transfer Station, the current final closure, post-closure, and/or corrective measures cost estimates and any other environmental obligations would cost the City \$25,000 and would be paid for by the Waste Collection and Disposal operation budget.

PROGRAM NAME: RESIDENTIAL COLLECTIONS/CURBSIDE RECYCLING

OBJECTIVES: To remove commingled recyclable commodities from the City's waste stream and to reduce the loss of re-usable resources going into the landfills.

ACTIVITIES: Provide weekly collection of solid waste and recyclables, conduct on-site inspections concerning appearance of areas served, provide bulk by appointment and once a month collection of bulk items.



DIVISION OF WASTE COLLECTION AND DISPOSAL

PROGRAM NAME: WASTE DISPOSAL/COMMODITY PROCESSING

OBJECTIVES: Recycling collected at curbside is taken to the City transfer station and loaded into transfer trailers and sent to the Cities contracted processor to remove solid waste and to prepare recyclable commodities for marketing (i.e. soft/bale).

ACTIVITIES: Transfer operations, once the municipal solid waste and recycling is delivered to the transferred the trash is sent to the landfill and the recycling is sent to our processor where they sort and market the materials. The Transfer station also provides drop-off sites for residential tires and recycling.

PROGRAM NAME: ANCILLARY SERVICES

OBJECTIVES: To improve the appearance of the City and contribute to the revitalization efforts being made in Downtown Cleveland.

ACTIVITIES: Provides roll-off boxes for clean ups and special events in neighborhoods and downtown. The Ancillary Division also provides waste collection to the West Side Market, downtown streets and parks and all municipal buildings as well as repair, replace and service outdoor waste receptacles. The Ancillary Division also provides waste container rental through commercial waste collection service, provide distribution and maintenance of roll carts as well as collection of dead animal, document shedding, staffing of the electronics and household hazardous waste drop-off sites. Our Ancillary Division also preforms annual inspection on all private haulers equipment operating within the City of Cleveland.



DIVISION OF WASTE COLLECTION AND DISPOSAL

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 7,830,598	\$ 7,571,097	\$ 7,588,901	\$ 9,243,144
Seasonal	362,512	306,996	385,488	724,853
Part-Time Permanent	16,442	9,879	16,131	18,312
Injury Pay	7,380	5,438	821	—
Longevity	66,525	65,500	59,950	68,600
Wage Settlements	101,730	147,219	—	—
Separation Payments	30,566	120,916	69,284	63,800
Overtime	1,093,882	1,422,761	1,226,373	504,502
	\$ 9,509,635	\$ 9,649,805	\$ 9,346,948	\$ 10,623,211
Benefits				
Hospitalization	\$ 1,662,060	\$ 1,744,879	\$ 1,771,882	\$ 2,144,662
Prescription	257,351	270,114	326,324	359,384
Dental	108,505	93,684	87,241	114,830
Vision Care	10,765	8,888	8,990	11,590
Public Employees Retire System	1,317,646	1,323,078	1,289,782	1,498,328
Fica-Medicare	125,252	130,142	129,002	151,630
Workers' Compensation	794,607	660,802	769,174	785,875
Life Insurance	8,159	7,426	6,476	9,408
Unemployment Compensation	34,085	21,158	62,230	65,000
Clothing Allowance	78,692	72,050	70,075	76,020
Clothing Maintenance	26,063	23,979	22,575	24,368
	\$ 4,423,184	\$ 4,356,199	\$ 4,543,750	\$ 5,241,095
Other Training & Professional Dues				
Travel	\$ 789	\$ —	\$ 16,943	\$ 8,000
Tuition & Registration Fees	260	150	820	1,000
Mileage (Priv Auto) Trng Prps	26	—	—	90
Professional Dues & Subscript	195	2,576	—	270
	\$ 1,270	\$ 2,726	\$ 17,763	\$ 9,360
Utilities				
Brokered Gas Supply	\$ 182,303	\$ 145,438	\$ 105,416	\$ 160,000
Gas	47,644	56,492	44,726	67,090
Electricity - Cpp	238,883	280,314	224,524	235,750
	\$ 468,830	\$ 482,244	\$ 374,665	\$ 462,840
Contractual Services				
Professional Services	\$ 9,999	\$ 80,328	\$ 77,604	\$ 81,300
Referee Services	—	—	—	250
Waste Disposal	5,646,569	5,286,812	4,188,888	5,819,825
Security Services	582	3,224	485	1,024



DIVISION OF WASTE COLLECTION AND DISPOSAL

Expenditures (Continued)

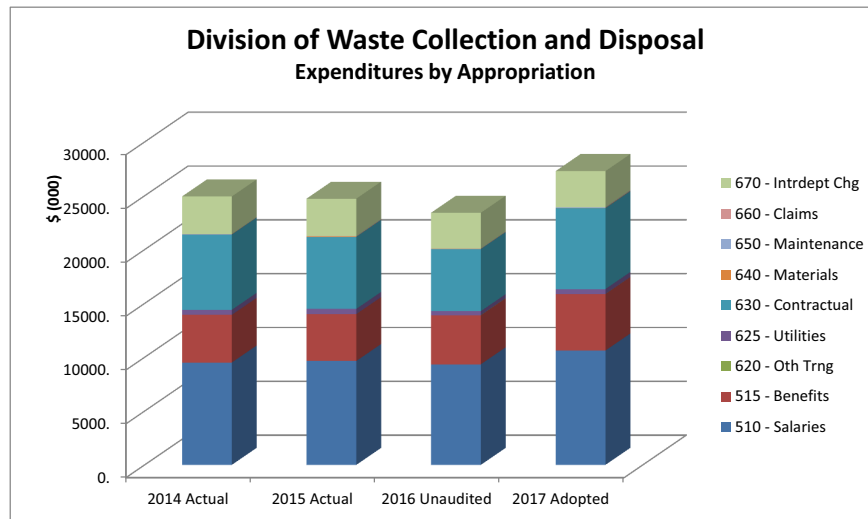
	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Janitorial Services	3,622	4,790	699	2,060
Medical Services	6,700	—	—	3,500
Waste Disposal Fee - Ohio EPA	1,212,220	1,283,349	1,454,718	1,547,379
Advertising And Public Notice	33,694	3,995	295	25,000
Program Promotion	9,965	3,415	11,466	10,000
Parking In City Facilities	1,443	1,504	2,079	1,100
Special Assessment	4,608	120	750	4,000
Other Contractual	44,191	4,191	6,000	—
Credit Card Processing Fees	20,215	20,404	23,135	16,480
	\$ 6,993,807	\$ 6,692,132	\$ 5,766,121	\$ 7,511,918
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 1,000
Postage	6,141	—	215	10,000
Computer Supplies	—	390	477	800
Hardware & Small Tools	2,082	1,656	2,810	2,000
Fence, Posts & Bars	—	—	945	1,000
Hygiene And Cleaning Supplies	1,488	1,021	4,280	4,500
Other Supplies	4,520	14,264	5,318	12,500
Sporting Goods Supplies	—	509	—	—
Safety Equipment	5,008	1,500	2,972	4,000
Just In Time Office Supplies	2,886	4,309	3,200	3,000
	\$ 22,124	\$ 23,649	\$ 20,217	\$ 38,800
Maintenance				
Maintenance Misc. Equipment	\$ 10,000	\$ 25,031	\$ 20,000	\$ 25,000
Maintenance Building	10,000	5,506	4,840	15,000
Repair Of Overhead Doors	5,000	9,982	5,000	5,000
	\$ 25,000	\$ 40,520	\$ 29,840	\$ 45,000
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 1,600	\$ 6,140	\$ 4,225	\$ 8,000
	\$ 1,600	\$ 6,140	\$ 4,225	\$ 8,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 24,089	\$ 21,735	\$ 44,158	\$ 59,620
Charges From Radio Comm System	84,009	49,517	89,005	103,555
Charges From W.P.C.	1,614	1,537	769	800
Charges From Print & Repro	59,584	72,425	24,269	25,000
Charges From Central Storeroom	1,173	1,249	1,282	1,377
Charges From M.V.M.	3,319,050	3,331,995	3,156,651	3,160,000
	\$ 3,489,519	\$ 3,478,458	\$ 3,316,134	\$ 3,350,352
	\$ 24,934,969	\$ 24,731,873	\$ 23,419,663	\$ 27,290,576



DIVISION OF WASTE COLLECTION AND DISPOSAL

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Charges For Services	\$ 14,574,165	\$ 14,604,082	\$ 14,879,927	\$ 15,296,100
Grant Revenue	4,276	22,500	(12,500)	—
Licenses & Permits	64	—	—	—
Miscellaneous	109,532	2,145	18,203	500
	\$ 14,688,036	\$ 14,628,727	\$ 14,885,630	\$ 15,296,600





DIVISION OF WASTE COLLECTION AND DISPOSAL

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
5	2	5	Asst. Superintendent of Waste Collection	26.95	28.95
1	1	1	Commissioner of Waste Collection & Disposal	40,314.82	145,820.32
1	1	1	General Superintendent of Waste Collection	30,473.96	70,412.06
<u>7</u>	<u>4</u>	<u>7</u>			
PROFESSIONALS					
1	1	1	Project Coordinator	27,325.56	99,702.63
1	1	1	Project Director	22,333.40	88,646.98
<u>2</u>	<u>2</u>	<u>2</u>			
SKILLED CRAFT					
2	2	2	Construction Equipment Operator Group B	37.46	52.14
<u>2</u>	<u>2</u>	<u>2</u>			
SERVICE & MAINTENANCE					
1	1	1	Labor Foreman	21.32	23.32
2	2	2	Municipal Service Laborer	16.86	18.86
2	2	2	Transfer Station Attendant	22.50	24.50
82	58	97	Waste Collection Driver	19.71	22.79
10	7	10	Waste Collection Foreman	21.32	23.32
4	3	4	Waste Collection Foreman I	23.36	25.36
108	87	108	Waste Collector	16.86	18.86
<u>209</u>	<u>160</u>	<u>224</u>			
TECHNICIANS					
2	2	2	Radio Operator	19.28	21.28
<u>2</u>	<u>2</u>	<u>2</u>			
<u>222</u>	<u>170</u>	<u>237</u>	TOTAL FULL TIME		
<u>15</u>	<u>10</u>	<u>36</u>	TOTAL SEASONAL (Average) *		
<u>1</u>	<u>1</u>	<u>1</u>	TOTAL PART TIME		
<u>238</u>	<u>181</u>	<u>274</u>	TOTAL DIVISION		

* Due to substantial turnover, staffing levels vary throughout the year. Therefore, averages, rather than actual employees are used.



DIVISION OF TRAFFIC ENGINEERING

Robert Mavec, Commissioner

Mission Statement

Maintain and upgrade all Traffic Control Devices within the City of Cleveland

The Division of Traffic Engineering is charged with the planning and geometric design of streets, highways, and abutting lands - particularly as related to safe and efficient traffic operation.

The Division is responsible for the erection and maintenance of all traffic control devices; preparation of drawings, standards and specifications; the determination and layout of parking restrictions; and the design and placement of pavement markings, traffic signs and traffic control devices.

PROGRAM NAME: FADED SIGN PROGRAM

OBJECTIVES: Replace missing and badly faded signs.

ACTIVITIES: Check old records against what is currently installed to verify correctness, also replace any faded or missing signs within the area.

PROGRAM NAME: LED SIGNAL LAMP PROGRAM

OBJECTIVES: Save on energy costs and provide a much more reliable signal lamp.

ACTIVITIES: Replace entire intersection s with the 7-year LED signal lamps whereas the current incandescent bulb life ids about 6-months.

PROGRAM NAME: PAVEMENT MARKINGS

OBJECTIVES: Ensure that all pavement markings are clear and visible.

ACTIVITIES: The Division paints all pavement markings once a year during the Spring, Summer, and Fall months. The Division is responsible for over 5,000 crosswalks, 5,000 stop bars, 4,300 pavement arrows, and 630 miles of lane lines.

PROGRAM NAME: TRAFFIC SIGNALIZATION PROGRAM

OBJECTIVES: Maintain and upgrade all traffic signals within the City of Cleveland.

ACTIVITIES: Upgrade signal corridors throughout the City of Cleveland. Also replace old mechanical signal controllers with new Solid State traffic controllers that are more reliable and have the ability to adjust with changing traffic patterns.



DIVISION OF TRAFFIC ENGINEERING

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,695,550	\$ 1,625,388	\$ 1,703,042	\$ 1,830,297
Longevity	13,775	12,625	9,450	9,450
Wage Settlements	10,345	9,759	—	—
Separation Payments	—	95,774	—	—
Overtime	98,314	77,069	87,792	93,000
	\$ 1,817,984	\$ 1,820,615	\$ 1,800,283	\$ 1,932,747
Benefits				
Hospitalization	\$ 261,177	\$ 289,492	\$ 279,291	\$ 309,024
Prescription	53,174	62,763	58,804	68,464
Dental	17,491	16,284	14,871	18,928
Vision Care	1,915	1,751	1,750	2,114
Public Employees Retire System	251,707	250,041	251,724	278,231
Fica-Medicare	21,010	21,516	24,324	22,787
Workers' Compensation	57,696	513	39,330	30,272
Life Insurance	1,186	1,122	1,095	1,584
Unemployment Compensation	—	—	2,453	2,453
Clothing Allowance	19,360	17,460	21,678	21,640
Clothing Maintenance	5,250	5,250	6,750	5,250
	\$ 689,966	\$ 666,191	\$ 702,069	\$ 760,747
Utilities				
Brokered Gas Supply	\$ 13,235	\$ 10,800	\$ 8,078	\$ 12,120
Telephone-Ohio Bell	—	25	—	—
Gas	3,324	3,013	4,000	6,000
Electricity - Cpp	247,556	241,844	280,580	294,609
Electricity - Other	202,658	234,350	264,369	277,590
	\$ 466,773	\$ 490,032	\$ 557,027	\$ 590,319
Contractual Services				
Professional Services	\$ 682	\$ 704	\$ 914	\$ —
Waste Disposal Fee - Ohio EPA	—	650	—	—
Parking In City Facilities	4,552	4,524	2,537	5,000
Other Contractual	58,934	35,477	30,000	30,000
	\$ 64,168	\$ 41,355	\$ 33,450	\$ 35,000
Materials & Supplies				
Clothing	\$ —	\$ —	\$ 424	\$ 1,500
Hardware & Small Tools	1,121	5,465	9,288	10,000
Electrical Supplies	1,264	873	1,256	1,000
Hygiene And Cleaning Supplies	220	—	—	500
Other Supplies	68,249	77,588	85,893	85,000



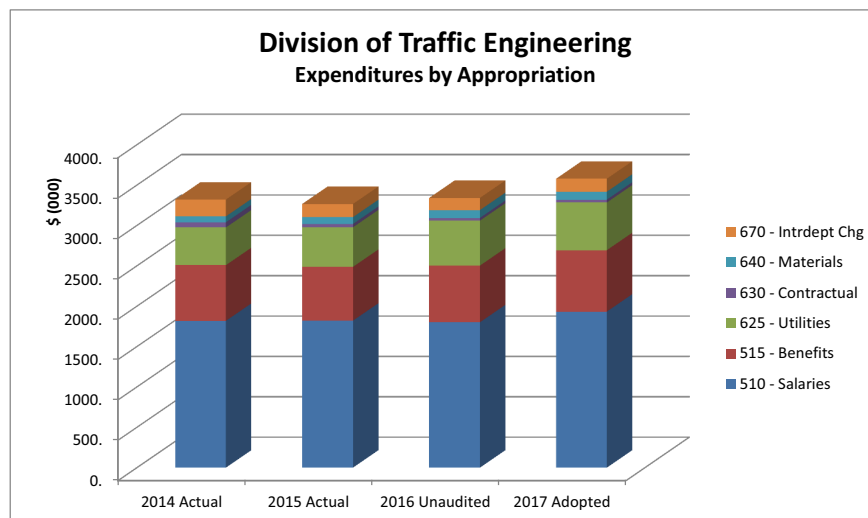
DIVISION OF TRAFFIC ENGINEERING

Expenditures (Continued)

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Bridge Maintenance Supplies	206	—	—	—
Just In Time Office Supplies	2,123	525	416	1,000
	\$ 73,184	\$ 84,451	\$ 97,278	\$ 99,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 26,088	\$ 28,380	\$ 18,101	\$ 18,289
Charges From Radio Comm System	17,911	8,872	15,571	15,767
Charges From Light And Power	—	—	1,146	—
Charges From W.P.C.	—	6,383	—	—
Charges From Print & Repro	2,941	1,764	1,970	1,994
Charges From Central Storeroom	145	30	34	37
Charges From M.V.M.	161,311	117,807	114,082	124,752
	\$ 208,395	\$ 163,236	\$ 150,904	\$ 160,839
	\$ 3,320,469	\$ 3,265,880	\$ 3,341,011	\$ 3,578,652

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Charges For Services	\$ —	\$ —	\$ (100)	\$ 2,000
Licenses & Permits	6,900	7,900	8,100	6,000
Miscellaneous	89,359	33,141	7,731	55,800
	\$ 96,259	\$ 41,041	\$ 15,731	\$ 63,800





DIVISION OF TRAFFIC ENGINEERING

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Commissioner of Traffic Engineering	42,758.15	140,514.00
1	1	1			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Principal Clerk	14.88	21.12
1	1	1			
<u>PROFESSIONALS</u>					
1	1	1	Consulting Engineer	36,000.00	104,888.34
1	1	1	Engineer	22.78	36.56
2	2	2			
<u>SKILLED CRAFT</u>					
8	7	8	Low Tension Lineman	29.58	30.15
1	0	1	Low Tension Trouble Lineman	33.10	33.67
1	1	1	Sign Painter	23.23	33.60
1	1	1	Sign Painter Unit Leader	24.23	36.18
11	9	11			
<u>SERVICE & MAINTENANCE</u>					
2	3	2	Traffic Sign Process Operator	13.28	26.36
12	11	12	Traffic Sign & Marking Technician	16.57	18.59
14	14	14			
<u>TECHNICIANS</u>					
1	0	1	Chief of Traffic Signal Unit	18.60	40.64
2	1	2	Traffic Sign Marking Supervisor	13.28	26.33
1	1	1	Traffic Signal Control Technician	35.03	35.61
4	2	4			
33	29	33	TOTAL FULL TIME		
33	29	33	TOTAL DIVISION		



COMMUNITY DEVELOPMENT DIRECTOR'S OFFICE

Michael Cosgrove, Director**Mission Statement**

To provide supervision, management and control over the three divisions of the Department of Community Development. The Director's Office directs and coordinates the Emergency Shelter Grant, Public Information and Fair Housing & Consumer Affairs activities.

PROGRAM NAME: CONSUMER AFFAIRS

OBJECTIVE: To provide relief from fraudulent, unfair, deceptive, and unconscionable business practices, by monitoring and enforcing the Cleveland Consumer Protection Code, Fair Housing Codes, and Community Reinvestment Act as well as State and Federal Consumer Protection laws

ACTIVITIES: The Office of Fair Housing & Consumer Affairs (FHCA) enforces Cleveland's 1972 Consumer Protection Code, as well as educates the public regarding scams and fraudulent business practices. It works with the media, holds public neighborhood forums, and works cooperatively with private and governmental consumer agencies. It interacts with various levels of government to impact key consumer issues, ranging from Public Utilities Commission of Ohio (PUCO) rate matters to banking practices. This office may subpoena witnesses and hold hearings to determine whether a vendor has engaged in unfair practices with a Cleveland consumer. Along with field work, this may result in prosecution.



COMMUNITY DEVELOPMENT DIRECTOR'S OFFICE

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 154,900	\$ 170,463	\$ 108,646	\$ 187,454
Board Members	29,700	29,100	28,800	36,580
Longevity	600	600	600	600
Wage Settlements	1,577	752	—	—
Separation Payments	—	7,796	—	—
Overtime	183	—	—	—
	\$ 186,960	\$ 208,712	\$ 138,046	\$ 224,634
Benefits				
Hospitalization	\$ 8,800	\$ 14,857	\$ 11,216	\$ 32,950
Prescription	2,235	3,688	2,579	7,666
Dental	568	766	574	2,068
Vision Care	121	186	117	244
Public Employees Retire System	25,291	28,835	19,085	31,513
Fica-Medicare	2,665	2,955	1,957	3,262
Workers' Compensation	1,651	2,629	2,293	1,620
Life Insurance	128	155	78	192
	\$ 41,459	\$ 54,072	\$ 37,899	\$ 79,515
Other Training & Professional Dues				
Travel	\$ 770	\$ —	\$ 159	\$ 1,100
Tuition & Registration Fees	565	355	725	400
Mileage (Priv Auto) Trng Prps	—	—	—	200
	\$ 1,335	\$ 355	\$ 884	\$ 1,700
Contractual Services				
Travel- Non-Training	\$ 35	\$ 24	\$ —	\$ —
Mileage (Private Auto)	463	362	197	200
Advertising And Public Notice	3,490	4,958	5,357	5,800
Parking In City Facilities	159	124	105	200
Other Contractual	835	835	—	250
	\$ 4,982	\$ 6,303	\$ 5,659	\$ 6,450
Materials & Supplies				
Postage	\$ —	\$ 111	\$ —	\$ —
Other Supplies	—	300	1,193	—
Just In Time Office Supplies	1,634	—	—	1,500
	\$ 1,634	\$ 411	\$ 1,193	\$ 1,500



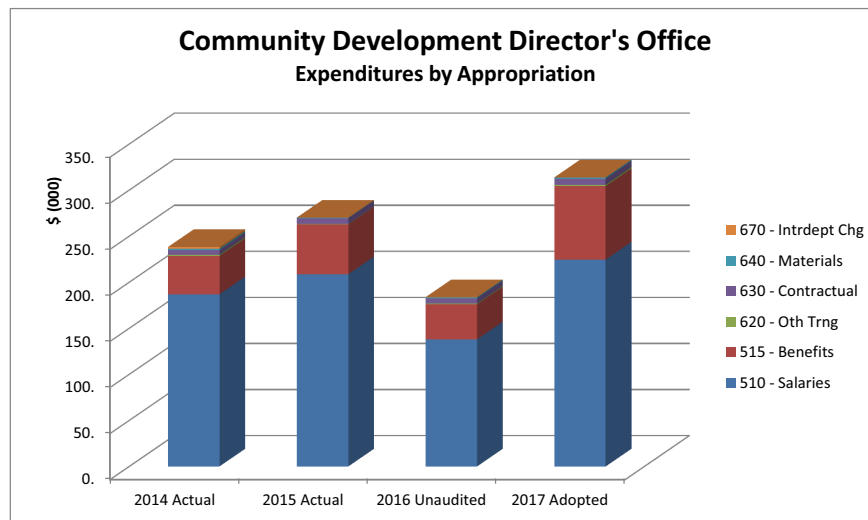
COMMUNITY DEVELOPMENT DIRECTOR'S OFFICE

Expenditures (Continued)

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 823	\$ 356	\$ 108	\$ —
Charges From W.P.C.	615	—	—	—
Charges From Print & Repro	410	—	—	—
	\$ 1,848	\$ 356	\$ 108	\$ —
	\$ 238,217	\$ 270,208	\$ 183,789	\$ 313,799

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Charges For Services	\$ 325	\$ 150	\$ —	\$ —
Miscellaneous	1,505	—	—	—
	\$ 1,830	\$ 150	\$ —	\$ —





COMMUNITY DEVELOPMENT DIRECTOR'S OFFICE

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Administrative Manager	27,193.55	115,424.36
1	1	1			
<u>PROFESSIONALS</u>					
1	1	1	Assistant Administrator	20,800.00	72,000.00
2	0	2	Consumer Protection Specialist	10.00	19.37
3	1	3			
4	2	4	TOTAL FULL TIME		
<u>BOARD MEMBERS</u>					
1	0	1	Member of Fair Housing Board-Chair	7,775.00	7,775.00
4	4	4	Member of Fair Housing Board-Member	7,200.00	7,200.00
5	4	5	TOTAL BOARD MEMBERS		
9	6	9	TOTAL DIVISION		



BUILDING AND HOUSING DIRECTOR'S OFFICE

Ayonna Donald, Interim Director**Mission Statement**

The Department of Building & Housing is committed to ensuring that existing and new structures in the City of Cleveland are constructed and maintained in a safe and habitable manner by enforcing the Cleveland Building, Housing, and Zoning Codes, the National Electrical Code, and the Ohio Building, Mechanical, Plumbing, and Elevator Codes. The Department staff reviews construction project plans, issues permits, and inspects properties. The Department's staff provides quality, timely service to their customers and conducts themselves with professionalism and integrity.

This Department was established to administer and enforce the provisions of the Cleveland Building, Housing, and Zoning Codes plus the National Electrical Code and the Ohio Building, Mechanical, Plumbing, and Elevator Codes. The Department has two primary functions - Plan Examination and Code Enforcement and is divided into two divisions, Construction Permitting and Code Enforcement, and the Director's Office. The Department registers building contractors, issues permits, inspects all new construction and major rehabilitation, engages in a systematic and complaint driven code enforcement program for existing properties and provides nuisance abatement to unsafe and/or condemned properties.

PROGRAM NAME: DIRECTOR'S OFFICE

OBJECTIVES: The Director's Office manages the Department's business operations.

ACTIVITIES: The Director's Office monitors the Department expenditures and revenues and performs accounting functions. The staff in the Director's Office maintains records and provides information services. This division performs personnel, labor-relations, and technology functions.



BUILDING AND HOUSING DIRECTOR'S OFFICE

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,059,168	\$ 1,041,019	\$ 1,095,203	\$ 1,285,823
Part-Time Permanent	—	—	—	7,306
Longevity	8,975	9,075	8,150	8,925
Wage Settlements	1,635	1,635	—	—
Separation Payments	15,211	30,977	2,971	10,000
Overtime	95	47,525	70,801	—
	\$ 1,085,083	\$ 1,130,230	\$ 1,177,124	\$ 1,312,054
Benefits				
Hospitalization	\$ 150,443	\$ 169,068	\$ 197,951	\$ 229,826
Prescription	27,845	33,531	41,257	51,131
Dental	10,360	9,377	10,313	14,144
Vision Care	1,282	1,198	1,261	1,610
Public Employees Retire System	150,024	152,920	163,947	183,506
Fica-Medicare	12,671	14,341	15,700	19,146
Workers' Compensation	14,012	12,791	15,289	15,838
Life Insurance	848	818	774	1,200
Unemployment Compensation	—	—	—	11,408
	\$ 367,485	\$ 394,043	\$ 446,490	\$ 527,809
Other Training & Professional Dues				
Travel	\$ 2,113	\$ 3,022	\$ 2,611	\$ 2,500
Tuition & Registration Fees	1,504	375	30	1,500
Other Training Supplies	65	100	1,003	200
Mileage (Priv Auto) Trng Prps	165	368	1,174	100
Professional Dues & Subscript	550	370	370	2,060
	\$ 4,396	\$ 4,235	\$ 5,188	\$ 6,360
Contractual Services				
Professional Services	\$ 116,000	\$ 116,000	\$ 81,000	\$ 126,000
Court Reporter	124	—	—	124
Travel- Non-Training	323	41	519	318
Mileage (Private Auto)	—	279	18,863	405
Medical Services	212	86	—	412
Freight Expense	134	—	—	134
Advertising And Public Notice	2,381	—	—	—
Parking In City Facilities	5,622	11,103	7,922	4,532
Other Contractual	4,034	5,005	4,347	6,500
County Aud & Treas Coll Fee	—	964	223	—
Credit Card Processing Fees	77,890	102,633	97,739	74,000
	\$ 206,720	\$ 236,112	\$ 210,613	\$ 212,425



BUILDING AND HOUSING DIRECTOR'S OFFICE

Expenditures (Continued)

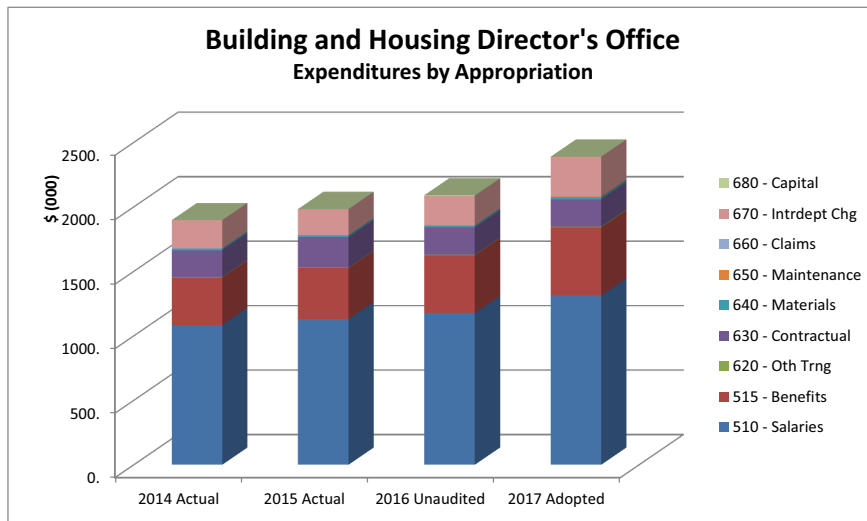
	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Materials & Supplies				
Office Supplies	\$ 231	\$ 175	\$ 262	\$ 500
Postage	393	94	468	515
Computer Supplies	924	111	—	1,500
Computer Software	—	—	—	2,000
Office Furniture & Equipment	671	1,508	4,988	691
Other Supplies	301	269	316	412
Safety Equipment	—	664	—	—
Batteries	33	—	—	103
Just In Time Office Supplies	11,093	12,036	9,198	9,785
	\$ 13,646	\$ 14,857	\$ 15,231	\$ 15,506
Maintenance				
Maintenance Contracts	\$ —	\$ —	\$ —	\$ 6,000
	\$ —	\$ —	\$ —	\$ 6,000
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 1,500	\$ —	\$ —	\$ 3,000
	\$ 1,500	\$ —	\$ —	\$ 3,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 22,803	\$ 25,628	\$ 23,183	\$ 83,423
Charges From Print & Repro	59,800	66,015	77,245	78,187
Charges From Central Storeroom	118,094	102,707	116,982	132,085
Charges From M.V.M.	17,549	9,074	11,564	12,116
	\$ 218,246	\$ 203,424	\$ 228,975	\$ 305,811
Capital Outlay				
Small Equipment	\$ —	\$ —	\$ 6,495	\$ —
	\$ —	\$ —	\$ 6,495	\$ —
	\$ 1,897,077	\$ 1,982,902	\$ 2,090,117	\$ 2,388,965

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Charges For Services	\$ (7,212)	\$ (78)	\$ (2,737)	\$ 650
Licenses & Permits	12,068,527	15,532,142	16,949,477	14,594,712
Miscellaneous	36,643	51,793	20,816	47,170
Other Shared Revenue	—	—	297	—
	\$ 12,097,958	\$ 15,583,856	\$ 16,967,853	\$ 14,642,532



BUILDING AND HOUSING DIRECTOR'S OFFICE





BUILDING AND HOUSING DIRECTOR'S OFFICE

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	Budget 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Director of Building & Housing	50,795.81	191,316.74
1	1	1	Secretary to the Director	36,590.39	154,089.52
<hr/>	<hr/>	<hr/>			
2	2	2			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Legal Secretary	20,800.00	50,700.42
1	1	2	Principal Cashier	14.66	24.95
2	2	2	Senior Cashier	12.57	21.23
3	3	3	Senior Clerk	12.47	17.43
<hr/>	<hr/>	<hr/>			
7	7	8			
<u>PROFESSIONALS</u>					
1	1	1	Accountant III	15.48	25.84
3	3	3	Administrative Officer	20,800.00	58,499.94
1	1	1	Assistant Administrator	20,800.00	72,000.00
1	1	1	Data Base Administrator	39,937.34	118,853.53
1	0	1	Demolition Compliance Officer	20,800.00	54,845.04
1	1	2	Financial Systems Coordinator	23,647.11	74,000.47
1	1	1	Fiscal Manager	23,647.11	93,401.98
1	1	1	Project Coordinator	27,325.56	99,702.63
<hr/>	<hr/>	<hr/>			
10	9	11			
<u>PARA PROFESSIONALS</u>					
1	1	1	Paralegal	20,800.00	48,254.00
<hr/>	<hr/>	<hr/>			
1	1	1			
<u>TECHNICIAN</u>					
2	2	2	Sr Data Conversion Operator	13.47	19.37
<hr/>	<hr/>	<hr/>			
2	2	2			
<u>NON EEO REPORTING</u>					
1	1	1	Business Process Analyst	55,000.00	108,044.90
<hr/>	<hr/>	<hr/>			
1	1	1			
<hr/>	<hr/>	<hr/>			
23	22	25	TOTAL FULL TIME		
<hr/>	<hr/>	<hr/>			
0	0	1	TOTAL PART TIME		
<hr/>	<hr/>	<hr/>			
<hr/>	<hr/>	<hr/>			
23	22	26	TOTAL DIVISION		



DIVISION OF CODE ENFORCEMENT

Thomas Vanover, Commissioner

PROGRAM NAME: *DIVISION OF CODE ENFORCEMENT*

OBJECTIVES: The Division of Code Enforcement inspects structures to enforce the Cleveland Building, Housing, and Zoning Codes, the National Electrical Code, and the Ohio Building, Mechanical, Plumbing, and Elevator Codes. These inspections are to maintain uniform standards and requirements for residential, commercial, and industrial buildings.

ACTIVITIES: The staff in the Division of Code Enforcement inspects all new and rehabilitation construction, engages in a systematic and complaint-driven code-enforcement program for existing properties, and provides nuisance abatement to unsafe and/or condemned properties. The inspectors issue violation notices, condemn, board-up and secure, abate, or demolish those structures not in compliance with these Codes when the structures constitute a nuisance and/or a hazard to the general public.



DIVISION OF CODE ENFORCEMENT

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 3,732,323	\$ 3,708,364	\$ 3,956,035	\$ 5,291,929
Longevity	32,850	32,350	29,250	29,875
Wage Settlements	3,930	3,930	—	—
Separation Payments	20,586	67,345	10,565	20,000
Bonus Incentive	1,800	1,500	1,500	—
Overtime	16,468	56,951	38,712	12,000
	\$ 3,807,957	\$ 3,870,440	\$ 4,036,062	\$ 5,353,804
Benefits				
Hospitalization	\$ 628,121	\$ 711,306	\$ 769,599	\$ 1,101,855
Prescription	127,453	147,376	156,519	247,724
Dental	42,495	40,738	42,384	70,988
Vision Care	5,706	5,426	5,507	7,986
Public Employees Retire System	529,161	531,466	559,056	746,732
Fica-Medicare	52,460	53,483	55,933	77,630
Workers' Compensation	124,435	63,288	95,411	298,121
Life Insurance	3,106	2,971	2,847	5,376
Unemployment Compensation	—	—	8,069	42,160
Clothing Maintenance	900	6,000	1,200	1,050
Autooible Maintenance Allow	—	—	—	1,200
	\$ 1,513,837	\$ 1,562,054	\$ 1,696,525	\$ 2,600,822
Other Training & Professional Dues				
Travel	\$ 2,103	\$ 348	\$ 180	\$ —
Tuition & Registration Fees	5,569	4,563	505	8,000
Other Training Supplies	4,593	244	4,331	1,000
Mileage (Priv Auto) Trng Prps	2,087	3,092	3,583	1,500
Professional Dues & Subscript	6,200	6,100	7,300	6,500
	\$ 20,552	\$ 14,347	\$ 15,899	\$ 17,000
Contractual Services				
Professional Services	\$ 3,950	\$ —	\$ —	\$ —
Travel- Non-Training	3,403	1,020	376	4,150
Mileage (Private Auto)	126,548	140,131	133,026	123,600
Freight Expense	193	—	—	300
Parking In City Facilities	13,200	11,595	7,515	15,500
Other Contractual	2,081	7,054	—	—
	\$ 149,375	\$ 159,800	\$ 140,917	\$ 143,550



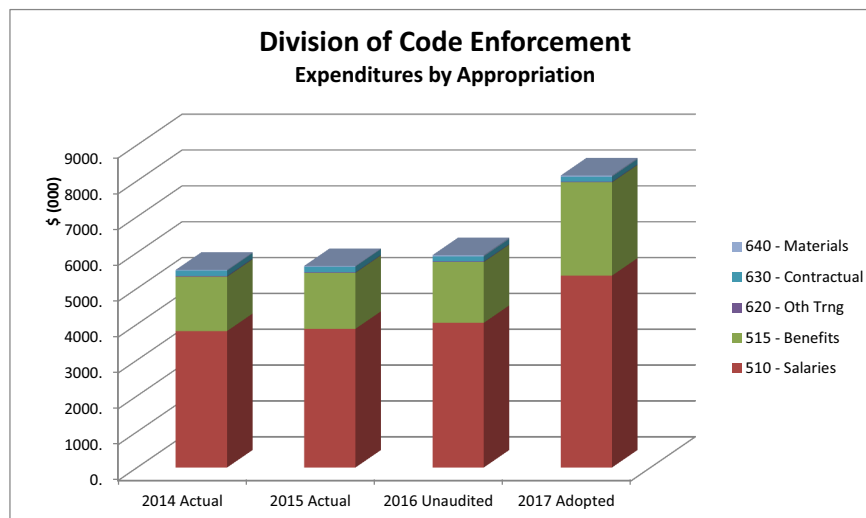
DIVISION OF CODE ENFORCEMENT

Expenditures (Continued)

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 1,545
Computer Supplies	—	—	—	2,575
Clothing	9,960	3,699	19,200	9,000
Hardware & Small Tools	—	982	—	—
Electrical Supplies	1,246	—	—	—
Photographic Supplies	2,580	730	1,368	2,060
Other Supplies	748	—	—	100
Safety Equipment	198	7,691	8,237	10,000
Just In Time Office Supplies	8,495	5,342	6,993	7,000
	\$ 23,227	\$ 18,444	\$ 35,798	\$ 32,280
	\$ 5,514,946	\$ 5,625,085	\$ 5,925,202	\$ 8,147,456

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Licenses & Permits	\$ —	\$ 120	\$ —	\$ —
Miscellaneous	463,940	419,910	910	419,000
	\$ 463,940	\$ 420,030	\$ 910	\$ 419,000





DIVISION OF CODE ENFORCEMENT

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	Budget 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Commissioner of Code Enforcement	42,758.15	152,224.32
1	1	1			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Principal Clerk	14.88	21.12
3	0	0	Senior Clerk	12.47	17.43
0	0	2	Legal Secretary	20,800.00	50,700.42
4	1	3			
<u>PROFESSIONALS</u>					
1	1	1	Bureau Manager - Building	26,797.11	90,711.92
2	2	2	Bureau Manager - Demolition	26,797.11	90,711.92
1	1	1	Chief Electrical Inspector	20,800.00	75,084.85
1	1	1	Chief Elevator Inspector	20,800.00	75,084.85
0	0	1	Chief Plumbing Inspector	20,800.00	58,396.41
0	0	1	Chief Heating Inspector	20,800.00	75,084.85
5	5	7			
<u>PROFESSIONALS</u>					
1	1	2	Paralegal	20,800.00	48,254.00
1	1	2			
<u>TECHNICIAN</u>					
2	1	1	Building Inspector Trainee	18.60	21.36
5	5	6	Chief Building Inspector	20,800.00	75,084.85
5	5	8	Elevator Inspector	14.23	25.86
0	0	1	Environmental Compliance Specialist III	17.90	32.90
32	30	39	Residential Building Inspector	17.69	21.36
4	6	9	Senior Data Conversion Operator	13.47	19.37
48	47	64			



DIVISION OF CODE ENFORCEMENT

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>NON EEO REPORTING</u>					
8	8	13	Building Inspector 1	14.08	25.86
1	2	2	Building Inspector 2	14.89	27.32
1	1	1	Building Inspector 3	15.70	28.77
1	1	1	Building Inspector 4	26.35	30.27
1	1	2	Building Inspector Interim	19.00	21.39
3	3	6	Electrical Safety Inspector 1	14.83	25.86
0	0	1	Electrical Safety Inspector 2	15.66	27.32
2	1	0	Electrical Safety Inspector 3	16.49	28.77
1	0	0	Mechanical Inspector Interim	19.00	21.39
2	2	4	Mechanical Inspector 1	14.08	25.86
1	1	1	Mechanical Inspector 2	14.89	27.32
1	1	1	Mechanical Inspector 3	15.70	28.77
1	1	2	Plumbing Inspector 1	14.83	25.86
3	3	3	Plumbing Inspector 2	15.66	27.32
26	25	37			
85	80	114	TOTAL FULL TIME		
85	80	114	TOTAL DIVISION		



DIVISION OF CONSTRUCTION PERMITTING

Navid Hussain, Commissioner

PROGRAM NAME: *DIVISION OF CONSTRUCTION PERMITTING*

OBJECTIVES: The Division of Construction Permitting insures that standards are met when structures are constructed, altered, or repaired.

ACTIVITIES: The Division of Construction Permitting reviews permit applications according to City and State standards. This division registers contractors before the contractors obtain permits to perform construction work in the City.



DIVISION OF CONSTRUCTION PERMITTING

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 897,101	\$ 941,774	\$ 950,055	\$ 1,204,594
Longevity	6,650	7,050	7,875	7,525
Wage Settlements	336	405	—	—
Separation Payments	997	—	20,145	10,000
Overtime	267	11,667	26,937	—
	\$ 905,351	\$ 960,896	\$ 1,005,012	\$ 1,222,119
Benefits				
Hospitalization	\$ 142,448	\$ 152,969	\$ 175,612	\$ 211,152
Prescription	21,472	25,897	31,824	46,165
Dental	7,828	7,668	8,175	11,840
Vision Care	1,052	1,123	1,148	1,448
Public Employees Retire System	125,317	133,475	137,926	169,697
Fica-Medicare	11,328	12,086	12,635	17,721
Workers' Compensation	11,033	10,290	10,090	11,791
Life Insurance	656	690	635	960
Unemployment Compensation	—	—	—	9,424
	\$ 321,134	\$ 344,196	\$ 378,046	\$ 480,198
Other Training & Professional Dues				
Travel	\$ 303	\$ 809	\$ 105	\$ —
Tuition & Registration Fees	345	130	325	500
Other Training Supplies	—	161	—	1,200
Mileage (Priv Auto) Trng Prps	217	870	170	500
Professional Dues & Subscript	900	800	—	1,000
	\$ 1,765	\$ 2,770	\$ 600	\$ 3,200
Contractual Services				
Professional Services	\$ —	\$ 10,000	\$ 10,000	\$ 10,300
Travel- Non-Training	6	—	—	—
Mileage (Private Auto)	—	402	—	—
Freight Expense	—	14	—	100
Parking In City Facilities	—	—	825	—
Other Contractual	12,878	5,178	6,000	8,343
	\$ 12,884	\$ 15,594	\$ 16,825	\$ 18,743



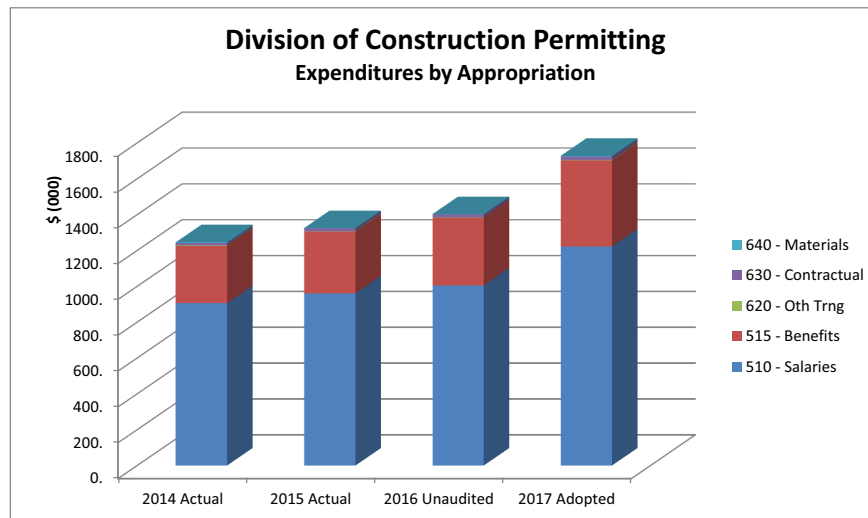
DIVISION OF CONSTRUCTION PERMITTING

Expenditures (Continued)

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ 42	\$ 400
Computer Supplies	—	—	—	300
Office Furniture & Equipment	582	—	130	—
Other Supplies	1,033	—	—	—
Just In Time Office Supplies	2,857	1,609	2,263	3,000
	\$ 4,473	\$ 1,609	\$ 2,436	\$ 3,700
	\$ 1,245,606	\$ 1,325,065	\$ 1,402,918	\$ 1,727,960

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Licenses & Permits	\$ —	\$ —	\$ 170	\$ —
Miscellaneous	10,056	—	7	—
	\$ 10,056	\$ —	\$ 177	\$ —





DIVISION OF CONSTRUCTION PERMITTING

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
1	1	1	Assistant Commissioner of Construction Permitting	26,273.96	98,678.77
1	1	1	Commissioner of Construction Permitting	42,758.15	152,224.32
<u>2</u>	<u>2</u>	<u>2</u>			
ADMINISTRATIVE SUPPORT					
1	1	1	Cust Suprt & Insp Sched Coordi	42,286.40	104,580.04
1	1	1	Customer Support Rep	12.15	18.57
1	1	1	Senior Clerk	12.47	17.43
<u>3</u>	<u>3</u>	<u>3</u>			
PROFESSIONALS					
4	4	4	Assistant Plan Examiner	16.29	24.50
5	5	8	Master Plan Examiner	23,647.11	112,409.91
1	0	0	Engineer	22.78	36.56
<u>10</u>	<u>9</u>	<u>12</u>			
TECHNICIANS					
2	2	2	Senior Data Conversion Oper	13.47	19.37
<u>2</u>	<u>2</u>	<u>2</u>			
NON EEO REPORTING					
2	2	2	Residential Plan Examiner	19.56	27.69
<u>2</u>	<u>2</u>	<u>2</u>			
<u>19</u>	<u>18</u>	<u>21</u>	TOTAL FULL TIME		
<u>19</u>	<u>18</u>	<u>21</u>	TOTAL DIVISION		



DEPARTMENT OF ECONOMIC DEVELOPMENT

David M. Ebersole, Director

Mission Statement

To provide governmental leadership that will capitalize on Cleveland's economic strength by the encouragement of economic development, and to provide programs for the city, which will generate additional tax revenue, employment and real property values.

Major responsibilities include the following: manage the overall operations of the Department; plan a comprehensive economic development program; operate major commercial/institutional development and redevelopment programs; develop and implement a comprehensive industrial development strategy; operate business investment lending programs; serve as an ombudsman for small businesses within City government; coordinate small business assistance groups; organize local neighborhood based retention and expansion plans; provide business development and marketing resources; and planning and economic policy support.

PROGRAM NAME: ADMINISTRATION

OBJECTIVES: To provide day-to-day management of staff assignments, program development, legislation affairs, program policy and planning. To provide a development strategy for Cleveland in cooperation with other city departments and provide economic development support to the Mayor, City Council, city departments, and the business community. Also, perform capital and operating budget management, loan portfolio and compliance management, grantor agency financial reporting, and coordinate program audits and management information services.

ACTIVITIES: Provide policy for program management and administer loan programs.

PROGRAM NAME: BUSINESS DEVELOPMENT

OBJECTIVES: To assist in the development of real estate opportunities for new businesses as well as assist area businesses with City regulatory, licensing, zoning and building code procedures and clearances. Also, provide assistance in real estate and site location and drafts of expansion plans for area businesses. Develop strategies to promote Cleveland as a good place to live and work.

ACTIVITIES: Collect and make available pertinent real estate and city data. Produce site and expansion plans. Implement interdepartmental programs. Implement and administer the Neighborhood Development Investment Fund (NDIF). Produce marketing brochures promoting both Cleveland and Economic Development assistance programs.

PROGRAM NAME: BUSINESS RETENTION & EXPANSION

OBJECTIVES: To provide assistance to commercial, industrial, and residential business or projects using federal, state, local and private resources to foster economic development in the City of Cleveland.

ACTIVITIES: Market loan programs to the business and the lending community as viable sources of fixed asset financing; package low interest long term loans and tax incentives to businesses; package loans and grants to local development corporations to support for-profit and non-profit neighborhood development; secure federal funds for commercial lending; utilize the Cleveland Citywide Development Corporation to review proposed development projects. Coordinate small business assistance groups; organize local neighborhood based retention and expansion plans.



DEPARTMENT OF ECONOMIC DEVELOPMENT

Expenditures

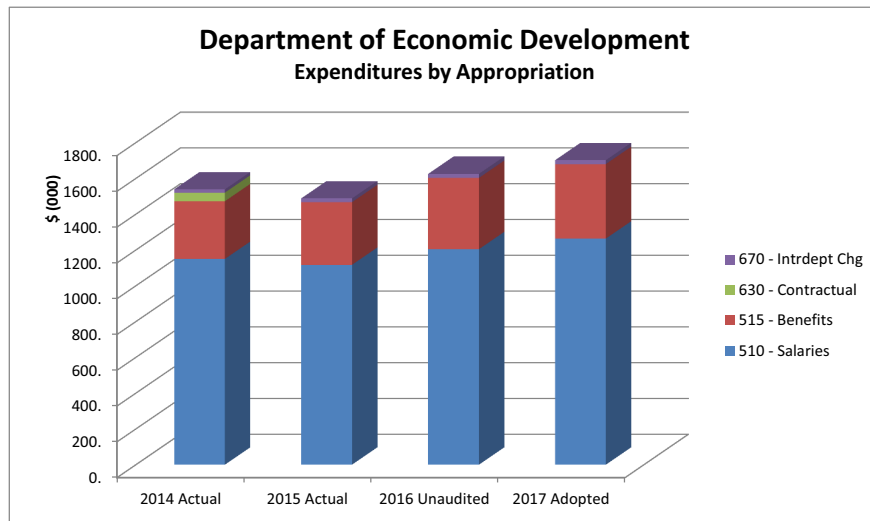
	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,083,048	\$ 1,068,682	\$ 1,198,847	\$ 1,260,287
Longevity	4,600	3,300	3,275	3,275
Wage Settlements	22	22	—	—
Separation Payments	62,337	44,971	2,217	—
	\$ 1,150,006	\$ 1,116,975	\$ 1,204,339	\$ 1,263,562
Benefits				
Hospitalization	\$ 107,174	\$ 128,201	\$ 161,851	\$ 162,328
Prescription	22,286	21,867	32,898	34,931
Dental	6,664	6,742	8,262	9,480
Vision Care	742	655	885	1,054
Public Employees Retire System	152,767	149,976	167,179	176,899
Fica-Medicare	15,582	14,101	15,158	16,503
Workers' Compensation	16,455	19,531	11,493	14,321
Life Insurance	696	615	639	864
Unemployment Compensation	—	8,200	—	—
	\$ 322,366	\$ 349,889	\$ 398,365	\$ 416,380
Contractual Services				
Professional Services	\$ 48,200	\$ —	\$ —	\$ —
	\$ 48,200	\$ —	\$ —	\$ —
Interdepart Service Charges				
Charges From Telephone Exch	\$ 3,349	\$ 3,407	\$ —	\$ —
Charges From Print & Repro	11,319	14,823	18,245	18,468
Charges From Central Storeroom	2,373	2,635	2,092	2,237
Charges From M.V.M.	794	220	2,226	1,028
	\$ 17,836	\$ 21,085	\$ 22,563	\$ 21,733
	\$ 1,538,408	\$ 1,487,949	\$ 1,625,267	\$ 1,701,675

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Licenses & Permits	\$ 101,300	\$ 102,755	\$ 102,755	\$ 101,300
Miscellaneous	12,964	—	—	—
Transfers In	1,734,407	1,692,618	1,616,592	699,894
	\$ 1,848,671	\$ 1,795,373	\$ 1,719,347	\$ 801,194



DEPARTMENT OF ECONOMIC DEVELOPMENT





DEPARTMENT OF ECONOMIC DEVELOPMENT

COMPARISON OF STAFFING LEVEL

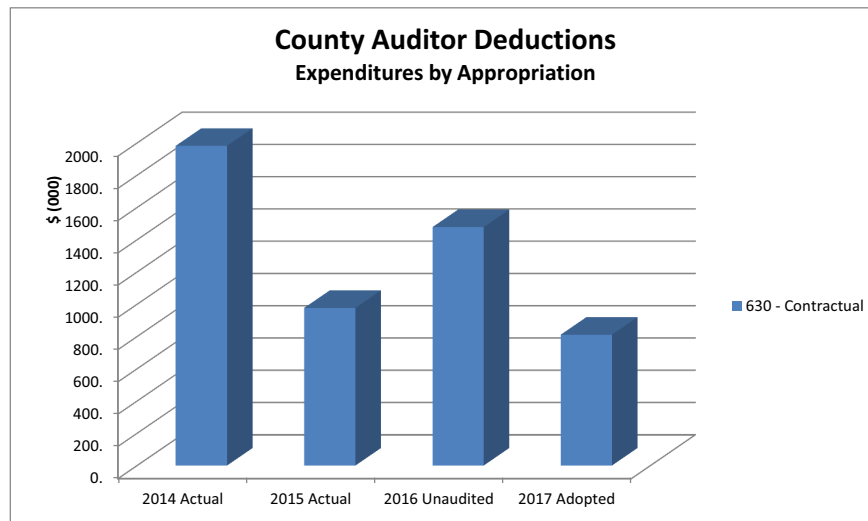
Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Assistant Director HR/Economic Development	30,214.95	124,250.14
1	1	1	Budget Administrator	30,214.95	114,691.24
1	1	1	Director of Economic Development	50,795.81	191,316.74
1	1	1	Executive Assistant To The Mayor	50,795.81	191,316.74
4	4	4			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Manager	27,193.55	115,424.36
1	1	1	Assistant Administrator	20,800.00	72,000.00
1	1	1	Auditor	20,800.00	65,000.00
1	1	1	Development Finance Analyst I	34,000.00	66,489.84
3	2	2	Development Finance Analyst II	51,043.20	93,856.07
3	4	4	Economic Development Specialist	40,000.00	52,000.00
1	1	1	Office Manager	20,800.00	54,845.04
4	3	4	Project Coordinator	27,325.56	99,702.63
15	14	15			
19	18	19	TOTAL FULL TIME		
19	18	19	TOTAL DIVISION		



COUNTY AUDITOR DEDUCTIONS

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Contractual Services				
Non Productive Land Sales	\$ 14,203	\$ 8,216	\$ 9,843	\$ 10,000
Board Of Election Expense	1,067,692	68,153	712,788	—
County Aud & Treas Coll Fee	890,188	900,728	754,585	800,000
Advertising Del Land Sales	5,414	—	1,018	1,000
Board Of Tax Appeals	4,728	—	—	—
	\$ 1,982,226	\$ 977,098	\$ 1,478,234	\$ 811,000
	\$ 1,982,226	\$ 977,098	\$ 1,478,234	\$ 811,000

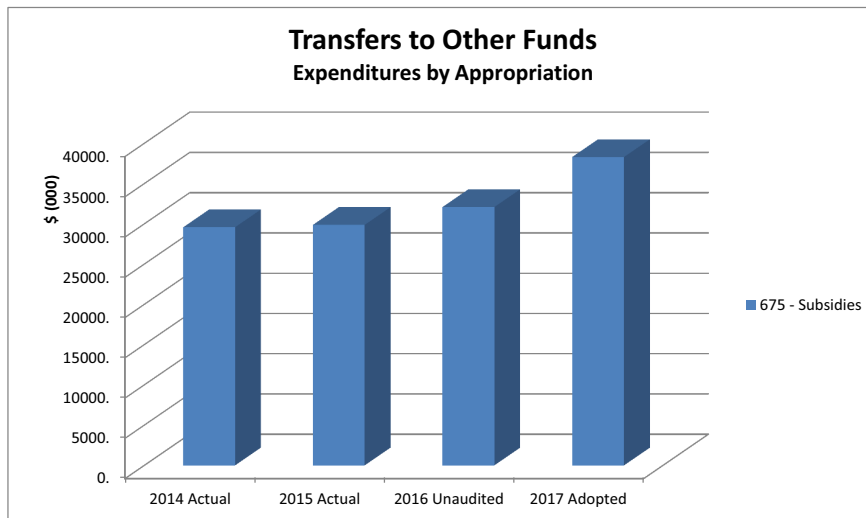




TRANSFERS TO OTHER FUNDS

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Interfund Subsidies				
Transfer To Stadium Fund	\$ 9,700,000	\$ 9,600,000	\$ 9,683,261	\$ 9,940,275
Subsidy To St Construction	6,459,796	7,666,121	10,146,325	8,191,842
Transfer to Other SubClasses	2,000,000	2,000,000	2,000,000	8,000,000
Transfer To Debt Service Fund	8,072,386	6,862,190	7,124,144	8,363,491
Transfer To Schools Rec Fund	1,125,000	1,175,000	1,125,000	1,125,000
Transfer to IX Center	118,799	137,765	142,228	150,000
Subsidy To Sinking Fund	491,478	504,243	602,764	630,660
Subsidy To Cemetery	133,442	113,260	173,352	272,990
Subsidy to Conv Center	1,471,029	1,803,581	1,082,196	1,619,944
	\$ 29,571,929	\$ 29,862,159	\$ 32,079,270	\$ 38,294,202
	\$ 29,571,929	\$ 29,862,159	\$ 32,079,270	\$ 38,294,202





OTHER ADMINISTRATIVE

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Other Training & Professional Dues				
Professional Dues & Subscript	\$ 52,689	\$ 27,799	\$ 52,919	\$ 55,000
Ohio Municipal League	23,441	23,441	23,441	23,441
NOACA	102,690	51,304	51,304	51,304
Mayors & Mgrs Assoc.	15,000	15,000	15,000	15,000
U.S. Conference Of Mayors	17,511	17,511	17,511	17,511
National League Of Cities	18,979	18,979	18,979	18,979
Greater Cleveland Partnership	27,500	25,000	25,000	25,000
	\$ 257,810	\$ 179,034	\$ 204,154	\$ 206,235
Utilities				
Electricity - Cpp	\$ 13,013,131	\$ 13,431,753	\$ 13,248,096	\$ 14,290,786
Electricity - Other	19,493	6,669	—	—
	\$ 13,032,624	\$ 13,438,422	\$ 13,248,096	\$ 14,290,786
Contractual Services				
Professional Services	\$ 240,000	\$ 381,520	\$ 215,930	\$ 216,000
Advertising And Public Notice	—	1,173	—	—
Insurance And Official Bonds	—	5,964	—	—
Taxes	31,173	32,804	—	—
Other Contractual	210,825	922,280	535,010	225,000
Justice Center-Tower Maint	3,000,000	390,823	8,898,050	5,000,000
Bank Service Fees	93,673	156,260	149,680	160,000
	\$ 3,575,671	\$ 1,890,824	\$ 9,798,670	\$ 5,601,000
Capital Outlay				
Transfer To Capital Project	\$ 3,680,500	\$ 250,000	\$ —	\$ —
	\$ 3,680,500	\$ 250,000	\$ —	\$ —
Debt Service				
Principal	\$ 250,000	\$ 250,000	\$ 250,000	\$ —
	\$ 250,000	\$ 250,000	\$ 250,000	\$ —
	\$ 20,796,605	\$ 16,008,280	\$ 23,500,920	\$ 20,098,021

Revenues

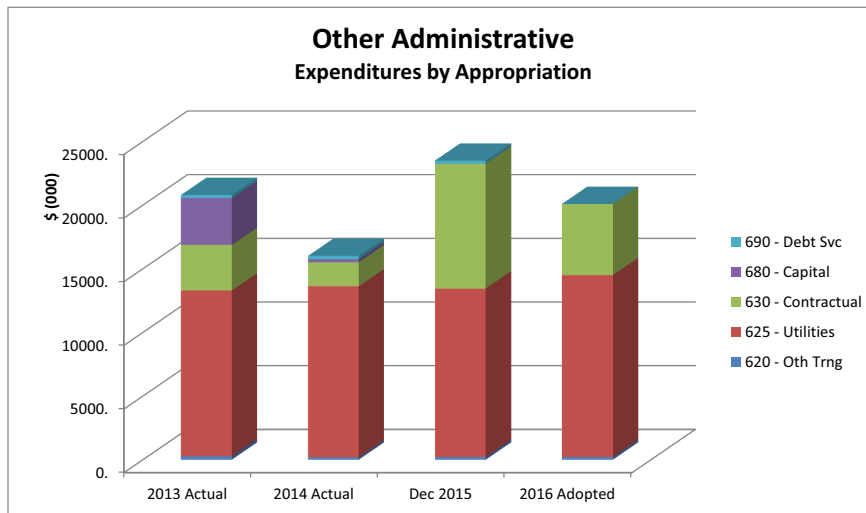
	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Charges For Services	\$ 1,822,217	\$ 1,796,545	\$ 1,772,332	\$ 1,712,709
Fines, Forfeitures & Settlements	91	444,910	41,993	—
Licenses & Permits	—	300	—	—
Miscellaneous	7,980,508	10,552,788	12,989,706	12,527,975
Other Shared Revenue	14,505,694	13,525,248	13,323,010	13,010,169
Property Tax	32,337,578	32,683,851	32,420,754	32,571,431
Sale Of City Assets	—	—	—	2,500,000



OTHER ADMINISTRATIVE

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
State And Local Gov Fund	25,021,013	26,579,767	24,596,372	26,990,383
Transfers In	9,595,002	3,753,880	—	3,800,000
Other Tax	3,300,471	3,068,039	2,999,021	3,000,000
Income Tax	297,124,283	308,946,753	314,801,176	397,338,059
	\$ 391,686,857	\$ 401,352,079	\$ 402,944,365	\$ 493,450,726



Special Revenue Fund



Restricted Income Tax Fund: Established in 1981, this fund receives one-ninth of the City's income tax collections. These funds are restricted by law to expenditures for capital improvements and debt service.

Street Construction: This fund supports basic street maintenance including snow removal, street repairs, and resurfacing. The primary revenue sources are the State Auto License and Gasoline taxes and an operating transfer from the General Fund.

Rainy Day Reserve Fund: This fund was created in 1993 pursuant to Ordinance 1987-92. General Fund revenues in excess of anticipated expenditures are to be credited to this fund to be used only during periods of significant economic downturns or to fund unanticipated one-time General Fund obligations.

School Activities: School payments for recreation and cultural activities are made through this fund group. Revenue is derived from parking and vehicle lessor taxes by transfer payments from the General Fund.



	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Unaudited</u>	<u>2017 Budget</u>	<u>\$ Change</u>	<u>% Change</u>
RESTRICTED INCOME TAX FUND						
Established in 1981, this fund receives one-ninth of the City's income tax collections. These funds are restricted by law to expenditures for capital improvements and debt service.						
RECEIPTS	\$ 37,168,529	\$ 38,638,873	\$ 39,393,710	\$ 49,717,257	\$ 10,323,547	21%
EXPENDITURES	38,430,982	37,600,482	39,607,690	50,770,543	11,162,853	22%
Net	\$ (1,262,453)	\$ 1,038,391	\$ (213,980)	\$ (1,053,286)	\$ (839,306)	392%
Decertifications	9,928	15,218	109,573	—	—	—
Beginning Balance	1,356,609	104,083	1,157,693	1,053,286	—	—
Ending Balance	\$ 104,083	\$ 1,157,693	\$ 1,053,286	\$ 0	\$ (1,053,286)	-100%
STREET CONSTRUCTION						
This fund supports basic street maintenance including snow removal, street repairs and resurfacing. The primary revenue sources are the State Auto License and Gasoline taxes and an operating transfer from the General Fund.						
RECEIPTS	\$ 24,901,892	\$ 26,469,408	\$ 24,998,501	\$ 27,165,666	\$ 2,167,165	8%
EXPENDITURES	25,203,540	26,577,317	24,858,648	27,377,861	2,519,214	9%
Net	\$ (301,648)	\$ (107,909)	\$ 139,853	\$ (212,195)	\$ (352,048)	-252%
Decertifications	287,884	112,469	65,658	—	—	—
Beginning Balance	15,889	2,125	6,685	212,195	—	—
Ending Balance	\$ 2,125	\$ 6,685	\$ 212,195	\$ 0	\$ (212,195)	-100%
FT Staffing Levels	137	135	135	151	—	—
RAINY DAY RESERVE FUND						
This Fund was created in 1993 pursuant to Ordinance 1987-92. General Fund revenues in excess of anticipated expenditures are to be credited to this fund to be used only during periods of significant economic downturns or to fund unanticipated one-time General Fund obligations.						
RECEIPTS	\$ 52,409	\$ 50,858	\$ 94,848	\$ 100,000	\$ 5,152	5%
EXPENDITURES	—	—	—	—	—	%
Net	\$ 52,409	\$ 50,858	\$ 94,848	\$ 100,000	\$ 5,152	5%
Beginning Balance	18,622,899	18,675,307	18,726,165	18,821,013	—	—
Ending Balance	\$ 18,675,307	\$ 18,726,165	\$ 18,821,013	\$ 18,921,013	\$ 100,000	1%



	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Unaudited</u>	<u>2017 Budget</u>	<u>\$ Change</u>	<u>% Change</u>
SCHOOL ACTIVITIES						
School payments for recreation and cultural activities are made through this fund group. Revenue is derived from parking and vehicle lessor taxes by transfer payments from the general fund.						
RECEIPTS	\$ 1,125,000	\$ 1,175,000	\$ 1,125,000	\$ 1,125,000	\$ —	%
EXPENDITURES	1,125,000	1,175,000	1,125,000	1,125,000	—	%
Net	\$ —	\$ —	\$ —	\$ —	\$ —	%
Beginning Balance	—	—	—	—		—
Ending Balance	<u>\$ —</u>	<u>\$ —</u>	<u>\$ —</u>	<u>\$ —</u>	<u>\$ —</u>	<u>%</u>
CLEVELAND STADIUM						
RECEIPTS	\$ 15,833,099	\$ 9,868,062	\$ 9,954,642	\$ 10,202,275	\$ 247,633	2%
EXPENDITURES	10,265,614	21,173,672	9,923,809	10,709,375	785,566	7%
Net	\$ 5,567,486	\$ (11,305,610)	\$ 30,834	\$ (507,100)	\$ (537,934)	1,745%
Decertifications	—	—	—	—	—	—
Beginning Balance	18,244,040	23,811,526	12,505,916	12,536,749	30,834	—
Ending Balance	<u>\$ 23,811,526</u>	<u>\$ 12,505,916</u>	<u>\$ 12,536,749</u>	<u>\$ 12,029,649</u>	<u>\$ (507,100)</u>	<u>-4%</u>



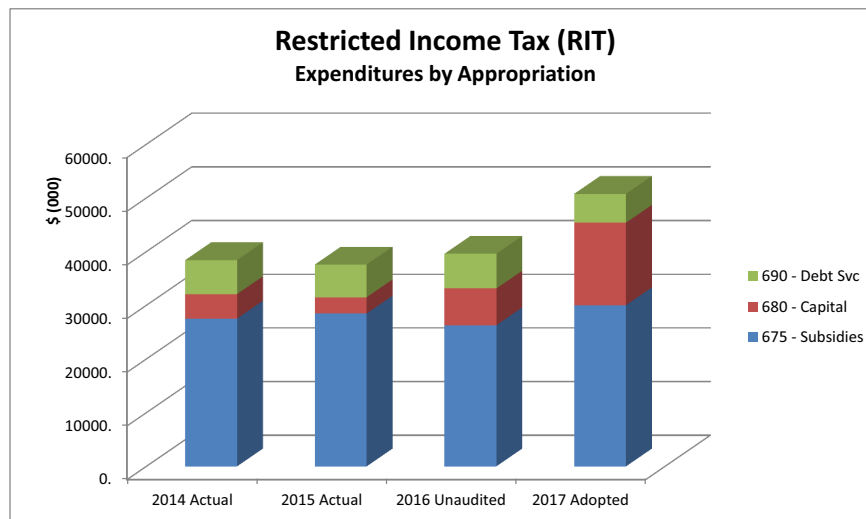
RESTRICTED INCOME TAX

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Interfund Subsidies				
Transfer to Other SubClasses	\$ 27,544,560	\$ 28,481,794	\$ 26,294,760	\$ 30,030,552
	\$ 27,544,560	\$ 28,481,794	\$ 26,294,760	\$ 30,030,552
Capital Outlay				
Transfer To Capital Project	\$ 4,547,058	\$ 3,029,196	\$ 6,841,261	\$ 15,367,420
	\$ 4,547,058	\$ 3,029,196	\$ 6,841,261	\$ 15,367,420
Debt Service				
Principal	\$ 5,331,055	\$ 5,150,885	\$ 5,674,362	\$ 4,667,598
Interest	1,008,308	938,608	797,307	704,974
	\$ 6,339,363	\$ 6,089,492	\$ 6,471,669	\$ 5,372,572
	\$ 38,430,981	\$ 37,600,482	\$ 39,607,690	\$ 50,770,544

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Income Tax	\$ 37,117,638	\$ 38,618,344	\$ 40,619,459	\$ 49,667,257
Interest Earnings/Investment Income	28,251	20,529	43,564	50,000
	\$ 37,145,889	\$ 38,638,873	\$ 40,663,022	\$ 49,717,257





STREET CONSTRUCTION, MAINTENANCE & REPAIR

Randall Scott, Interim Commissioner

Mission Statement

The mission of the Division of Streets is to maintain a safe/clean pavement condition and bridge condition along the major, minor, and residential streets within the City of Cleveland. This includes all aspects of Snow Removal, Pavement Repairs, Resurfacing, Bridge Maintenance, Street Sweeping, and Graffiti Abatement.

PROGRAM NAME: BRIDGE MAINTENANCE

OBJECTIVES: To ensure that the City of Cleveland bridge network is maintained and in good working condition, including five movable bridges over the Cuyahoga River.

ACTIVITIES: The Division reviews bridge inspection reports and makes necessary repairs to the bridge stock based on the inspections. The general maintenance includes drainage systems, expansion joints, and minor surface repairs. The Division is also responsible for staffing the movable bridges during their 24 hour operation.

PROGRAM NAME: GRAFFITI ABATEMENT

OBJECTIVES: To insure the removal of graffiti from all areas in the City of Cleveland.

ACTIVITIES: The Division aggressively removes or covers up any graffiti within the City of Cleveland's right of way and parks using the Division's own resources and with the assistance of volunteers.

PROGRAM NAME: SNOW AND ICE CONTROL

OBJECTIVES: To provide snow and ice control services and maintain reasonable and safe traffic flow along the main and residential streets of the City of Cleveland.

ACTIVITIES: Provide anti-icing and de-icing to all primary routes during light snow conditions. Conduct tandem plowing of all primary routes during heavy snow. Plow and/or salt residential streets. Respond to requests for snow/ice control service.

PROGRAM NAME: STREET CLEANING

OBJECTIVES: To provide a clean appearance and provide safe road conditions for main streets and residential streets within the City.

ACTIVITIES: Clean streets. Remove litter. Reduce the amount of pollutants flowing into our sanitary sewer systems.

PROGRAM NAME: STREET REPAIR

OBJECTIVES: To maintain, repair deficiencies, and remove all hazardous areas within the City of Cleveland's roadway network.

ACTIVITIES: The Division systematically repairs pot holes throughout the city year round and most importantly in the spring time when pot holes are most prevalent. The Division also repairs deteriorated roadway base and caps utility cuts.

PROGRAM NAME: STREET RESURFACING

OBJECTIVES: To maintain, repair, and improve the pavement condition within the City of Cleveland.

ACTIVITIES: Using allocated capital funding, the Division of Streets removes old deteriorated pavement and replaces it with new asphalt surfaces. The Division of Streets also replaces all ADA ramps on roadways that are completely resurfaced.



STREET CONSTRUCTION, MAINTENANCE & REPAIR

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 7,290,762	\$ 7,568,201	\$ 7,574,824	\$ 8,232,331
Crafts	56,963	—	—	—
Seasonal	2,792,562	2,801,734	2,559,264	3,531,772
Injury Pay	—	335	4,863	—
Longevity	58,500	58,300	57,900	53,200
Wage Settlements	22,722	25,191	—	—
Separation Payments	51,364	24,461	61,259	—
Overtime	1,001,893	993,950	747,850	1,000,000
	\$ 11,274,765	\$ 11,472,171	\$ 11,005,960	\$ 12,817,303
Benefits				
Hospitalization	\$ 1,082,141	\$ 1,236,929	\$ 1,342,331	\$ 1,678,766
Prescription	183,904	225,756	257,103	297,553
Dental	72,455	66,464	64,585	79,598
Vision Care	6,977	6,309	6,651	8,150
Public Employees Retire System	1,583,184	1,595,483	1,526,074	1,794,422
Fica-Medicare	154,506	160,375	154,118	185,851
Workers' Compensation	541,796	515,451	438,362	530,601
Life Insurance	5,219	5,151	4,757	6,624
Unemployment Compensation	168,862	264,402	263,567	150,000
Clothing Allowance	41,507	42,310	41,775	43,475
Tool Insurance	2,870	2,870	2,870	2,870
Clothing Maintenance	16,150	16,250	15,800	16,600
	\$ 3,859,571	\$ 4,137,749	\$ 4,117,992	\$ 4,794,510
Other Training & Professional Dues				
Tuition & Registration Fees	\$ —	\$ 1,520	\$ —	\$ —
	\$ —	\$ 1,520	\$ —	\$ —
Utilities				
Brokered Gas Supply	\$ 147,502	\$ 119,533	\$ 82,929	\$ 124,394
Water	3,383	2,708	5,745	7,103
Gas	41,896	46,601	36,504	54,756
Electricity - Cpp	93,614	119,284	121,659	127,741
Electricity - Other	27,282	28,169	30,629	32,161
Security & Monitoring System	928	818	21,133	1,200
	\$ 314,605	\$ 317,112	\$ 298,599	\$ 347,355
Contractual Services				
Professional Services	\$ 16,280	\$ 7,070	\$ 32,920	\$ 261,550
Medical Services	5,734	170	—	2,500
Parking In City Facilities	8,215	7,861	7,905	6,604



STREET CONSTRUCTION, MAINTENANCE & REPAIR

Expenditures (Continued)

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Property Rental	86,750	114,000	45,449	88,000
Other Contractual	6,059	6,058	24,468	7,200
	\$ 123,038	\$ 135,159	\$ 110,742	\$ 365,854
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ 200	\$ —
Purchase Of Tests	—	107	—	200
Salt & De-Icer	1,966,262	3,214,125	3,532,993	2,000,000
Clothing	2,257	4,717	2,345	2,060
Hardware & Small Tools	4,553	2,351	28,040	10,000
Welding Supplies & Equipment	19,262	14,139	6,000	15,000
Boilers, Heaters & Cool Equip	10,800	6,000	10,000	15,450
Seed, Fertilizer & Herbicide	—	—	—	1,000
Small Equipment	15,499	18,649	8,706	10,740
Electrical Supplies	381	5,970	894	6,180
Fence, Posts & Bars	—	—	—	1,090
Hygiene And Cleaning Supplies	10,556	8,616	6,538	11,020
Painting Equipment & Supplies	10,417	9,133	10,257	8,000
Lumber, Glass, And Drywall	10,947	4,240	5,657	5,000
Other Supplies	171,805	219,967	130,364	133,488
Guard Rail Supplies	19,999	65,000	—	30,000
Bridge Maintenance Supplies	73,927	79,033	174,821	88,000
Safety Equipment	11,826	10,889	16,446	11,000
Just In Time Office Supplies	984	1,381	1,964	1,600
Building Maintenance Supplies	—	—	—	6,000
Paving Material	121,710	292,134	58,297	120,000
Asphalt	658,576	534,677	404,921	460,000
Cement Sand & Gravel	385,850	421,421	385,668	400,000
Misc Maintenance Supplies	69,050	61,264	90,315	51,500
	\$ 3,564,661	\$ 4,973,813	\$ 4,874,426	\$ 3,387,328
Maintenance				
Maintenance Contracts	\$ 10,470	\$ —	\$ —	\$ 11,120
Maintenance Machinery & Tools	8,811	—	—	15,450
Repair Parts	17,097	45,000	134	10,300
Repair Of Overhead Doors	10,995	20,653	10,479	15,450
	\$ 47,373	\$ 65,653	\$ 10,613	\$ 52,320
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 1,650	\$ 2,400	\$ 2,375	\$ 5,000
	\$ 1,650	\$ 2,400	\$ 2,375	\$ 5,000



STREET CONSTRUCTION, MAINTENANCE & REPAIR

Expenditures (Continued)

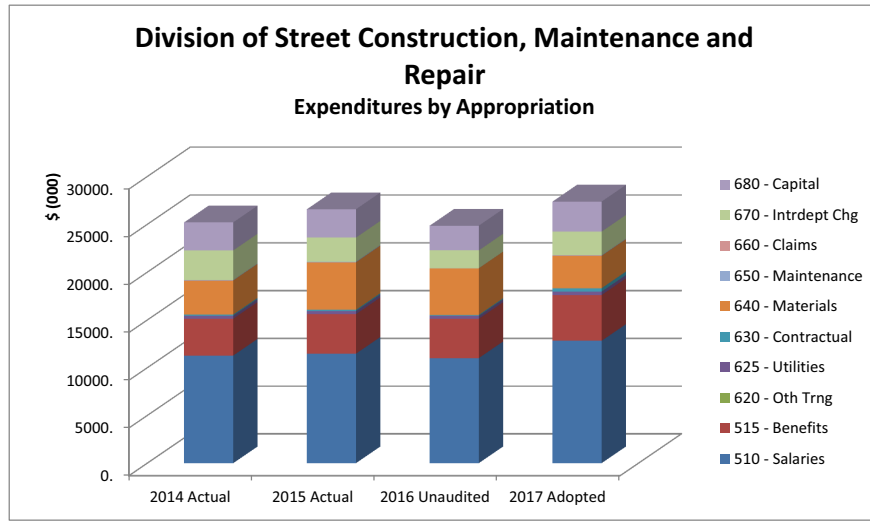
	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 75,900	\$ 116,689	\$ 144,888	\$ 156,391
Charges From Radio Comm System	117,018	71,614	121,106	134,265
Charges From W.P.C.	7,376	2,844	846	5,000
Charges From Print & Repro	11,189	13,248	13,892	14,062
Charges From Central Storeroom	123	143	143	153
Charges From M.V.M.	2,835,843	2,296,080	1,560,244	2,123,253
Charges From Division Of Maint	29,911	—	4,344	30,000
Charges From Waste Collection	8,800	7,952	7,344	5,000
	\$ 3,086,158	\$ 2,508,570	\$ 1,852,806	\$ 2,468,124
Capital Outlay				
Local Resurfacing	\$ 2,931,719	\$ 2,963,171	\$ 2,584,034	\$ 3,140,067
Sidewalk Construction	—	—	1,100	—
	\$ 2,931,719	\$ 2,963,171	\$ 2,585,134	\$ 3,140,067
	\$ 25,203,540	\$ 26,577,317	\$ 24,858,647	\$ 27,377,861

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Charges For Services	\$ 16,102	\$ 41,057	\$ 71,212	\$ 25,000
Fines, Forfeitures & Settlements	—	250,133	—	—
Licenses & Permits	1,099,743	1,350,587	1,220,898	1,215,200
Miscellaneous	4,243,978	3,673,132	357,528	4,578,624
Other Shared Revenue	13,081,055	13,485,734	13,199,917	13,152,000
Transfers In	6,459,796	7,666,121	10,146,325	8,191,842
Interest Earnings/Investment Income	1,219	1,750	2,265	3,000
	\$ 24,901,892	\$ 26,468,515	\$ 24,998,145	\$ 27,165,666



STREET CONSTRUCTION, MAINTENANCE & REPAIR





STREET CONSTRUCTION, MAINTENANCE & REPAIR

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	0	1	Commissioner of Streets	40,314.82	145,820.32
1	0	1			
<u>PROFESSIONALS</u>					
2	2	2	Administrative Manager	27,193.55	115,424.36
1	0	1	Assistant Administrator	20,800.00	72,000.00
1	1	1	Section Chief of Engineering and Construction	50,000.00	108,011.58
4	3	4			
<u>SKILLED CRAFT</u>					
4	2	3	Asphalt Construction Unit Leader	26.37	39.56
20	18	20	Asphalt Tamper	25.29	37.91
1	1	1	Bridge Oiler	10.20	19.31
2	2	2	Carpenter	38.80	48.50
4	3	4	Construction Equipment Operator Group A	37.61	52.29
5	5	5	Construction Equipment Operator Group B	37.46	52.14
17	15	17	Electric Bridge Operator	10.00	18.80
4	4	4	Electric Bridge Operator Leader	10.00	20.13
1	2	2	Electrical Worker	46.00	57.50
3	3	3	Ironworker	43.41	54.26
1	1	1	Jackhammer Operator	25.29	37.91
1	1	1	Machinist	15.83	23.99
2	2	2	Master Mechanic	38.61	53.29
10	9	10	Paver	25.63	38.46
2	1	3	Paving Unit Leader	26.37	39.56
4	4	4	Street Equipment Maintenance Specialist	24.85	25.85
7	7	7	Street Maintenance District Unit Leader	59,446.40	67,509.31
7	8	7	Street Maintenance Foreman	21.32	23.32
3	3	3	Welder/Fabricator	18.36	26.64
98	91	99			



STREET CONSTRUCTION, MAINTENANCE & REPAIR

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>SERVICE & MAINTENANCE</u>					
1	1	1	Concrete Mixer Driver	23.69	24.64
2	2	2	General Shop Unit Leader	26.97	28.97
12	10	12	Municipal Service Laborer	16.86	18.86
3	2	2	Street Carry-all Driver	24.85	25.85
2	2	2	Tanker Truck Driver	24.85	25.85
24	20	24	Truck Driver	19.99	20.80
44	37	43			
<u>TECHNICIAN</u>					
4	4	4	Radio Operator	19.28	21.28
4	4	4			
151	135	151	TOTAL FULL TIME		
127	118	127	TOTAL SEASONAL (PEAK) *		
278	253	278	TOTAL DIVISION		

* Due to the seasonal nature of the division, position titles vary throughout the year. Therefore, averages, rather than actual employees are used.



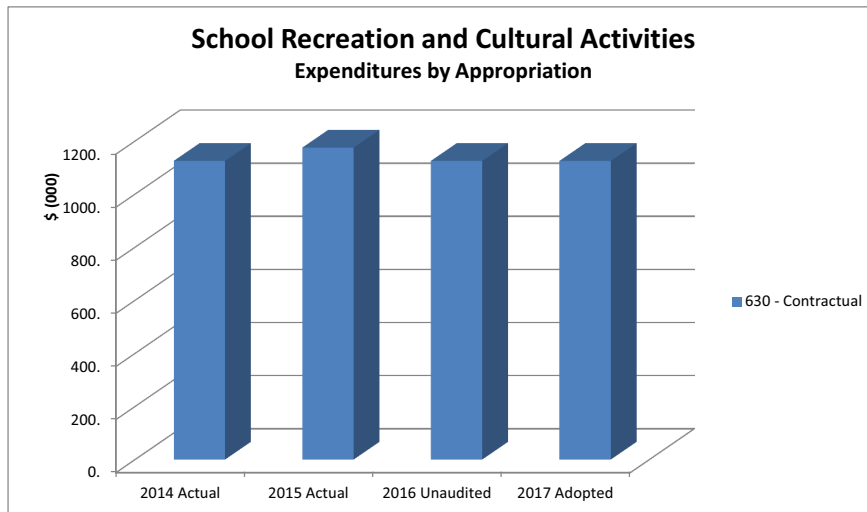
SCHOOLS RECREATION & CULTURAL

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Contractual Services				
Other Contractual	\$ 1,125,000	\$ 1,175,000	\$ 1,125,000	\$ 1,125,000
	\$ 1,125,000	\$ 1,175,000	\$ 1,125,000	\$ 1,125,000
	\$ 1,125,000	\$ 1,175,000	\$ 1,125,000	\$ 1,125,000

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Transfers In	\$ 1,125,000	\$ 1,175,000	\$ 1,125,000	\$ 1,125,000
	\$ 1,125,000	\$ 1,175,000	\$ 1,125,000	\$ 1,125,000





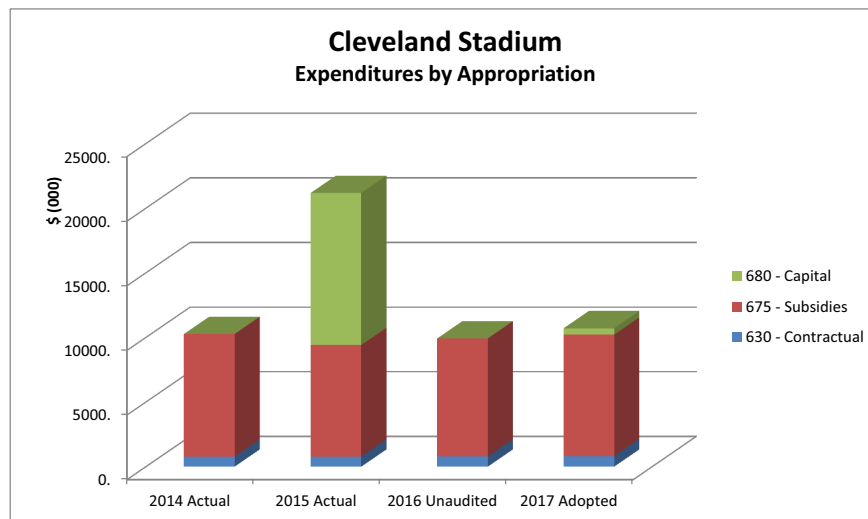
CLEVELAND STADIUM

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Contractual Services				
Professional Services	\$ 13,860	\$ 14,196	\$ 13,860	\$ 40,000
Insurance And Official Bonds	99,100	99,100	99,100	99,100
Property Rental	9,150	—	—	—
Stadium Property Tax	659,364	669,516	677,588	680,000
	\$ 781,474	\$ 782,812	\$ 790,548	\$ 819,100
Interfund Subsidies				
Transfer to Other SubClasses	\$ 484,140	\$ 75,662	\$ —	\$ —
Transfer To Debt Service Fund	9,000,000	8,550,000	9,133,261	9,390,275
	\$ 9,484,140	\$ 8,625,662	\$ 9,133,261	\$ 9,390,275
Capital Outlay				
Transfer to other SubFunds	\$ —	\$ 11,765,198	\$ —	\$ 500,000
	\$ —	\$ 11,765,198	\$ —	\$ 500,000
	\$ 10,265,614	\$ 21,173,672	\$ 9,923,809	\$ 10,709,375

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Charges For Services	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Other Shared Revenue	5,861,273	—	—	—
Transfers In	9,700,000	9,600,000	9,683,261	9,940,275
Interest Earnings/Investment Income	21,826	18,062	21,381	12,000
	\$ 15,833,099	\$ 9,868,062	\$ 9,954,642	\$ 10,202,275



Major Enterprise Funds



Enterprise Funds are used to account for operations that function in a manner similar to private business enterprises and are financed primarily by user fees to the general public. Major Enterprises, consisting of Public Utilities and Airports, are totally self-supporting

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget	\$ Change	% Change
UTILITIES ADMINISTRATION						
RECEIPTS	\$ 3,718,595	\$ 4,346,344	\$ 5,189,411	\$ 5,363,508	\$ 174,097	3%
EXPENDITURES	3,736,464	4,713,210	4,851,301	5,737,351	886,051	18%
Net	\$ (17,869)	\$ (366,866)	\$ 338,110	\$ (373,843)	\$ (711,953)	-211%
Decertifications	27,735	5,451	200	—	—	—
Beginning Balance	496,111	505,978	144,563	482,873	—	—
Ending Balance	\$ 505,978	\$ 144,563	\$ 482,873	\$ 109,030	\$ (373,843)	-77%
FT Staffing Levels	40	42	49	57	8	14%
FISCAL CONTROL						
RECEIPTS	\$ 4,535,064	\$ 5,393,502	\$ 7,639,401	\$ 7,488,547	\$ (150,854)	-2%
EXPENDITURES	4,696,158	5,296,006	7,598,329	7,566,024	(32,305)	0%
Net	\$ (161,094)	\$ 97,496	\$ 41,072	\$ (77,477)	\$ (118,549)	-289%
Decertifications	3,075	917	2,894	—	—	—
Beginning Balance	480,599	322,580	420,994	464,959	—	—
Ending Balance	\$ 322,580	\$ 420,994	\$ 464,959	\$ 387,482	\$ (77,477)	-17%
FT Staffing Levels	53	69	68	80	12	15%
WATER						
RECEIPTS	\$ 288,150,747	\$ 295,264,808	\$ 306,753,326	\$ 311,000,000	\$ 4,246,674	1%
EXPENDITURES	279,616,373	308,648,165	285,232,793	344,929,366	59,696,573	21%
Net	\$ 8,534,373	\$ (13,383,357)	\$ 21,520,533	\$ (33,929,366)	\$ (55,449,899)	-258%
Decertifications	3,777,558	2,582,248	37,747	—	—	—
Beginning Balance	168,181,445	180,493,376	169,692,267	191,250,547	—	—
Ending Balance	\$ 180,493,376	\$ 169,692,267	\$ 191,250,547	\$ 157,321,181	\$ (33,929,366)	-18%
FT Staffing Levels	914	902	870	1,171	301	26%
WATER POLLUTION CONTROL						
RECEIPTS	\$ 21,352,067	\$ 24,165,066	\$ 26,555,940	\$ 29,040,479	\$ 2,484,539	9%
EXPENDITURES	24,686,798	25,529,519	24,731,979	27,923,681	3,191,702	11%
Net	\$ (3,334,730)	\$ (1,364,453)	\$ 1,823,961	\$ 1,116,798	\$ (707,163)	%
Decertifications	153,477	151,722	4,942	—	—	—
Beginning Balance	11,939,956	8,758,702	7,545,971	9,374,873	—	—
Ending Balance	\$ 8,758,702	\$ 7,545,971	\$ 9,374,873	\$ 10,491,671	\$ 9,374,873	100%
FT Staffing Levels	136	123	122	162	40	25%



	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget	\$ Change	% Change
CLEVELAND PUBLIC POWER						
RECEIPTS	\$ 185,140,854	\$ 192,475,721	\$ 189,812,300	\$ 214,642,434	\$ 24,830,134	12%
EXPENDITURES	183,445,194	194,238,499	196,539,429	214,642,434	18,103,005	8%
Net	\$ 1,695,660	\$ (1,762,778)	\$ (6,727,130)	\$ —	\$ 6,727,130	%
Decertifications	7,670,394	1,364,235	344,825	—	—	—
Beginning Balance	13,408,901	22,774,954	22,376,412	15,994,108	—	—
Ending Balance	\$ 22,774,954	\$ 22,376,412	\$ 15,994,108	\$ 15,994,108	\$ 15,994,108	100%
FT Staffing Levels	258	236	238	286	48	17%
PORT CONTROL						
RECEIPTS	\$ 143,141,811	\$ 148,433,708	\$ 154,954,227	\$ 160,341,280	\$ 5,387,053	3%
EXPENDITURES	146,599,970	148,735,355	159,843,022	160,341,280	498,258	0%
Net	\$ (3,458,159)	\$ (301,647)	\$ (4,888,795)	\$ —	\$ 4,888,795	%
Receivables & Adjustments	(1,627,465)	1,421,405	(2,693,870)	—	—	—
Decertifications	597,464	585,559	85,220	—	—	—
Beginning Balance	70,932,385	66,444,225	68,149,542	60,652,097	—	—
Ending Balance	\$ 66,444,225	\$ 68,149,542	\$ 60,652,097	\$ 60,652,097	\$ 60,652,097	100%
FT Staffing Levels	350	350	347	389	42	11%



UTILITIES GENERAL ADMINISTRATION

Robert L. Davis, Director

Mission Statement

To provide administrative control and supervision over the Division of Utilities Fiscal Control, Water, Water Pollution Control, Cleveland Public Power, the Office of Radio Communication, TV20 and the Photography Lab.

The Department of Public Utilities is comprised of the following divisions and sections: General Administration, Radio Communication, Utilities Fiscal Control, Water, Water Pollution Control, and Cleveland Public Power. Also included in the Department are TV20 and the Photography Lab sections. The Department is self-supporting but participates in obtaining federal and state grants and loans for various improvements when these monies are available.

The Division of Utilities Administration is specifically designed to have administrative charge, control, and supervision over the Divisions of Utilities Fiscal Control, Water, Water Pollution Control, Cleveland Public Power and the Office of Radio Communications. Functions and duties of the various divisions are treated separately under their respective headings. In addition, the Division of Utilities Administration is responsible for providing high quality customer service to customers of the Divisions of Water, Water Pollution Control, and Cleveland Public Power.

PROGRAM NAME: ADMINISTRATION

OBJECTIVES: To coordinate and manage the activities of the Department of Public Utilities.

ACTIVITIES: Monitor the promotion of Cleveland Small Business Enterprise involvement in the procurement process. Direct operating and financial performance of Water, Water Pollution, Cleveland Public Power, and the Office of Radio Communications. Manage priorities and oversee capital improvement plans. Provide oversight and control of customer service, finance, human resources, information technology and public affairs functions for all divisions.

PROGRAM NAME: CABLE TELEVISION

OBJECTIVE: To educate and inform the citizens of Cleveland regarding City services, programs initiatives and events by way of the City of Cleveland cable access television station

ACTIVITIES: TV20 "LIVE" on-line streaming 24 hours a day and video on demand. Provide original programming to promote the many services made available to the residents of the City of Cleveland. Features Mayoral press conferences, "LIVE" broadcasts of Cleveland City Council Committee Meetings, a Weekly News show and programs regarding education, housing, healthcare, economic development, arts and entertainment.

PROGRAM NAME: PHOTOGRAPHIC BUREAU

OBJECTIVE: To visually document the activities, events and business of the City of Cleveland.

ACTIVITIES: Serve as the Mayor's photographers; provide photographic services to all City entities, including departments, divisions and Cleveland City Council; offer digital images for use in City government print publications and electronic media. Photograph current events happening in the City for public relations and historical purposes.



UTILITIES GENERAL ADMINISTRATION

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 2,095,988	\$ 2,594,111	\$ 2,700,300	\$ 3,339,290
Seasonal	—	—	—	36,450
Part-Time Permanent	—	2,139	25,817	—
Student Trainees	15,725	2,555	—	15,838
Longevity	7,950	15,425	14,425	14,400
Wage Settlements	1,162	1,162	—	—
Separation Payments	32,400	43,357	23,207	32,000
Overtime	42,043	40,042	44,582	42,000
	\$ 2,195,267	\$ 2,698,790	\$ 2,808,331	\$ 3,479,978
Benefits				
Hospitalization	\$ 318,455	\$ 429,233	\$ 442,713	\$ 497,962
Prescription	66,132	89,863	87,645	109,837
Dental	21,635	23,937	22,553	29,880
Vision Care	2,022	2,361	2,366	2,998
Public Employees Retire System	304,336	367,624	385,588	482,717
Fica-Medicare	21,769	35,849	37,317	48,245
Workers' Compensation	22,086	20,396	23,572	34,231
Life Insurance	1,393	1,781	1,643	2,604
Unemployment Compensation	—	—	—	1,000
	\$ 757,828	\$ 971,043	\$ 1,003,395	\$ 1,209,474
Other Training & Professional Dues				
Travel	\$ 4,870	\$ 3,721	\$ 15,451	\$ 49,000
Tuition & Registration Fees	—	3,096	5,721	10,400
Other Training Supplies	56	—	—	—
Professional Dues & Subscript	9,556	9,165	8,808	8,900
	\$ 14,482	\$ 15,982	\$ 29,980	\$ 68,300
Contractual Services				
Professional Services	\$ 8,158	\$ 13,007	\$ 7,913	\$ 4,000
Cable Professional Services	—	—	5,499	8,500
Mileage (Private Auto)	2,075	1,738	2,065	2,000
Advertising And Public Notice	—	2,445	3,300	8,000
Program Promotion	23,157	27,320	13,742	30,000
Parking In City Facilities	24,784	24,318	17,436	21,800
Insurance And Official Bonds	100	145	—	—
Property Rental	118,728	118,728	118,728	120,700
Other Contractual	194,412	195,984	185,737	225,000
	\$ 371,414	\$ 383,684	\$ 354,419	\$ 420,000



UTILITIES GENERAL ADMINISTRATION

Expenditures (Continued)

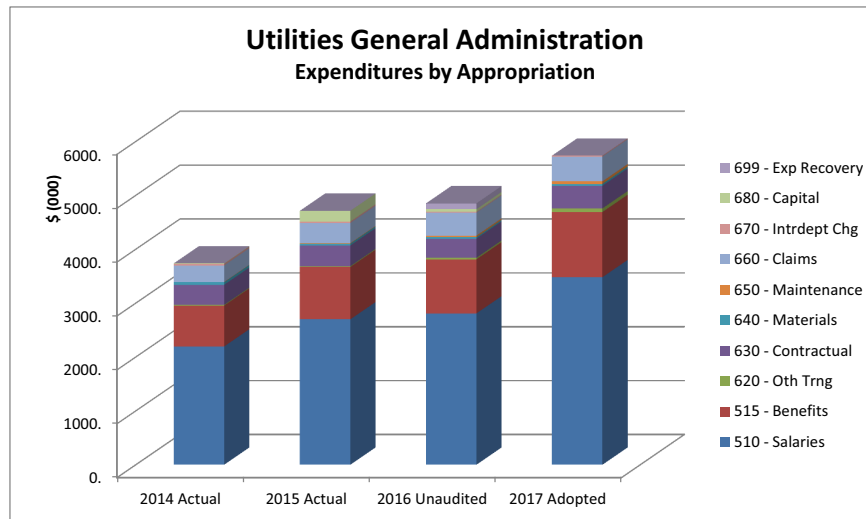
	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Materials & Supplies				
Postage	\$ 897	\$ 115	\$ 214	\$ —
Computer Supplies	—	—	—	500
Computer Hardware	8,267	113	3,479	4,000
Computer Software	2,767	3,223	4,360	4,000
Office Furniture & Equipment	350	—	—	3,000
Photographic Supplies	12,719	4,744	9,134	14,000
Other Supplies	17,953	22,251	3,050	3,500
Just In Time Office Supplies	5,850	4,390	6,769	5,600
	\$ 48,802	\$ 34,835	\$ 27,004	\$ 34,600
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 500
Maintenance Contracts	—	—	—	12,000
Computer Hardware Maintenance	—	7,620	—	—
Maintenance Utility Systems	5,403	1,046	29,756	35,000
	\$ 5,403	\$ 8,666	\$ 29,756	\$ 47,500
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ —	\$ 1,500	\$ —	\$ —
Indirect Cost	305,835	373,195	426,493	458,881
	\$ 305,835	\$ 374,695	\$ 426,493	\$ 458,881
Interdepart Service Charges				
Charges From Telephone Exch	\$ 8,171	\$ 6,706	\$ 3,596	\$ 3,633
Charges From Water	—	—	334	—
Charges From Print & Repro	12,129	5,868	6,018	6,091
Charges From Central Storeroom	81	575	53	57
Charges From M.V.M.	10,324	12,366	5,162	8,837
	\$ 30,704	\$ 25,515	\$ 15,163	\$ 18,618
Capital Outlay				
Other Equipment	\$ 6,729	\$ —	\$ 48,040	\$ —
Transfer To Capital Project	—	200,000	—	—
	\$ 6,729	\$ 200,000	\$ 48,040	\$ —
Expenditure Recovery				
Expenditure Recovery	\$ —	\$ —	\$ 108,719	\$ —
	\$ —	\$ —	\$ 108,719	\$ —
	\$ 3,736,464	\$ 4,713,210	\$ 4,851,300	\$ 5,737,351



UTILITIES GENERAL ADMINISTRATION

Revenues

	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Unaudited</u>	<u>2017 Budget</u>
Charges For Services	\$ 2,601,470	\$ 2,983,421	\$ 3,883,931	\$ 4,000,000
Miscellaneous	1,117,125	1,362,923	1,305,455	1,363,508
	<u>\$ 3,718,595</u>	<u>\$ 4,346,344</u>	<u>\$ 5,189,386</u>	<u>\$ 5,363,508</u>





UTILITIES GENERAL ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Assistant Director	36,590.39	154,089.52
1	1	1	Assistant Manager-App. Dev. and Technical Support	46,224.91	137,831.29
1	1	1	Director of Public Utilities	100,000.00	248,531.48
2	1	1	General Manager of Administrative Services	26,273.96	100,653.14
2	2	2	Manager of Marketing	30,214.95	114,691.24
1	1	1	Network/Data Center Operations Manager	55,000.00	117,737.72
0	0	1	Program Manager	30,214.00	90,533.02
1	1	0	Special Assistant to the Mayor	20,800.00	118,362.30
<hr/> 9	<hr/> 8	<hr/> 8			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Chief Clerk	22,050.00	52,504.47
2	2	2	Legal Secretary	20,800.00	50,700.42
<hr/> 3	<hr/> 3	<hr/> 3			
<u>PROFESSIONALS</u>					
3	4	4	Administrative Manager	27,193.55	115,424.36
1	1	1	Administrative Officer	20,800.00	58,499.94
7	5	9	Assistant Administrator	20,800.00	72,000.00
1	1	1	Assistant Contract Compliance Officer	20,800.00	62,770.08
2	2	2	Assistant Director of Law I (s)	26,250.00	93,199.31
3	3	4	Assistant Manager of Marketing	20,800.00	64,468.16
1	1	1	Assistant Personnel Administrator	20,800.00	61,601.02
1	2	1	Business Process Analyst	55,000.00	108,044.90
1	1	1	Chief Assistant Director of Law	31,500.00	136,692.31
1	1	1	Chief Photographer	20,800.00	56,521.12
1	2	2	Civil Service Examiner II	20,800.00	53,765.27
1	1	1	Data Base Coordinator	30,214.00	87,813.65
2	1	1	Desktop Publishing Specialist	20,800.00	64,170.48
1	0	1	GIS/IS Coordinator	52,000.00	103,593.76
1	1	1	Network Analyst II	30,214.00	97,709.06
1	1	1	Personnel Administrator	26,273.96	91,088.49
1	1	1	Photographer	10.00	23.30
2	2	2	Project Coordinator	27,325.56	99,702.63



UTILITIES GENERAL ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
1	0	0	Project Director	22,333.40	88,646.98
3	2	3	Reporter/Producer-TV20	20,800.00	75,084.85
0	0	1	Senior Graphic Designer	40,000.00	75,000.00
3	1	1	Senior Systems Analyst	20,800.00	87,543.86
1	0	0	Systems Analyst	20,800.00	68,251.13
2	2	2	Telecommunications Specialist	30,215.00	66,351.39
0	0	1	Web Developer	30,215.00	90,533.02
41	35	43			
<u>PROTECTIVE SERVICES</u>					
8	0	0	Safety Programs Officer II	25,000.00	51,187.74
8	0	0			
<u>TECHNICIANS</u>					
1	1	1	Cable Production Specialist	20,800.00	41,314.46
2	2	2	Senior Computer Operator	10.00	28.78
3	3	3			
64	49	57	TOTAL FULL TIME		
2	1	2	TOTAL SEASONALS		
1	1	0	TOTAL PART TIME		
2	0	3	TOTAL STUDENT ASSISTANT		
69	51	62	TOTAL DIVISION		



UTILITIES FISCAL CONTROL

Frank Badalamenti, Chief Financial Officer

Mission Statement

To provide professional financial management services and protect the fiscal integrity of funds and assets for all divisions of the City of Cleveland, Department of Public Utilities. The CFO's office monitors collections for the Department of Public Utilities to ensure we maximize collection of revenue and the efficient allocation and expending of funds necessary to support each division's operation. To adhere to the practice of generally accepted accounting principles in a manner consistent with the guidelines received by the State of Ohio and the City of Cleveland codified Ordinances.

PROGRAM NAME: ACCOUNTS RECEIVABLE SECTION

OBJECTIVES: Review and audit all customer billing transactions and perform required accounting duties of the operating divisions.

ACTIVITIES: Audit customer refunds; process certified collection receipts; reconcile bank statements and process returned checks due to non-sufficient funds; Perform daily and monthly bank reconciliations. Prepare month end billing activity reports for Water (CWD), Sewer and Cleveland Public Power (CPP).

PROGRAM NAME: ADMINISTRATION

OBJECTIVES: To supervise all financial units of the Department of Public Utilities (including contracts and compliance, payables, purchasing, budget, inventory, payroll, capital, etc.) in order to manage financial controls and compliance, ensuring prudent financial management.

ACTIVITIES: Provide timely, accurate, audible reporting of all financial transactions.

PROGRAM NAME: CASH RECEIPTS AND REMITTANCE PROCESSING

OBJECTIVES: To process water, sewer and electricity customer payments and mail deposit receipts in 24 hours.

ACTIVITIES: Process all payments. Account for all activities in the Water and Cleveland Public Power billing systems. Prepare bank deposits and funds for delivery to the City of Cleveland Treasurer. Archive all payment stubs and payment information as required by law and regulations.

PROGRAM NAME: CUSTOMER PAYMENT CENTER

OBJECTIVE: The Customer Payment Center of the Division of Utilities Fiscal Control is responsible for taking customer payments at the Carl B. Stokes Public Utilities Building at 1201 Lakeside Avenue each business day.

ACTIVITIES: Collect all over the counter payments. Balance all cash transactions at the end of each business day. Over the counter payments are uploaded into CWD's Customer Care & Billing system and CPP's Banner billing system each night.

PROGRAM NAME: GENERAL ACCOUNTING SECTION

OBJECTIVES: Compile financial reports for the Department of Public Utilities. Comply with all reporting requirements set by the State of Ohio and the Governmental Accounting Standards Board (GASB).

ACTIVITIES: Monitor all financial transactions, i.e. bill payments, revenue, expenditures and miscellaneous receipts. Account for all cash and currency as required by City of Cleveland ordinance. Verify that all cash and currency are remitted to the City of Cleveland Treasury. Perform all accounting functions. Prepare financial statements and operational reports for the divisions of Water, Water Pollution Control and Cleveland Public Power.



UTILITIES FISCAL CONTROL

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 3,033,102	\$ 3,387,036	\$ 3,697,260	\$ 4,181,105
Longevity	18,850	27,825	31,100	61,400
Wage Settlements	16,328	16,328	—	—
Separation Payments	60,603	13,268	27,455	40,000
Overtime	60,975	54,878	78,787	55,000
	\$ 3,189,859	\$ 3,499,335	\$ 3,834,602	\$ 4,337,505
Benefits				
Hospitalization	\$ 376,640	\$ 524,443	\$ 605,737	\$ 683,610
Prescription	85,219	105,599	123,190	147,881
Dental	27,407	28,587	30,731	39,604
Vision Care	3,590	4,591	4,253	5,030
Public Employees Retire System	427,492	474,338	532,944	601,651
Fica-Medicare	42,614	48,229	52,864	60,859
Workers' Compensation	33,279	27,107	33,977	49,380
Life Insurance	2,170	2,450	2,486	3,612
Clothing Allowance	—	1,080	1,440	1,970
Clothing Maintenance	—	900	1,200	1,819
	\$ 998,411	\$ 1,217,325	\$ 1,388,823	\$ 1,595,416
Other Training & Professional Dues				
Travel	\$ 1,838	\$ —	\$ 9,754	\$ 10,000
Tuition & Registration Fees	2,490	1,882	5,455	7,000
Training	—	—	2,295	—
Other Training Supplies	—	86	—	—
Professional Dues & Subscript	7,247	3,135	4,020	7,000
	\$ 11,575	\$ 5,102	\$ 21,524	\$ 24,000
Contractual Services				
Professional Services	\$ 50,458	\$ 11,434	\$ 56,847	\$ 250,000
Freight Expense	150	—	—	—
Advertising And Public Notice	—	585	—	—
Parking In City Facilities	2,420	2,820	2,905	4,000
Other Contractual	37,442	20,926	10,248	125,000
	\$ 90,471	\$ 35,766	\$ 70,000	\$ 379,000
Materials & Supplies				
Office Supplies	\$ —	\$ 449	\$ —	\$ 6,000
Postage	—	—	—	1,000
Computer Supplies	—	1,425	—	—
Computer Hardware	—	—	—	5,000
Computer Software	21,464	—	—	4,000



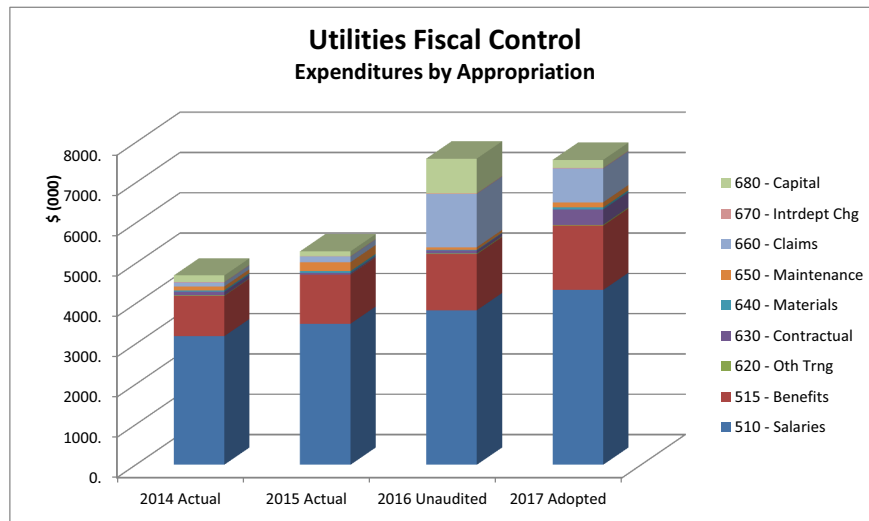
UTILITIES FISCAL CONTROL

Expenditures (Continued)

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Office Furniture & Equipment	—	37,717	8,193	10,000
Other Supplies	399	569	866	2,000
Just In Time Office Supplies	17,966	8,327	7,742	20,000
	\$ 39,829	\$ 48,487	\$ 16,800	\$ 48,000
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 5,000
Maintenance Contracts	93,497	46,026	64,450	125,000
Computer Software Maintenance	—	174,064	2,721	—
	\$ 93,497	\$ 220,090	\$ 67,171	\$ 130,000
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 833	\$ —	\$ —	\$ —
Indirect Cost	94,840	137,025	1,322,521	837,094
	\$ 95,673	\$ 137,025	\$ 1,322,521	\$ 837,094
Interdepart Service Charges				
Charges From Water	\$ —	\$ —	\$ 400	\$ —
Charges From Print & Repro	14,246	12,876	14,828	15,009
	\$ 14,246	\$ 12,876	\$ 15,228	\$ 15,009
Capital Outlay				
Computer Software	\$ —	\$ —	\$ —	\$ 200,000
Other Equipment	162,598	—	861,660	—
Transfer To Capital Project	—	120,000	—	—
	\$ 162,598	\$ 120,000	\$ 861,660	\$ 200,000
	\$ 4,696,157	\$ 5,296,006	\$ 7,598,329	\$ 7,566,024
Revenues				
	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Charges For Services	\$ 4,505,989	\$ 5,389,100	\$ 7,510,108	\$ 7,480,547
Miscellaneous	25,669	—	122,404	—
Interest Earnings/Investment Income	3,077	4,147	6,757	8,000
Non Operating Other/Other	328	214	129	—
	\$ 4,535,064	\$ 5,393,462	\$ 7,639,399	\$ 7,488,547



UTILITIES FISCAL CONTROL





UTILITIES FISCAL CONTROL

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	Budget 2017	December 2016		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	0	0	Administrative Bureau Manager	40,314.82	145,820.32
1	1	1	Assistant Director	36,590.39	154,089.52
2	1	2	Budget Administrator	30,214.95	114,691.24
0	0	1	Customer Support Center Manager	65,000.00	105,625.89
1	1	1	Utilities Comptroller	26,273.96	98,678.77
5	3	5			
<u>ADMINISTRATIVE SUPPORT</u>					
1	0	1	Chief Clerk	22,050.00	52,504.47
6	5	5	Head Storekeeper	17.85	24.24
1	1	1	Principal Cashier	14.66	24.95
1	1	1	Principal Clerk	14.88	21.12
5	4	5	Senior Cashier	12.57	21.23
1	0	0	Senior Clerk	12.47	17.43
1	0	1	Stock Clerk	13.11	19.16
7	6	8	Storekeeper	16.66	21.82
23	17	22			
<u>PROFESSIONALS</u>					
3	2	3	Accountant I	14.39	21.23
3	4	4	Accountant II	14.88	23.30
1	1	1	Accountant III	15.48	25.84
2	1	2	Accountant IV	20,800.00	65,610.28
4	3	3	Accountant Supervisor	23,647.11	80,096.82
2	3	3	Administrative Manager	27,193.55	115,424.36
2	1	1	Administrative Officer	20,800.00	58,499.94
6	6	6	Assistant Administrator	20,800.00	72,000.00
3	3	3	Auditor	20,800.00	65,000.00
1	0	1	Budget and Management Analyst	20,800.00	61,601.02
1	1	1	Buyer	20,800.00	53,516.01
1	1	1	Chief Auditor	23,647.11	93,401.98
3	3	3	Fiscal Manager	23,647.11	93,401.98
0	1	1	Grant Administrator	22,333.40	83,008.39
3	4	4	Personnel Assistant	20,800.00	52,381.41



UTILITIES FISCAL CONTROL

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
1	1	1	Senior Budget and Management Analyst	26,273.96	88,147.99
3	2	3	Senior Internal Auditor	23,647.11	74,000.47
1	0	0	Senior Personnel Assistant	20,800.00	55,388.98
2	2	3	Warehouse Inventory Manager	22,333.40	88,646.98
42	39	44			
TECHNICIANS					
9	9	9	Senior Data Conversion Operator	13.47	19.37
9	9	9			
79	68	80	TOTAL FULL TIME		
79	68	80	TOTAL DIVISION		



DIVISION OF WATER

Alex Margevicius, Commissioner

Mission Statement

To provide a reliable supply of high quality water and customer services to promote public health and safety, economy, and quality of life of Greater Cleveland.

The Division of Water (CWD) was created in 1853 and charged with the responsibility of taking in and treating lake water, pumping and distributing potable water and providing related water services to customers within its service areas.

The Division of Water operates a major public water supply system, which services not only the City of Cleveland, but also approximately 79 suburban municipalities in Cuyahoga, Geauga, Lake, Medina, Portage, and Summit counties. The present service area covers about 680 square miles of which 593 square miles are for core services while 87 square miles are provisional emergency feed areas. CWD serves more than 1.4 million people. The City is empowered to establish rates and collect charges for the service provided by its Water Division, to acquire property and construct facilities to provide water services throughout the greater Cleveland service area and to perform other necessary functions with respect to the operation and maintenance of the water works system. The Division of Water is a self-supporting regional utility.

The Division of Water draws raw water from four intake tunnels in Lake Erie, chemically treats and disinfects the water, passes it through mixing and settling basins and then sand and gravel filters so that it becomes potable, and pumps it into reservoirs, storage towers, tanks and distribution lines. These services are provided to all of greater Cleveland, with approximately 50% of the water to industrial and commercial users and the remaining 50% to residential users.

The Division of Water maintains and operates four treatment plants, five major pumping stations, eleven secondary pumping stations, twenty one storage facilities, and about 5,200 miles of water mains in four different pressure zones which are determined by elevation above and distance away from the lake. The City of Cleveland has recognized that a viable public water supply system is essential to the social and economic growth of a metropolitan city. If the City and surrounding areas are to grow it is necessary for the area to have an adequate, economical and sustainable public water supply.

PROGRAM NAME: CAPITAL

OBJECTIVES: To upgrade and improve the water treatment and delivery system.

ACTIVITIES: Utilize engineering staff to design and undertake capital projects. Continue a multi-year, ongoing Capital Improvement Program to sustain aging infrastructure.

PROGRAM NAME: WATER OPERATIONS

OBJECTIVES: To provide potable water and related water services to customers in the Greater Cleveland service areas.

ACTIVITIES: Take in and treat lake water, pump and distribute potable water. Install and read meters to determine customer usage. Make service calls for system maintenance.



DIVISION OF WATER

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 46,907,012	\$ 46,743,344	\$ 46,505,148	\$ 56,070,106
Seasonal	—	30,646	4,499	—
Military Leave	885	899	2,404	—
Part-Time Permanent	52,849	54,872	54,496	99,704
Injury Pay	7,083	10,210	1,454	—
Student Trainees	14,459	16,281	40,264	26,400
Longevity	448,425	421,125	411,075	438,900
Wage Settlements	419,692	245,750	—	—
Separation Payments	573,849	614,451	623,830	600,000
Bonus Incentive	—	—	27,245	—
Overtime	4,972,852	4,466,985	4,422,634	4,400,000
	\$ 53,397,107	\$ 52,604,564	\$ 52,093,049	\$ 61,635,110
Benefits				
Hospitalization	\$ 8,013,607	\$ 8,679,647	\$ 9,125,959	\$ 10,629,858
Prescription	1,471,507	1,628,772	1,764,163	2,033,461
Dental	527,870	475,265	464,518	618,445
Vision Care	59,523	55,231	55,044	72,539
Public Employees Retire System	7,388,101	7,223,401	7,197,243	8,608,035
Fica-Medicare	693,574	692,583	701,293	849,167
Workers' Compensation	1,975,623	1,658,826	1,327,949	1,631,082
Life Insurance	38,345	36,643	33,151	38,784
Unemployment Compensation	64,805	57,677	39,397	100,000
Clothing Allowance	198,980	203,969	188,526	244,010
Tool Insurance	7,930	7,410	6,340	7,160
Clothing Maintenance	101,450	102,955	98,640	134,410
	\$ 20,541,314	\$ 20,822,376	\$ 21,002,223	\$ 24,966,951
Other Training & Professional Dues				
Travel	\$ 22,175	\$ 27,086	\$ 61,736	\$ 147,800
Tuition & Registration Fees	18,410	30,482	26,141	154,704
Training	—	—	7,265	84,195
Other Training Supplies	5,899	379	2,482	28,850
Mileage (Priv Auto) Trng Prps	—	—	—	1,350
Professional Dues & Subscript	167,217	164,574	344,852	261,992
	\$ 213,702	\$ 222,521	\$ 442,475	\$ 678,891
Utilities				
Brokered Gas Supply	\$ 630,344	\$ 485,707	\$ 486,433	\$ 729,649
Cellular Servicess	19,440	—	—	—
Sewer-Other	2,971,924	2,796,387	3,545,310	4,908,900



DIVISION OF WATER

Expenditures (Continued)

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Telephone	1,458,132	924,230	1,224,072	1,424,000
Water	100,000	66	200,000	120,000
Gas	630,945	554,389	418,833	636,259
Electricity - Cpp	15,307,733	15,934,438	15,010,496	17,114,828
Electricity - Other	3,733,068	4,722,248	5,444,986	6,172,252
Steam	31,237	45,882	20,549	45,000
	\$ 24,882,823	\$ 25,463,347	\$ 26,350,678	\$ 31,150,888
Contractual Services				
Professional Services	\$ 7,695,618	\$ 8,964,915	\$ 6,287,155	\$ 16,581,893
Mileage (Private Auto)	316	74	253	1,125
Advertising And Public Notice	162,434	226,797	220,297	219,753
Program Promotion	—	—	4,090	131,000
Parking In City Facilities	2,803	2,920	3,238	3,490
Taxes	133,316	128,552	128,313	131,000
Property Rental	35,701	141,904	72,365	155,336
Equipment Rental	392,004	543,458	40,920	90,550
Other Contractual	3,399,380	2,352,146	3,330,173	6,019,342
State Auditor Examination	78,000	64,000	67,000	70,000
Bank Service Fees	114,356	107,441	108,597	120,000
Credit Card Processing Fees	1,229,520	1,476,828	1,634,504	2,000,000
	\$ 13,243,448	\$ 14,009,034	\$ 11,896,904	\$ 25,523,489
Materials & Supplies				
Office Supplies	\$ —	\$ 288	\$ —	\$ 4,510
Postage	1,432,553	1,704,717	1,634,675	4,505,940
Computer Supplies	4,638	11,620	11,681	90,850
Computer Hardware	179,574	436,420	242,652	933,900
Computer Software	17,096	125,637	153,419	2,483,207
Fuel	114,030	75,977	26,700	175,870
Chemical	6,948,876	4,878,788	8,170,605	7,398,400
Salt & De-Icer	13,003	26,443	18,026	31,744
Clothing	1,380	5,484	8,758	19,500
Hardware & Small Tools	152,719	249,364	178,685	358,449
Small Equipment	100,771	202,943	244,815	424,880
Office Furniture & Equipment	28,667	47,983	22,018	56,613
Electrical Supplies	263,032	367,615	306,365	388,165
Hygiene And Cleaning Supplies	116,842	118,280	114,601	125,097
Motors And Pumps	23,716	121,312	34,873	277,200
Laboratory Supplies	197,129	225,510	218,393	386,200



DIVISION OF WATER

Expenditures (Continued)

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Paper And Other Printing Suppl	—	—	—	800
Other Supplies	60,472	67,397	38,230	174,645
Safety Equipment	409,572	399,384	424,106	536,640
Just In Time Office Supplies	53,356	48,016	66,019	87,802
Building Maintenance Supplies	16,451	89,598	40,126	121,700
Cement Sand & Gravel	1,835,152	1,921,716	2,064,445	2,252,200
Misc Maintenance Supplies	205,822	224,487	181,261	267,070
	\$ 12,174,851	\$ 11,348,980	\$ 14,200,452	\$ 21,101,382
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 6,550
Maintenance Contracts	308,816	285,339	38,277	673,000
Computer Hardware Maintenance	474,412	387,427	359,587	1,406,173
Computer Software Maintenance	1,947,852	2,999,265	2,496,430	4,504,787
Maintenance Machinery & Tools	158,095	88,774	127,346	262,150
Maintenance Vehicles	1,845	780,926	124,848	246,900
Maintenance Utility Systems	15,724,784	19,664,920	18,450,160	18,912,538
Maintenance Misc. Equipment	428,776	603,203	954,385	974,840
Maintenance Building	492,149	733,364	698,126	1,041,725
	\$ 19,536,729	\$ 25,543,218	\$ 23,249,158	\$ 28,028,663
Claims, Refunds, Maintenance				
Court Costs	\$ 51	\$ 1,632	\$ 555	\$ 2,000
Judgements, Damages, & Claims	493,536	501,675	672,665	600,000
Indirect Cost	2,675,107	4,084,479	4,020,784	3,985,118
	\$ 3,168,694	\$ 4,587,786	\$ 4,694,004	\$ 4,587,118
Interdepart Service Charges				
Charges From General Fund	\$ 1,799	\$ 2,304	\$ 2,304	\$ —
Charges From Telephone Exch	1,000,287	1,302,245	1,397,753	1,479,162
Charges From Utilities Admin	1,870,656	2,142,720	2,793,600	2,880,000
Charges From Fiscal Control	3,244,282	3,880,080	5,407,200	5,385,994
Charges From Radio Comm System	292,497	171,777	282,142	313,658
Charges From W.P.C.	31,314	106,270	63,520	105,500
Charges From Print & Repro	220,053	183,184	263,895	267,112
Charges From M.V.M.	3,041,107	2,406,926	2,636,820	2,565,116
Charges Frm Str Cnst Mnt & Rep	340,130	172,833	99,225	250,000
Charges From Waste Collection	67,544	56,936	74,989	72,000
	\$ 10,109,668	\$ 10,425,275	\$ 13,021,449	\$ 13,318,542
Interfund Subsidies				
Transfer to Other SubClasses	\$ —	\$ 683	\$ —	\$ —
	\$ —	\$ 683	\$ —	\$ —



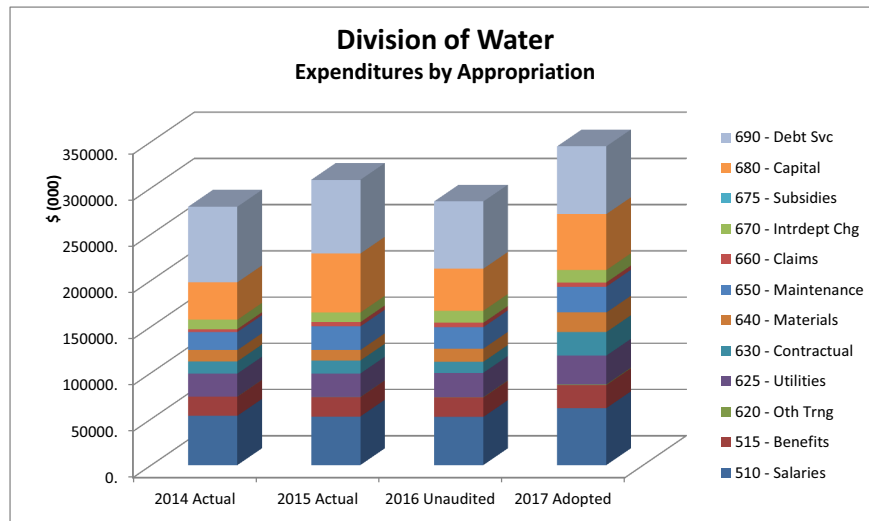
DIVISION OF WATER

Expenditures (Continued)

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Capital Outlay				
Infrastructure	\$ —	\$ —	\$ —	\$ 27,500,000
Professional Services	—	—	—	5,606,000
Building Betterments -Existing	—	—	—	16,788,000
Computer Software	—	—	—	1,250,000
Computer Hardware	—	—	—	1,251,300
Motorized Equipment	—	—	—	1,301,000
Automobiles	—	—	—	273,000
Trucks	—	—	—	2,835,000
Machinery, Tools, Instruments	—	—	12,810	1,940,000
Other Equipment	—	—	—	1,813,000
Transfer To Water Capital Proj	40,550,488	63,844,324	45,507,916	—
	\$ 40,550,488	\$ 63,844,324	\$ 45,520,726	\$ 60,557,300
Debt Service				
Professional Svcs-Debt Srvc	\$ 668,689	\$ 588,352	\$ 76,353	\$ 1,000,000
Principal	48,194,976	48,693,860	51,057,748	43,421,472
Interest	32,913,804	30,493,848	21,627,576	28,959,558
	\$ 81,777,469	\$ 79,776,060	\$ 72,761,677	\$ 73,381,030
Expenditure Recovery				
Expenditure Recovery	\$ 20,077	\$ —	\$ —	\$ —
	\$ 20,077	\$ —	\$ —	\$ —
	\$ 279,616,370	\$ 308,648,168	\$ 285,232,794	\$ 344,929,364
Revenues				
	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Charges For Services	\$ 285,638,226	\$ 294,264,133	\$ 302,238,822	\$ 308,739,000
Fines, Forfeitures & Settlements	—	—	5,947	—
Licenses & Permits	152,081	230,515	235,187	250,000
Miscellaneous	2,059,841	176,934	2,624,167	11,000
Sale Of City Assets	—	12,735	15,630	—
Transfers In	—	48,741	—	—
Interest Earnings/Investment Income	300,602	403,550	1,622,266	2,000,000
	\$ 288,150,749	\$ 295,136,608	\$ 306,742,019	\$ 311,000,000



DIVISION OF WATER





DIVISION OF WATER

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
3	3	3	Administration Bureau Manager	40,314.82	145,820.32
1	1	1	Administrator of Engineering and Planning	30,214.95	124,250.48
2	1	2	Assistant Chief of Water Distribution	23,647.11	95,698.26
3	3	2	Assistant Director	36,590.39	154,089.52
5	4	8	Assistant Manager-App. Dev. and Technical Support	46,224.91	137,831.29
3	1	2	Assistant Water Plant Manager - Parma	10.00	35.56
1	1	1	Chief of Purification	23,647.11	95,698.26
1	1	1	Commissioner of Water	45,201.46	227,462.95
4	3	4	Customer Support Center Manager	65,000.00	105,625.89
1	0	0	Executive Assistant to the Mayor	50,795.81	191,316.74
1	1	2	General Manager of Administrative Services	26,273.96	100,653.14
1	0	0	HR Program Plan and Management Administrator	26,273.96	91,088.49
1	0	0	Manager of Education and Research	27,325.56	96,798.67
3	2	3	Manager of General Maintenance	23,647.11	86,215.32
1	1	1	Manager of Telecommunications	30,214.95	114,691.24
1	1	1	Manager of Water Distribution Systems	30,219.95	128,618.41
1	1	1	Network Data Center Operations Manager	55,000.00	117,737.72
2	1	2	Safety Programs Officer I	25,000.00	73,126.73
0	3	8	Safety Programs Officer II	25,000.00	51,187.74
1	1	1	Secretary to Director of Public Utilities	36,590.00	178,000.00
7	5	7	Superintendent of Distribution	20,800.00	79,972.99
43	34	50			
<u>ADMINISTRATIVE SUPPORT</u>					
4	3	4	Chief Clerk	22,050.00	52,504.47
124	83	125	Customer Service Representative - Call Center	12.15	18.57
1	0	4	General Storekeeper	19.25	26.23
4	3	0	Head Storekeeper	17.85	24.24
19	15	20	Principal Clerk	14.88	21.12
2	2	2	Secretary	10.00	18.59
8	4	5	Senior Clerk	12.47	17.43
8	7	8	Storekeeper	16.66	21.82
2	2	2	Telephone Operator	10.00	17.99
172	119	170			
<u>PROFESSIONALS</u>					
1	1	1	Accountant I	14.39	21.23
0	0	1	Accountant II	14.88	23.30



DIVISION OF WATER

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
0	0	1	Accountant Supervisor	23,647.11	80,096.82
1	1	1	Accounts Payable Manager	22,333.40	77,171.05
15	14	14	Administrative Manager	27,193.55	115,424.36
10	9	12	Administrative Officer	20,800.00	58,499.94
1	1	1	AMR Data Analyst	20,800.00	72,883.76
1	1	1	AMR Field Engineer	27,325.56	94,320.17
28	18	24	Assistant Administrator	20,800.00	72,000.00
0	0	1	Assistant Chief of Public Utilities Security	60,000.00	100,000.00
5	5	5	Assistant Director of Law I (s)	26,250.00	93,199.31
1	0	0	Assistant Manager of Marketing	20,800.00	64,468.16
6	6	6	Assistant Security Manager	20,800.00	68,175.93
8	3	8	Associate Engineer	24.04	43.27
0	0	4	Billing Analyst	20,800.00	70,000.00
4	6	5	Business Process Analyst	55,000.00	108,044.90
1	1	1	Chief Civil Engineer	23,647.11	93,401.98
3	2	2	Chief Miscellaneous Investigator	10.00	24.50
1	1	1	Chief of Laboratories	23,647.11	88,725.73
8	5	7	Chief Systems Analyst	27,325.56	108,011.58
1	0	1	Chief Training Officer	26,273.96	78,184.48
2	2	2	Construction Technician	12.02	24.50
10	9	12	Consulting Engineer	36,000.00	104,888.34
1	1	1	Contract Compliance Officer	26,273.96	78,184.48
1	1	2	Data Base Administrator	39,937.34	118,853.53
1	1	1	Data Base Coordinator	30,214.00	87,813.65
4	5	6	Deputy Project Director	20,800.00	69,383.29
2	1	1	Desktop Publishing Specialist	20,800.00	64,170.48
1	0	0	Engineer	22.78	36.56
1	1	1	Environmental Program Manager	45,000.00	96,330.79
0	0	8	GIS Technician	20,800.00	52,519.19
3	3	5	Hazardous Materials Specialist	21.63	35.00
2	2	2	Information Systems Coordinator	21,851.00	82,183.44
1	0	1	IT Security Officer	30,215.00	87,471.01
2	0	0	IT Telecommunications Technician II	44,803.00	79,867.88
0	1	1	Labor Relations Assistant	20,800.00	59,516.40
3	2	2	Labor Relations Officer	27,325.56	85,577.88
6	6	8	Miscellaneous Investigator	15.35	19.57
1	1	1	Network Analyst I	14.52	37.08
5	4	9	Network Analyst II	30,214.00	97,709.06



DIVISION OF WATER

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
1	1	0	Office Manager	20,800.00	54,845.04
0	4	3	Personnel Administrator	26,273.96	91,088.49
10	8	8	Personnel Assistant	20,800.00	52,381.41
10	10	14	Project Coordinator	27,325.56	99,702.63
13	13	13	Project Director	22,333.40	88,646.98
1	1	1	Regulatory Compliance Manager	50,000.00	94,970.71
0	0	1	Safety Programs Manager	30,214.95	98,444.95
1	1	1	Senior Budget and Management Analyst	26,273.96	88,147.99
3	1	2	Senior Personnel Assistant	20,800.00	55,388.98
4	3	3	Senior Systems Analyst	20,800.00	87,543.86
1	1	1	Software Analyst	45,000.00	96,330.79
1	0	0	Supervisor Applications Development	39,937.34	94,166.89
0	0	1	Supervisor of Public Utilities Security	50,000.00	90,000.00
1	1	1	Supervisor of Systems and Technical Support	55,000.00	93,199.31
11	7	8	Systems Analyst	20,800.00	68,251.13
1	1	2	Talent Development Specialist	20,800.00	80,386.51
18	15	19	Unit Supervisor	23.06	24.46
1	1	1	Warehouse Inventory Manager	22,333.40	88,646.98
5	4	5	Water Plant Manager	23,647.11	107,738.40
2	0	2	Web Developer	30,215.00	90,533.02
225	186	246			
			<u>PARA-PROFESSIONALS</u>		
1	1	1	Chief Legal Investigator	23,647.11	74,000.47
0	1	1	Claims Examiner	10.00	24.50
1	2	2			
			<u>PROTECTIVE SERVICES</u>		
55	49	56	Security Officer	14.16	21.96
55	49	56			



DIVISION OF WATER

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>SKILLED CRAFT</u>					
1	0	1	Asbestos Worker	46.04	57.55
12	12	13	Assistant Water Plant Manager	10.00	35.56
2	2	2	Bricklayer	39.22	49.03
1	0	1	Bricklayer Foreman	40.47	50.03
2	2	2	Bricklayer Helper	25.96	38.94
5	2	3	Carpenter	38.80	48.50
1	0	1	Carpenter Unit Leader	40.05	49.65
8	8	8	Cement Finisher	39.12	48.90
1	1	1	Cement Finisher Unit Leader	40.37	49.65
2	2	2	Chief Building Stationary Engineer	21.43	28.93
14	12	14	Construction Equipment Operator Group A	37.61	52.29
2	2	2	Construction Equipment Operator Group B	37.46	52.14
14	12	13	Electrical Worker	46.00	57.50
1	1	1	Ironworker	43.41	54.26
7	6	7	Machinist Unit Leader	14.28	27.62
3	3	3	Painter	34.04	42.55
1	1	1	Painter Foreman	35.29	43.55
2	1	2	Pipefitter	47.74	59.67
4	3	4	Plumber	47.07	58.80
3	1	2	Sheet Metal Worker	48.35	60.44
40	45	46	Water Plant Operator I	20.09	23.51
16	2	10	Water Plant Operator II	22.68	27.54
0	1	1	Water System Construction Inspector Supervisor	20,800.00	69,078.99
2	1	1	Welder Fabricator	18.36	26.64
144	120	141			
<u>SERVICE & MAINTENANCE</u>					
12	9	12	Custodial Worker	11.83	15.74
2	1	2	Custodial Worker Supervisor	19.78	21.78
2	2	2	Ground Maintenance Man	16.86	18.86
10	7	9	Labor Foreman	21.32	23.32
27	13	24	Machinist	15.83	23.99
5	2	2	Machinist Helper	13.72	20.11
55	42	55	Municipal Service Laborer	16.86	18.86
1	1	1	Small Equipment Repair Worker	12.26	21.02
29	26	30	Truck Driver	19.99	20.80
11	10	13	Water Hydraulic Repairman	18.16	20.25
0	1	1	Water Hydraulic Supervisor	24.93	26.53



DIVISION OF WATER

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
7	2	7	Water Hydraulic Unit Leader	22.11	23.53
4	3	4	Water Meter Department Supervisor	24.93	26.53
16	10	20	Water Meter Department Unit Leader	22.11	23.53
48	36	64	Water Meter Repairman	16.18	20.25
14	12	15	Water Pipe Repair Supervisor	25.85	27.51
34	25	30	Water Pipe Repair Unit Leader	22.49	23.94
102	82	103	Water Pipe Repairman	16.77	21.68
8	7	17	Water System Construction Inspector	18.97	25.31
387	291	411			
TECHNICIANS					
0	0	1	Access Control Specialist	60,700.00	90,000.00
3	0	0	Accident and Safety Inspector	21.49	23.49
5	5	5	Chemist	18.49	28.21
2	2	2	Chief Radio Dispatcher	23.34	24.78
1	1	1	Computer Operator	10.00	24.50
5	3	6	Instrumentation Technician II	22.81	25.13
3	3	3	Laboratory Assistant	10.00	20.27
22	16	17	Meter Reader	15.53	20.25
14	8	14	Meter Reader Collections	15.53	19.27
5	4	5	Meter Reader Commercial	15.53	19.27
2	2	2	Meter Reader Investigation	15.53	19.27
3	3	3	Meter Reader Machine	15.53	19.27
5	5	5	Meter Reader Supervisor	23.03	24.44
19	9	22	Radio Dispatcher	17.33	22.05
3	2	3	Senior Chemist	17.61	24.50
4	3	3	Senior Draftsman	11.69	20.83
5	1	1	Senior Programmer Analyst	23,647.11	76,592.09
2	2	2	Telecommunications Analyst I	14.53	44.60
103	69	95			
1,130	870	1,171	TOTAL FULL TIME		
1	1	2	TOTAL PART TIME		
0	3	0	TOTAL SEASONAL		
7	0	5	TOTAL STUDENT ASSISTANT		
1,138	874	1,178	TOTAL DIVISION		



WATER POLLUTION CONTROL

Rachid F. Zoghaib, Commissioner

Mission Statement

Provide services that sustain the free-flow of surface water through cleaning and maintaining a network of sewers and sewer connections.

The Division of Water Pollution Control manages the sanitary sewage, stormwater drainage, and combined collections systems in the City of Cleveland. The Division is responsible for the network of sewers conveying sanitary sewage and industrial waste in the City of Cleveland from their point of origin to an interceptor sewer or treatment facility for processing.

Water Pollution Control is responsible for cleaning and maintaining a network of 1,436 miles of sewer lines, approximately 43,000 catch basins and adjoining laterals, and 15 pump stations. The Division is also charged with managing and supervising the elimination, control or regulation of any matter relating to pollution of water courses within the City limits.

Water Pollution Control has expanded services by extending regular business days, and the Division continues to upgrade service equipment to insure adequate resources are available to address sewer concerns. The Division has established a preventive maintenance program in known flooding areas to eliminate potential street and basement flooding problems before they occur. As the storm water agent for the City of Cleveland, Water Pollution Control has established storm water best management demonstration projects at its Kirby Avenue headquarters to test alternatives to divert storm water from entering combined sewer systems.

PROGRAM NAME: CAPITAL

OBJECTIVE: Maintain and improve the main sewers, pump stations, connections and appurtenances.

ACTIVITIES: Purchase and repair motorized equipment related to preservation of the sewer system. Construct new storm water storage facilities, relief sewers, replacement sewers and pump stations.

PROGRAM NAME: MAINTENANCE OPERATIONS

OBJECTIVE: Maintain the free-flow of sanitary and clear water through elimination of potential blockages and conditions that could result in loss of service, personal injury or property damage.

ACTIVITIES: Remove debris in right of ways and flush potential blockages. Clean catch basins, main sewers, house connections, and other appurtenances of the system. Repair damaged main sewers, catch basins, manholes and connections within the limits of the pavement. Repair, maintain and replace sewer pump stations and appurtenances. Conduct preventive maintenance in known flooding areas through personal or remote televised inspections.

PROGRAM NAME: MARKETING

OBJECTIVE: Provide Public Education and Community Participation

ACTIVITIES: Work with various groups and organizations, school systems, environmental fairs and other media events to educate the public on important issues regarding services we provide to the public, environmental issues impacting the use of the sewer system such as, the Stormwater Phase II regulations.

PROGRAM NAME: PERMITS AND INSPECTION

OBJECTIVE: To address customer concerns relative to street and basement flooding; maintain accurate sewer records and verify that construction of sewer connections meet the standards of the division.



WATER POLLUTION CONTROL

ACTIVITIES: Respond to flooding complaints. Inspect construction of sewers. Identify, measure and record the location of new and existing lateral connections.

PROGRAM NAME: TEST TEE PROGRAM

OBJECTIVE: To provide an improved level of service to our customers by determining if a problem exists in the City's portion of the sewer connection or the customers, without cost to the customer.

ACTIVITIES: Investigate sewer connections from existing test tee to the main sewer. Install test tees in the treelawn and investigate sewer connections from test tee excavation to the main sewer.



WATER POLLUTION CONTROL

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 6,494,024	\$ 5,927,621	\$ 6,099,022	\$ 7,610,168
Seasonal	—	17,512	64,136	—
Part-Time Permanent	26,968	22,905	—	46,230
Injury Pay	10,537	1,542	12,453	—
Longevity	57,300	51,225	51,200	48,925
Wage Settlements	56,884	28,054	—	—
Separation Payments	40,439	42,542	25,191	25,000
Bonus Incentive	200	800	400	—
Overtime	347,166	228,595	256,393	250,000
	\$ 7,033,518	\$ 6,320,796	\$ 6,508,794	\$ 7,980,323
Benefits				
Hospitalization	\$ 1,098,441	\$ 1,150,216	\$ 1,192,143	\$ 1,440,863
Prescription	182,282	195,366	226,501	317,540
Dental	70,632	60,367	58,864	85,326
Vision Care	8,590	6,919	7,865	10,114
Public Employees Retire System	969,517	883,312	906,995	1,113,745
Fica-Medicare	97,671	87,833	92,064	116,204
Workers' Compensation	611,880	404,584	503,022	459,308
Life Insurance	5,438	4,949	4,485	6,984
Unemployment Compensation	—	—	12,879	11,000
Clothing Allowance	23,162	24,040	32,971	39,193
Tool Insurance	2,140	2,690	2,690	3,040
Clothing Maintenance	33,820	37,693	32,960	38,224
	\$ 3,103,573	\$ 2,857,969	\$ 3,073,437	\$ 3,641,541
Other Training & Professional Dues				
Travel	\$ 925	\$ 5,298	\$ 6,893	\$ 6,000
Tuition & Registration Fees	1,438	2,035	3,475	5,000
Training	—	—	355	—
Other Training Supplies	3,957	116	38	3,500
Professional Dues & Subscript	12,980	10,835	4,475	12,600
	\$ 19,300	\$ 18,284	\$ 15,235	\$ 27,100
Utilities				
Brokered Gas Supply	\$ 66,430	\$ 53,325	\$ 50,087	\$ 75,131
Sewer-Other	1,045	591	577	5,000
Telephone	—	1,809	7,123	59,460
Water	26,059	22,027	14,570	15,000
Gas	20,751	19,577	21,355	32,032
Electricity - Cpp	237,171	240,938	217,810	228,701



WATER POLLUTION CONTROL

Expenditures (Continued)

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Electricity - Other	42,065	48,316	21,181	22,240
	\$ 393,522	\$ 386,583	\$ 332,702	\$ 437,564
Contractual Services				
Professional Services	\$ 252,535	\$ 478,723	\$ 333,344	\$ 2,026,000
Mileage (Private Auto)	—	8	1,586	—
Advertising And Public Notice	12,347	1,068	7,965	15,000
Program Promotion	23,470	37,012	37,544	40,000
Parking In City Facilities	3,334	3,195	1,518	3,500
Property Rental	107	107	107	110
Equipment Rental	—	61,200	213,000	360,000
Special Assessment	—	—	7,542	—
Other Contractual	14,807	67,805	1,040,872	135,000
State Auditor Examination	14,000	14,000	15,000	15,000
Bank Service Fees	1,725	1,811	1,707	5,000
Credit Card Processing Fees	860	1,305	1,715	2,200
	\$ 323,184	\$ 666,234	\$ 1,661,899	\$ 2,601,810
Materials & Supplies				
Office Supplies	\$ 98	\$ —	\$ —	\$ —
Computer Supplies	1,847	1,847	—	2,500
Computer Hardware	316	—	25,546	40,600
Computer Software	180	—	—	2,500
Clothing	1,159	—	—	10,000
Hardware & Small Tools	23,198	30,506	20,218	40,000
Small Equipment	4,114	4,751	662	5,000
Office Furniture & Equipment	5,587	5,879	9,931	7,500
Hygiene And Cleaning Supplies	838	5,193	5,836	5,000
Other Supplies	16,973	25,681	47,968	30,000
Safety Equipment	64,522	91,579	121,146	82,000
Just In Time Office Supplies	5,811	2,396	5,314	5,000
Building Maintenance Supplies	279,089	229,619	358,324	260,000
Misc Maintenance Supplies	1,475	180	—	2,000
	\$ 405,207	\$ 397,631	\$ 594,945	\$ 492,100
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 7,500
Maintenance Contracts	—	—	—	100,000
Computer Hardware Maintenance	2,500	5,879	14,090	5,000
Computer Software Maintenance	8,353	49,603	150,085	100,000
Maintenance Machinery & Tools	—	—	1,225	5,000
Maintenance Vehicles	363,565	440,284	590,118	450,000



WATER POLLUTION CONTROL

Expenditures (Continued)

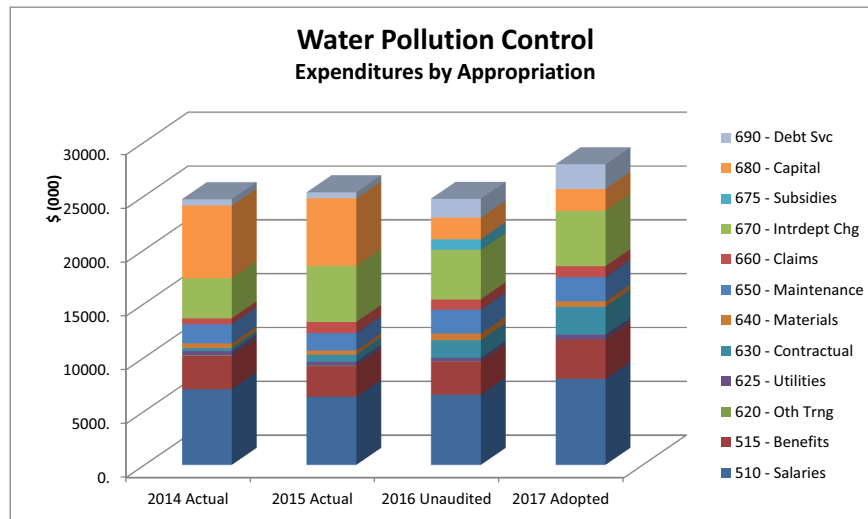
	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Maintenance Utility Systems	1,419,396	1,089,516	1,484,062	1,600,000
Maintenance Misc. Equipment	—	5,000	—	—
	\$ 1,793,813	\$ 1,590,281	\$ 2,239,580	\$ 2,267,500
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 85,622	\$ 9,370	\$ 36,387	\$ 66,000
Indirect Cost	464,522	1,021,267	917,780	945,077
	\$ 550,144	\$ 1,030,637	\$ 954,167	\$ 1,011,077
Interdepart Service Charges				
Charges From General Fund	\$ —	\$ 10,345	\$ —	\$ —
Charges From Telephone Exch	18,043	25,915	27,047	27,328
Charges From Utilities Admin	259,841	297,600	388,000	400,000
Charges From Fiscal Control	450,609	538,900	751,000	748,055
Charges From Radio Comm System	63,466	32,962	59,492	66,045
Charges From Water	2,440,576	3,912,258	3,046,068	3,300,000
Charges From Print & Repro	28,604	23,164	26,619	26,944
Charges From M.V.M.	406,551	295,212	242,908	299,720
Charges Frm Str Cnst Mnt & Rep	34,275	81,100	41,025	250,000
Charges From Waste Collection	2,622	4,451	2,663	6,000
	\$ 3,704,587	\$ 5,221,908	\$ 4,584,821	\$ 5,124,092
Interfund Subsidies				
Transfer to Other SubClasses	\$ —	\$ —	\$ 1,000,000	\$ —
	\$ —	\$ —	\$ 1,000,000	\$ —
Capital Outlay				
Infrastructure	\$ —	\$ —	\$ —	\$ 789,275
Computer Software	3,295	—	—	25,000
Computer Hardware	—	—	—	175,000
Automobiles	—	—	—	37,000
Trucks	—	—	—	1,000,000
Transfer To Wpc Capital Proj	6,749,805	6,270,690	1,990,154	—
	\$ 6,753,100	\$ 6,270,690	\$ 1,990,154	\$ 2,026,275
Debt Service				
Principal	\$ 545,579	\$ 514,814	\$ 573,305	\$ 726,901
Interest	61,272	39,624	1,202,938	1,587,398
	\$ 606,850	\$ 554,438	\$ 1,776,244	\$ 2,314,299
Expenditure Recovery				
Expenditure Recovery	\$ —	\$ 214,069	\$ —	\$ —
	\$ —	\$ 214,069	\$ —	\$ —
	\$ 24,686,798	\$ 25,529,519	\$ 24,731,979	\$ 27,923,681



WATER POLLUTION CONTROL

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Charges For Services	\$ 21,035,348	\$ 23,898,629	\$ 26,100,280	\$ 28,539,480
Licenses & Permits	179,441	213,562	269,607	300,000
Miscellaneous	83,712	1,209	1,195	1,000
Interest Earnings/Investment Income	53,566	51,665	184,859	200,000
	\$ 21,352,067	\$ 24,165,066	\$ 26,555,940	\$ 29,040,480





WATER POLLUTION CONTROL

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Administrator of Engineering and Planning	30,214.95	124,250.48
1	1	1	Commissioner of Water Pollution Control	40,314.82	145,820.32
2	1	2	Deputy Commissioner of Water Pollution Control	30,214.95	114,691.24
1	1	1	Manager of General Maintenance	23,647.11	86,215.32
1	0	1	Safety Programs Officer I	25,000.00	73,126.73
1	0	1	Superintendent of Sewer Maintenance	20,800.00	82,388.18
7	4	7			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Chief Clerk	22,050.00	52,504.47
4	4	4	Customer Service Representative - Call Center	12.15	18.57
2	1	2	Data Control Clerk	10.00	17.84
0	0	1	Senior Clerk	12.47	17.43
7	6	8			
<u>PROFESSIONALS</u>					
1	2	2	Administrative Manager	27,193.55	115,424.36
1	1	1	Administrative Officer	20,800.00	58,499.94
1	1	2	Assistant Administrator	20,800.00	72,000.00
9	4	9	Associate Engineer	24.04	43.27
1	1	1	Chief Civil Engineer	23,647.11	93,401.98
1	1	1	Construction Technician	12.02	24.50
2	2	2	Consulting Engineer	36,000.00	104,888.34
0	0	1	Project Coordinator	27,325.56	99,702.63
1	1	1	Safety Program Manager	30,214.95	98,444.95
1	1	2	Unit Supervisor	23.06	24.46
18	14	22			
<u>SKILLED CRAFT</u>					
2	2	2	Bricklayer	39.22	49.03
1	2	2	Bricklayer Helper	25.96	38.94
5	3	5	Const. Equipment Operator Group A	37.61	52.29
1	1	1	Const. Equipment Operator Group B	37.46	52.14
1	1	1	Electrical Worker	46.00	57.50



WATER POLLUTION CONTROL

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	Budget 2017	December 2016		Minimum	Maximum
2	2	2	Heavy Duty Mechanic	15.75	26.65
1	1	1	Heavy Duty Unit Leader	23.85	33.07
4	4	4	Machinist	15.83	23.99
2	2	2	Machinist Unit Leader	14.28	27.62
19	18	20			
<u>SERVICE & MAINTENANCE</u>					
3	2	2	Custodial Worker	11.83	15.74
1	1	1	Custodial Worker Supervisor	19.78	21.78
6	6	6	House Connection Inspector	15.39	19.84
3	4	4	Municipal Service Laborer	16.86	18.86
6	5	5	Sewer Construction & Maint. Operations Supervisor	25.45	27.08
14	7	15	Sewer Maintenance Unit Leader	22.06	23.53
14	11	13	Sewer Maintenance Unit Leader Operator	23.18	24.66
60	41	56	Sewer Service Man	18.16	20.25
107	77	102			
<u>TECHNICIANS</u>					
4	3	3	Radio Dispatcher WPC	17.33	22.05
4	3	3			
162	122	162	TOTAL FULL TIME		
4	0	3	TOTAL PART TIME		
166	122	165	TOTAL DIVISION		



CLEVELAND PUBLIC POWER

Ivan L. Henderson, Commissioner

Mission Statement

To provide reliable and economical electric service to all electric customers in the City of Cleveland.

The Division of Cleveland Public Power is responsible for all electric generation, transmission, and distribution facilities owned by the city. The Division provides electricity to about 77,000 residential, commercial, industrial, and governmental customers. In addition, the Division provides service to over 67,000 streetlights in the City of Cleveland.

The Division purchases power from numerous sources, which includes American Electric Power, AMP, and New York Power Authority, and obtains transmission services through the Midwest ISO and the PJM Interconnection. In addition, the division uses its three 15 mW gas turbines and six 1.8 mW gas peaking turbines to provide for its customers' requirements. Wholesale power is brought into the system via the Division's four 138 kV interconnections. The interconnections are located at the Division's Lake Road Substation, Nottingham Substation, Pofok Substation, and the Ridge Road Substation.

Cleveland Public Power is currently undergoing a Capacity Expansion Program that will extend the southern portion of CPP's transmission system and improve CPP's system reliability and ability to serve future load growth opportunities.

PROGRAM NAME: CLEVELAND PUBLIC POWER OPERATIONS

OBJECTIVES: To generate, transmit and distribute electricity and to provide effective street lighting.

ACTIVITIES: Purchase power wholesale from diversified sources. Generate electricity from CPP's gas turbines and other potential sources. Distribute electricity through neighborhood substations Provide and maintain effective street lighting. Respond to emergency calls 24 hours a day with trouble crews.

PROGRAM NAME: CLEVELAND PUBLIC POWER OPERATIONS CAPITAL

OBJECTIVES: To reinforce and expand current systems through capital improvements.

ACTIVITIES: Connect new customers to the electrical system. Make improvements to land, buildings, and structures. Purchase and repair motorized equipment related to upkeep of electrical generation, transmission and distribution facilities.



CLEVELAND PUBLIC POWER

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 15,392,742	\$ 15,786,392	\$ 14,904,475	\$ 17,027,330
Seasonal	—	5,679	—	—
Part-Time Permanent	—	—	—	21,898
Injury Pay	1,326	8,045	8,037	—
Student Trainees	234,937	166,247	191,878	100,626
Longevity	135,875	117,600	111,675	114,050
Wage Settlements	286,921	73,868	—	—
Separation Payments	137,412	235,302	219,236	175,000
Bonus Incentive	400	800	—	—
Overtime	1,612,749	1,809,137	1,654,714	1,600,000
	\$ 17,802,361	\$ 18,203,070	\$ 17,090,015	\$ 19,038,904
Benefits				
Hospitalization	\$ 2,203,390	\$ 2,410,936	\$ 2,389,490	\$ 2,599,962
Prescription	440,844	544,967	480,108	573,018
Dental	142,871	137,866	121,558	152,788
Vision Care	15,396	14,614	13,643	16,728
Public Employees Retire System	2,449,688	2,538,078	2,363,517	2,640,947
Fica-Medicare	227,892	239,242	232,373	265,376
Workers' Compensation	1,048,509	479,796	359,664	543,532
Life Insurance	10,772	10,339	8,892	12,720
Unemployment Compensation	19,337	5,595	3,821	12,500
Clothing Allowance	137,845	147,150	120,780	135,739
Tool Insurance	2,750	3,300	2,200	3,000
Clothing Maintenance	80,180	74,900	89,720	93,378
	\$ 6,779,473	\$ 6,606,782	\$ 6,185,766	\$ 7,049,688
Other Training & Professional Dues				
Travel	\$ 16,422	\$ 13,779	\$ 25,186	\$ 48,500
Tuition & Registration Fees	3,540	37,304	51,076	84,820
Other Training Supplies	316	—	—	2,000
Professional Dues & Subscript	39,080	44,708	69,590	34,100
	\$ 59,357	\$ 95,791	\$ 145,852	\$ 169,420
Utilities				
Brokered Gas Supply	\$ 169,469	\$ 130,976	\$ 392,057	\$ 288,086
Sewer-Other	—	—	12,426	—
Telephone	23,900	28,059	31,577	74,675
Water	34,456	25,100	57,724	25,750
Gas	55,755	90,299	72,872	109,308
Electricity - Other	1,674,847	1,719,741	1,596,238	2,029,295



CLEVELAND PUBLIC POWER

Expenditures (Continued)

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Steam	43,935	51,048	38,055	69,958
	\$ 2,002,362	\$ 2,045,223	\$ 2,200,948	\$ 2,597,072
Contractual Services				
Professional Services	\$ 2,635,718	\$ 2,246,821	\$ 2,078,053	\$ 1,799,745
Court Reporter	5,206	57	514	—
Waste Disposal	15,000	54,955	—	—
Advertising And Public Notice	35,459	27,747	6,420	40,000
Program Promotion	111,268	61,356	93,572	200,000
Parking In City Facilities	1,450	1,655	875	2,000
Insurance And Official Bonds	560,102	669,336	649,046	655,000
Taxes	—	46	13	250
Property Rental	292,204	268,884	292,253	293,300
Equipment Rental	17	15,040	61,840	—
Other Contractual	620,056	6,354,955	587,417	717,283
State Auditor Examination	15,000	17,000	20,000	15,000
Bank Service Fees	19,910	33,159	36,182	45,000
Credit Card Processing Fees	598,886	694,816	813,825	875,000
	\$ 4,910,274	\$ 10,445,826	\$ 4,640,011	\$ 4,642,578
Materials & Supplies				
Postage	\$ 442,402	\$ 456,647	\$ 460,000	\$ 460,000
Computer Hardware	29,745	76,076	41,668	151,000
Computer Software	40,755	2,892	—	—
Fuel	80,439	120,249	16,217	127,500
Purchased Power	96,041,864	80,916,152	91,523,072	113,329,928
Power Transmission Costs	13,162,760	14,482,732	17,527,852	13,281,498
CapacityCharges	7,083,335	21,834,446	16,704,225	14,429,000
Heavy Truck Parts	—	16,171	12,240	—
Clothing	12,849	7,251	—	7,500
Hardware & Small Tools	95,289	140,479	257,137	85,000
Small Equipment	65,713	145,145	31,823	25,000
Office Furniture & Equipment	990	6,537	200	—
Electrical Supplies	746,558	383,991	279,652	675,000
Hygiene And Cleaning Supplies	28,882	23,349	27,348	20,400
Other Supplies	86,603	100,304	99,976	73,960
Safety Equipment	172,914	248,366	409,704	250,000
Batteries	—	172	—	—
Capital Improvement Inventory	3,725,188	3,513,205	4,954,109	4,948,030
Just In Time Office Supplies	21,404	14,803	16,295	16,000
Paving Material	30,398	6,083	—	25,000



CLEVELAND PUBLIC POWER

Expenditures (Continued)

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Misc Maintenance Supplies	—	2,935	—	—
	\$ 121,868,088	\$ 122,497,986	\$ 132,361,517	\$ 147,904,816
Maintenance				
Maintenance Office Equipment	\$ 9,500	\$ 10,637	\$ 7,020	\$ —
Maintenance Contracts	27,145	40,839	51,818	—
Computer Hardware Maintenance	5,000	10,895	1,591	77,600
Computer Software Maintenance	290,190	241,932	293,997	410,549
Maintenance Electrical Equip	—	—	49,882	—
Maintenance Vehicles	233,353	562,542	570,952	475,000
Maintenance Utility Systems	298,705	2,584,114	1,182,579	1,660,000
Maintenance Misc. Equipment	—	8,000	3,500	—
Maintenance Building	72,610	244,970	360,950	170,000
	\$ 936,504	\$ 3,703,928	\$ 2,522,289	\$ 2,793,149
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 15,681	\$ 12,404	\$ 116,556	\$ 60,000
Indirect Cost	1,105,920	1,739,291	1,776,457	1,669,695
	\$ 1,121,601	\$ 1,751,695	\$ 1,893,013	\$ 1,729,695
Interdepart Service Charges				
Charges From General Fund	\$ 1,150	\$ 1,900	\$ 7,819	\$ —
Charges From Telephone Exch	1,226,602	2,166,877	3,145,910	2,135,137
Charges From Utilities Admin	467,624	535,680	698,400	720,000
Charges From Fiscal Control	811,098	970,020	1,351,800	1,346,498
Charges From Radio Comm System	143,218	75,196	126,967	135,639
Charges From Water	426,953	1,555,437	509,635	450,730
Charges From W.P.C.	9,997	9,780	3,861	24,100
Charges From Print & Repro	61,092	52,181	51,478	52,106
Charges From M.V.M.	656,401	394,329	353,464	445,515
Charges Frm Str Cnst Mnt & Rep	470	—	—	—
Charges From Waste Collection	41,634	29,548	32,873	30,000
	\$ 3,846,239	\$ 5,790,948	\$ 6,282,208	\$ 5,339,725
Capital Outlay				
Infrastructure	\$ —	\$ —	\$ —	\$ 2,788,120
Building Betterments -Existing	—	—	—	675,000
Computer Software	—	—	—	250,000
Automobiles	—	—	—	450,000
Trucks	—	—	—	1,050,000
Other Equipment	—	—	—	250,000
Trans To Light&Power Cap Proj	5,086,813	8,657,458	5,304,000	—
	\$ 5,086,813	\$ 8,657,458	\$ 5,304,000	\$ 5,463,120



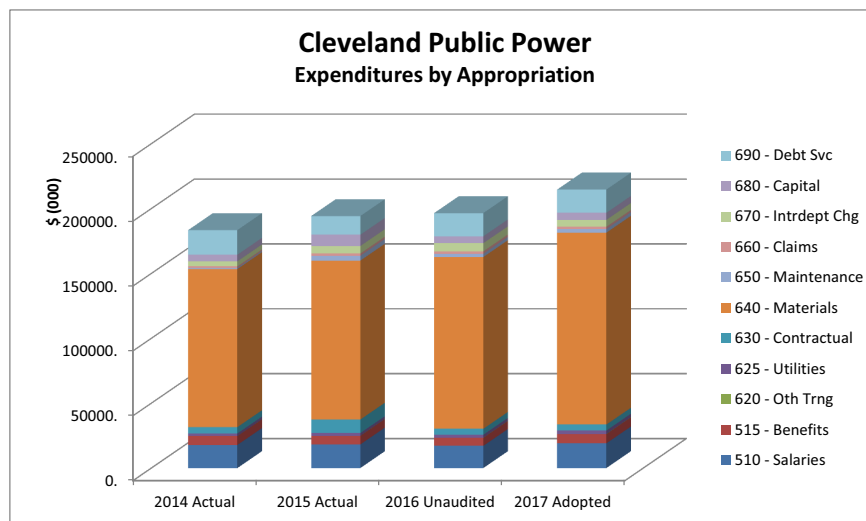
CLEVELAND PUBLIC POWER

Expenditures (Continued)

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Debt Service				
Professional Svcs-Debt Srvc	\$ 4,400	\$ —	\$ —	\$ —
Principal	10,995,833	6,342,500	8,121,667	8,455,000
Interest	8,031,891	8,097,289	9,792,144	9,459,269
	\$ 19,032,124	\$ 14,439,789	\$ 17,913,811	\$ 17,914,269
	\$ 183,445,196	\$ 194,238,497	\$ 196,539,430	\$ 214,642,436

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Charges For Services	\$ 184,547,533	\$ 195,681,633	\$ 191,157,190	\$ 211,385,248
Grant Revenue	29,700	—	—	—
Miscellaneous	3,098,549	209,527	287,225	7,180
Other Tax	2,801,048	3,068,039	2,999,021	3,000,000
Interest Earnings/Investment Income	35,499	71,171	237,492	250,000
Non Operating Other/Other	(5,371,479)	(5,407,432)	(5,250,648)	—
	\$ 185,140,851	\$ 193,622,938	\$ 189,430,282	\$ 214,642,428





CLEVELAND PUBLIC POWER

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
2	2	2	Administrator of Engineering and Planning	30,214.95	124,250.48
3	3	3	Assistant Commissioner of Cleveland Public Power	27,325.56	134,991.09
5	5	5	Assistant Supt. Of Electric Transmission and Distribution	26,273.96	93,856.07
1	1	1	Chief of Street Lighting and Electrical Services	23,647.11	107,738.40
1	1	1	Commissioner of Cleveland Public Power	45,201.46	190,126.56
1	1	1	Customer Support Center Manager	65,000.00	105,625.89
2	2	2	Deputy Commissioner of Cleveland Public Power	46,224.91	143,228.70
1	1	1	Safety Programs Officer I	25,000.00	73,126.73
4	4	4	Supt. of Electrical Transmission and Distribution	50,000.00	109,687.67
1	0	1	Superintendent of Electric Trouble Operations	27,325.56	85,577.88
21	20	21			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Chief Clerk	22,050.00	52,504.47
24	22	23	Customer Service Representative - Call Center	12.15	18.57
2	2	2	Principal Clerk	14.88	21.12
2	1	1	Senior Clerk	12.47	17.43
29	26	27			
<u>PARA-PROFESSIONALS</u>					
3	3	3	Junior Electric Switchboard Operator	25.17	25.76
3	3	3			
<u>PROFESSIONALS</u>					
1	1	1	Accountant IV	20,800.00	65,610.28
3	4	7	Administrative Manager	27,193.55	115,424.36
3	2	3	Administrative Officer	20,800.00	58,499.94
4	3	3	Assistant Administrator	20,800.00	72,000.00
1	1	1	Assistant Manager of Marketing	20,800.00	64,468.16
0	0	2	Associate Engineer	24.04	43.27
5	3	5	Chief Electric Transmission Operator	22,333.40	88,335.12
1	0	0	Chief Systems Analyst	27,325.56	108,011.58
6	3	6	Consulting Engineer	36,000.00	104,888.34
1	0	1	Energy Marketing Manager	30,214.95	123,259.31



CLEVELAND PUBLIC POWER

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
0	0	1	Electric Transmission SCADA Engineer	30,215.00	102,789.00
5	5	6	Project Coordinator	27,325.56	99,702.63
1	0	1	Project Director	22,333.40	88,646.98
1	1	1	Safety Program Manager	30,214.95	98,444.95
1	0	0	Senior Budget and Management Analyst	26,273.96	88,147.99
0	0	1	Transmissions Operations Manager	30,215.00	112,200.00
2	2	2	Unit Supervisor	23.06	24.46
35	25	41			
SKILLED CRAFT					
2	0	0	Apprentice Cable Splicer III	34,424.00	51,767.04
12	4	4	Apprentice Lineman	25.20	27.14
0	7	10	Apprentice Lineman II	30,971.20	52,148.93
0	3	1	Apprentice Lineman III	34,798.40	52,148.93
6	0	0	Apprentice Lineman IV	30,971.20	52,148.93
2	2	2	Cement Finisher	39.12	48.90
1	1	1	Cement Finisher Unit Leader	40.37	49.65
1	1	1	Construction Equipment Operator Group A	37.61	52.29
1	0	1	Construction Equipment Operator Group B	37.46	52.14
4	4	4	Electric Transmission and Distribution Inspector	33.38	34.47
9	9	9	Electric Worker	46.00	57.50
1	1	1	Electrical Worker Foreman	47.25	59.06
5	4	6	Heavy Duty Mechanic	15.75	26.65
1	1	1	Heavy Duty Unit Leader	23.85	33.07
2	2	2	Line Clearance Man	26.19	26.76
9	6	6	Line Foreman	35.78	36.35
6	6	6	Lineman Leader	34.48	35.06
7	7	7	Low Tension Lineman	29.58	30.15
1	1	1	Painter	34.04	42.55
17	17	21	Senior Lineman	33.38	33.96
1	1	1	Transformer Repair Foreman	35.78	36.35
14	8	12	Trouble Line Worker	34.52	35.09
102	85	97			
SERVICE & MAINTENANCE					
1	1	1	Cable Foreman	35.78	36.35
3	3	3	Cable Splicer Helper II	12.62	24.24



CLEVELAND PUBLIC POWER

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
5	5	5	Custodial Worker	11.83	15.74
1	0	1	Electric Meter Industrial Installer	31.59	32.16
1	1	1	Electric Meter Instrument Specialist and General Tester	31.94	32.52
2	1	2	Electric Meter Service Foreman	35.78	36.35
3	1	2	Electric Meter Service Installer I	29.43	30.57
7	5	7	Electric Meter Service Installer II	27.42	27.99
1	0	1	Electric Meterman Apprentice 2nd	14.55	24.52
2	1	2	Gas Turbine Mechanic	29.43	30.57
2	1	2	General Construction Foreman	33.41	35.41
5	5	10	Intern Apprentice	14.86	15.62
15	15	17	Line Helper Driver	19.95	26.23
0	1	0	Line Helper Driver I	20.80	23.72
16	13	13	Line Helper Driver II	20.80	23.72
3	2	3	Line Switchman	35.33	35.90
7	6	6	Municipal Service Laborer	16.86	18.86
6	5	5	Senior Cable Splicer	33.38	33.96
2	1	2	Underground Conduit Foreman	35.78	36.35
82	67	83			
TECHNICIANS					
5	5	5	Dispatcher Electric System Operator	30.70	31.27
5	4	5	Meter Reader	15.53	20.25
1	0	1	Meter Reader Supervisor	23.03	24.44
3	3	3	Senior Draftsman	11.69	20.83
14	12	14			
286	238	286	TOTAL FULL TIME		
1	0	1	TOTAL PART TIME		
14	10	14	TOTAL STUDENTS		
301	248	301	TOTAL DIVISION		



AIRPORT GENERAL OPERATIONS

Robert Kennedy, Director

Mission Statement

To manage the City of Cleveland's Airport and Waterfront properties in a safe, secure, efficient, and courteous manner.

The Department of Port Control is responsible for the administration and control of all activities at Cleveland Hopkins International and Burke Lakefront Airports as well as the use of City owned land along Lake Erie and the Cuyahoga River.

Included in this responsibility are the planning, development and maintenance of airfields, terminal complexes and all related facilities. The DPC manages the day-to-day operations at both airports; accepts and supervises the expenditure of grants from the state and federal agencies. It sets and collects landing fees, rentals, concession fees, and other airport related charges. The Department represents the City in negotiations for the airport related contracts. Additionally, the Department is responsible for providing safe, efficient, friendly, and professional service to the traveling public and other airport users.

The primary objectives of the Division of Cleveland Hopkins International and Burke Lakefront Airports will be to maintain the airfields, terminals, and other structures for the safety and comfort of the traveling public and other airport users, while keeping the cost increase at or below the rate of inflation. Planned capital improvements will allow for improved safety and increased capacity of the airfields. Promotional and air service programs will be continued to improve public awareness of airports' functions; environmental programs will be implemented to permit the greatest use of the airfields at the least discomfort to the surrounding residents.

PROGRAM NAME: ADMINISTRATION AND PERFORMANCE MANAGEMENT

OBJECTIVES: To provide administrative support to all divisions of the Department.

ACTIVITIES: Oversee human resources, safety & risk management, organizational development, performance management, and administrative services.

PROGRAM NAME: BUSINESS DEVELOPMENT & MANAGEMENT

OBJECTIVES: To provide business development and management services to Department tenants and service providers.

ACTIVITIES: Oversee concession contracts, property leases, property development projects, ground transportation, and inventory control.

PROGRAM NAME: BURKE LAKEFRONT AIRPORT-OPERATIONS

OBJECTIVES: To maintain a safe and efficient airfield and facilities.

ACTIVITIES: Oversee the daily operations of Burke Lakefront Airport, including airfield operations, facilities maintenance, and custodial and Airport Rescue Fire Fighting.

PROGRAM NAME: CLEVELAND HOPKINS INTERNATIONAL AIRPORT-OPERATIONS

OBJECTIVES: To maintain a safe and efficient airfield and facilities.

ACTIVITIES: Oversee the daily operations of the Cleveland Hopkins International Airport, including airfield operations, grounds maintenance, building maintenance, custodial services, utilities management, airport security, vehicle maintenance, and Airport Rescue Fire Fighting.



AIRPORT GENERAL OPERATIONS

PROGRAM NAME: DIRECTOR'S OFFICE

OBJECTIVES: To provide general oversight and direction to the Department.

ACTIVITIES: Oversee legislative and corporate affairs, disadvantage/minority/female business development, and legal support.

PROGRAM NAME: PLANNING AND ENGINEERING

OBJECTIVES: To provide oversight of all construction and environmental projects at the Airports.

ACTIVITIES: Oversee capital planning, engineering, construction, real estate, environmental and noise abatement activities.

PROGRAM NAME: FINANCE AND PROCUREMENT

OBJECTIVES: To provide financial management and procurement support services to all divisions of the Department.

ACTIVITIES: Oversee accounting, budgeting, auditing, financial analysis/reporting, and procurement activities.

PROGRAM NAME: INFORMATION TECHNOLOGY SERVICES

OBJECTIVES: To provide information technology support services to airport users and Department employees.

ACTIVITIES: Oversee network planning, design, installation and maintenance as well as software systems installation, maintenance, and integration.

PROGRAM NAME: MARKETING AND AIR SERVICE DEVELOPMENT

OBJECTIVES: To provide marketing, public relations, and air service development services to the public and Departmental employees.

ACTIVITIES: Oversee advertising, public relations, community relations, air service development, and airport terminal support services.

PROGRAM NAME: PLANNING

OBJECTIVES: To provide for the future developments of the Airport system.

ACTIVITIES: To manage the strategic direction of the Airport development and identify the infrastructure needed to satisfy customer needs; managing environmental compatibility, and monitoring and implementing applicable federal and state environmental incentives; and managing digital information needs and identify infrastructure needed to maintain effective e-commerce.



AIRPORT GENERAL OPERATIONS

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 18,262,144	\$ 18,099,456	\$ 18,476,788	\$ 20,927,385
Seasonal	458,230	665,572	957,741	852,236
Military Leave	1,724	2,804	2,118	—
Part-Time Permanent	142,902	145,361	102,032	189,806
Injury Pay	—	3,496	3,654	—
Longevity	138,925	136,050	138,050	133,175
Wage Settlements	117,461	140,276	—	—
Separation Payments	92,853	204,079	228,887	95,000
Bonus Incentive	—	2,400	1,600	—
Overtime	1,356,236	1,343,256	1,948,703	1,300,000
	\$ 20,570,475	\$ 20,742,750	\$ 21,859,574	\$ 23,497,602
Benefits				
Hospitalization	\$ 2,924,190	\$ 3,231,059	\$ 3,388,138	\$ 3,713,092
Prescription	621,572	702,101	701,701	823,135
Dental	196,056	179,738	175,913	225,350
Vision Care	20,398	18,578	19,058	23,738
Public Employees Retire System	2,852,440	2,827,557	3,014,487	3,353,925
Fica-Medicare	281,347	283,314	302,839	336,817
Workers' Compensation	491,359	539,253	541,775	594,828
Life Insurance	14,355	13,679	12,762	18,528
Unemployment Compensation	69,670	69,362	147,367	—
Clothing Allowance	21,725	117,556	94,475	140,770
Tool Insurance	5,500	5,500	7,150	—
Clothing Maintenance	43,400	43,750	45,725	25,025
	\$ 7,542,011	\$ 8,031,448	\$ 8,451,388	\$ 9,255,208
Other Training & Professional Dues				
Travel	\$ 61,810	\$ 80,580	\$ 44,316	\$ 71,500
Tuition & Registration Fees	37,170	37,920	23,955	59,250
Other Training Supplies	2,288	10,533	—	35
Professional Dues & Subscript	295,164	338,466	126,680	151,855
	\$ 396,431	\$ 467,499	\$ 194,951	\$ 282,640
Utilities				
Brokered Gas Supply	\$ 492,786	\$ 395,725	\$ 328,408	\$ 407,597
Telephone	10	—	21	600
Water	930,950	641,856	1,317,301	920,834
Gas	172,511	202,992	541,112	209,082
Electricity - Cpp	242,301	255,580	256,053	263,247
Electricity - Other	3,611,122	4,153,719	4,135,637	4,901,388

AIRPORT GENERAL OPERATIONS

Expenditures (Continued)

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Security & Monitoring System	—	—	—	5,000
	\$ 5,449,680	\$ 5,649,872	\$ 6,578,532	\$ 6,707,748
Contractual Services				
Professional Services	\$ 2,529,876	\$ 3,617,460	\$ 3,931,157	\$ 3,752,848
Travel- Non-Training	14,219	32,270	28,766	25,000
Waste Disposal	3,109,781	3,209,737	3,342,175	3,765,000
Medical Services	6,070	230	—	3,000
Advertising And Public Notice	—	1,015	—	1,000
Program Promotion	130,514	132,718	105,455	125,000
Parking In City Facilities	4,620	4,137	455	4,000
Insurance And Official Bonds	1,419,559	919,323	892,844	953,000
Taxes	5,842,253	5,431,989	5,055,617	5,200,000
Parking Tax	1,580,684	1,583,011	1,836,695	2,044,696
Equipment Rental	824	199,488	200,472	223,000
Other Contractual	7,441,728	6,942,570	6,239,355	8,455,325
Indigent Relief	—	70	—	—
State Auditor Examination	39,000	33,000	30,000	50,000
Transfer To Other Airport Fnd	4,200,000	4,200,000	7,800,000	10,000,000
Customized	176,216	172,963	188,414	223,718
Bank Service Fees	3,190	440,568	21,683	—
Credit Card Processing Fees	90,388	232,657	71,887	90,000
	\$ 26,588,921	\$ 27,153,206	\$ 29,744,975	\$ 34,915,587
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 2,500
Postage	11,349	11,608	9,219	11,000
Computer Hardware	12,290	167,894	25,435	252,044
Computer Software	53,152	8,100	7,418	40,000
Fuel	162,234	—	—	—
Fuel Tax	42,804	—	—	—
Chemical	1,476,486	1,291,746	2,001,692	1,447,000
Clothing	121,372	63,825	79,903	91,632
Hardware & Small Tools	6,115	7,695	5,966	11,000
Boilers, Heaters & Cool Equip	—	21,654	20,266	30,000
Seed, Fertilizer & Herbicide	12,496	10,000	5,000	5,000
Small Equipment	104,646	74,584	48,390	100,000
Office Furniture & Equipment	5,904	—	—	25,000
Fence, Posts & Bars	72,121	50,000	29,038	40,000
Hygiene And Cleaning Supplies	433,468	372,502	354,653	406,700



AIRPORT GENERAL OPERATIONS

Expenditures (Continued)

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Medical Supplies	30,209	39,209	23,265	31,500
Food	14,178	16,130	24,058	30,000
Photographic Supplies	—	—	—	3,000
Other Supplies	694,703	854,096	680,594	808,705
Safety Equipment	39,000	101,245	146,000	100,000
Special Events Supplies	2,241	6,247	1,315	5,235
Just In Time Office Supplies	48,518	37,086	43,151	40,000
Building Maintenance Supplies	288,556	293,768	239,842	325,950
Cement Sand & Gravel	77,486	131,000	69,990	80,000
	\$ 3,709,328	\$ 3,558,390	\$ 3,815,194	\$ 3,886,266
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ 115	\$ 4,000
Computer Hardware Maintenance	12,840	233,214	145,813	543,614
Computer Software Maintenance	122,209	302,570	1,120,967	766,001
Maintenance Machinery & Tools	1,480,380	1,264,595	1,405,292	1,375,500
Maintenance Fire Apparatus	18,075	19,989	22,533	18,500
Maintenance Vehicles	812,931	1,080,990	899,620	870,000
Maintenance Misc. Equipment	1,154,192	1,053,024	1,091,580	1,134,500
	\$ 3,600,626	\$ 3,954,381	\$ 4,685,920	\$ 4,712,115
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 41,040	\$ 109,635	\$ 496,002	\$ 82,000
Indirect Cost	1,454,064	1,416,226	3,219,380	3,219,380
	\$ 1,495,104	\$ 1,525,861	\$ 3,715,382	\$ 3,301,380
Interdepart Service Charges				
Charges From General Fund	\$ 6,559,609	\$ 6,936,683	\$ 7,182,419	\$ 7,303,883
Charges From Telephone Exch	710,465	983,804	880,436	906,555
Charges From Utilities Admin	—	2,088	170	2,600
Charges From Radio Comm System	304,882	204,131	294,048	150,061
Charges From W.P.C.	—	—	233	5,000
Charges From Print & Repro	61,984	59,670	66,523	67,334
Charges From Central Storeroom	2,946	1,531	508	543
Charges From M.V.M.	223,654	156,447	168,436	174,698
Charges From Division Of Maint	—	8,693	8,658	35,000
Charges From Waste Collection	69,046	60,047	64,907	90,420
	\$ 7,932,585	\$ 8,413,092	\$ 8,666,338	\$ 8,736,094
Capital Outlay				
Transfer To Airports Cap Proj	\$ 1,407,000	\$ 1,407,000	\$ 1,407,000	\$ 1,407,000
	\$ 1,407,000	\$ 1,407,000	\$ 1,407,000	\$ 1,407,000



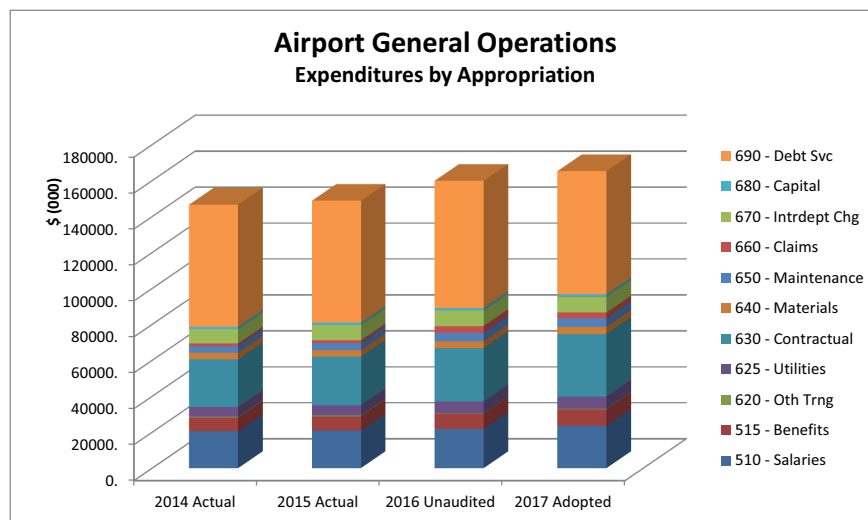
AIRPORT GENERAL OPERATIONS

Expenditures (Continued)

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Debt Service				
Principal	\$ 33,137,390	\$ 34,415,000	\$ 39,765,000	\$ 38,535,000
Interest	34,770,416	33,416,858	30,958,768	29,984,478
	\$ 67,907,806	\$ 67,831,858	\$ 70,723,768	\$ 68,519,478
	\$ 146,599,968	\$ 148,735,356	\$ 159,843,022	\$ 165,221,118

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Charges For Services	\$ 127,331,173	\$ 131,040,168	\$ 138,096,432	\$ 146,964,595
Fines, Forfeitures & Settlements	—	278,031	36,074	—
Grant Revenue	1,213,773	785,437	557,760	895,000
Miscellaneous	14,525,718	16,235,529	16,049,315	17,236,522
Sale Of City Assets	—	—	10,500	—
Interest Earnings/Investment Income	71,147	94,543	192,225	125,000
Non Operating Other/Other	—	—	11,921	—
	\$ 143,141,811	\$ 148,433,707	\$ 154,954,227	\$ 165,221,117





AIRPORT GENERAL OPERATIONS

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Administrator of Engineering and Planning	30,214.95	124,250.48
6	5	6	Administration Bureau Manager	40,314.82	145,820.32
2	1	2	Asst. Manager Appl Dev/Technical Support	46,224.91	137,831.29
1	1	1	Chief Safety Signal System	18.60	40.64
1	1	1	Commissioner of Burke Airport	40,314.92	134,602.24
1	0	1	Commissioner of Cleve. Hopkins Int. Airport	42,758.15	163,046.16
4	3	3	Deputy Comm. of Cleve. Hopkins Int. Airport	30,214.95	114,691.24
1	1	1	Director of Port Control	100,000.00	248,531.48
1	0	1	Secretary to Directors of Departments	41,312.22	159,849.18
1	1	1	General Manager of Administrative Services	26,273.96	100,653.14
1	1	1	HR Fiscal Administrator	22,333.40	70,234.84
			Manager of Education and Research	27,325.56	96,798.67
1	1	1	Minority Business Development Administrator	27,325.56	85,577.88
21	16	20			
<u>ADMINISTRATIVE SUPPORT</u>					
2	1	1	Chief Clerk	22,050.00	52,504.47
5	5	5	Principal Clerk	14.88	21.12
2	1	1	Private Secretary	10.00	22.29
1	1	1	Private Secretary to the Director	20,800.00	52,504.47
2	2	2	Head Storekeeper	17.85	24.24
1	0	0	Messenger	10.00	16.01
1	1	1	Network/Data Center Operations Manager	55,000.00	117,737.72
1	1	1	Secretary	10.00	18.59
2	2	2	Stock Clerk	13.11	19.16
2	2	2	Storekeeper	16.66	21.82
19	16	16			
<u>PROFESSIONALS</u>					
1	1	1	Accountant I	14.39	21.23
1	1	1	Accountant III	15.48	25.84
4	4	4	Accountant IV	20,800.00	65,610.28
11	9	13	Administrative Manager	27,193.55	115,424.36
4	4	4	Administrative Officer	20,800.00	58,499.94
1	1	1	Airport Chief Engineer	30,214.95	124,250.48
1	1	1	Airport Comptroller	30,214.95	124,250.48
5	4	5	Airport Maintenance Manager	26,273.96	98,678.77



AIRPORT GENERAL OPERATIONS

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
6	6	6	Airport Maintenance Superintendent	20,800.00	69,713.09
2	2	2	Airport Maintenance Supervisor	21,019.66	67,178.06
1	1	1	Airport Operations/ Sec Manager	26,273.96	98,678.77
1	1	1	Airport Planning Envir. Officer	30,214.95	98,444.95
1	1	1	Airport Safety Manager	26,273.96	98,678.77
1	1	1	Air Trade Development Manager	30,214.95	114,691.24
4	4	4	Assistant Administrator	20,800.00	72,000.00
2	2	2	Assistant Director of Law I (S)	26,250.00	93,199.31
1	0	1	Auditor	20,800.00	65,000.00
1	0	0	Budget Analyst	20,800.00	58,534.37
1	1	1	Chief Civil Engineer	23,647.11	93,401.98
1	0	0	Chief Engineering & Construction Inspector	26.77	28.77
1	0	1	Chief Training Officer	26,273.96	78,184.48
5	5	5	Consulting Engineer	36,000.00	104,888.34
1	1	1	Contract Compliance Officer	26,273.96	78,184.48
3	3	3	Fiscal Manager	23,647.11	93,401.98
1	1	1	Office Manager	20,800.00	54,845.04
0	0	1	Network Analyst II	30,214.00	97,709.06
2	1	2	Personnel Administrator	26,273.96	91,088.49
22	19	22	Project Coordinator	27,325.56	99,702.63
2	1	1	Project Director	22,333.40	88,646.98
1	0	0	Safety Programs Manager	30,214.95	98,444.95
1	1	1	Senior Personnel Assistant	20,800.00	55,388.98
2	2	2	Super Admin Services-Data	20,800.00	62,770.08
1	1	2	Systems Analyst	20,800.00	68,251.13
1	1	1	Warehouse Inventory Manager	22,333.40	88,646.98
93	80	93			
SKILLED CRAFT					
3	3	3	Carpenter	38.80	48.50
9	9	9	Electrical Worker	46.00	57.50
1	1	1	Electrical Worker Foreman	47.25	59.06
11	11	11	Heavy Duty Mechanic	15.75	26.65
2	2	2	Heavy Duty Unit Leader	23.85	33.07
3	3	3	Painter	34.04	42.55
1	1	1	Painter Foreman	35.29	43.55
2	2	2	Plumber	47.07	58.80
32	32	32			



AIRPORT GENERAL OPERATIONS

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>SERVICE & MAINTENANCE</u>					
16	15	16	Airport Field Foreman	21.32	23.32
55	44	55	Airport Maintenance Man	19.09	19.86
52	43	50	Custodial Worker	11.83	15.74
7	6	7	Custodial Worker Supervisor	19.78	21.78
1	1	1	Municipal Service Laborer	16.86	18.86
1	0	1	Supt Vehicle Admin Services	20,800.00	78,184.48
6	5	5	Window Washer	14.40	21.73
138	114	135			
<u>TECHNICIANS</u>					
4	3	3	Airport Information Representative	12.14	17.84
7	7	7	Airport Operations Agent I	17.13	22.05
7	8	8	Airport Operations Agent II	21.52	25.96
6	6	6	Airport Operations Agent III	20,800.00	61,601.02
3	2	3	Airport Operations Superintendent	23,333.40	72,693.58
12	12	12	Airport Safety Supervisor	38,762.61	58,144.74
3	3	4	Airport Security Coordinator	23,333.40	70,234.84
4	4	5	Engineering & Construction Inspector	20.12	22.12
0	0	1	Env Compl Specialist I	14.95	24.41
2	2	2	Radio Dispatcher	17.33	22.05
48	47	51			
<u>PROTECTIVE SERVICE</u>					
40	39	40	Airport Safety Man	17.19	24.24
3	3	3	Airport Safety Shift Commander	20,800.00	79,225.56
43	42	43			
394	347	390	TOTAL FULL TIME		
10	7	10	TOTAL PART TIME		
53	51	53	TOTAL SEASONAL		
7	7	12	TOTAL STUDENT TRAINEES		
464	412	465	TOTAL DIVISION		

Small Enterprise Funds



Enterprise Funds are used to account for operations that function in a manner similar to private business enterprises and are financed primarily by user fees to the general public. Small Enterprise Group, consisting of Cemeteries, Golf Courses, Municipal Parking Facilities, the Cleveland Public Auditorium and the West Side Market, do not maintain full accrual accounting and may require tax support.



	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget	\$ Change	% Change
CEMETERIES						
RECEIPTS	\$ 1,630,978	\$ 1,543,376	\$ 1,673,986	\$ 1,728,783	\$ 54,797	3%
EXPENDITURES	1,638,701	1,591,821	1,656,654	1,766,809	110,155	7%
Net	\$ (7,723)	\$ (48,445)	\$ 17,332	\$ (38,026)	\$ (55,358)	-319%
Decertifications	5,352	4,325	25	—	—	—
Beginning Balance	67,161	64,790	20,670	38,027	—	—
Ending Balance	\$ 64,790	\$ 20,670	\$ 38,027	\$ 1	\$ (38,026)	-100%
FT Staffing Levels	18	15	16	18	2	13%
GOLF COURSES						
RECEIPTS	\$ 58,515	\$ 35,741	\$ 23,370	\$ 24,000	\$ 630	3%
EXPENDITURES	38,054	22,965	18,141	18,381	240	1%
Net	\$ 20,461	\$ 12,776	\$ 5,230	\$ 5,619	\$ 389	7%
Decertifications	51,050	—	—	—	—	—
Beginning Balance	54,955	126,466	139,242	144,472	—	—
Ending Balance	\$ 126,466	\$ 139,242	\$ 144,472	\$ 150,091	\$ 5,619	4%
MUNICIPAL PARKING FACILITIES						
RECEIPTS	\$ 8,403,292	\$ 9,262,467	\$ 9,672,803	\$ 10,465,373	\$ 792,570	8%
EXPENDITURES	8,391,335	8,866,789	10,642,316	10,851,878	209,562	2%
Net	\$ 11,957	\$ 395,678	\$ (969,513)	\$ (386,505)	\$ 583,008	-60%
Decertifications	16,781	25,166	10,440	—	—	—
Beginning Balance	1,666,838	1,695,576	2,116,420	1,157,347	—	—
Ending Balance	\$ 1,695,576	\$ 2,116,420	\$ 1,157,347	\$ 770,842	\$ (386,505)	-33%
FT Staffing Levels	13	15	14	17	3	21%
EAST SIDE MARKET						
RECEIPTS	\$ 11,826	\$ 40,000	\$ 32,804	\$ 40,000	\$ 7,196	22%
EXPENDITURES	39,992	40,000	32,830	40,000	7,170	22%
Net	\$ (28,166)	\$ —	\$ (26)	\$ —	\$ 26	%
Decertifications	—	—	—	—	—	—
Beginning Balance	28,192	26	26	0	—	—
Ending Balance	\$ 26	\$ 26	\$ 0	\$ 0	\$ —	%



	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Unaudited</u>	<u>2017 Budget</u>	<u>\$ Change</u>	<u>% Change</u>
PUBLIC AUDITORIUM						
RECEIPTS	\$ 2,542,744	\$ 2,885,249	\$ 2,588,024	\$ 2,709,260	\$ 121,236	5%
EXPENDITURES	2,550,713	2,881,545	2,583,103	2,719,263	136,160	5%
Net	\$ (7,969)	\$ 3,704	\$ 4,921	\$ (10,003)	\$ (14,924)	-303%
Decertifications	1,129	321	19	—	—	—
Beginning Balance	7,879	1,039	5,064	10,004	—	—
Ending Balance	\$ 1,039	\$ 5,064	\$ 10,004	\$ 1	\$ (10,003)	-100%
	—	—	—	—		—
FT Staffing Levels	9	9	9	10	1	11%
WEST SIDE MARKET						
RECEIPTS	\$ 1,298,106	\$ 1,290,084	\$ 1,223,728	\$ 1,352,000	\$ 128,272	10%
EXPENDITURES	1,151,318	1,374,884	1,424,790	1,660,500	235,710	17%
Net	\$ 146,788	\$ (84,800)	\$ (201,062)	\$ (308,500)	\$ (107,438)	53%
Decertifications	341	17,013	1,381	—	—	—
Beginning Balance	1,223,951	1,371,080	1,303,293	1,103,612	—	—
Ending Balance	\$ 1,371,080	\$ 1,303,293	\$ 1,103,612	\$ 795,112	\$ (308,500)	-28%
	—	—	—	—		—
FT Staffing Levels	5	5	6	6	—	%



CEMETERIES

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 766,036	\$ 748,977	\$ 762,072	\$ 808,412
Longevity	7,225	8,200	7,750	8,150
Wage Settlements	1,392	1,392	—	—
Separation Payments	—	1,509	20,305	—
Overtime	32,964	34,487	30,705	48,068
	\$ 807,618	\$ 794,565	\$ 820,832	\$ 864,630
Benefits				
Hospitalization	\$ 183,513	\$ 194,007	\$ 202,550	\$ 232,400
Prescription	28,302	26,992	37,335	43,899
Dental	11,792	10,373	10,314	12,098
Vision Care	1,007	880	956	1,138
Public Employees Retire System	111,447	112,044	111,330	125,950
Fica-Medicare	10,547	10,309	11,229	14,844
Workers' Compensation	40,322	17,535	14,004	14,004
Life Insurance	679	656	615	864
Clothing Allowance	4,811	5,750	5,350	5,900
Tool Insurance	550	550	550	550
Clothing Maintenance	1,700	2,100	1,950	2,300
	\$ 394,669	\$ 381,195	\$ 396,182	\$ 453,947
Other Training & Professional Dues				
Professional Dues & Subscript	\$ —	\$ —	\$ 26	\$ 52
	\$ —	\$ —	\$ 26	\$ 52
Utilities				
Brokered Gas Supply	\$ 7,082	\$ 6,087	\$ 4,583	\$ 7,000
Sewer-Other	—	—	55	58
Gas	4,952	5,738	3,554	5,335
Electricity - Cpp	37,642	39,067	38,842	40,790
Electricity - Other	6,165	7,303	5,419	5,690
Security & Monitoring System	—	3,840	—	3,378
	\$ 55,841	\$ 62,035	\$ 52,453	\$ 62,251
Contractual Services				
Professional Services	\$ —	\$ —	\$ —	\$ 515
Medical Services	87	—	—	309
Freight Expense	—	—	73	—
Other Contractual	209,305	209,305	208,568	208,568
Bank Service Fees	1,890	2,018	1,897	2,060
Credit Card Processing Fees	13,236	14,425	17,413	13,650
	\$ 224,518	\$ 225,748	\$ 227,951	\$ 225,102



CEMETERIES

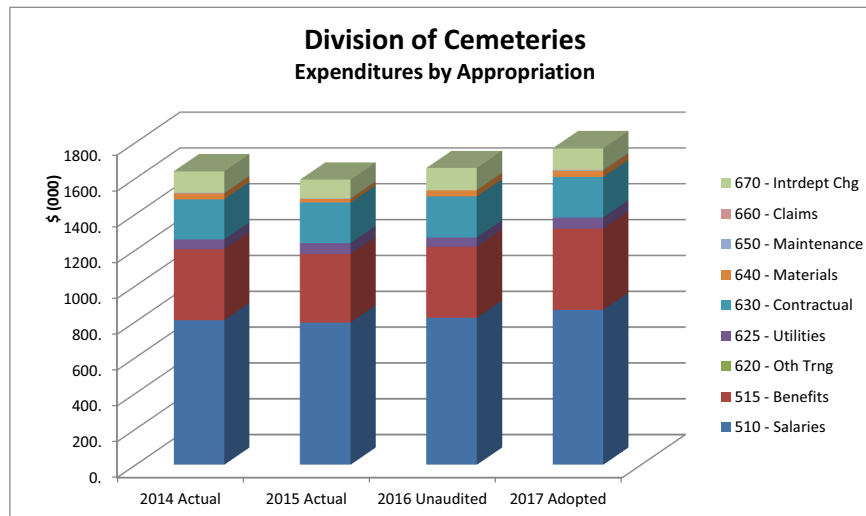
Expenditures (Continued)

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Materials & Supplies				
Hardware & Small Tools	\$ 723	\$ 1,097	\$ 797	\$ 1,030
Seed, Fertilizer & Herbicide	6,704	4,778	8,056	8,240
Small Equipment	3,970	—	5,444	4,000
Hygiene And Cleaning Supplies	83	1,473	753	1,000
Clay, Soil & Turf	3,084	3,832	3,096	3,708
Lumber, Glass, And Drywall	9,105	7,321	8,331	8,500
Other Supplies	8,652	2,623	8,020	7,765
Safety Equipment	309	363	688	600
Just In Time Office Supplies	227	490	820	824
	\$ 32,858	\$ 21,978	\$ 36,004	\$ 35,667
Maintenance				
Maintenance Contracts	\$ 2,088	\$ —	\$ —	\$ 103
Maintenance Machinery & Tools	429	—	—	1,000
Maintenance Fire Apparatus	—	—	—	258
Maintenance Building	—	1,196	—	1,258
	\$ 2,517	\$ 1,196	\$ —	\$ 2,619
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ —	\$ —	\$ —	\$ 1,751
	\$ —	\$ —	\$ —	\$ 1,751
Interdepart Service Charges				
Charges From Telephone Exch	\$ 11,218	\$ 13,377	\$ 10,991	\$ 11,105
Charges From W.P.C.	—	922	1,230	1,000
Charges From Print & Repro	2,034	3,357	5,321	5,386
Charges From Central Storeroom	773	623	756	809
Charges From M.V.M.	101,941	76,712	97,101	87,490
Charges From Division Of Maint	1,880	6,469	—	5,000
Charges From Waste Collection	2,835	3,645	7,807	10,000
	\$ 120,681	\$ 105,105	\$ 123,206	\$ 120,790
	\$ 1,638,701	\$ 1,591,822	\$ 1,656,654	\$ 1,766,809

CEMETERIES

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Charges For Services	\$ 933,977	\$ 921,533	\$ 995,508	\$ 933,150
Miscellaneous	9,055	215	100	12,643
Property Tax	—	4,803	—	—
Sale Of City Assets	488,332	495,315	476,018	490,000
Transfers In	133,442	113,260	173,352	272,990
Interest Earnings/Investment Income	66,079	8,249	28,946	20,000
Non Operating Other/Other	93	—	63	—
	\$ 1,630,978	\$ 1,543,376	\$ 1,673,987	\$ 1,728,783





CEMETERIES

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	Budget 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Manager of Urban Forestry	22,333.40	81,827.04
1	1	1			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Senior Clerk	12.47	17.43
1	1	1			
<u>PROFESSIONALS</u>					
1	1	1	Assistant Administrator	20,800.00	72,000.00
1	1	1			
<u>SERVICE & MAINTENANCE</u>					
9	7	9	Cemetery Maintenance Worker I	16.86	18.86
2	2	2	Cemetery Maintenance Worker II	26.02	28.02
2	2	2	Cemetery Foreman	21.33	23.33
1	1	1	Cemetery Supervisor	24.42	26.42
14	12	14			
<u>SKILLED CRAFT</u>					
1	1	1	Automobile Repair Worker	12.60	22.26
1	1	1			
18	16	18	TOTAL FULL TIME		
20	0	20	TOTAL SEASONAL *		
38	16	38	TOTAL DIVISION		

* Seasonals are reflected during peak periods, May - September

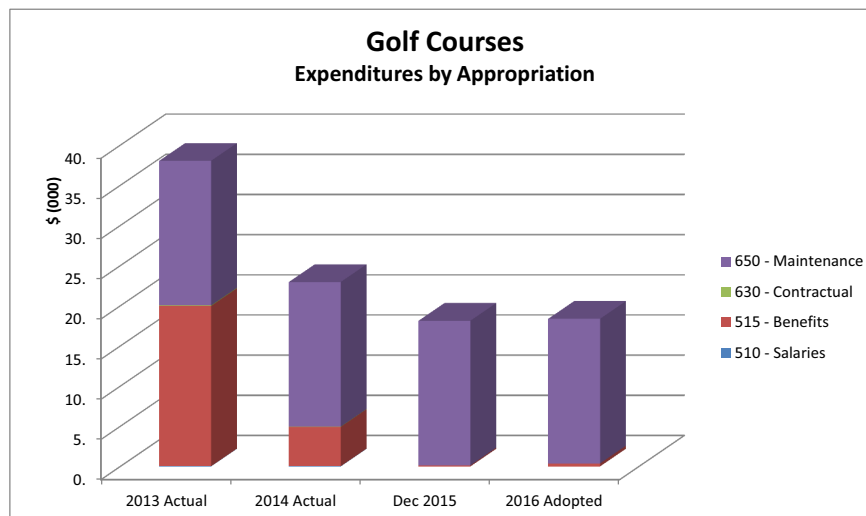
GOLF COURSE

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Seasonal	\$ —	\$ 32	\$ —	\$ —
Wage Settlements	29	—	—	—
	\$ 29	\$ 32	\$ —	\$ —
Benefits				
Public Employees Retire System	\$ —	\$ 4	\$ —	\$ —
Fica-Medicare	—	0	—	—
Workers' Compensation	15,542	4,986	100	140
Life Insurance	38	41	41	41
Unemployment Compensation	4,364	(137)	—	200
	\$ 19,945	\$ 4,895	\$ 141	\$ 381
Contractual Services				
Other Contractual	\$ 15	\$ —	\$ —	\$ —
Bank Service Fees	65	38	—	—
	\$ 80	\$ 38	\$ —	\$ —
Maintenance				
Maintenance Building	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000
	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000
	\$ 38,054	\$ 22,965	\$ 18,141	\$ 18,381

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Miscellaneous	\$ 58,515	\$ 35,741	\$ 23,370	\$ 24,000
	\$ 58,515	\$ 35,741	\$ 23,370	\$ 24,000



PARKING LOTS GENERAL OPERATIONS

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 568,276	\$ 603,737	\$ 657,791	\$ 770,761
Part-Time Permanent	115,802	154,343	111,587	150,078
Longevity	8,175	7,350	6,250	6,800
Wage Settlements	3,489	3,330	—	—
Separation Payments	23,410	54,076	3,034	—
Overtime	40,713	36,667	39,402	59,280
	\$ 759,864	\$ 859,503	\$ 818,064	\$ 986,919
Benefits				
Hospitalization	\$ 125,736	\$ 140,294	\$ 159,905	\$ 167,271
Prescription	25,430	28,603	32,012	36,493
Dental	8,085	7,767	8,197	9,862
Vision Care	1,030	898	918	1,048
Public Employees Retire System	111,243	109,978	115,892	137,557
Fica-Medicare	10,827	10,472	10,475	13,873
Workers' Compensation	10,109	8,687	11,436	10,586
Life Insurance	629	537	534	816
Unemployment Compensation	1,368	3,618	398	6,000
Clothing Allowance	3,875	2,500	2,575	2,575
Clothing Maintenance	600	450	600	600
	\$ 298,932	\$ 313,805	\$ 342,942	\$ 386,681
Other Training & Professional Dues				
Professional Dues & Subscript	\$ 3,153	\$ 1,596	\$ 920	\$ 1,400
	\$ 3,153	\$ 1,596	\$ 920	\$ 1,400
Utilities				
Electricity - Cpp	\$ 214,058	\$ 206,813	\$ 199,144	\$ 209,105
Electricity - Other	10,074	9,360	9,450	13,860
	\$ 224,132	\$ 216,173	\$ 208,595	\$ 222,965
Contractual Services				
Professional Services	\$ 1,828,940	\$ 1,813,595	\$ 1,812,000	\$ 2,050,000
Security Services	—	—	2,440	20,000
Taxes	225,900	229,378	239,111	240,000
Parking Tax	471,234	558,194	539,884	651,261
Property Rental	99,612	99,612	99,612	100,000
Equipment Rental	12,500	9,999	9,999	18,000
Special Assessment	—	—	—	4,350
Other Contractual	23,297	25,032	17,900	45,000
Bank Service Fees	79,663	31,644	30,665	78,000
Credit Card Processing Fees	52,320	64,271	118,817	100,000
	\$ 2,793,467	\$ 2,831,725	\$ 2,870,428	\$ 3,306,611



PARKING LOTS GENERAL OPERATIONS

Expenditures (Continued)

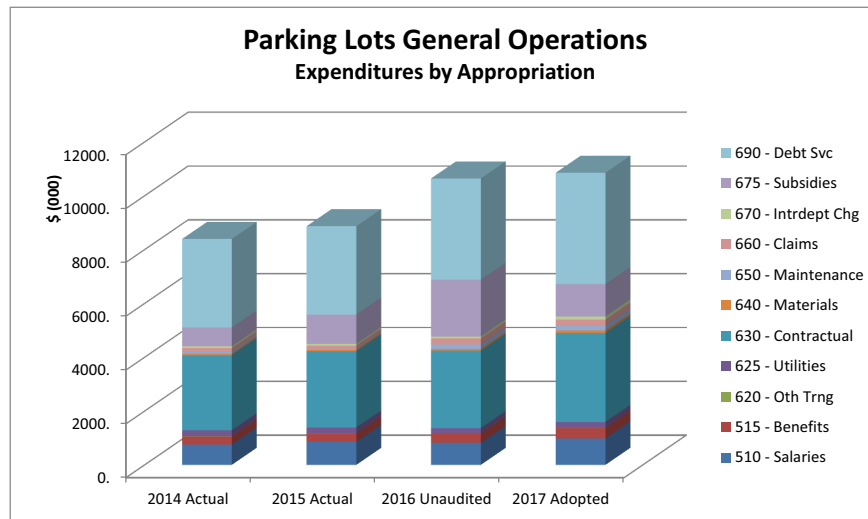
	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Materials & Supplies				
Clothing	\$ —	\$ 5,999	\$ —	\$ 5,000
Hardware & Small Tools	1,000	489	80	2,000
Welding Supplies & Equipment	—	—	200	200
Electrical Supplies	14,899	16,999	30,000	20,000
Hygiene And Cleaning Supplies	1,335	—	374	1,350
Medical Supplies	—	—	—	100
Other Supplies	24,395	10,922	16,629	31,000
Special Events Supplies	—	—	—	13,500
Batteries	2,745	11,189	15,525	10,000
Just In Time Office Supplies	2,871	3,319	1,606	3,100
	\$ 47,244	\$ 48,917	\$ 64,414	\$ 86,250
Maintenance				
Maintenance Contracts	\$ 52,215	\$ 35,544	\$ 148,580	\$ 165,000
Repair Parts	29,624	5,300	17,740	25,000
Car Washes	960	996	—	1,000
	\$ 82,799	\$ 41,840	\$ 166,320	\$ 191,000
Claims, Refunds, Maintenance				
Indirect Cost	\$ 127,635	\$ 123,098	\$ 222,697	\$ 211,960
	\$ 127,635	\$ 123,098	\$ 222,697	\$ 211,960
Interdepart Service Charges				
Charges From Telephone Exch	\$ 15,012	\$ 15,558	\$ 23,900	\$ 24,148
Charges From W.P.C.	—	678	—	—
Charges From Print & Repro	6,106	8,507	7,672	7,859
Charges From Central Storeroom	68	305	265	283
Charges From M.V.M.	8,573	10,601	8,492	8,777
Charges From Division Of Maint	12,155	4,079	220	8,000
Charges From Waste Collection	1,120	1,020	1,120	1,500
Charges From Parks Maintenance	28,402	22,160	34,627	75,000
	\$ 71,436	\$ 62,906	\$ 76,296	\$ 125,567
Interfund Subsidies				
Transfer to Other SubClasses	\$ 698,279	\$ 1,090,552	\$ 2,109,574	\$ 1,200,000
	\$ 698,279	\$ 1,090,552	\$ 2,109,574	\$ 1,200,000
Debt Service				
Principal	\$ 1,988,388	\$ 2,076,635	\$ 2,989,131	\$ 3,040,000
Interest	1,296,006	1,200,038	772,937	1,092,525
	\$ 3,284,394	\$ 3,276,673	\$ 3,762,068	\$ 4,132,525
	\$ 8,391,335	\$ 8,866,789	\$ 10,642,316	\$ 10,851,878



PARKING LOTS GENERAL OPERATIONS

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Charges For Services	\$ 7,891,615	\$ 8,625,911	\$ 9,076,091	\$ 9,089,612
Miscellaneous	43,600	80,929	43,188	723,900
Other Tax	471,234	558,194	539,884	651,261
Interest Earnings/Investment Income	343	933	6,642	600
	\$ 8,406,792	\$ 9,265,967	\$ 9,665,804	\$ 10,465,373





PARKING LOTS GENERAL OPERATIONS

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	0	1	Commissioner of Parking Facilities	40,314.82	145,820.32
2	2	2	Manager of Parking	23,647.11	86,215.32
3	2	3			
<u>ADMINISTRATIVE SUPPORT</u>					
2	2	2	Senior Clerk	12.47	17.43
2	2	2			
<u>PROFESSIONALS</u>					
1	1	1	Accountant IV	20,800.00	65,610.28
1	1	1	Budget Analyst	20,800.00	58,534.37
2	2	2			
<u>SERVICE & MAINTENANCE</u>					
4	4	4	Parking Coordinator	10.00	17.18
3	2	3	Parking Attendant	10.00	17.21
7	6	7			
<u>TECHNICIANS</u>					
3	2	3	Parking Meter Collector	22.50	24.50
3	2	3			
17	14	17	TOTAL FULL TIME		
19	12	19	TOTAL PART TIME		
36	26	36	TOTAL DIVISION		



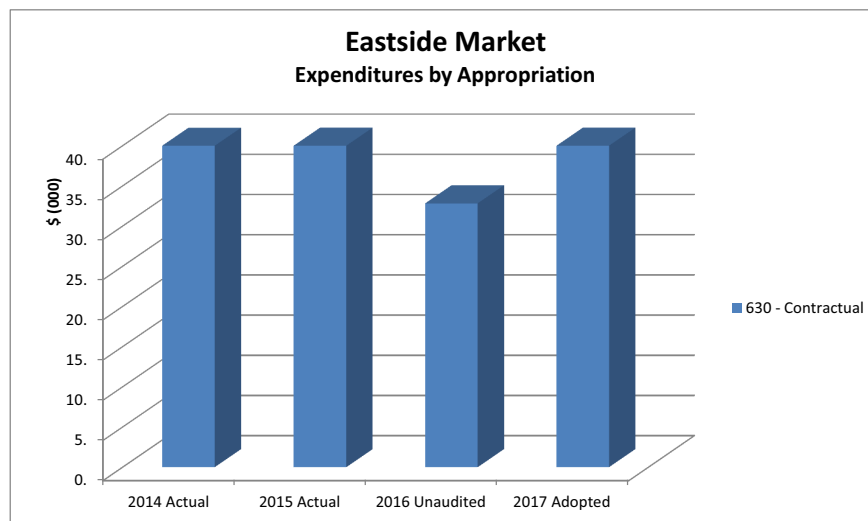
EASTSIDE MARKET

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Contractual Services				
Security Services	\$ 39,992	\$ 40,000	\$ 32,830	\$ 40,000
	\$ 39,992	\$ 40,000	\$ 32,830	\$ 40,000
	\$ 39,992	\$ 40,000	\$ 32,830	\$ 40,000

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Transfers In	\$ 11,777	\$ 40,000	\$ 32,804	\$ 40,000
Interest Earnings/Investment Income	49	—	—	—
	\$ 11,826	\$ 40,000	\$ 32,804	\$ 40,000





PUBLIC AUDITORIUM

Susie Claytor, Deputy Commissioner

Mission Statement

To strengthen Cleveland's economy by delivering efficient, excellent service through promotion, marketing and management of the Public Auditorium, West Side Market and First Energy Stadium.

The Deputy Commissioner of the Public Auditorium has authority over three major service operations: the Public Auditorium and Conference Center, the West Side Market and the First Energy Stadium.

The Public Auditorium and Conference Center includes the recent renovations to the lower level meeting room area and upgrades to the main auditorium floor. The new construction features a new spacious pre-function area that can accommodate up to 500 people and will have multi-purpose programming opportunities. The new space includes ten meeting rooms that can be set up to make up to 13 meeting room accommodations. The lower level will offer a walkway to the new Cleveland Convention Center. The historic Public Auditorium seats 10,000 and has over 29,000 square feet of usable exhibition space that can be arranged to accommodate up to 150 exhibits. The performing arts area of the Auditorium includes a 3000 seat Music Hall and 600 seat Little Theater.

PROGRAM NAME: ADMINISTRATIVE OFFICE

OBJECTIVES: To provide for the efficient operation of the Public Auditorium, Music Hall and the West Side Market. To provide fiscal data and to accurately account for revenues and expenses received from events.

ACTIVITIES: Coordinate the daily operations of the facility including event administration, labor management, fiscal operation and overall planning.

PROGRAM NAME: BUILDING MAINTENANCE

OBJECTIVES: To provide clean, attractive facilities as well as proper maintenance of the building and its equipment and services to exhibitors.

ACTIVITIES: Maintaining Buildings and equipment and providing electrical, plumbing, and Internet services to promoters.

PROGRAM NAME: FIRST ENERGY STADIUM

OBJECTIVES: Provide a source of public relaxation and entertainment through the ownership and leasing of Cleveland Browns Stadium for the play of professional football games and the presentation of other entertainment and public attractions.

ACTIVITIES: Monitor lease agreement compliance.

PROGRAM NAME: PUBLIC AUDITORIUM AND CONFERENCE CENTER

OBJECTIVES: Provide a venue for meetings, trade shows, theatrical events and receptions.

ACTIVITIES: Coordinate the daily operations of the facility, including overall planning, labor management, fiscal activities and maintenance.

PROGRAM NAME: SECURITY FUNCTIONS

OBJECTIVES: To provide security for persons using the Public Auditorium and Conference Center and to provide information as requested.

ACTIVITIES: Maintaining the building security equipment and providing the needed labor force to ensure the users safety.



PUBLIC AUDITORIUM

PROGRAM NAME: THEATRICAL EVENT ADMINISTRATION

OBJECTIVES: To provide promoters with assistance in producing profitable and successful theatrical events and meetings.

ACTIVITIES: Supplying skilled administration and labor in all areas pertaining to theatrical events and meetings.

PROGRAM NAME: WEST SIDE MARKET

OBJECTIVES: Provide a venue where quality food products can be bought and sold.

ACTIVITIES: Supervise Tenant contract compliance, fiscal and maintenance activities, rent structure development and overall planning.



PUBLIC AUDITORIUM

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 487,516	\$ 464,854	\$ 440,377	\$ 523,746
Part-Time Permanent	447,360	480,223	506,932	480,000
School Guards	1,259	2,903	1,995	—
Longevity	5,650	5,200	4,500	4,500
Wage Settlements	1,647	2,214	—	—
Separation Payments	4,933	3,334	45,895	5,022
Overtime	108,162	120,830	131,043	100,000
	\$ 1,056,527	\$ 1,079,558	\$ 1,130,741	\$ 1,113,268
Benefits				
Hospitalization	\$ 64,712	\$ 71,475	\$ 82,416	\$ 84,021
Prescription	13,189	17,128	16,655	19,165
Dental	4,509	3,933	3,873	5,188
Vision Care	475	439	500	616
Public Employees Retire System	162,254	151,182	151,366	157,884
Fica-Medicare	13,914	14,145	14,929	16,425
Workers' Compensation	12,720	14,899	11,071	13,080
Life Insurance	389	355	344	480
Unemployment Compensation	2,143	2,047	3,071	5,000
Clothing Allowance	1,480	1,022	1,155	2,030
Tool Insurance	150	150	150	150
Clothing Maintenance	1,625	1,250	1,250	1,725
Union Welfare Payment	22,270	21,536	26,794	25,000
	\$ 299,831	\$ 299,561	\$ 313,575	\$ 330,764
Other Training & Professional Dues				
Professional Dues & Subscript	\$ 50	\$ 50	\$ 50	\$ 250
	\$ 50	\$ 50	\$ 50	\$ 250
Utilities				
Brokered Gas Supply	\$ 3,034	\$ 2,351	\$ 2,354	\$ 3,543
Gas	2,667	2,742	3,051	4,580
Electricity - Cpp	415,598	478,337	459,680	482,665
Steam	399,614	601,729	421,458	500,000
	\$ 820,913	\$ 1,085,159	\$ 886,543	\$ 990,788
Contractual Services				
Professional Services	\$ 500	\$ 1,622	\$ 500	\$ 575
Parking In City Facilities	2,229	2,302	2,264	2,000
Equipment Rental	—	—	—	2,500
Other Contractual	61,350	62,658	67,770	71,500
Bank Service Fees	63	—	—	—



PUBLIC AUDITORIUM

Expenditures (Continued)

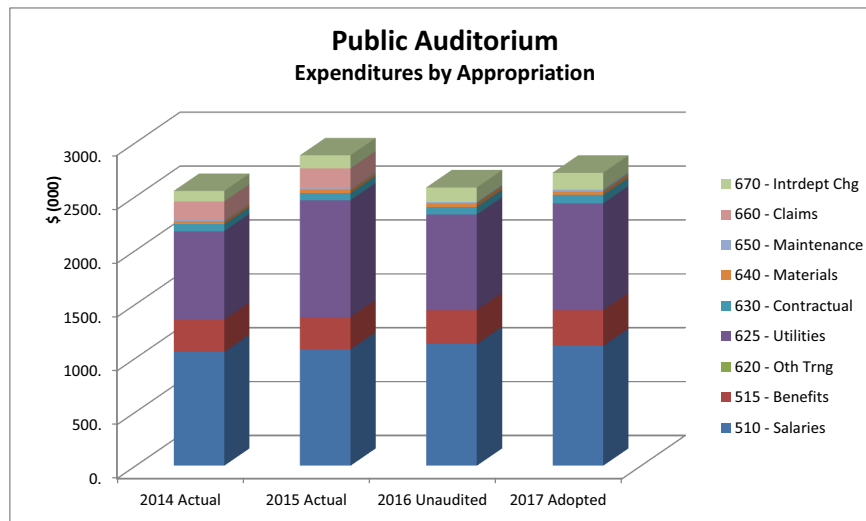
	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Credit Card Processing Fees	805	1,751	1,656	2,250
	\$ 64,948	\$ 68,333	\$ 72,190	\$ 78,825
Materials & Supplies				
Electrical Supplies	\$ 10,327	\$ 12,803	\$ 7,672	\$ 7,000
Hygiene And Cleaning Supplies	5,375	12,685	7,497	12,000
Painting Equipment & Supplies	—	499	—	500
Plumbing Supplies And Equip	—	1,407	—	2,000
Motors And Pumps	—	—	15,566	3,000
Lumber, Glass, And Drywall	—	—	—	1,000
Other Supplies	210	914	552	1,000
Safety Equipment	—	—	—	500
Batteries	—	—	—	200
Just In Time Office Supplies	553	753	1,393	1,000
Building Maintenance Supplies	11,456	1,465	—	2,690
	\$ 27,921	\$ 30,526	\$ 32,680	\$ 30,890
Maintenance				
Maintenance Machinery & Tools	\$ 2,244	\$ —	\$ —	\$ 1,400
Maintenance Fire Apparatus	—	—	5,215	1,000
Maintenance Vehicles	—	—	—	4,000
Maintenance Utility Systems	—	5,037	—	6,000
Maintenance Misc. Equipment	206	478	—	1,000
Maintenance Building	7,453	5,188	4,930	4,120
	\$ 9,903	\$ 10,703	\$ 10,145	\$ 17,520
Claims, Refunds, Maintenance				
Indirect Cost	\$ 172,450	\$ 185,949	\$ —	\$ —
	\$ 172,450	\$ 185,949	\$ —	\$ —
Interdepart Service Charges				
Charges From Telephone Exch	\$ 74,705	\$ 97,389	\$ 96,935	\$ 107,945
Charges From Radio Comm System	12,074	6,172	23,656	10,875
Charges From Print & Repro	3,041	1,689	3,584	3,630
Charges From Central Storeroom	146	194	127	158
Charges From M.V.M.	8,205	16,263	12,876	11,850
Charges From Division Of Maint	—	—	—	500
Charges From Waste Collection	—	—	—	12,000
Charges From Parks Maintenance	—	—	—	10,000
	\$ 98,170	\$ 121,707	\$ 137,178	\$ 156,958
	\$ 2,550,713	\$ 2,881,545	\$ 2,583,103	\$ 2,719,263



PUBLIC AUDITORIUM

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Charges For Services	\$ 634,568	\$ 652,212	\$ 1,053,680	\$ 650,000
Grant Revenue	—	—	2,195	—
Miscellaneous	442,093	429,376	449,892	439,316
Transfers In	1,471,029	1,803,581	1,082,196	1,619,944
Interest Earnings/Investment Income	54	81	62	—
	\$ 2,547,744	\$ 2,885,249	\$ 2,588,024	\$ 2,709,260





PUBLIC AUDITORIUM

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	Budget 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Deputy Commissioner	26,273.96	91,088.19
1	1	1			
<u>SERVICE & MAINTENANCE</u>					
3	3	3	Custodial Worker	11.83	15.74
2	2	2	Guard	17.29	18.27
1	1	1	Municipal Service Laborer	16.86	18.86
6	6	6			
<u>SKILLED CRAFT</u>					
1	1	1	Chief Building Stationary Engineer	21.43	28.93
1	1	1	Electrical Worker	46.00	57.50
1	0	1	Plumber	47.07	58.80
3	2	3			
10	9	10	TOTAL FULL TIME		
48	28	48	TOTAL PART TIME		
58	37	58	TOTAL DIVISION		



WESTSIDE MARKET GENERAL OPERATIONS

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 203,572	\$ 188,710	\$ 261,977	\$ 282,182
Part-Time Permanent	10,262	24,939	28,381	29,000
Longevity	1,925	1,625	1,625	2,325
Wage Settlements	135	702	—	—
Separation Payments	1,961	—	—	—
Overtime	6,113	6,142	13,459	20,000
	\$ 223,968	\$ 222,118	\$ 305,443	\$ 333,507
Benefits				
Hospitalization	\$ 56,926	\$ 51,743	\$ 76,707	\$ 76,281
Prescription	12,498	12,582	15,706	16,200
Dental	3,436	2,868	3,882	4,402
Vision Care	339	227	319	372
Public Employees Retire System	31,791	30,258	41,951	48,719
Fica-Medicare	3,176	3,133	4,284	5,056
Workers' Compensation	19,099	16,305	14,861	2,179
Life Insurance	240	169	212	288
Clothing Allowance	1,660	1,230	1,230	1,060
Tool Insurance	300	150	150	300
Clothing Maintenance	500	400	400	350
	\$ 129,964	\$ 119,065	\$ 159,701	\$ 155,207
Other Training & Professional Dues				
Professional Dues & Subscript	\$ 50	\$ —	\$ 50	\$ 1,640
	\$ 50	\$ —	\$ 50	\$ 1,640
Utilities				
Brokered Gas Supply	\$ 45,217	\$ 40,520	\$ 33,739	\$ 50,610
Gas	14,590	15,872	22,225	33,340
Electricity - Cpp	157,496	245,843	220,289	235,000
Security & Monitoring System	1,080	—	2,579	7,000
	\$ 218,383	\$ 302,236	\$ 278,832	\$ 325,950
Contractual Services				
Professional Services	\$ —	\$ 35,000	\$ 35,000	\$ 38,000
Mileage (Private Auto)	326	451	238	500
Security Services	—	86,000	—	89,000
Janitorial Services	200,325	201,600	237,750	227,940
Other Contractual	243,853	207,565	185,553	199,000
	\$ 444,504	\$ 530,616	\$ 458,541	\$ 554,440
Materials & Supplies				
Chemical	\$ —	\$ 167	\$ —	\$ 1,600
Fire/Ems Apparatus Parts	388	—	1,694	450



WESTSIDE MARKET GENERAL OPERATIONS

Expenditures (Continued)

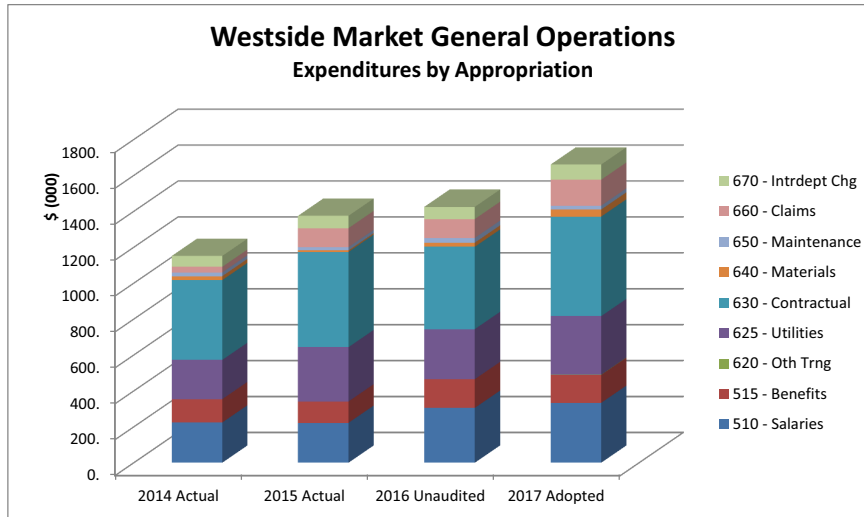
	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salt & De-Icer	995	907	1,000	1,000
Boilers, Heaters & Cool Equip	9,991	4,179	12,477	16,500
Small Equipment	792	—	—	2,000
Electrical Supplies	1,290	943	5,531	6,000
Hygiene And Cleaning Supplies	534	—	—	1,000
Doors, Shutters And Windows	4,500	—	—	4,600
Plumbing Supplies And Equip	1,586	219	—	2,800
Medical Supplies	54	—	—	450
Other Supplies	525	628	863	1,350
Just In Time Office Supplies	1,159	1,018	1,170	1,183
	\$ 21,815	\$ 8,061	\$ 22,735	\$ 38,933
Maintenance				
Maintenance Machinery & Tools	\$ 7,200	\$ —	\$ 600	\$ —
Maintenance Fire Apparatus	—	—	750	900
Maintenance Utility Systems	—	—	8,465	—
Maintenance Misc. Equipment	614	—	—	—
Maintenance Building	12,954	18,207	16,846	20,800
	\$ 20,768	\$ 18,207	\$ 26,661	\$ 21,700
Claims, Refunds, Maintenance				
Indirect Cost	\$ 31,365	\$ 105,937	\$ 105,062	\$ 144,474
	\$ 31,365	\$ 105,937	\$ 105,062	\$ 144,474
Interdepart Service Charges				
Charges From Telephone Exch	\$ 3,995	\$ 9,284	\$ 14,932	\$ 15,087
Charges From W.P.C.	—	—	—	500
Charges From Print & Repro	1,357	1,565	1,719	1,740
Charges From Central Storeroom	41	—	—	135
Charges From M.V.M.	5,617	15,404	7,578	9,187
Charges From Division Of Maint	1,987	—	—	16,000
Charges From Waste Collection	47,505	42,391	39,187	40,000
Charges From Parks Maintenance	—	—	4,350	—
Charges From Community Develop	—	—	—	2,000
	\$ 60,501	\$ 68,644	\$ 67,765	\$ 84,649
	\$ 1,151,318	\$ 1,374,884	\$ 1,424,790	\$ 1,660,500



WESTSIDE MARKET GENERAL OPERATIONS

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Charges For Services	\$ 1,290,835	\$ 1,285,002	\$ 1,214,336	\$ 1,352,000
Miscellaneous	2,913	600	1,950	—
Interest Earnings/Investment Income	4,358	4,482	7,442	—
	\$ 1,298,106	\$ 1,290,084	\$ 1,223,728	\$ 1,352,000





WESTSIDE MARKET GENERAL OPERATIONS

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	Budget 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Manager of Markets	23,647.11	86,215.32
1	1	1			
<u>PROFESSIONALS</u>					
0	1	1	Supervisor of Markets	20,800.00	49,942.38
1	1	1	Assistant Administrator	20,800.00	72,000.00
2	2	2	Building Stationary Engineer	20.05	27.55
3	4	4			
<u>SERVICE & MAINTENANCE</u>					
2	1	1	Municipal Service Laborer	16.86	18.86
2	1	1			
6	6	6	TOTAL FULL TIME		
1	1	1	TOTAL PART TIME		
7	7	7	TOTAL DIVISION		

Debt Service Fund



Debt Service payments are made through this fund group. Revenue is derived from property taxes, income taxes, TIF receipts, and transfer payments from various special revenue funds.



	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Unaudited</u>	<u>2017 Budget</u>	<u>\$ Change</u>	<u>% Change</u>
DEBT SERVICE						
RECEIPTS	\$ 85,009,342	\$ 106,065,934	\$ 62,206,079	\$ 61,421,437	\$ (784,642)	-1%
EXPENDITURES	82,511,200	97,140,978	65,749,293	65,266,648	(482,645)	-1%
Net	\$ 2,498,142	\$ 8,924,956	\$ (3,543,214)	\$ (3,845,211)	\$ (301,997)	9%
Decertifications	—	—	—	—		—
Beginning Balance	12,951,454	15,449,596	24,374,552	20,831,338		—
Ending Balance	<u>\$ 15,449,596</u>	<u>\$ 24,374,552</u>	<u>\$ 20,831,338</u>	<u>\$ 16,986,127</u>	<u>\$ (301,997)</u>	<u>-1%</u>
FT Staffing Levels	2	2	2	2	—	%

2016 ACTIVITY

Effective February 23, 2016, Airport System Revenue Bonds, Series 2016A, were issued in the amount of \$108,120,000. The bonds were issued to advance refund \$126,700,000 of outstanding Series 2000C Airport System Bonds. As a result of this refunding, the City realized net present value debt service savings of \$15,727,000 or 12.4%. At the same time that the City sold the Series 2016A Bonds, the City also sold \$36,235,000 Airport System Revenue Bonds, Series 2016B, on a forward delivery basis. The Series 2016B Bonds were issued effective October 4, 2016 to refund \$41,235,000 of outstanding Airport System Revenue Bonds, Series 2006A. The City realized net present value savings of \$5,149,000 or 12.5% from this refunding.

On April 14, 2016, the City issued \$32,390,000 Water Pollution Control Revenue Bonds, Series 2016 (Green Bonds). This was the first series of bonds issued by the Division of Water Pollution Control, with the bonds being issued and secured by a newly created Master Trust Agreement. The proceeds of these bonds will be used to pay capital costs relating to the acquisition, construction and improvement of the System along with funding the debt service reserve requirement and paying the costs of issuing the bonds.

Effective May 18, 2016, the City issued \$47,545,000 Various Purpose and Refunding General Obligation Bonds, Series 2016A. A portion of the proceeds of these bonds will be used to pay costs of permanent improvements to roads and bridges, to parks and recreation facilities and to various other public facilities. Other proceeds were used to refund \$1,795,000 of the outstanding Series 2007A General Obligation Bonds and to refund \$17,815,000 of the outstanding Series 2011 General Obligation Bonds. As a result of this refunding, the City realized \$1,538,000 of net present value debt service savings or 7.8%. Proceeds of the bonds were also used to fund issuance costs and the initial interest payments.

Also on May 18, 2016, the City issued \$4,260,000 Final Judgment General Obligation Refunding Bonds, Series 2016B. Proceeds were used to refund \$710,000 of outstanding Series 2007B Final Judgment General Obligation Bonds and \$3,980,000 of outstanding Series 2008A Final Judgment General Obligation Bonds. The City realized net present value debt service savings of \$636,000 or 13.6% from this refunding.

On December 14, 2016, the City issued \$42,025,000 Public Power System Revenue Refunding Bonds, Series 2016A. These bonds were issued to refund \$45,285,000 of outstanding Series 2006A-1 Public Power System Bonds. As a result of this refunding, the City will achieve \$3,647,000 of net present value debt service savings or 8.05%.

2017 ACTIVITY

In 2017, the City is planning or reviewing the feasibility of the following financings:

- Issuance of approximately \$30 million of general obligation bonds in the first half of the year to fund various public improvements to roads and bridges, recreation facilities and other public facilities;
- Replacement of the Airport Series 2014A and Series 2014B Direct Placements when they expire in February 2017; and
- Refunding or other financing alternatives which meet the City's financial and operational goals and/or which respond to market conditions.

BOND RATINGS

As of December 31, 2016 the City's Bond Ratings for various types of obligations were as follows:

	Moody's Investors Service	Standard & Poor's	Fitch Ratings
General Obligation Bonds	A1	AA	A+
Subordinate Lien Income Tax Bonds	A1	AA	N/A
Nontax Revenue Bonds	A2	A	N/A
Waterworks Revenue Bonds	Aa1	AA	N/A
Water Pollution Control Bonds	Aa3	A+	N/A
Subordinate Lien Water Revenue Bonds	Aa2	AA-	N/A
Cleveland Public Power Revenue Bonds	A3	A-	N/A
Airport Revenue Bonds	Baa1	A-	BBB+
Stadium Certificates of Participation Series	A3	A	N/A
Parking Revenue Bonds+	A2	AA	N/A

+ Insured ratings based on the rating of Financial Security Assurance, Inc.
(Now known as Assured Guaranty Municipal Corp.)

The Ohio Revised Code provides that the net debt of the municipal corporation, whether or not approved by the electors, shall not exceed 10.5% of the assessed value of all property in the municipal corporation as listed and assessed for taxation. In addition, the unvoted net debt of municipal corporations cannot exceed 5.5% of total assessed value of property. The City's total debt limit (10.5%) is \$485,974,208 and unvoted debt limit (5.5%) is \$254,557,918. At January 1, 2017, the City had capacity under the indirect debt limitation calculation per the Ohio Revised Code to issue less than \$30 million in additional unvoted debt. However, the debt limitations are not expected to affect the financing of any currently planned facilities or services.



	2015 Actual	2016 Unaudited	2017 Budget
Water Revenue Bonds +			
EXPENDITURES:			
Principal	\$ 41,200,000	\$ 42,110,000	\$ 44,720,000
Interest	28,385,124	27,699,214	27,578,768
Total Expenditures	\$ 69,585,124	\$ 69,809,214	\$ 72,298,768
RECEIPTS			
Utility Reimbursement	\$ 69,585,124	\$ 69,809,214	\$ 72,298,768
Total Receipts	\$ 69,585,124	\$ 69,809,214	\$ 72,298,768
Airport System Revenue Bonds +			
EXPENDITURES:			
Principal	\$ 33,155,000	\$ 34,415,000	\$ 39,765,000
Interest	33,969,254	31,644,052	31,166,331
Total Expenditures	\$ 67,124,254	\$ 66,059,052	\$ 70,931,331
RECEIPTS			
Enterprise Reimbursement	\$ 67,124,254	\$ 66,059,052	\$ 70,931,331
Total Receipts	\$ 67,124,254	\$ 66,059,052	\$ 70,931,331
Ohio Water Development Authority Loans - Water +			
EXPENDITURES:			
Principal	\$ 7,019,657	\$ 7,422,097	\$ 7,661,466
Interest	3,218,885	2,414,840	2,404,039
Total Expenditures	\$ 10,238,542	\$ 9,836,937	\$ 10,065,505
RECEIPTS			
Utility Reimbursement	\$ 10,238,542	\$ 9,836,937	\$ 10,065,505
Total Receipts	\$ 10,238,542	\$ 9,836,937	\$ 10,065,505
+ Amounts shown above are actual amounts paid to bondholders or swap counterparties during the year and therefore may not match the debt service amounts in the budget of enterprise funds which reflect deposit requirements in anticipation of these payments.			
Water Pollution Control Revenue Bonds+			
EXPENDITURES:			
Principal	\$ —	\$ —	\$ 550,000
Principal			
Interest	—	928,547	1,584,250
Total Expenditures	\$ —	\$ 928,547	\$ 2,134,250
RECEIPTS			
Utility Reimbursement	\$ —	\$ 928,547	\$ 2,134,250
Total Receipts	\$ —	\$ 928,547	\$ 2,134,250



	2015 Actual	2016 Unaudited	2017 Budget
Ohio Water Development Authority Loans - Water Pollution Control + EXPENDITURES:			
Principal	\$ 514,813	\$ 481,639	\$ 176,901
Interest	39,624	10,350	2,293
Total Expenditures	\$ 554,437	\$ 491,989	\$ 179,194
RECEIPTS			
Utility Reimbursement	\$ 554,437	\$ 491,989	\$ 179,194
Total Receipts	\$ 554,437	\$ 491,989	\$ 179,194
Public Power System - Revenue Bonds + EXPENDITURES:			
Principal	\$ 7,500,000	\$ 8,055,000	\$ 8,785,000
Interest	10,410,464	9,859,269	9,116,666
Total Expenditures	\$ 17,910,464	\$ 17,914,269	\$ 17,901,666
RECEIPTS			
Utility Reimbursement	\$ 17,910,464	\$ 17,914,269	\$ 17,901,666
Total Receipts	\$ 17,910,464	\$ 17,914,269	\$ 17,901,666
Parking Facilities Revenue Refunding Bonds + EXPENDITURES:			
Principal	\$ 2,770,000	\$ 2,880,000	\$ 3,040,000
Interest	1,334,880	1,234,996	1,092,525
Total Expenditures	\$ 4,104,880	\$ 4,114,996	\$ 4,132,525
RECEIPTS			
Enterprise Reimbursement	\$ 4,104,880	\$ 4,114,996	\$ 4,132,525
Total Receipts	\$ 4,104,880	\$ 4,114,996	\$ 4,132,525

+ Amounts shown above are actual amounts paid to bondholders or swap counterparties during the year and therefore may not match the debt service amounts in the budget of enterprise funds which reflect deposit requirements in anticipation of these payments.



Debt Service Fund

Debt Service Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
PROPERTY TAXES	\$ 17,378,070	\$ 17,558,419	\$ 17,421,584	\$ 16,985,328
INTERGOVERNMENTAL REVENUE	4,644,946	4,621,017	4,578,765	4,577,863
RESTRICTED INCOME TAX	27,544,561	28,481,794	28,294,760	29,935,258
GENERAL FUND INCOME TAX	5,670,532	5,690,240	5,305,264	5,081,368
INVESTMENT EARNINGS	14,450	21,345	77,929	70,000
BOND FEES & SERVICES	108,713	119,500	116,502	75,000
NOTE / BOND PROCEEDS	23,394,461	45,178,737	3,262,406	—
TRANSFERS FROM OTHER SUBFUNDS	2,799,591	1,791,374	1,607,323	1,559,328
TIF / DEVELOPER RECEIPTS	667,274	461,142	523,168	500,000
GENERAL FUND TRANSFER	2,896,452	2,277,196	2,421,644	3,962,783
FEDERAL SUBSIDY	506,454	505,908	508,637	491,381
DRAW/(ADD) OF FUND BALANCE	(2,498,371)	505,908	4,360,445	2,760,561
TOTAL RECEIPTS	\$ 83,127,133	\$ 97,787,460	\$ 66,478,427	\$ 65,998,870

	2015 Actual	2016 Unaudited	2017 Budget
Unvoted Tax Supported General Obligation Bonds			
Bonds Redeemed	\$ 24,820,000	\$ 22,345,000	\$ 22,500,000
Interest on Bonds	11,802,265	11,282,696	11,915,360
Transfer to Escrow Agent	—	709,841	—
	\$ 36,622,265	\$ 34,337,537	\$ 34,415,360
Subordinated Income Tax Bonds (Police & Fire Pension)			
Bonds Redeemed	\$ 3,430,000	\$ 3,610,000	\$ 2,315,000
Interest on Bonds	2,168,825	1,841,927	1,705,875
Other	286,577	29,668	—
Transfer to Escrow Agent	33,492,387	—	—
Transfer to Other Subclass	238,000	—	—
	\$ 39,615,789	\$ 5,481,595	\$ 4,020,875
2013A Core City Fund			
Bonds Redeemed	\$ 625,000	\$ 750,000	\$ 800,000
Interest on Bonds	223,705	280,728	420,000
	\$ 848,705	\$ 1,030,728	\$ 1,220,000
Lower Euclid TIF Bonds			
Bonds Redeemed	\$ 169,000	\$ 191,000	\$ 208,000
Interest on Bonds	144,400	140,038	135,163
	\$ 313,400	\$ 331,038	\$ 343,163
Nontax Revenue Refunding Bonds - Stadium			
Bonds Redeemed	\$ 610,000	\$ 1,325,000	\$ 1,365,000
Interest on Bonds	314,600	302,400	262,650
	\$ 924,600	\$ 1,627,400	\$ 1,627,650
2014 Core City Bonds			
Bonds Redeemed	\$ 250,000	\$ 1,235,000	\$ 1,250,000
Interest on Bonds	395,568	317,077	304,728
Transfer to Other Subclass	599,650	825,000	—
	\$ 1,245,218	\$ 2,377,077	\$ 1,554,728
2015 Core City Bonds			
Interest on Bonds	\$ 325,852	\$ 505,632	\$ 505,633
	\$ 325,852	\$ 505,632	\$ 505,633
Subordinate Lien Income Tax Bonds			
Bonds Redeemed	\$ 7,145,000	\$ 6,960,000	\$ 8,745,000
Interest on Bonds	8,175,757	10,856,955	10,595,407
Transfer to Escrow Agent	558,062	—	—
	\$ 15,878,819	\$ 17,816,955	\$ 19,340,407



Debt Service Fund

Debt Service Expenditures

	<u>2015 Actual</u>	<u>2016 Unaudited</u>	<u>2017 Budget</u>
Subordinate Lien Inc. Tax Bonds (2014A)			
Bonds Redeemed	\$ —	\$ 875,000	\$ 890,000
Interest on Bonds	1,366,331	1,366,331	1,348,832
	<u>\$ 1,366,331</u>	<u>\$ 2,241,331</u>	<u>\$ 2,238,832</u>
Sinking Fund Operations			
Personnel	\$ 190,601	\$ 191,931	\$ 195,272
Other	455,880	537,203	536,950
	<u>\$ 646,481</u>	<u>\$ 729,134</u>	<u>\$ 732,222</u>
Total Expenditures	<u><u>\$ 97,787,460</u></u>	<u><u>\$ 66,478,427</u></u>	<u><u>\$ 65,998,870</u></u>



PURPOSE	Month Due	Issue Date	MATURITY DATE	INTEREST RATE	12/31/16 BALANCE	2017 PRINCIPAL	2017 INTEREST	TOTAL DUE
BRIDGES & ROADS	JUNE/DEC	2009	2026	VAR	1,430,000	865,000	60,563	925,563
BRIDGES & ROADS	JUNE/DEC	2011	2029	VAR	3,105,000	670,000	139,200	809,200
BRIDGES & ROADS	JUNE/DEC	2012	2030	VAR	16,560,000	895,000	761,550	1,656,550
BRIDGES & ROADS	JUNE/DEC	2016A	2033	VAR	22,750,000	95,000	820,450	915,450
CEMETERY IMPROVEMENT	JUNE/DEC	2009	2029	VAR	210,000	130,000	9,000	139,000
CEMETERY IMPROVEMENT	JUNE/DEC	2011	2031	VAR	235,000	30,000	10,644	40,644
CEMETERY IMPROVEMENT	JUNE/DEC	2012	2032	VAR	430,000	20,000	20,100	40,100
CONVENTION CENTER	JUNE/DEC	2009	2029	VAR	70,000	45,000	3,013	48,013
FINAL JUDGMENT	MAY/NOV	2007B	2031	VAR	75,000	75,000	3,000	78,000
FINAL JUDGMENT	MAY/NOV	2008	2033	VAR	620,000	310,000	34,100	344,100
NEIGHBORHOOD DEVELOP.	JUNE/DEC	2009	2029	VAR	445,000	265,000	18,700	283,700
PARKS & RECREATION	JUNE/DEC	2009	2029	VAR	985,000	585,000	41,500	626,500
PARKS & RECREATION	JUNE/DEC	2011	2031	VAR	855,000	30,000	39,356	69,356
PARKS & RECREATION	JUNE/DEC	2012	2032	VAR	3,375,000	150,000	157,500	307,500
PARKS & RECREATION	JUNE/DEC	2016A	2027	VAR	625,000	5,000	24,300	29,300
PUBLIC FACILITIES	JUNE/DEC	2009	2029	VAR	440,000	265,000	18,688	283,688
PUBLIC FACILITIES	JUNE/DEC	2011	2029	VAR	2,915,000	630,000	130,656	760,656
PUBLIC FACILITIES	JUNE/DEC	2012	2030	VAR	11,770,000	635,000	541,200	1,176,200
PUBLIC FACILITIES	JUNE/DEC	2016A	2026	VAR	4,750,000	50,000	177,900	227,900
REFUNDING JUDGE BONDS	JUNE/DEC	2016B	2033	VAR	4,260,000	0	207,882	207,882
SERIES 2005 REFUNDING	APR/OCT	2005	2023	VAR	43,180,000	6,790,000	2,374,900	9,164,900
SERIES 2007C REFUNDING	MAY/NOV	2007C	2027	VAR	18,805,000	5,285,000	974,050	6,259,050
SERIES 2009 REFUNDING	JUNE/DEC	2009	2018	VAR	1,565,000	935,000	66,325	1,001,325
SERIES 2012 REFUNDING	JUNE/DEC	2012	2017	VAR	880,000	880,000	26,400	906,400
SERIES 2012 REFUNDING	JUNE/DEC	2012A	2021	VAR	13,635,000	2,515,000	545,400	3,060,400
SERIES 2015 REFUNDING	JUNE/DEC	2015	2029	VAR	60,510,000	345,000	2,952,050	3,297,050
SERIES 2016 REFUNDING	JUNE/DEC	2016A	2032	VAR	19,420,000	0	823,600	823,600
Total					\$ 233,900,000	\$ 22,500,000	\$ 10,982,025	\$ 33,482,025

Internal Service Funds



This fund group provides services to other City Divisions. Their operations are supported by charges to user Divisions.



Internal Service Funds (ISFs) in the City of Cleveland are meant to provide internal support functions for divisions within the city. The City's ISFs were created to realize the following benefits:

- **Cost Control** serves as a means to manage expenses. For example, having a motor vehicle repair shop is cheaper than outsourcing vehicle repairs whenever a City vehicle breaks down
- **Resource Management** seeks to effectively and efficiently deploy resources on a needed basis. For example, how much paper supply is needed to minimize inventory storage?
- **Budget Planning** is the method developed for attaining estimated itemized expenses and income from anticipated sources.
- **Capital Plan** focuses on resource and expenditure plan to acquire capital assets. For example, acquiring a new vehicle might require temporarily raising reimbursement rates to satisfy any financial sources used
- **Financial Transaction Tracking** is the process of monitoring and recording events affecting the business (i.e. knowing how much was spent on outgoing mail)

The City of Cleveland currently has eight different ISFs. Each of the ISFs are tasked with specific objectives that should satisfy customer needs, resource management and fiscal management.

Type of ISF	Objective
Sinking Fund	To assist and monitor debt service activity
Telecommunication	Supervises the City's telephone communications network, equipment, services and customer services.
Motor Vehicle and Maintenance	Control and supervise the procurement, custody, maintenance repair and assignment for use of all motorized equipment.
Printing	Control and supervise the printing, microfilming, Photostatting, blueprinting, mimeographing or other reproduction of material required for use by any department or division of the City
Storeroom	Properly stamp and mail departments and divisions outgoing mail.
Radio	Oversee, monitor and regulate the City's radio communications system
Health Fund	To service health care claims and program costs (Self Insurance)
Prescription Fund	To service prescription claims and program costs (Self Insurance)

Internal Service Funds Goals

- Provide services to divisions that satisfies demand and pricing transparency
- Recovery of full cost (breakeven) to run service center.
- Implement rate strategies that adequately cover cost, focusing on delivering lower rates than industry standards
- Maintain inventory of materials and supplies
- Plan capital expenditures with identification of funding resources, or reserve mechanisms.

Internal Service Funds Cost Strategy

The City of Cleveland requires ISFs to adequately recover all direct costs associated with each fund. The different type of direct cost includes; personnel cost, materials and supplies, service and maintenance contracts.



Internal Service Fund Revenue Reimbursement Strategy

Revenue reimbursements (chargebacks) are usually done a monthly basis to individual divisions. Below is a breakdown of the reimbursement (rate) strategy maintained by each ISF:

Type of ISF	Reimbursement Strategy
Sinking Fund	Chargeback to divisions that issue debt
Telecommunication	Actual invoice: received from service providers (AT&T for example), based on device numbers and service agreements Overhead: Rate set to recover personnel service provided.
Motor Vehicle and Maintenance	Maintenance work: Labor hour and material usage Carpooling: Miles rate times miles driven Fuel: Gallon rate times gallon refueled
Printing	Paper Supply: Carton Rate times carton(s) ordered Copier Meter: Rate times number of copier count (meter read) Special Order: Various rates based on clients' needs
Storeroom	Mailing rate times number of outgoing mail
Radio	Chargeback to divisions that utilize radios on a per unit basis
Health Fund	Medical Rate (driven by headcount in each division)
Prescription Fund	Prescription Rate (driven by headcount in each division)

Revenue reimbursements are monitored monthly, which are used to project ending retained earnings balance. If projection shows high retained earnings or low retained earnings, a rate review is instituted, and credits to divisions are planned if needed.

Case Study: Division of Printing (An Internal Service Fund)

The Division of Printing currently uses the computer program known as, Franking Estimating System, when it comes to special order work. Printing the budget book would be considered a special order. The Franklin Estimating System usually gives the minimum selling rates based on average production costs gathered from efficiently run plants in the United States. The division then compares their internal rate with the result of the Franklin system, which should be equal or lower.

The Division of Printing charges \$0.025 for each photocopy printed (copier meter charges). The rate covers administrative, maintenance, and contractual obligations with vendors.

Paper supplies are usually charged based on how many cartons are ordered.

The Division of Printing plans for capital acquisitions by temporary increasing their rates. This increase helps with building large retained earnings, and thus leading to the capital acquisition.



	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget	\$ Change	% Change
SINKING FUND						
RECEIPTS	\$ 616,161	\$ 640,745	\$ 736,903	\$ 722,402	\$ (14,501)	-2%
EXPENDITURES	615,933	646,481	729,133	732,222	3,089	0%
Net	\$ 228	\$ (5,736)	\$ 7,770	\$ (9,820)	\$ (17,590)	-226%
Decertifications	—	—	2,050	—	—	—
Beginning Balance	5,508	5,736	—	9,820	—	—
Ending Balance	\$ 5,736	\$ —	\$ 9,820	\$ —	\$ (9,820)	%
FT Staffing Levels	2	2	2	2	—	%
TELEPHONE EXCHANGE						
RECEIPTS	\$ 6,528,851	\$ 7,210,653	\$ 7,581,535	\$ 7,588,407	\$ 6,872	0%
EXPENDITURES	6,584,467	7,336,355	7,335,784	7,840,116	504,332	7%
Net	\$ (55,616)	\$ (125,702)	\$ 245,751	\$ (251,709)	\$ (497,460)	-202%
Decertifications	18,443	1,575	501	—	—	—
Beginning Balance	166,757	129,584	5,457	251,709	—	—
Ending Balance	\$ 129,584	\$ 5,457	\$ 251,709	\$ 0	\$ (251,709)	-100%
FT Staffing Levels	17	18	18	18	—	%
RADIO						
RECEIPTS	\$ 3,285,103	\$ 2,060,378	\$ 3,380,247	\$ 3,247,331	\$ (132,916)	-4%
EXPENDITURES	2,944,811	2,800,264	2,936,583	3,773,225	836,642	28%
Net	340,293	(739,886)	443,664	(525,894)	\$ (969,558)	-219%
Decertifications	356,914	19,944	48,580	—	—	—
Beginning Balance	56,387	753,593	33,651	525,895	—	—
Ending Balance	\$ 753,593	\$ 33,651	\$ 525,895	\$ 1	\$ (525,894)	-100%
FT Staffing Levels	8	7	6	8	2	25%
MOTOR VEHICLE MAINTENANCE						
RECEIPTS	\$ 19,530,084	\$ 16,360,421	\$ 15,472,936	\$ 16,298,932	\$ 825,996	5%
EXPENDITURES	19,182,078	16,771,465	15,253,739	16,650,886	1,397,147	9%
Net	\$ 348,006	\$ (411,044)	\$ 219,197	\$ (351,954)	\$ (571,151)	-261%
Decertifications	31,744	30,795	65,988	—	—	—
Beginning Balance	67,268	447,019	66,769	351,954	—	—
Ending Balance	\$ 447,019	\$ 66,769	\$ 351,954	\$ 0	\$ (351,954)	-100%
FT Staffing Levels	67	72	70	77	7	10%



	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget	\$ Change	% Change
PRINTING & REPRODUCTION						
RECEIPTS	\$ 2,332,804	\$ 2,128,227	\$ 2,208,257	\$ 2,235,181	\$ 26,924	1%
EXPENDITURES	2,524,305	2,161,773	2,178,547	2,322,373	143,826	7%
Net	\$ (191,501)	\$ (33,546)	\$ 29,710	\$ (87,192)	\$ (116,902)	-393%
Decertifications	14,096	109	620	—	—	—
Beginning Balance	267,704	90,299	56,862	87,192	—	—
Ending Balance	\$ 90,299	\$ 56,862	\$ 87,192	\$ —	\$ (87,192)	-100%
FT Staffing Levels	12	11	12	14	2	17%
STOREROOM						
RECEIPTS	\$ 515,598	\$ 468,046	\$ 497,592	\$ 531,662	\$ 34,070	7%
EXPENDITURES	501,831	438,270	508,019	581,520	73,501	14%
Net	\$ 13,767	\$ 29,776	\$ (10,427)	\$ (49,858)	\$ (39,431)	378%
Decertifications	—	518	—	—	—	—
Beginning Balance	16,224	29,991	60,285	49,858	—	—
Ending Balance	\$ 29,991	\$ 60,285	\$ 49,858	\$ —	\$ (49,858)	-100%
FT Staffing Levels	1	2	1	2	1	100%
HEALTH SELF INSURANCE FUND						
RECEIPTS	\$ 37,042,989	\$ 62,128,607	\$ 73,366,931	\$ 85,598,860	\$ 12,231,929	17%
EXPENDITURES	31,325,962	62,869,171	67,801,693	85,598,860	17,797,167	26%
Net	\$ 5,717,027	\$ (740,564)	\$ 5,565,238	\$ —	\$ (5,565,238)	-100%
Decertifications	—	3,811	120	—	—	—
Beginning Balance	—	5,717,027	4,980,274	10,545,632	—	—
Ending Balance	\$ 5,717,027	\$ 4,980,274	\$ 10,545,632	\$ 10,545,632	\$ —	%
PRESCRIPTION SELF INSURANCE FUND						
RECEIPTS	\$ 8,169,202	\$ 15,029,542	\$ 15,338,964	\$ 18,090,883	\$ 2,751,919	18%
EXPENDITURES	7,920,874	\$ 13,968,934	\$ 13,980,940	18,090,883	4,109,943	29%
Net	\$ 248,328	\$ 1,060,608	\$ 1,358,024	\$ —	\$ (1,358,024)	-100%
Decertifications	—	—	—	—	—	—
Beginning Balance	—	248,328	1,308,936	2,666,960	—	—
Ending Balance	\$ 248,328	\$ 1,308,936	\$ 2,666,960	\$ 2,666,960	\$ —	%



SINKING FUND GENERAL OPERATIONS

Debt Service

Sinking Fund Commission

Frank G. Jackson, President
Sharon Dumas, Secretary
Kevin J. Kelley, Member
Elizabeth C. Hruby, Assistant Secretary

The Sinking Fund is the bond retirement fund of the City and its operations are governed by the Ohio Revised Code, the City Charter and the General Bond Ordinance. The Sinking Fund Commission consists of the Mayor, Director of Finance, and City Council President. An Assistant Secretary is appointed by the members to conduct the business of the Sinking Fund Commission. The Sinking Fund Commission is responsible for the issuance and payment of all City debt including general obligation bonds, special revenue bonds, certificates of participation, non-tax revenue bonds and tax increment financing debt.

DEBT MANAGEMENT POLICY

The Sinking Fund Commission is responsible for maintaining detailed records of the City's outstanding debt obligations until their maturity and ensuring that all debt is paid when due. The Sinking Fund Commission's composition is defined in the City Charter and its duties are outlined in the covenants of the General Bond Ordinance and the Sinking Fund Ordinance.

The Sinking Fund Commission acts as the citywide coordinator for all debt issuance and monitoring activities. This includes the sale of all general obligation, special obligation and enterprise (revenue) bonds and notes. In addition the Commission deposits on behalf of itself and the Enterprise Funds any moneys to be applied to the payment of debt charges. This includes money and investments derived from ad valorem property taxes, restricted income tax, enterprise reimbursements, non-tax revenues and the proceeds of renewal bonds or notes. The Commission maintains and reconciles all bank accounts for General Obligation, Special Obligation and Enterprise (Proprietary) Obligations of the City. In addition, the Commission ensures that all debt issued by the City falls within the State's legal debt limits and that, in most cases, bonds issued to refund outstanding bonds achieve a 3% debt service savings level. If permitted by the authorizing ordinance, bonds can also be funded in order to eliminate or modify unduly restrictive covenants or to obtain a more favorable debt structure.

The City issues its general obligation bonds in connection with its overall Capital Improvement Program. Projects that have benefited from the issuance of general obligation debt include, but are not limited to, public facilities improvements, bridge and roadway improvements, cemeteries, recreation facilities, and urban redevelopment. In recent years, the City has also issued subordinate lien income tax bonds for these purposes.

The City's Enterprise Funds develop their own individual capital improvement programs and issue revenue debt as necessary to assist with the implementation of their CIP programs. The Sinking Fund Commission works jointly with each individual Enterprise Fund when issuing revenue debt, and ensures that the City complies with all debt covenants.

PROGRAM NAME: DEBT ADMINISTRATION AND RECORD MAINTENANCE

OBJECTIVES: To ensure the proper disbursement of funds for the payment of debt by maintaining accurate records of fixed rate and variable rate debt service requirements and other schedules of cash and investments.



SINKING FUND GENERAL OPERATIONS

ACTIVITIES: Maintain complete records of all financing transactions and outstanding debt service requirements. Respond to bondholder questions and requests. Record and reconcile all debt related activity within the City's accounting system. Process all principal and interest payments. Collect funds from Cuyahoga County, the General Fund, the Restricted Income Tax Fund, Special Revenue Funds and Enterprise Funds in order to make funds available for disbursements on a timely basis for the payment of debt service. Prepare the state required debt schedule, which certifies the amount to be paid from taxes and levying tax sufficient to cover debt service. Through an escrow agent or trustee, coordinate the investment of cash in investments permitted under the General Bond Ordinance, the Sinking Fund Ordinance and enterprise fund indentures.

PROGRAM NAME: DEBT ISSUANCE AND COMPLIANCE

OBJECTIVES: To ensure that the City issues all debt in a cost effective manner and complies with all covenants in the General Bond Ordinance, the Sinking Fund Ordinance and in all revenue or special obligation bond indentures, as well as with all state debt limits and federal regulations governing the issuance of tax-exempt debt.

ACTIVITIES: Coordinate the issuance of debt and other obligations by working with the Law Department, bond counsel, financial advisors, underwriters, rating agencies and insurers. Evaluate financing proposals received by the City. Determine structure of financing transactions. Coordinate the submission of continuing disclosure information pursuant to the City's various Continuing Disclosure Agreements for its bond issues in accordance with SEC Rule 15c2-12. Facilitate the required arbitrage rebate calculations required by federal regulations.



SINKING FUND GENERAL OPERATIONS

Expenditures

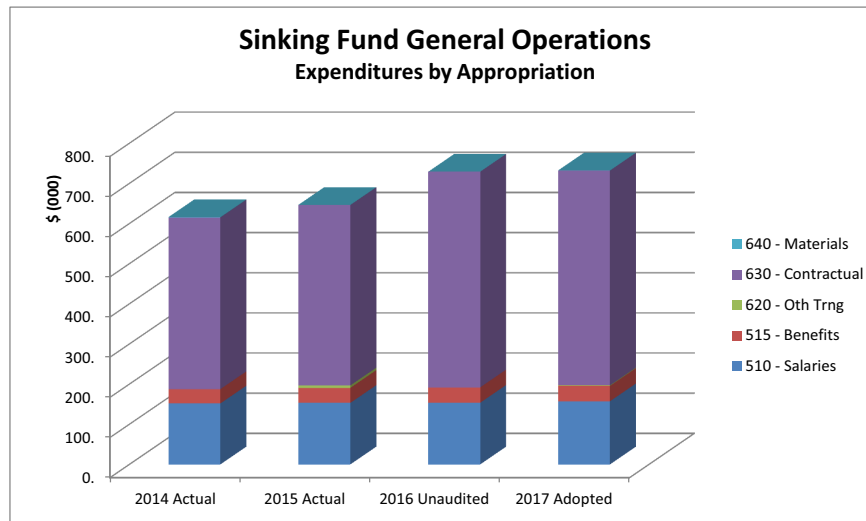
	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 151,361	\$ 152,695	\$ 153,013	\$ 156,698
Longevity	475	475	575	575
	\$ 151,836	\$ 153,170	\$ 153,588	\$ 157,273
Benefits				
Hospitalization	\$ 7,828	\$ 9,015	\$ 10,091	\$ 9,118
Prescription	2,109	2,459	2,389	2,266
Dental	463	450	453	480
Vision Care	108	103	112	124
Public Employees Retire System	21,071	21,418	21,509	22,099
Fica-Medicare	2,162	2,180	2,170	2,272
Workers' Compensation	1,874	1,726	1,544	1,802
Life Insurance	81	81	75	96
	\$ 35,696	\$ 37,431	\$ 38,343	\$ 38,257
Other Training & Professional Dues				
Travel	\$ —	\$ 6,097	\$ —	\$ 1,242
Professional Dues & Subscript	—	—	—	150
	\$ —	\$ 6,097	\$ —	\$ 1,392
Contractual Services				
Professional Services	\$ 40,413	\$ 75,911	\$ 208,229	\$ 135,000
Parking In City Facilities	—	24	—	—
County Aud & Treas Coll Fee	387,407	373,539	328,940	400,000
	\$ 427,819	\$ 449,474	\$ 537,170	\$ 535,000
Materials & Supplies				
Postage	\$ 582	\$ 158	\$ 33	\$ 300
Office Furniture & Equipment	—	150	—	—
	\$ 582	\$ 308	\$ 33	\$ 300
	\$ 615,933	\$ 646,481	\$ 729,134	\$ 732,222

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Miscellaneous	\$ 108,714	\$ 119,500	\$ 116,502	\$ 74,743
Other Shared Revenue	15,970	17,002	17,637	17,000
Transfers In	491,478	504,243	602,764	630,660
	\$ 616,161	\$ 640,745	\$ 736,903	\$ 722,403



SINKING FUND GENERAL OPERATIONS



COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	Budget 2016	Budget 2017		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
1	1	1	Assistant Secretary Of Sinking Fund	27,325.56	108,011.58
1	1	1			
PROFESSIONALS					
1	1	1	Budget Analyst	20,800.00	58,534.37
1	1	1			
2	2	2	TOTAL FULL TIME		

TELEPHONE EXCHANGE

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 865,118	\$ 938,310	\$ 935,720	\$ 994,265
Longevity	7,125	6,700	6,700	5,775
Wage Settlements	142	142	—	—
Separation Payments	7,559	1,296	23,241	60,000
Overtime	19,675	97	11,356	—
	\$ 899,618	\$ 946,544	\$ 977,017	\$ 1,060,040
Benefits				
Hospitalization	\$ 141,241	\$ 170,001	\$ 167,457	\$ 176,993
Prescription	28,355	34,575	33,204	38,065
Dental	8,991	9,263	8,583	10,290
Vision Care	1,066	1,063	992	1,132
Public Employees Retire System	123,762	132,022	133,293	140,006
Fica-Medicare	11,146	11,707	12,396	15,371
Workers' Compensation	10,568	10,306	9,620	11,555
Life Insurance	635	635	613	864
Clothing Allowance	4,500	5,250	4,500	4,500
Clothing Maintenance	2,625	2,625	3,375	2,625
	\$ 332,889	\$ 377,448	\$ 374,034	\$ 401,401
Other Training & Professional Dues				
Tuition & Registration Fees	\$ —	\$ —	\$ 2,503	\$ 2,800
Professional Dues & Subscript	—	—	24	—
	\$ —	\$ —	\$ 2,526	\$ 2,800
Utilities				
Cellular Servicess	\$ 410,053	\$ 426,495	\$ 505,442	\$ 682,500
At&T Equipment	203,000	—	95,640	—
Telephone-Ohio Bell	3,870,251	4,763,283	4,634,738	4,725,000
Telephone-Long Distance	56,285	58,120	20,000	61,950
Telephone	486,279	461,601	513,583	535,500
Data Communication (Telephone)	47,000	40,000	10,000	51,450
Security & Monitoring System	30,333	29,325	21,869	52,500
	\$ 5,103,201	\$ 5,778,824	\$ 5,801,272	\$ 6,108,900
Contractual Services				
Professional Services	\$ 34,520	\$ 18,625	\$ 28,637	\$ 30,000
Advertising And Public Notice	—	—	—	1,500
Parking In City Facilities	10,233	20,000	—	11,000
Pager Rental	2,273	2,871	2,433	3,154
Other Contractual	4,875	75	—	—
	\$ 51,901	\$ 41,571	\$ 31,070	\$ 45,654



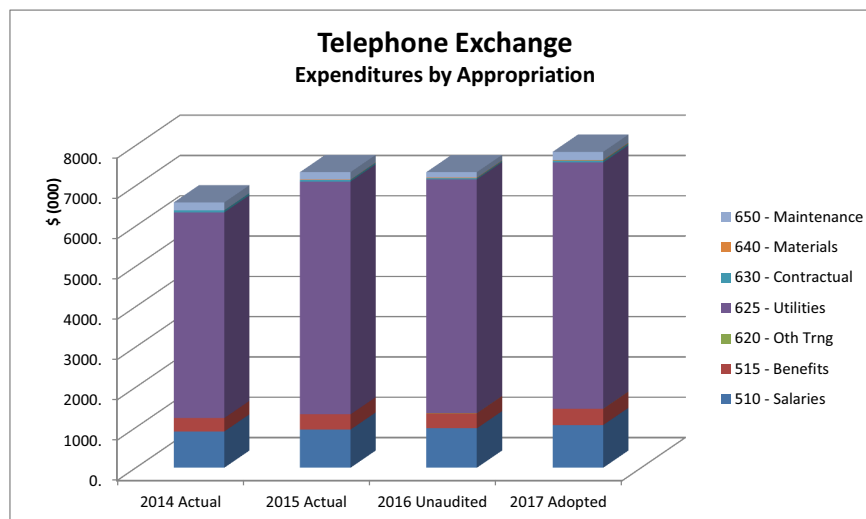
TELEPHONE EXCHANGE

Expenditures (Continued)

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Materials & Supplies				
Computer Supplies	\$ —	\$ —	\$ 2,099	\$ —
Computer Hardware	2	4,394	9,358	3,000
Hardware & Small Tools	—	1,198	—	1,000
Other Supplies	300	131	—	11,000
Just In Time Office Supplies	904	49	—	2,821
	\$ 1,206	\$ 5,772	\$ 11,457	\$ 17,821
Maintenance				
Maintenance Contracts	\$ 13,957	\$ 9,500	\$ —	\$ 25,000
Computer Hardware Maintenance	68,152	6,075	—	—
Computer Software Maintenance	113,542	170,622	123,107	178,500
Maintenance Building	—	—	15,300	—
	\$ 195,652	\$ 186,197	\$ 138,407	\$ 203,500
	\$ 6,584,467	\$ 7,336,355	\$ 7,335,784	\$ 7,840,116

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Charges For Services	\$ 46,563	\$ 33,775	\$ 60,909	\$ 50,000
Miscellaneous	6,481,224	7,176,365	7,516,189	7,538,407
Interest Earnings/Investment Income	1,064	513	4,438	—
	\$ 6,528,851	\$ 7,210,653	\$ 7,581,535	\$ 7,588,407





TELEPHONE EXCHANGE

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Customer Support Call Center Manger	65,000.00	105,625.89
1	1	1	Manager Of Telecommunications	30,214.95	114,691.24
<u>2</u>	<u>2</u>	<u>2</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
2	2	2	Billing Clerk	10.00	17.12
5	5	5	Telephone Operator	10.00	17.99
<u>7</u>	<u>7</u>	<u>7</u>			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Manager	27,193.55	115,424.36
1	1	1	Assistant Commissioner ITS	23,647.11	94,883.60
1	1	1	Supervisor Administration Services-Data	20,800.00	62,770.08
<u>3</u>	<u>3</u>	<u>3</u>			
<u>TECHNICIANS</u>					
1	1	1	Telecommunications Analyst I	14.53	44.60
5	5	5	Telecommunications Tech	33.10	33.67
<u>6</u>	<u>6</u>	<u>6</u>			
<u>18</u>	<u>18</u>	<u>18</u>	TOTAL FULL TIME		
<u>18</u>	<u>18</u>	<u>18</u>	TOTAL DIVISION		



OFFICE OF RADIO COMMUNICATIONS

Brad A. Handke, Administrative Manager

Mission Statement

To operate the City's radio system in a reliable and secure manner, suitable for use by all City divisions; providing maintenance, programming services, interoperability, and improvements to the infrastructure to insure sufficient system capacity to meet the wireless communications needs of the City.

PROGRAM NAME: EQUIPMENT PURCHASE PROGRAM

OBJECTIVES: To purchase equipment for City divisions to ensure the proper operation of all City of Cleveland radios and related equipment, including equipment installed into City owned vehicles.

ACTIVITIES: Obtain necessary equipment through multiple contracts to ensure proper operation of City owned equipment. Use the leverage of large quantity discounts offered by vendors by combining orders for similar items from multiple divisions' orders. To serve as the one stop purchasing center for materials related to both installation and maintenance of ancillary radio equipment as well as their peripheral devices.

PROGRAM NAME: LEASE OF FACILITIES FOR WIRELESS COMMUNICATIONS USE

OBJECTIVES: Ensure that leases for City properties by wireless communications providers provide City divisions with fair compensation for their usage.

ACTIVITIES: Negotiate leases with wireless communications providers in conjunction with the Law Department and the City division that owns the property or facility.

PROGRAM NAME: ORC SERVICE CENTER FACILITIES

OBJECTIVES: Provide services related to the installation, removal and repair of 800 MHz two-way radios from City divisions. This program also provides for drive-in services for vehicles that usually go to outside vendors for miscellaneous radio services. Also in 2008 the Service Center took on responsibility for other peripheral equipment including GPS, AVL, and some MDT/Camera work.

ACTIVITIES: Install and remove radios for other City divisions, so as to reduce the amount of money being spent on outside vendors. To provide service to all City divisions using 800 MHz radio equipment. This program will eliminate most of the outsourcing of radio services that the City of Cleveland does for its vehicle fleet and will help to prevent vehicles and personnel from being Out of Service. In addition the Service Center has started computer installations for the division of EMS and has continued with removing equipment related to MDT's, GPS, and AVL, from vehicles to reduce the cost of having outside vendors remove this equipment. This program will also be responsible for the maintenance of the new AMR infrastructure being installed by Cleveland Division of Water.

PROGRAM NAME: RADIO NETWORK PARTICIPATION

OBJECTIVES: To assist in the expansion of the new Greater Cleveland Regional Radio Network.

ACTIVITIES: Oversee the expansion of participants to the new system by assisting outside entities with their radio communications planning, programming, and cutover to the radio network.



OFFICE OF RADIO COMMUNICATIONS

PROGRAM NAME: RADIO SYSTEM ADMINISTRATION

OBJECTIVES: Respond quickly to requests for programming and reprogramming of mobile and portable radios, as well as other system requests.

ACTIVITIES: Work with user divisions to ensure that changes in radio templates are made in a timely fashion and suggest changes or improvements in radio configuration. Provide advice on how to best create interoperability between the internal and external entities located in and outside of the City, and retemplate radios that have undergone maintenance or are being relocated from one vehicle to another.

PROGRAM NAME: RADIO SYSTEM MAINTENANCE & OPERATION

OBJECTIVES: To maintain the Greater Cleveland Regional Radio Network in a reliable condition, suitable for use by all participating entities.

ACTIVITIES: Ensure that maintenance contracts are in place for infrastructure, as well as for ancillary facilities; to administer maintenance contracts, respond to alarms, system problems, and user problems in an effort to coordinate maintenance efforts.



OFFICE OF RADIO COMMUNICATIONS

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 288,300	\$ 393,132	\$ 343,180	\$ 409,547
Longevity	2,875	2,875	2,125	2,250
Wage Settlements	807	930	—	—
Separation Payments	—	5,495	—	15,000
Overtime	14,560	5,645	15,760	10,000
	\$ 306,543	\$ 408,078	\$ 361,065	\$ 436,797
Benefits				
Hospitalization	\$ 52,250	\$ 73,910	\$ 69,521	\$ 86,604
Prescription	10,322	15,528	14,603	18,900
Dental	3,259	3,874	3,576	5,174
Vision Care	384	480	413	478
Public Employees Retire System	41,696	56,548	51,069	58,983
Fica-Medicare	3,725	5,216	5,128	6,008
Workers' Compensation	4,262	3,518	4,151	4,620
Life Insurance	213	304	263	384
Unemployment Compensation	6,191	—	—	—
Clothing Allowance	2,150	2,675	2,230	1,340
Clothing Maintenance	860	1,100	920	560
	\$ 125,311	\$ 163,153	\$ 151,875	\$ 183,051
Other Training & Professional Dues				
Travel	\$ 8,558	\$ 5,312	\$ 4,164	\$ 10,000
Tuition & Registration Fees	2,697	—	—	15,000
	\$ 11,255	\$ 5,312	\$ 4,164	\$ 25,000
Utilities				
Brokered Gas Supply	\$ 53	\$ 33	\$ 35	\$ 52
Telephone	—	—	—	75,420
Gas	5,017	3,775	3,967	5,950
Electricity - Cpp	13,585	15,068	15,294	18,000
Electricity - Other	58,254	73,382	72,505	82,558
	\$ 76,909	\$ 92,257	\$ 91,801	\$ 181,980
Contractual Services				
Professional Services	\$ 820	\$ 540	\$ 420	\$ 2,400
Parking In City Facilities	1,320	1,410	1,095	1,302
Taxes	2,472	2,506	2,415	2,500
Property Rental	260,233	323,143	301,325	310,868
Other Contractual	428	427	—	—
	\$ 265,272	\$ 328,026	\$ 305,255	\$ 317,070



OFFICE OF RADIO COMMUNICATIONS

Expenditures (Continued)

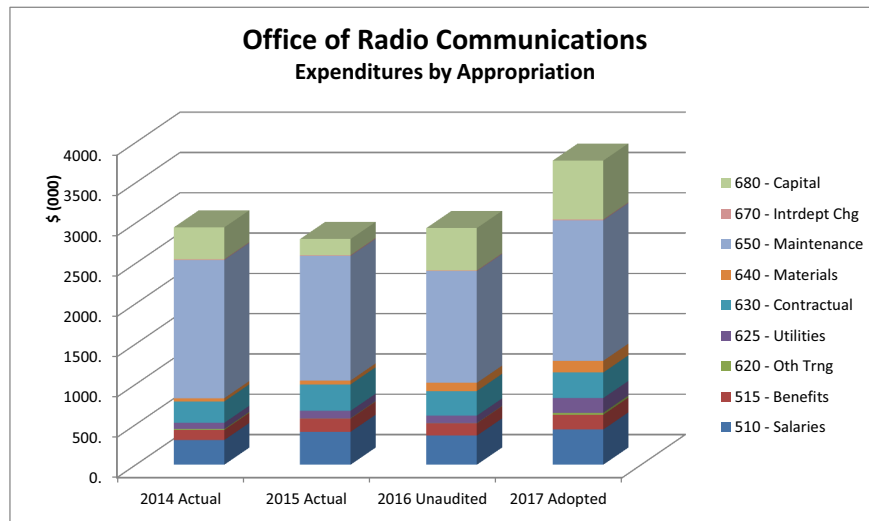
	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 500
Computer Hardware	2,850	—	—	—
Hardware & Small Tools	5,705	13,456	—	10,000
Small Equipment	7,242	5,000	34,989	35,000
Other Supplies	24,778	29,241	67,255	100,000
	\$ 40,575	\$ 47,697	\$ 102,244	\$ 145,500
Maintenance				
Maintenance Contracts	\$ 1,668,383	\$ 1,444,445	\$ 1,209,465	\$ 1,452,834
Maintenance Utility Systems	46,067	100,842	175,160	290,000
	\$ 1,714,450	\$ 1,545,286	\$ 1,384,625	\$ 1,742,834
Interdepart Service Charges				
Charges From Telephone Exch	\$ 6,810	\$ 7,151	\$ 6,210	\$ 6,274
Charges From Print & Repro	—	82	2,103	2,129
Charges From M.V.M.	2,821	3,977	1,365	2,590
	\$ 9,631	\$ 11,210	\$ 9,678	\$ 10,993
Capital Outlay				
Radio Equipment	\$ 359,565	\$ 103,042	\$ 330,742	\$ 375,000
Other Equipment	35,299	96,202	163,906	355,000
Transfer To Water Capital Proj	—	—	31,229	—
	\$ 394,864	\$ 199,244	\$ 525,877	\$ 730,000
	\$ 2,944,811	\$ 2,800,264	\$ 2,936,583	\$ 3,773,225

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Charges For Services	\$ 312,437	\$ 304,929	\$ 338,227	\$ 281,340
Miscellaneous	2,965,194	1,749,126	3,033,544	2,953,991
Interest Earnings/Investment Income	7,472	6,323	8,476	12,000
	\$ 3,285,103	\$ 2,060,378	\$ 3,380,247	\$ 3,247,331



OFFICE OF RADIO COMMUNICATIONS





OFFICE OF RADIO COMMUNICATIONS

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Supervisor of Radio Services	24.86	26.38
1	1	1			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Manager	27,193.55	115,424.36
1	1	1	Assistant Administrator	20,800.00	72,000.00
2	2	2			
<u>TECHNICIANS</u>					
5	3	5	Radio Technician	19.85	22.05
5	3	5			
8	6	8	TOTAL FULL TIME		
8	6	8	TOTAL DIVISION		



MOTOR VEHICLE MAINTENANCE

Jeffrey L. Brown, Commissioner

Mission Statement

To purchase and maintain the City of Cleveland's vehicles and specialized equipment to ensure safe and dependable operating conditions.

PROGRAM NAME: AUTO BODY WORK

OBJECTIVES: To increase the life and improve the safety of all City owned vehicles using in-house resources and outside contractors.

ACTIVITIES: Make minor and major auto body repairs.

PROGRAM NAME: EMERGENCY REPAIRS AND TOWING

OBJECTIVES: To provide efficient, cost effective vehicle repair service for the City owned Fleet.

ACTIVITIES: Provide emergency service and towing for all City owned vehicles. Replace batteries, lights and tires. Provide major vehicle repairs.

PROGRAM NAME: FUELING

OBJECTIVES: To provide the City's fleet with 27 locations for fuel dispensing and delivery of fuel by tanker truck to other City of Cleveland fuel locations (i.e. Parks, Police and Fire Divisions).

ACTIVITIES: Purchase fuels and lubricants. Deliver fuel to City owned locations.

PROGRAM NAME: NEW VEHICLE PREPARATION

OBJECTIVES: To assure that all City vehicles are working properly before being released to Departments.

ACTIVITIES: Inspect and prepare all new City vehicles for use by Departments. Apply logos and identification numbers to vehicles. Assign fuel cards.

PROGRAM NAME: PREVENTIVE MAINTENANCE

OBJECTIVES: To increase the life and improve the safety of all City owned vehicles.

ACTIVITIES: Follow design procedures for maintaining special motorized equipment. Change or check lubricants. Repair/Replace defective parts. Inspect vehicles on a routine basis.

PROGRAM NAME: ROUTINE MAINTENANCE

OBJECTIVES: To provide the City's Departments with complete maintenance and services.

ACTIVITIES: Provide motor repairs and services. Maintain records of average down time and repair costs.



MOTOR VEHICLE MAINTENANCE

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 3,523,212	\$ 3,557,692	\$ 3,655,486	\$ 3,947,543
Longevity	35,100	32,900	33,175	32,650
Wage Settlements	12,880	13,379	—	—
Separation Payments	88,850	15,973	36,570	—
Bonus Incentive	3,600	3,000	2,400	—
Overtime	69,409	58,414	63,761	75,000
	\$ 3,733,051	\$ 3,681,358	\$ 3,791,393	\$ 4,055,193
Benefits				
Hospitalization	\$ 612,058	\$ 689,571	\$ 791,697	\$ 817,829
Prescription	122,203	137,476	157,330	178,995
Dental	44,519	39,897	42,576	50,260
Vision Care	3,884	3,477	3,960	4,756
Public Employees Retire System	508,072	506,419	525,677	567,727
Fica-Medicare	43,369	44,371	45,522	58,804
Workers' Compensation	81,381	104,086	42,564	54,450
Life Insurance	2,761	2,758	2,652	3,600
Unemployment Compensation	238	4,881	774	—
Clothing Allowance	860	830	9,610	9,610
Tool Insurance	30,250	28,600	29,150	31,350
Clothing Maintenance	200	200	200	200
	\$ 1,449,797	\$ 1,562,566	\$ 1,651,712	\$ 1,777,581
Other Training & Professional Dues				
Tuition & Registration Fees	\$ 504	\$ 1,074	\$ 810	\$ 2,060
Professional Dues & Subscript	4,116	3,810	2,579	4,120
	\$ 4,620	\$ 4,884	\$ 3,389	\$ 6,180
Utilities				
Brokered Gas Supply	\$ 142,673	\$ 126,702	\$ 73,146	\$ 109,719
Gas	34,208	42,006	31,885	47,827
Electricity - Cpp	24,797	23,868	20,952	22,000
Electricity - Other	46	621	1,724	1,811
Security & Monitoring System	—	3,293	6,179	3,296
	\$ 201,724	\$ 196,491	\$ 133,887	\$ 184,653
Contractual Services				
Professional Services	\$ 16,796	\$ 5,000	\$ 1,800	\$ 3,090
Travel- Non-Training	2	—	—	—
Medical Services	334	—	—	750
Parking In City Facilities	23,961	25,127	24,646	24,800
Towing	137,708	146,942	125,000	154,500



MOTOR VEHICLE MAINTENANCE

Expenditures (Continued)

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Special Assessment	27,600	19,000	22,000	20,000
Other Contractual	24,437	12,932	19,383	12,750
	\$ 230,838	\$ 209,001	\$ 192,829	\$ 215,890
Materials & Supplies				
Computer Supplies	\$ —	\$ —	\$ —	\$ 500
Computer Software	—	—	—	500
Fuel	7,371,344	4,947,513	3,382,872	4,300,000
Fuel Tax	750,735	771,408	733,421	721,000
Chemical	7,500	7,500	5,000	7,500
Air Compressor Parts	55,000	45,000	60,000	50,000
Fire/Ems Apparatus Parts	179,810	129,997	209,902	180,220
Auto & Light Truck Parts	1,045,249	1,022,773	902,557	1,030,000
Heavy Truck Parts	1,371,970	1,321,213	1,820,505	1,350,000
Construction Equipment Parts	139,799	170,000	90,000	120,000
Snow Removal Equipment Parts	120,000	70,000	18,000	96,000
Clothing	19,194	28,214	24,964	23,600
Sweeper Parts	205,000	267,607	89,909	225,000
Welding Supplies & Equipment	3,000	—	3,099	3,000
Hygiene And Cleaning Supplies	5,609	6,779	6,257	6,000
Painting Equipment & Supplies	15,000	2,500	14,998	15,450
Shop Tools	119	—	—	—
Shop Supplies	639	683	50,504	1,000
Other Supplies	646	2,746	1,150	1,000
Anti-Freeze	25,000	25,000	25,000	25,000
Motor Oil & Lubricants	275,481	304,979	170,000	300,000
Batteries	98,447	99,518	100,000	100,000
Tires	685,000	684,000	619,736	669,500
Just In Time Office Supplies	4,431	3,550	1,706	3,708
Building Maintenance Supplies	—	458	—	1,000
	\$ 12,378,974	\$ 9,911,437	\$ 8,329,579	\$ 9,229,978
Maintenance				
Maintenance Office Equipment	\$ 582	\$ —	\$ —	\$ —
Computer Hardware Maintenance	8,000	8,632	—	10,000
Computer Software Maintenance	17,932	14,570	19,024	18,000
Maintenance Machinery & Tools	20,000	15,000	1,000	20,000
Fuel Pump Repair & Maintenance	40,000	55,000	89,998	50,000
Generator Repair	89,972	42,000	90,000	51,500
Accident Repair-Other Vehicles	91,251	102,133	115,597	103,000



MOTOR VEHICLE MAINTENANCE

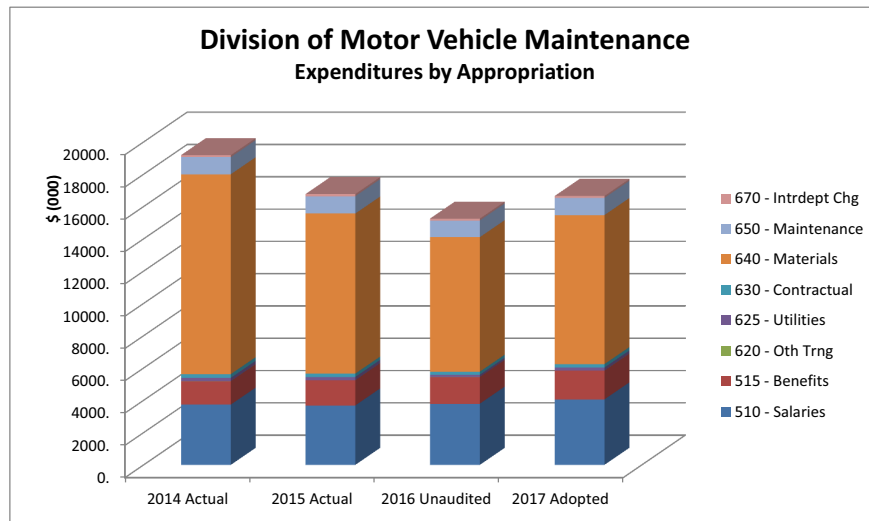
Expenditures (Continued)

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Accident Repair-Safety Vehicles	85,924	97,598	123,696	128,750
Heavy Truck Repair	84,989	69,986	40,000	85,000
Frame Repair & Alignment	98,604	98,946	—	51,500
Hydraulic Repair Cyl Pmps Mtrs	80,000	150,000	100,000	100,000
Glass Repair	10,000	29,935	19,856	10,000
Radiator & Gas Tank Repair	40,000	34,950	20,000	51,500
Maintenance Building	19,600	6,841	26,235	10,300
Repair Of Overhead Doors	9,805	15,400	1,647	15,450
Spring Repair	226,712	188,002	231,327	225,980
Tire Repair Road Service	79,903	66,545	96,393	51,500
Transmission Repair	56,975	80,000	60,000	80,000
Cushman Repair	—	—	—	2,500
	\$ 1,060,250	\$ 1,075,538	\$ 1,034,773	\$ 1,064,980
Interdepart Service Charges				
Charges From Telephone Exch	\$ 82,486	\$ 90,869	\$ 68,315	\$ 69,023
Charges From Radio Comm System	3,019	2,502	8,969	4,350
Charges From W.P.C.	384	1,995	1,077	1,500
Charges From Print & Repro	5,416	8,029	11,353	11,491
Charges From Central Storeroom	67	89	63	67
Charges From Division Of Maint	10,032	7,515	1,168	10,000
Charges From Waste Collection	21,420	19,193	25,234	20,000
	\$ 122,824	\$ 130,191	\$ 116,177	\$ 116,431
	\$ 19,182,077	\$ 16,771,465	\$ 15,253,739	\$ 16,650,886

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Charges For Services	\$ 45,604	\$ 85,619	\$ 7,270	\$ 56,000
Miscellaneous	19,476,781	16,268,028	15,451,323	16,222,932
Interest Earnings/Investment Income	7,698	6,773	14,343	20,000
	\$ 19,530,083	\$ 16,360,421	\$ 15,472,936	\$ 16,298,932

MOTOR VEHICLE MAINTENANCE





MOTOR VEHICLE MAINTENANCE

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	Budget 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
0	0	1	Assistant Commissioner of Motor Vehicle Maintenance	26,273.96	98,678.77
1	1	1	Commissioner of Motor Vehicle Maintenance	40,314.82	145,820.32
2	2	2	Superintendent of Motorized Equipment	26,273.96	78,184.48
1	1	1	Superintendent of Vehicles Administrative Services	20,800.00	78,184.48
4	4	5			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	General Storekeeper	19.25	26.23
1	1	1	Principal Clerk	14.88	21.12
4	4	4	Storekeeper	16.66	21.82
6	6	6			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Manager	27,193.55	115,424.36
3	3	3	Buyer	20,800.00	53,516.01
1	1	1	Fleet Management Data Manager	30,000.00	73,734.66
1	1	1	Project Coordinator	27,325.56	99,702.63
6	6	6			
<u>SKILLED CRAFT</u>					
21	20	21	Automobile Repair Worker	12.60	22.26
4	4	4	Automobile Repairman Unit Leader	17.78	27.01
2	1	2	Heavy Duty Auto Body Repair Worker	15.73	23.56
26	22	26	Heavy Duty Mechanic	15.75	26.65
4	4	4	Heavy Duty Unit Leader	23.85	33.07
1	1	1	Welder/Fabricator	18.36	26.64
58	52	58			



MOTOR VEHICLE MAINTENANCE

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
SERVICE & MAINTENANCE					
1	1	1	Tanker Truck Driver	24.85	25.85
1	1	1	Tire Repair Worker	14.08	20.56
2	2	2			
76	70	77	TOTAL FULL TIME		
76	70	77	TOTAL DIVISION		



PRINTING & REPRODUCTION

Michael Hewett, Commissioner**Mission Statement**

The Division of Printing and Reproduction is committed to providing innovative, sustainable and cost-effective design, print and mail solutions to the City of Cleveland.

The duties of the Commissioner of Printing and Reproduction are as follows: to administer and control the affairs of the division; to supervise the design, printing and mailing of material required for use by the City of Cleveland; to develop specifications, evaluate bids, recommend the lease, rental or purchase of all photocopiers; and to perform additional duties which may arise by codified ordinance or by the Director of Finance.

The Division of Printing and Reproduction is responsible for producing all forms, stationery, manuals, directories, reports, brochures, newsletters, posters and other literature used by City departments, divisions, boards, bureaus, council and Cleveland Municipal Court.

The Division of Printing and Reproduction operates a production facility at 1735 Lakeside Avenue. The division also oversees a full-service copy center and mailroom at City Hall.

PROGRAM NAME: COPY CENTER

OBJECTIVES: Provide a variety of fast turnaround photocopying services.

ACTIVITIES: Process assignments as requested. Offer technical assistance to customers.

PROGRAM NAME: PRINTING SERVICES

OBJECTIVES: Provide comprehensive reprographic services to the City of Cleveland.

ACTIVITIES: Print materials requested by City Divisions. Provide mail services. Administer the City's photocopier and paper contracts.



PRINTING & REPRODUCTION

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 569,303	\$ 550,144	\$ 576,531	\$ 664,838
Longevity	5,500	5,725	4,575	4,925
Wage Settlements	4,269	3,269	—	—
Separation Payments	359	5,289	—	—
Overtime	1,712	592	1,844	5,500
	\$ 581,143	\$ 565,018	\$ 582,951	\$ 675,263
Benefits				
Hospitalization	\$ 87,373	\$ 83,006	\$ 102,562	\$ 120,546
Prescription	13,803	17,297	21,458	27,265
Dental	5,246	4,736	5,498	7,608
Vision Care	805	680	735	922
Public Employees Retire System	80,249	78,432	80,976	94,537
Fica-Medicare	8,234	7,969	8,192	9,791
Workers' Compensation	19,655	35,123	21,563	6,839
Life Insurance	504	453	443	672
Clothing Allowance	800	—	810	1,000
Clothing Maintenance	1,168	1,770	—	3,000
	\$ 217,836	\$ 229,466	\$ 242,238	\$ 272,180
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ —	\$ 1,000
Tuition & Registration Fees	790	407	350	2,374
Other Training Supplies	—	—	—	1,000
Professional Dues & Subscript	2,770	1,488	1,488	2,000
	\$ 3,560	\$ 1,895	\$ 1,838	\$ 6,374
Utilities				
Gas	\$ 4,074	\$ 3,245	\$ 1,039	\$ 1,558
Electricity - Cpp	37,409	39,336	31,332	32,192
Security & Monitoring System	—	2,025	2,358	3,000
	\$ 41,482	\$ 44,606	\$ 34,729	\$ 36,750
Contractual Services				
Professional Services	\$ 3,778	\$ 792	\$ 34,917	\$ 2,000
Janitorial Services	10,000	15,000	15,000	15,000
Parking In City Facilities	809	160	118	250
Taxes	—	23,450	—	—
Photocopy Machine Rental	617,172	691,294	572,939	580,000
Other Contractual	1,731	2,351	—	1,500
	\$ 633,489	\$ 733,046	\$ 622,974	\$ 598,750



PRINTING & REPRODUCTION

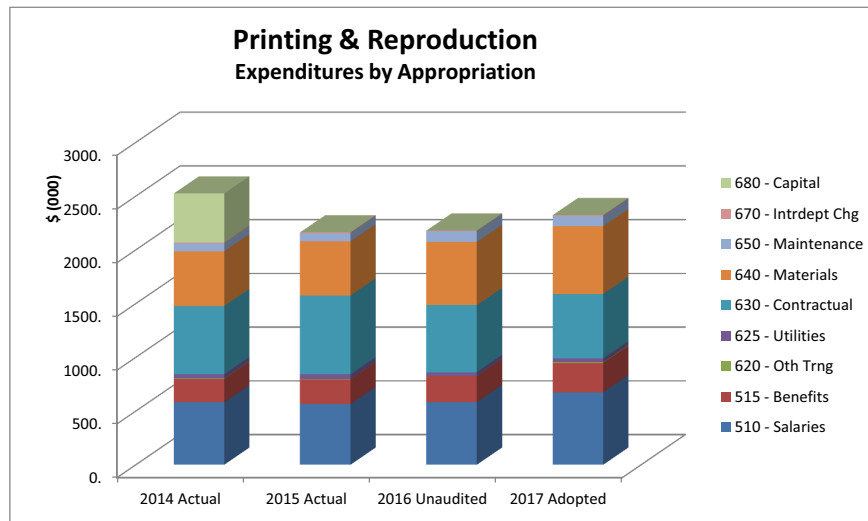
Expenditures (Continued)

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 1,000
Computer Hardware	14,995	7,274	5,928	7,000
Computer Software	2,880	2,500	4,174	7,000
Small Equipment	9,000	—	—	10,000
Electrical Supplies	927	—	—	750
Hygiene And Cleaning Supplies	—	—	—	1,000
Paper And Other Printing Suppl	473,638	492,563	574,480	600,000
Other Supplies	1,079	195	—	1,000
Just In Time Office Supplies	6,268	1,922	3,068	3,000
	\$ 508,787	\$ 504,454	\$ 587,650	\$ 630,750
Maintenance				
Maintenance Contracts	\$ 69,741	\$ 74,147	\$ 99,942	\$ 90,000
Maintenance Machinery & Tools	2,204	954	—	3,000
Car Washes	240	—	—	150
Repair Of Overhead Doors	701	—	—	500
	\$ 72,886	\$ 75,101	\$ 99,942	\$ 93,650
Interdepart Service Charges				
Charges From Telephone Exch	\$ 3,080	\$ 3,973	\$ 3,302	\$ 3,336
Charges From M.V.M.	2,317	2,073	2,923	2,320
Charges From Division Of Maint	1,851	2,141	—	3,000
	\$ 7,249	\$ 8,187	\$ 6,224	\$ 8,656
Capital Outlay				
Other Equipment	\$ 457,873	\$ —	\$ —	\$ —
	\$ 457,873	\$ —	\$ —	\$ —
	\$ 2,524,305	\$ 2,161,774	\$ 2,178,547	\$ 2,322,373

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Charges For Services	\$ 2,591	\$ 3,673	\$ 3,387	\$ —
Miscellaneous	2,328,140	2,123,078	2,194,809	2,235,181
Interest Earnings/Investment Income	2,074	1,477	3,061	—
	\$ 2,332,804	\$ 2,128,227	\$ 2,201,257	\$ 2,235,181

PRINTING & REPRODUCTION





PRINTING & REPRODUCTION

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Asst. Commissioner of Printing and Reproduction	23,647.11	93,401.98
1	1	1	Commissioner of Printing and Reproduction	40,314.82	145,820.32
1	1	1	Printing Foreman	28,404.92	57,522.83
<u>3</u>	<u>3</u>	<u>3</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
2	2	2	Principal Clerk	14.88	21.12
1	0	0	Receptionist	10.00	15.24
<u>3</u>	<u>2</u>	<u>2</u>			
<u>PROFESSIONALS</u>					
1	1	1	Desktop Publishing Specialist	20,800.00	64,170.48
<u>1</u>	<u>1</u>	<u>1</u>			
<u>SERVICE AND MAINTENANCE</u>					
2	1	2	Mailing Specialist	20,800.00	55,734.65
2	2	2	Print Shop Helper	12.85	15.72
<u>4</u>	<u>3</u>	<u>4</u>			
<u>SKILLED CRAFT</u>					
1	1	2	Copy Center Operator	10.00	19.70
<u>1</u>	<u>1</u>	<u>2</u>			
<u>TECHNICIANS</u>					
1	1	1	First Press Operator	12.00	23.38
1	1	1	PC Technician	25,000.00	53,769.65
<u>2</u>	<u>2</u>	<u>2</u>			
<u>14</u>	<u>12</u>	<u>14</u>	TOTAL FULL TIME		
<u>14</u>	<u>12</u>	<u>14</u>	TOTAL DIVISION		



STOREROOM & WAREHOUSE

Expenditures

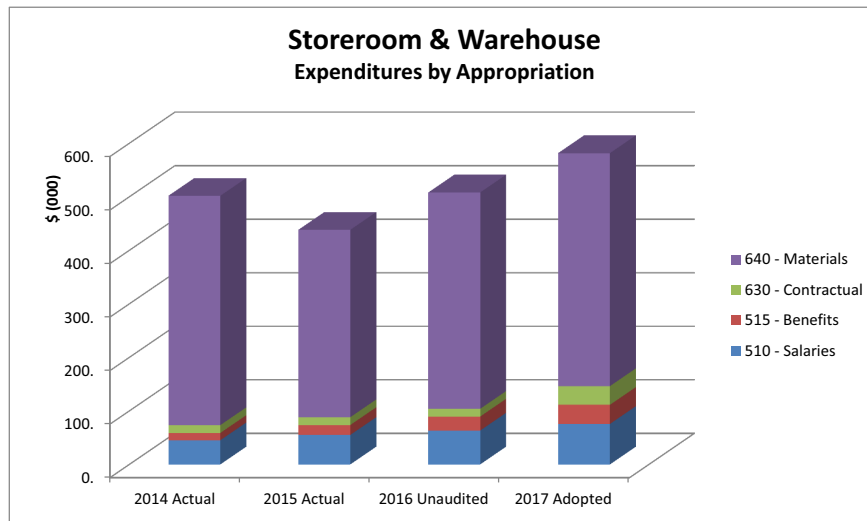
	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 44,501	\$ 54,062	\$ 61,925	\$ 74,696
Longevity	300	300	1,050	475
Wage Settlements	194	380	—	—
Overtime	248	402	280	500
	\$ 45,242	\$ 55,144	\$ 63,255	\$ 75,671
Benefits				
Hospitalization	\$ 4,596	\$ 7,587	\$ 11,985	\$ 17,295
Prescription	1,112	1,842	2,615	3,833
Dental	278	375	674	1,040
Vision Care	81	97	129	146
Public Employees Retire System	6,290	7,274	9,242	10,781
Fica-Medicare	636	770	880	1,096
Workers' Compensation	576	514	556	742
Life Insurance	41	47	60	96
Clothing Allowance	—	—	—	220
Clothing Maintenance	—	—	—	400
	\$ 13,609	\$ 18,506	\$ 26,142	\$ 35,649
Contractual Services				
Equipment Rental	\$ 14,517	\$ 14,517	\$ 14,517	\$ 25,000
Other Contractual	103	103	—	10,000
	\$ 14,619	\$ 14,619	\$ 14,517	\$ 35,000
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 200
Postage	425,000	350,000	400,000	435,000
Computer Supplies	2,442	—	4,105	—
Computer Hardware	919	—	—	—
	\$ 428,361	\$ 350,000	\$ 404,105	\$ 435,200
	\$ 501,831	\$ 438,270	\$ 508,019	\$ 581,520

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Miscellaneous	\$ 515,481	\$ 467,821	\$ 497,220	\$ 531,662
Interest Earnings/Investment Income	83	225	372	—
	\$ 515,564	\$ 468,046	\$ 497,592	\$ 531,662



STOREROOM & WAREHOUSE



COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	Budget 2016	Budget 2017		Minimum	Maximum
			ADMINISTRATIVE SUPPORT		
1	0	1	Messenger	10.00	16.01
1	1	1	Storekeeper	16.66	21.82
2	1	2	TOTAL FULL TIME		
2	1	2	TOTAL DIVISION		



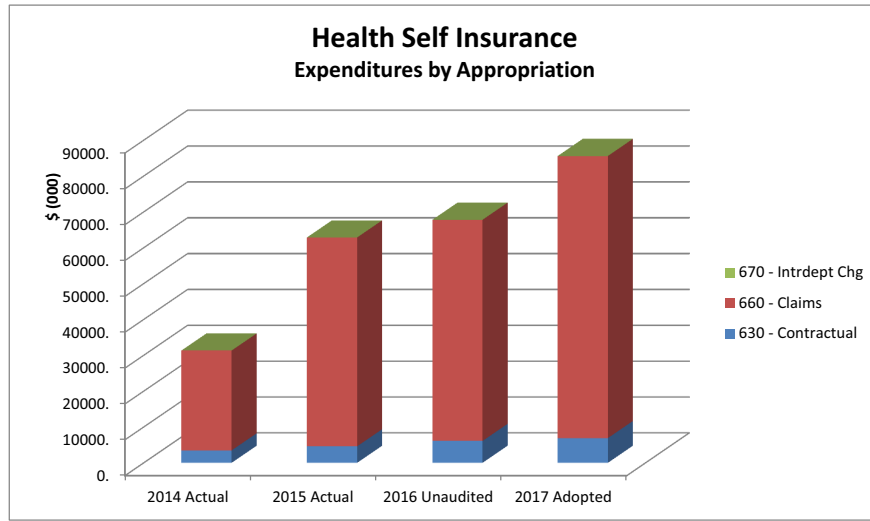
HEALTH SELF INSURANCE FUND

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Contractual Services				
Professional Services	\$ —	\$ —	\$ 335,950	\$ —
Stop Loss Insurance Med Mutal	798,490	1,161,205	1,595,631	1,762,660
Admin Fee Med Mutual	1,380,960	1,888,889	1,916,615	2,051,742
Admin Fee Anthem	421,339	683,603	1,026,039	1,234,258
Stop Loss Insurance Anthem	350,879	629,709	1,139,632	1,400,369
Program Promotion	—	50	—	—
Wellness Expense Anthem	31,092	32,822	42,407	100,000
Wellness Expense Medical Mutual	16,634	34,977	42,464	100,000
Wellness Expense Healthspan	13,812	4,990	—	—
Healthcare Consulting	449,949	—	—	75,000
Other Contractual	—	170,000	—	175,000
	\$ 3,463,153	\$ 4,606,247	\$ 6,098,739	\$ 6,899,029
Claims, Refunds, Maintenance				
Health Care Reform Tax	\$ 57,726	\$ 7,665	\$ —	\$ —
Claims Healthcare Med Mut	21,827,178	42,839,956	39,020,908	47,465,152
Claims Healthcare Anthem	5,974,807	14,226,121	22,127,480	30,830,038
ACA Reinsurance Fee	—	1,186,484	549,983	400,000
	\$ 27,859,710	\$ 58,260,226	\$ 61,698,371	\$ 78,695,190
Interdepart Service Charges				
Charges From Print & Repro	\$ 3,099	\$ 2,697	\$ 4,586	\$ 4,642
	\$ 3,099	\$ 2,697	\$ 4,586	\$ 4,642
	\$ 31,325,963	\$ 62,869,170	\$ 67,801,695	\$ 85,598,861
Revenues				
	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Charges For Services	\$ 37,042,988	\$ 62,110,735	\$ 73,326,066	\$ 85,398,864
Miscellaneous	—	17,873	40,866	200,000
	\$ 37,042,988	\$ 62,128,609	\$ 73,366,932	\$ 85,598,864



HEALTH SELF INSURANCE FUND





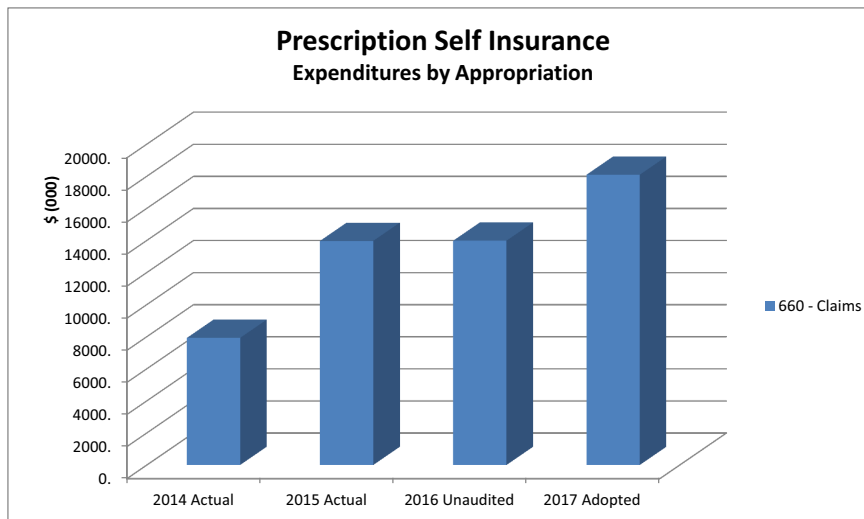
PRESCRIPTION SELF INSURANCE FUND

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Claims, Refunds, Maintenance				
Claims Health Care	\$ 7,920,874	\$ 13,968,934	\$ 13,980,941	\$ 18,090,883
	\$ 7,920,874	\$ 13,968,934	\$ 13,980,941	\$ 18,090,883
	\$ 7,920,874	\$ 13,968,934	\$ 13,980,941	\$ 18,090,883

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Charges For Services	\$ 8,119,540	\$ 15,029,542	\$ 15,313,237	\$ 18,090,883
Miscellaneous	49,662	—	25,727	—
	\$ 8,169,202	\$ 15,029,542	\$ 15,338,964	\$ 18,090,883



Agency Funds



Agency Funds are used to account for assets held by the City as an agent for individuals, private organizations and other governments. The Agency Funds are custodial in nature (assets equal liabilities) and do not have a measurement focus. However, the accrual basis of accounting is used to recognize receivables and payables. The City's more significant Agency Funds are used to account for Municipal Court and income tax collections for other municipalities.



	<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Unaudited</u>	<u>2017 Budget</u>	<u>\$ Change</u>	<u>% Change</u>
CENTRAL COLLECTION AGENCY						
RECEIPTS	\$ 8,860,690	\$ 9,337,772	\$ 9,244,179	\$ 11,782,954	\$ 2,538,775	27%
EXPENDITURES	8,791,124	9,302,487	9,273,918	11,782,954	2,509,036	27%
Net	\$ 69,566	\$ 35,285	\$ (29,739)	\$ —	\$ 29,739	-100%
Decertifications	21,561	46,010	4,737	—		—
Beginning Balance	306,121	397,248	478,543	453,541		—
Ending Balance	<u>\$ 397,248</u>	<u>\$ 478,543</u>	<u>\$ 453,541</u>	<u>\$ 453,541</u>	<u>\$ 29,739</u>	<u>7%</u>
FT Staffing Levels	75	79	76	101	25	33%



CCA INCOME TAX ADMINISTRATION

Nassim M. Lynch, Administrator

Mission Statement

To provide an efficient, centralized collection structure for collection of income tax for Cleveland and other member communities.

The Division of Taxation was established by Ordinance 2393-66 effective November 28, 1966. As provided in the Ordinance, the Division operates a centralized collection facility known as the Central Collection Agency for purposes of collecting the municipal income tax for the City of Cleveland and many other municipalities that wish to join the tax agency for purposes of administering their municipal tax ordinances. The contract between the City of Cleveland and other member communities provides that the general policy of the Agency is established under an Executive Board made up of the Finance Director of the City of Cleveland and four members elected by the members of the agency.

The Income Tax Administrator is charged with the responsibility of receiving, recording and maintaining accurate records of the taxes collected for the sixty-two member municipalities of the Central Collection Agency. This includes the enforcement of the ordinance, making and enforcing regulation, determining tax due and investigating persons or corporations who the Administrator has reason to believe owes taxes.

PROGRAM NAME: AUDIT

OBJECTIVES: To ensure that all taxpayers file correctly and pay the correct amount of income taxes for each year a return is due.

ACTIVITIES: Conduct audits to ensure compliance with the income tax ordinances.

PROGRAM NAME: COLLECTION

OBJECTIVES: To process municipal income tax collections on a daily basis.

ACTIVITIES: Pre-audit and process incoming municipal income tax returns, withholding reports and estimates daily upon receipt. Balance and deposit all cash and checks.

PROGRAM NAME: COMPLIANCE

OBJECTIVES: To enforce strict compliance of the municipal income tax ordinances.

ACTIVITIES: Verify that all individuals and businesses subject to the tax, file returns and pay all taxes due, including penalties and interest due for late payment of taxes.

PROGRAM NAME: DATA ENTRY

OBJECTIVES: To generate accurate daily additions to the income tax records.

ACTIVITIES: Key or translate all tax forms, returns, source documents, and employers' supplied W-2's into machine readable language.

PROGRAM NAME: RECORD RETENTION

OBJECTIVES: To provide retention filing and legally secure storage of all tax records by the municipal income tax ordinance.

ACTIVITIES: Maintenance of tax records, assuring accessibility to Central Collection Agency staff.

PROGRAM NAME: TAXPAYER ASSISTANCE

OBJECTIVES: To provide information and assistance to all taxpayers in the area served by CCA.

ACTIVITIES: Work with the member communities to reduce the number of errors on returns filed through individual assistance and tax educational programs.



CCA INCOME TAX ADMINISTRATION

Expenditures

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Salaries and Wages				
Full Time Permanent	\$ 3,386,234	\$ 3,875,711	\$ 3,884,143	\$ 4,705,581
Part-Time Permanent	230,868	268,975	295,656	488,306
Longevity	30,350	29,000	30,700	34,050
Wage Settlements	38,536	38,536	—	—
Separation Payments	29,826	2,409	8,448	20,000
Overtime	247,381	206,162	173,052	250,000
	\$ 3,963,194	\$ 4,420,793	\$ 4,391,998	\$ 5,497,937
Benefits				
Hospitalization	\$ 535,203	\$ 642,864	\$ 703,157	\$ 927,000
Prescription	106,402	131,787	142,374	208,362
Dental	33,912	34,427	35,658	56,688
Vision Care	4,461	4,668	4,922	6,608
Public Employees Retire System	541,839	609,115	614,188	766,911
Fica-Medicare	53,709	60,417	60,046	79,720
Workers' Compensation	54,411	42,281	45,118	53,658
Life Insurance	2,941	3,116	2,930	4,848
Unemployment Compensation	—	220	—	—
	\$ 1,332,878	\$ 1,528,895	\$ 1,608,392	\$ 2,103,795
Other Training & Professional Dues				
Travel	\$ 4,083	\$ 3,146	\$ 1,840	\$ 6,000
Tuition & Registration Fees	1,182	1,461	1,806	2,000
Professional Dues & Subscript	26,446	26,454	13,750	32,000
	\$ 31,711	\$ 31,061	\$ 17,395	\$ 40,000
Utilities				
Electricity - Cpp	\$ 30,099	\$ 32,952	\$ 31,959	\$ 33,550
Steam	91,097	111,285	143,595	150,775
	\$ 121,196	\$ 144,237	\$ 175,554	\$ 184,325
Contractual Services				
Professional Services	\$ 1,249,613	\$ 942,106	\$ 1,196,713	\$ 1,358,000
Mileage (Private Auto)	15,300	8,782	8,336	15,000
Advertising And Public Notice	1,672	2,250	1,994	5,000
Parking In City Facilities	2,689	2,833	2,300	3,200
Insurance And Official Bonds	—	—	580	800
Property Rental	21,822	22,913	24,059	27,000
Other Contractual	39,069	38,538	24,318	50,000
State Auditor Examination	38,000	36,000	36,000	50,000
Bank Service Fees	100,269	100,460	85,726	150,000
Credit Card Processing Fees	130,772	164,423	158,949	170,000
	\$ 1,599,206	\$ 1,318,305	\$ 1,538,975	\$ 1,829,000



CCA INCOME TAX ADMINISTRATION

Expenditures (Continued)

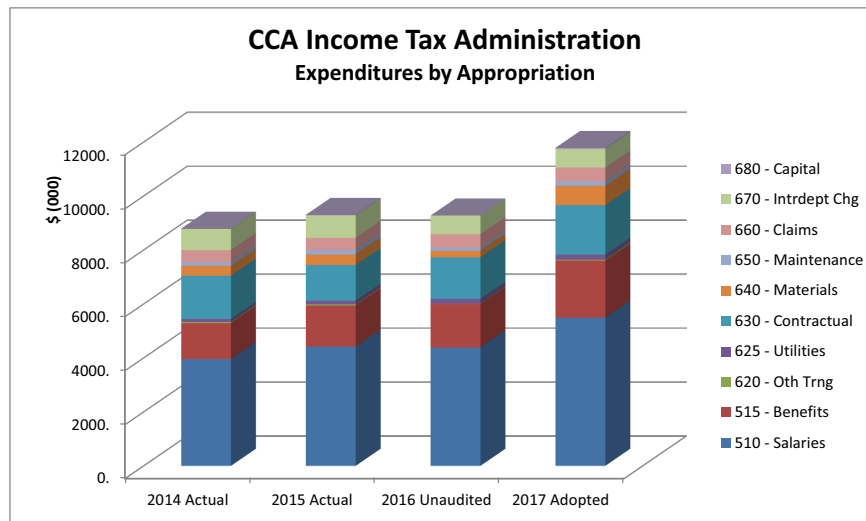
	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Materials & Supplies				
Office Supplies	\$ 3,568	\$ 4,160	\$ 2,668	\$ 6,000
Postage	221,678	290,550	193,109	450,000
Computer Supplies	2,804	—	—	4,500
Computer Hardware	33,547	34,130	17,411	190,000
Computer Software	44,086	37,192	8,668	35,000
Office Furniture & Equipment	26,180	3,288	4,087	5,000
Hygiene And Cleaning Supplies	336	—	—	—
Other Supplies	1,565	993	594	2,000
Batteries	—	—	—	500
Just In Time Office Supplies	36,387	30,345	15,290	35,000
	\$ 370,152	\$ 400,658	\$ 241,827	\$ 728,000
Maintenance				
Maintenance Office Equipment	\$ 11,251	\$ 7,468	\$ 13,706	\$ 19,000
Maintenance Contracts	3,800	3,280	2,336	5,000
Computer Hardware Maintenance	—	74,085	13,193	55,000
Computer Software Maintenance	64,236	67,004	74,940	71,000
Car Washes	168	—	192	300
Maintenance Building	54,105	—	—	—
	\$ 133,560	\$ 151,838	\$ 104,366	\$ 150,300
Claims, Refunds, Maintenance				
Court Costs	\$ 11,484	\$ 11,489	\$ 11,381	\$ 22,000
Indirect Cost	435,000	447,025	499,550	496,296
	\$ 446,484	\$ 458,514	\$ 510,931	\$ 518,296
Interdepart Service Charges				
Charges From Telephone Exch	\$ 40,431	\$ 159,944	\$ 51,289	\$ 51,821
Charges From Print & Repro	295,429	235,168	201,580	204,038
Charges From M.V.M.	18,368	7,934	6,611	10,442
Charges From Division Of Maint	425,000	425,000	425,000	425,000
	\$ 779,227	\$ 828,046	\$ 684,479	\$ 691,301
Capital Outlay				
Office Equipment	\$ 13,516	\$ —	\$ —	\$ 10,000
Automobiles	—	20,139	—	30,000
	\$ 13,516	\$ 20,139	\$ —	\$ 40,000
	\$ 8,791,124	\$ 9,302,487	\$ 9,273,918	\$ 11,782,954



CCA INCOME TAX ADMINISTRATION

Revenues

	2014 Actual	2015 Actual	2016 Unaudited	2017 Budget
Charges For Services	\$ 39	\$ 25,283	\$ —	\$ —
Miscellaneous	2,691,405	2,790,908	2,760,866	3,588,676
Due To Member Municipalities	1,800	1,950	1,800	2,000
Income Tax	6,160,000	6,510,000	6,440,000	8,192,278
Interest Earnings/Investment Income	7,446	9,632	41,513	—
	\$ 8,860,690	\$ 9,337,772	\$ 9,244,179	\$ 11,782,954





CCA INCOME TAX ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Asst. Income Tax Administrator	26,273.96	125,000.00
1	1	1	Income Tax Administrator	42,758.15	152,224.32
1	1	1	Chief Bureau of Accounts and Collections	22,333.40	65,528.58
1	1	1	Chief of Tax Auditing Bureau	22,333.40	85,000.00
4	4	4			
<u>ADMINISTRATIVE SUPPORT</u>					
2	0	2	Accountant Clerk II	10.00	18.58
2	1	2	Customer Service Rep-Call Center	12.15	18.57
20	11	19	Income Tax Tracer	12.60	19.82
3	2	3	Junior Cashier	11.14	17.83
4	1	4	Junior Clerk	11.97	14.86
1	1	1	Principal Cashier	14.66	24.95
1	1	1	Principal Clerk	14.88	21.12
2	1	1	Private Secretary to the Director	20,800.00	52,504.47
1	1	1	Stock Clerk	13.11	19.16
36	19	34			
<u>PROFESSIONALS</u>					
1	1	1	Accountant IV	20,800.00	65,610.28
3	3	3	Administrative Manager	27,193.55	115,424.36
5	5	5	Assistant Administrator	20,800.00	72,000.00
3	3	3	Assistant Director of Law	26,250.00	93,199.31
12	11	11	Auditor	20,800.00	65,000.00
1	1	1	Fiscal Manager	23,647.11	93,401.98
3	2	3	Income Tax Supervisor	20,800.00	72,000.00
1	1	1	Personnel Administrator	26,273.96	91,088.49
5	2	7	Senior Tax Auditor	20,800.00	65,000.00
4	4	4	Supervising Tax Auditor	20,800.00	67,000.00
10	11	11	Tax Auditor I	14.39	20.76
10	7	10	Tax Auditor II	15.48	22.84
58	51	60			



CCA INCOME TAX ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2016	No. of Employees		Position	Salary Schedule	
	December 2016	Budget 2017		Minimum	Maximum
PARA-PROFESSIONALS					
2	2	2	Paralegal	20,800.00	48,254.00
2	2	2			
TECHNICIANS					
1	0	1	Citizens Info Representative	10.00	20.27
1	0	1			
101	76	101	TOTAL FULL TIME		
PART TIME					
1	1	1	Administrative Manager	27,193.55	115,424.36
4	4	4	Assistant Administrator	20,800.00	72,000.00
3	2	2	Auditor	20,800.00	65,000.00
1	1	1	Income Tax Tracer	12.60	19.82
10	5	11	Student Aide	10.00	11.94
19	13	19	TOTAL PART TIME		
120	89	120	TOTAL DIVISION		



Legislative Branch		\$ 7,317,939
Judicial Branch		\$ 39,664,876
Executive Branch		
General Government		20,860,817
Department of Aging		1,402,997
Department of Human Resources		2,509,208
Department of Law		12,008,022
Department of Finance		18,213,690
Department of Public Health		8,781,233
Department of Public Safety		349,468,427
Department of Public Works		73,607,029
Department of Community Development		313,799
Department of Building and Housing		12,264,381
Department of Economic Development		1,701,675
Nondepartmental		59,203,223
Total Executive Branch		560,334,501
TOTAL GENERAL FUND		607,317,316
Special Revenue Funds		89,982,779
Internal Service Funds		135,590,085
Enterprise Funds		783,076,805
Agency Funds		11,782,954
Debt Service Funds		65,266,648
TOTAL APPROPRIATIONS FOR 2017		\$ 1,693,016,587

GENERAL FUND

LEGISLATIVE BRANCH

Council and Clerk of Council		\$ 7,317,939
I Personnel and Related Expenses	\$ 5,175,840	
II Other Expenses	2,142,099	
TOTAL LEGISLATIVE BRANCH		\$ 7,317,939

JUDICIAL BRANCH

Municipal Court - Judicial Division		\$ 23,983,097
I Personnel and Related Expenses	\$ 21,244,002	
II Other Expenses	2,739,095	
 Municipal Court - Clerk's Division		 \$ 11,389,988
I Personnel and Related Expenses	\$ 10,075,318	
II Other Expenses	1,314,670	



Appropriation Ordinance

Municipal Court - Housing Division		\$	4,291,791
I Personnel and Related Expenses	\$	4,029,191	
II Other Expenses		262,600	
TOTAL JUDICIAL BRANCH		\$	39,664,876

EXECUTIVE BRANCH

GENERAL GOVERNMENT

Office of the Mayor		\$	3,059,968
I Personnel and Related Expenses	\$	2,958,734	
II Other Expenses		101,234	
Office of Capital Projects		\$	6,080,330
I Personnel and Related Expenses	\$	5,554,487	
II Other Expenses		525,843	
Office of Quality Ctrl & Perf Mgmt		\$	1,571,845
I Personnel and Related Expenses	\$	1,201,612	
II Other Expenses		370,233	
Landmarks Commission		\$	208,250
I Personnel and Related Expenses	\$	196,066	
II Other Expenses		12,184	
Board of Building Standards and Appeals		\$	136,541
I Personnel and Related Expenses	\$	127,613	
II Other Expenses		8,928	
Board of Zoning Appeals		\$	245,818
I Personnel and Related Expenses	\$	222,944	
II Other Expenses		22,874	
Civil Service Commission		\$	1,416,200
I Personnel and Related Expenses	\$	613,935	
II Other Expenses		802,265	
Community Relations Board		\$	3,338,792
I Personnel and Related Expenses	\$	1,686,246	
II Other Expenses		1,652,546	



City Planning Commission		\$	2,233,531
I Personnel and Related Expenses	\$		1,945,595
II Other Expenses			287,936
Boxing and Wrestling Commission		\$	26,120
I Personnel and Related Expenses	\$		26,120
Office of Sustainability		\$	787,381
I Personnel and Related Expenses	\$		575,131
II Other Expenses			212,250
Office of Equal Opportunity		\$	888,733
I Personnel and Related Expenses	\$		749,737
II Other Expenses			138,996
Office of Budget & Management		\$	867,308
I Personnel and Related Expenses	\$		820,177
II Other Expenses			47,131
TOTAL GENERAL GOVERNMENT		\$	20,860,817
DEPARTMENT OF AGING			
Department of Aging		\$	1,402,997
I Personnel and Related Expenses	\$		1,144,397
II Other Expenses			258,600
TOTAL DEPARTMENT OF AGING		\$	1,402,997
DEPARTMENT OF HUMAN RESOURCES			
Department of Human Resources		\$	2,509,208
I Personnel and Related Expenses	\$		1,384,430
II Other Expenses			1,124,778
TOTAL DEPARTMENT OF HUMAN RESOURCES		\$	2,509,208
DEPARTMENT OF LAW			
Department of Law		\$	12,008,022
I Personnel and Related Expenses	\$		7,106,303
II Other Expenses			4,901,719
TOTAL DEPARTMENT OF LAW		\$	12,008,022



Appropriation Ordinance

DEPARTMENT OF FINANCE

Finance Administration		\$	1,297,608
I Personnel and Related Expenses	\$	905,793	
II Other Expenses		391,815	
Division of Accounts		\$	2,117,262
I Personnel and Related Expenses	\$	1,315,562	
II Other Expenses		801,700	
Division of Assessments and Licenses		\$	4,491,095
I Personnel and Related Expenses	\$	3,267,216	
II Other Expenses		1,223,879	
Division of Treasury		\$	843,923
I Personnel and Related Expenses	\$	727,576	
II Other Expenses		116,347	
Division of Purchases and Supplies		\$	732,122
I Personnel and Related Expenses	\$	692,360	
II Other Expenses		39,762	
Bureau of Internal Audit		\$	1,277,877
I Personnel and Related Expenses	\$	632,474	
II Other Expenses		645,403	
Division of Financial Reporting and Control		\$	1,445,526
I Personnel and Related Expenses	\$	1,424,190	
II Other Expenses		21,336	
Information Systems Services		\$	6,008,277
I Personnel and Related Expenses	\$	2,941,633	
II Other Expenses		3,066,644	
TOTAL DEPARTMENT OF FINANCE		\$	18,213,690



DEPARTMENT OF PUBLIC HEALTH

Public Health Administration		\$	1,386,442
I Personnel and Related Expenses	\$		977,637
II Other Expenses			408,805
Division of Health		\$	4,463,757
I Personnel and Related Expenses	\$		2,593,186
II Other Expenses			1,870,571
Division of Environment		\$	1,981,811
I Personnel and Related Expenses	\$		1,459,746
II Other Expenses			522,065
Division of Air Quality		\$	949,223
I Personnel and Related Expenses	\$		632,523
II Other Expenses			316,700
TOTAL DEPARTMENT OF PUBLIC HEALTH		\$	<u>8,781,233</u>

DEPARTMENT OF PUBLIC SAFETY

Public Safety Administration		\$	5,559,733
I Personnel and Related Expenses	\$		3,471,645
II Other Expenses			2,088,088
Division of Police		\$	199,579,997
I Personnel and Related Expenses	\$		189,618,035
II Other Expenses			9,961,962
Division of Fire		\$	89,119,873
I Personnel and Related Expenses	\$		84,800,403
II Other Expenses			4,319,470
Division of Emergency Medical Services		\$	30,027,275
I Personnel and Related Expenses	\$		26,683,254
II Other Expenses			3,344,021
Division of Animal Control Services		\$	2,429,548
I Personnel and Related Expenses	\$		1,904,403
II Other Expenses			525,145



Appropriation Ordinance

Division of Correction		\$	14,706,873
I Personnel and Related Expenses	\$	11,116,486	
II Other Expenses		3,590,387	
Office of Professional Standards		\$	1,084,916
I Personnel and Related Expenses	\$	839,967	
II Other Expenses		244,949	
Police Review Board		\$	91,990
I Personnel and Related Expenses	\$	84,923	
II Other Expenses		7,067	
Community Police Commission		\$	781,294
I Personnel and Related Expenses	\$	386,858	
II Other Expenses		394,436	
Police Inspector General		\$	147,048
I Personnel and Related Expenses	\$	142,948	
II Other Expenses		4,100	
Department of Justice		\$	5,939,880
I Personnel and Related Expenses	\$	3,574,394	
II Other Expenses		2,365,486	
TOTAL DEPARTMENT OF PUBLIC SAFETY		\$	<u>349,468,427</u>

DEPARTMENT OF PUBLIC WORKS

Division of Public Works Administration		\$	3,152,172
I Personnel and Related Expenses	\$	2,945,760	
II Other Expenses		206,412	
Division of Recreation		\$	14,925,177
I Personnel and Related Expenses	\$	10,422,863	
II Other Expenses		4,502,314	
Division of Parking Facilities-On Street		\$	1,239,562
I Personnel and Related Expenses	\$	1,172,977	
II Other Expenses		66,585	
Division of Property Management		\$	7,925,588
I Personnel and Related Expenses	\$	5,732,233	
II Other Expenses		2,193,355	



Division of Park Maintenance and Properties		\$	15,495,302
I Personnel and Related Expenses	\$		9,869,667
II Other Expenses			5,625,635
Division of Waste		\$	27,290,576
I Personnel and Related Expenses	\$		15,864,306
II Other Expenses			11,426,270
Division of Traffic Engineering		\$	3,578,652
I Personnel and Related Expenses	\$		2,693,494
II Other Expenses			885,158
TOTAL DEPARTMENT OF PUBLIC WORKS		\$	73,607,029
DEPART OF COMM DEVELMT DIRECTOR'S OFFICE			
Department of Comm Development Director's Office		\$	313,799
I Personnel and Related Expenses	\$		304,149
II Other Expenses			9,650
TOTAL DEPARTMENT OF COMMUNITY DEVELOPMENT		\$	313,799
DEPARTMENT OF BUILDING AND HOUSING			
Building and Housing Dir Office		\$	2,388,965
I Personnel and Related Expenses	\$		1,839,863
II Other Expenses			549,102
Division of Code Enforcement		\$	8,147,456
I Personnel and Related Expenses	\$		7,954,626
II Other Expenses			192,830
Division of Construction Permit		\$	1,727,960
I Personnel and Related Expenses	\$		1,702,317
II Other Expenses			25,643
TOTAL DEPARTMENT OF BUILDING AND HOUSING		\$	12,264,381
DEPARTMENT OF ECONOMIC DEVELOPMENT			
Economic Development		\$	1,701,675
I Personnel and Related Expenses	\$		1,679,942
II Other Expenses			21,733
TOTAL DEPARTMENT OF ECONOMIC DEVELOPMENT		\$	1,701,675



Appropriation Ordinance

NONDEPARTMENTAL

County Auditor Deductions		\$	811,000
II Other Expenses	\$	811,000	

Other Administrative		\$	20,098,021
II Other Expenses	\$	20,098,021	

Transfers to Other Funds		\$	38,294,202
II Other Expenses	\$	38,294,202	

TOTAL NONDEPARTMENTAL		\$	59,203,223
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TOTAL EXECUTIVE BRANCH		\$	560,334,501
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TOTAL GENERAL FUND		\$	607,317,316
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SPECIAL REVENUE FUND

Restricted Income Tax Fund		\$	50,770,543
II Other Expenses	\$	50,770,543	

Street Construction, Maintenance & Repair Fund		\$	27,377,861
I Personnel and Related Expenses	\$	17,611,813	
II Other Expenses			9,766,048

Schools Recreation & Cultural Activities Fund		\$	1,125,000
II Other Expenses	\$	1,125,000	

Division of Public Auditorium & Stadium-Stadium		\$	10,709,375
II Other Expenses	\$	10,709,375	

TOTAL SPECIAL REVENUE FUNDS		\$	89,982,779
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DEBT SERVICE FUND

Sinking Fund Commission		\$	65,266,648
III Debt Service	\$	65,266,648	

TOTAL DEBT SERVICE FUNDS		\$	65,266,648
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INTERNAL SERVICE FUND

Sinking Fund Commission		\$	732,222
I Personnel and Related Expenses	\$		195,530
II Other Expenses	\$		536,692
Information Systems Services-Telephone Exchange		\$	7,840,116
I Personnel and Related Expenses	\$		1,461,441
II Other Expenses			6,378,675
Radio		\$	3,773,225
I Personnel and Related Expenses	\$		619,848
II Other Expenses			3,153,377
Division of Motor Vehicle Maintenance		\$	16,650,886
I Personnel and Related Expenses	\$		5,832,774
II Other Expenses			10,818,112
Division of Printing and Reproduction		\$	2,322,373
I Personnel and Related Expenses	\$		947,443
II Other Expenses			1,374,930
City Storeroom and Central Warehouse		\$	581,520
I Personnel and Related Expenses	\$		111,320
II Other Expenses			470,200
Health Self Insurance		\$	85,598,860
II Other Expenses	\$		85,598,860
Prescription Self Insurance		\$	18,090,883
II Other Expenses	\$		18,090,883
TOTAL INTERNAL SERVICE FUNDS			\$ 135,590,085



Appropriation Ordinance

ENTERPRISE FUNDS

DEPARTMENT OF PUBLIC UTILITIES

Utilities Administration		\$	5,737,351
I Personnel and Related Expenses	\$	4,689,452	
II Other Expenses		1,047,899	
Division of Fiscal Control		\$	7,566,024
I Personnel and Related Expenses	\$	5,932,921	
II Other Expenses		1,633,103	
Division of Water		\$	344,929,366
I Personnel and Related Expenses	\$	86,602,061	
II Other Expenses		258,327,305	
Division of Water Pollution Control		\$	27,923,681
I Personnel and Related Expenses	\$	11,621,864	
II Other Expenses		16,301,817	
Division of Cleveland Public Power		\$	214,642,434
I Personnel and Related Expenses	\$	26,088,592	
II Other Expenses		188,553,842	
TOTAL DEPARTMENT OF PUBLIC UTILITIES		\$	600,798,856

DEPARTMENT OF PORT CONTROL

Divisions of Cleveland Hopkins & Burke Lakefront

Airports - Operations		\$	165,221,118
I Personnel and Related Expenses	\$	32,752,810	
II Other Expenses		132,468,308	
TOTAL DEPARTMENT OF PORT CONTROL		\$	165,221,118

DEPARTMENT OF PUBLIC WORKS

Division of Cemeteries		\$	1,766,809
I Personnel and Related Expenses	\$	1,318,577	
II Other Expenses		448,232	
Golf Course Fund		\$	18,381
I Personnel and Related Expenses	\$	381	
II Other Expenses		18,000	



Division of Parking Facilities-Off Street Parking		\$	10,851,878
I Personnel and Related Expenses	\$		1,373,600
II Other Expenses			9,478,278
Division of Public Auditorium		\$	2,719,263
I Personnel and Related Expenses	\$		1,444,032
II Other Expenses			1,275,231
Division of West Side Market		\$	1,660,500
I Personnel and Related Expenses	\$		488,714
II Other Expenses			1,171,786
Division of Property Management - East Side Market		\$	40,000
II Other Expenses	\$		40,000
TOTAL DEPARTMENT OF PUBLIC WORKS		\$	17,056,831
TOTAL ENTERPRISE FUNDS		\$	783,076,805
AGENCY FUND			
Central Collection Agency		\$	11,782,954
I Personnel and Related Expenses	\$		7,601,732
II Other Expenses			4,181,222
TOTAL AGENCY FUND		\$	11,782,954



Glossary

Accrual Accounting - Method of accounting in which liabilities are reported in the year in which they occur regardless of when payment is made and revenue must be reported in the year in which the services are provided.

Agency Funds - Are used to account for assets held by the City as an agent for individuals, private organizations and other governments. The Agency Funds are custodial in nature (assets equal liabilities) and do not have a measurement focus. However, the accrual basis of accounting is used to recognize receivables and payables. The City's more significant Agency Funds are used to account for Municipal Court and income tax collections for other municipalities.

Appropriation - Money authorized by formal legal action (City Council Ordinance) to be used for a specific purpose.

Assessed Value - The dollar value assigned to a property for purposes of measuring applicable taxes. In Cleveland the property tax equates to 35% of the appraised value.

Attrition - The loss of personnel in employment through resignation, retirement, etc.

Bed Tax - A levy imposed by the City Government on hotel stays within its jurisdiction.

Bond - A long-term IOU or promise to pay. It is a promise to repay a specific amount of money (the face amount of the bond) on a particular date (the maturity date). Bond proceeds are primarily used to finance capital projects.

Bond Ratings - A grade given to bonds that indicates the bond issuer's financial strength or it's the ability to pay a bond's principal and interest in a timely fashion. City ratings are from Moody's Investors Service, Standard & Poor's, and Fitch.

Budget - A plan of financial activity for a specified fiscal year indicating all planned revenues and appropriations for the year.

Budget Basis - Method of accounting in which revenues are recorded when received in cash, and expenditures are recorded when paid in cash or encumbered.

CCA - Central Collection Agency

CMSD - Cleveland Metropolitan School District

COC - City of Cleveland

CPI - Consumer Price Index

CRB - Community Relations Board

CSB - Cleveland Small Businesses

CWD - Cleveland Water Department

Capital Improvement Program (CIP) - The City developed a comprehensive 5 year plan which classifies and prioritizes capital projects by function. See page 24 for details.

Capital Outlay - Expenditures which cost more than \$5,000 or have a useful life of at least 5 years. See page 24 for details.

Capital Projects - The construction, rehabilitation or acquisition of fixed assets or permanent improvements.

Carry-Forward Balance - An amount of cash in excess of all financial obligations at the end of a fiscal year and recognized as such at the beginning of the following year.

Cash Basis - Method of accounting in which transactions are recognized only when cash is received or disbursed.

Categorical Grant - Funds given through an agency of the Federal or State government with administrative regulation attached and received after an application and contract. This grant type is aimed at accomplishing a special purpose in a content area or to address a specific target group.

Certificates of Participation (COPS) - A certificate of participation (which looks very much like a bond) represents an undivided interest in the payments made by a public agency pursuant to a lease financing (or an installment purchase agreement).

Community Development Block Grant (CDBG) - United States Department of Housing and Urban Development (HUD) grant that is used to provide decent housing and a suitable living environment, and to expand economic opportunities. This program is targeted principally for persons earning less than the median family income and / or activities that will prevent or eliminate slums and blight.

Comprehensive Annual Financial Report (CAFR) - The report is the annual publication of the City's financial condition at conclusion of the fiscal year. The report is prepared to conform to Generally Accepted Accounting Principles (GAAP) for governmental units and presentation of the financial data in conformity with the Adopted Budget.

Contractual Services - Services provided under a contract subject to obtaining competitive quotations or bids.

DPC - The Department of Port Control

Debt Service - The cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

Decertification - The withdrawal of financial obligation.

Defeasance of Debt - A rendering void; the voiding of a contract. Methods / tools by which an outstanding bond issue can be made void, both legally and financially usually accomplished by a refunding transaction.

Department - The highest level of formal organization in the City, headed by a director who has overall responsibility for the performance of a service or work type in all related divisions.

Division - The second level of organization within the City; it is part of a Department and headed by a Commissioner, who administers a set of programs to accomplish specific City services.

EMS - Emergency Medical Service

Economic Indicator - A piece of economic data, usually of macroeconomic scale, that is used by investors to interpret current or future investment possibilities and judge the overall health of an economy. Economic



Glossary

indicators can potentially be anything the investor chooses, but specific pieces of data released by government and non-profit organizations have become widely followed.

Encumbrance - Commitment of funds related to an as yet imperforate contract for goods or services.

Enterprise Funds - are used to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges.

Expenditure Recovery - The reimbursement of money from one funding source to another in which the reimbursing entity has an interest in the purchase of the goods or services.

Expenditures - Dispensing of available resources for the purpose of accomplishing a specific goal or objective.

FBE - Female Business Enterprises

Fee - A charge to the party who only benefits directly from the City's service, such as individual building permit fees.

Fiscal Year - A twelve month period (January 1 through December 31) at the beginning of which the city implements a new budget based on expected revenues and expenditures, and at the end of which the city determines its financial position and the results of its operations.

Fund - An accounting entity with a self-balancing set of accounts designated for a particular purpose.

Fund Balance - The balance in a fund remaining from all revenues, expenditures and carryover funds that is subject to future appropriation.

GIS - Geographic Information System

General Bond Ordinance - A general obligation bond is a common type of municipal bond that is secured by a state or local government's pledge to use legally available resources, including tax revenues, to repay bond holders. The issuance and sale of all bonds or notes of the City is governed by "PART ONE: ADMINISTRATIVE CODE, TITLE XIII: FISCAL MANAGEMENT, CHAPTER 177 - BONDS AND NOTES" of the City Ordinances.

General Fund - The General Fund is the general operating fund of the City. It is used to account for all financial resources, except those required to be accounted for in another fund.

General Obligation (G.O.) Bond - are backed by the full faith and credit of the City. Such bonds are payable from ad valorem property taxes levied within the limitations provided by law, irrespective of whether such bonds are secured by other receipts of the City in addition to such ad valorem property taxes.

Generally Accepted Accounting Principals (GAAP) - A widely accepted set of rules, conventions, standards, and procedures for reporting financial information, as established by the Financial Accounting Standards Board.

Government Finance Officers Association (GFOA) - a professional association of approximately 17,500 state, provincial, and local government finance officers in the United States and Canada who's purpose is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and best practices and promoting their use through education, training, facilitation of member networking, and leadership.

Grant - A contribution by a government or other organization to support a particular function.

Grant Match - City funds, private funds, or in-kind services required to be contributed or raised by the receiving entity for the purpose of matching funds obtained from Federal and State grant programs.

Inter-fund Subsidies - A grant of money from one fund to another to assist in operations which have been deemed advantageous to the public.

Internal Service Funds - Are used to account for the financing of goods or services provided by one department or division to other departments or divisions or to other governments on a cost-reimbursement basis. The City's most significant Internal Service Funds are used to account for Motor Vehicle Maintenance, Municipal Income Tax Administration and the Worker's Compensation Reserve.

LEED - Leadership in Energy and Environmental Design

LPE - Local Producer Enterprises

MBE - Minority Business Enterprises

Maturity - Refers to the final payment date of a loan or other financial instrument.

Modified Accrual Accounting - A basis of Accounting according to which (1) revenues are recognized in the accounting period in which they become available and measurable and (2) expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for un-matured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due.

OBC - Ohio Building Code

OBM - Office of Budget & Management

ODOT - Ohio Department of Transportation

OEO - Office of Equal Opportunity

Object Code - Identifies the reason for which the appropriation (money) will be spent, i.e. electricity, asphalt, etc.

Operating Budget - Plan of current program expenditures and the proposed means of financing them.

Program - Service performed by division representing the purpose of funds spent.

Property Tax (Ad Valorem) - Ad Valorem is Latin for "according to value". Municipal property owners have their property assessed on a periodic basis by a public tax assessor and assessed value is then used to compute an annual tax, which is levied on the owner.

Proprietary Funds - A set of segregated revenue and expenditure accounts, set up for the purpose of showing net income, financial position, and changes in financial position. Enterprise Fund and the Internal Service Fund are Proprietary Funds.

Receipts - Cash recognized upon collection.



Glossary

Reserve Fund - The City of Cleveland's current policy is to maintain a General Fund operating reserve of 5 percent of the total General Fund Operating budget.

Restricted Income Tax Fund (RIT) - Revenue legislation for the support of Debt and ongoing General Fund Capital expenses from allocating 1/9 of the General Fund Income Tax for this purpose.

Revenues - Anticipated income.

Revenue Bonds - A revenue bond is a special type of municipal bond distinguished by its guarantee of repayment solely from revenues generated rather than from a tax.

SC2019 - Sustainable Cleveland 2019

SUBE - Sustainable Urban Business Enterprises

Self Generated Revenue - Income generated by means of fees or charges for services rendered by a division.

Sinking Fund Ordinance - A fund set up and accumulated by regular deposits for paying off the principal on a debt or for other specified purposes. The City's Sinking Fund Commission was established by "PART ONE: ADMINISTRATIVE CODE, TITLE XIII: FISCAL MANAGEMENT, CHAPTER 179 - SINKING FUND" of the City Ordinances. The Commission, consisting of the Mayor, the Director of Finance, and the President of the Council, was established pursuant to Section 110 of the Charter of the City of Cleveland to manage and control the Sinking Fund in the manner provided by ordinance and by general law to the extent not provided by ordinance.

Source - Identifies a broad category of origin of receipts i.e., Local Taxes, Licenses and Permits, Sales and Charges for Service.

Special Revenue Funds - are used to account for revenues derived from specific taxes, grants or other restricted revenue sources. The uses and limitations of each Special Revenue Fund is specified by legal, regulatory or administrative provisions. These funds include most major federal and state grants.

Subordinate Income Tax (SIT) - Debt instruments which pledge the full faith and credit of the City as the primary source of repayment. They are generally used for capital projects associated with the provision of basic services

Taxes - Compulsory charges levied by a government to finance services performed for the common benefit of people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

Transfers In - Revenue generated and transferred from other sub funds (i.e., land sales, Rainy Day Fund, Economic Development Funds, etc.)

Turnover - The loss and gain of personnel in employment.

Type - Reflects the detailed source of revenue, i.e., Income Tax, Building Licenses, Permits, Rental of City Property, etc.

Unencumbered Balance - An amount of cash free of financial obligation and available for expense.

User Fees - Charges for services rendered or for goods provided.



Worker Adjustment & Retraining Notification Act (WARN) - The WARN act provides protection to workers, their families and communities by requiring employers to provide notification 60 calendar days in advance of plant closings and mass layoffs. WARN Notices are provided by employers to the Ohio Department of Job and Family Services, Bureau of WIA, Rapid Response Section.

Workforce Investment Act (WIA) - The Workforce Investment Act of 1998 provides a framework to ensure coordination of workforce development activities, under five separate titles: Job Training / Adult Education / Wagner-Peyser / Vocational Rehab / General Provisions. The act also maintains separate funding streams for Adults, Dislocated Workers, and Youths.



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DEPARTMENT OF FINANCE

Sharon Dumas

Finance Director

OFFICE OF BUDGET AND MANAGEMENT

Gregory Cordek

Budget Administrator

Nicole Gallagher

Deputy Budget Administrator

Shola Ojo

Deputy Budget Administrator

Stanley Kolenda

Senior Budget and Management Analyst

Tina Magistro

Senior Budget and Management Analyst

Joanna Henderson

Accountant IV

Michele Reese

Budget Analyst

Daniel Hinkel

Budget Analyst

SUPPORT

Division of Printing

Desktop Publishing and Printing Support

OFFICES

601 Lakeside Ave., Room 104

Cleveland, Ohio 44114

216-664-2536

Fax: 216-664-2535

REFERENCE DOCUMENTS

* Current statistical community and consumer data was pulled from a number of sources including the following:

- 2015 Comprehensive Annual Financial Report
- Bureau of Labor Statistics
- Department of Commerce
- Ohio Labor Market Information; Leading Indicators

Position Salary Bands taken from updates to Ordinance No. 323-15, passed March 30, 2015



City of Cleveland

Mission Statement

We are committed to improving the quality of life in the City of Cleveland by strengthening our neighborhoods, delivering superior services, embracing the diversity of our citizens, and making Cleveland a desirable, safe city in which to live, work, raise a family, shop, study, play, and grow old.