



CITY OF CLEVELAND
Mayor Frank G. Jackson

● ● ●
2018
BUDGET
BOOK



CITY OF
CLEVELAND, OHIO

FRANK G. JACKSON
MAYOR



KEVIN J. KELLEY
COUNCIL PRESIDENT

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KERRY MCCORMACK

ORDINANCE 147-18
Passed March 26, 2018 - Effective April 1, 2018





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, 2017

Christopher P. Morrill

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, 2017.

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 and 2017. Prior to the year 2000, the City also received 15 other awards, for a total of 25 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.



Document Organization Summary	1
Mayor's Letter of Transmittal	2
Introduction	5
Cleveland at a Glance	7
Calendar	22
Fiscal Policies	23
Budgetary Process	25
City Wide Initiatives	26
Organizational Summary	43
Factors Affecting the Financial Condition	44
Long-Term Financial Plan	45
Capital Improvement Plan	51
Fund Structure	55
Projected Fund Balance at Year End	57
Consolidated Financial Summary	58
Official Certificate Of Estimated Resources	60
Departmental Goals & Objectives	61
General Fund	69
Expense Summary	71
Staffing Summary	74
Revenue Summary	81
General Government	82
Council and Clerk of Council	82
Office of the Mayor	87
Office of Capital Projects	91
Office of Quality Control and Performance Management	97
Landmarks Commission	101
Board of Building Standards and Appeals	105
Board of Zoning Appeals	108
Civil Service Commission	111
Community Relations Board	115
City Planning Commission	121
Boxing and Wrestling Commission	126
Office of Sustainability	128
Office of Equal Opportunity	132
Cleveland Municipal Court - Judicial Division	135
Cleveland Municipal Court - Clerk's Division	144
Cleveland Municipal Court - Housing Division	149
Department of Aging	157
Department of Human Resources	164
Department of Law	169
Department of Finance	175
Finance Administration	175
Division of Accounts	179
Division of Assessments and Licenses	183
Division of Treasury	191
Division of Purchases and Supplies	195



Bureau of Internal Audit199

Division of Financial Reporting and Control203

Information Systems Services.....208

General Government214

Office of Budget and Management214

Department of Public Health217

Division of Public Health Administration217

Division of Health222

Division of Environment230

Division of Air Quality237

Department of Public Safety241

Public Safety Administration.....241

Division of Police248

Division of Fire257

Division of Emergency Medical Service264

Division of Animal Care and Control270

Division of Correction276

Office of Professional Standards282

Police Review Board285

Community Police Commission.....288

Police Inspector General.....291

Department of Justice.....294

Department of Public Works299

Division of Public Works Administration.....299

Division of Recreation303

Division of Parking Facilities308

Division of Property Management311

Division of Park Maintenance and Properties317

Division of Waste Collection and Disposal323

Division of Traffic Engineering329

Department of Community Development333

Community Development Director's Office333

Department of Building and Housing336

Building and Housing Director's Office336

Division of Code Enforcement342

Division of Construction Permitting.....347

Department of Economic Development351

Non-Departmental355

County Auditor Deductions355

Transfers to Other Funds356

Other Administrative357

Special Revenue Funds359

Special Revenue Fund Summary360

General Government362

Restricted Income Tax362

Department of Public Works363

Street Construction, Maintenance & Repair.....363

Non-Departmental370

Schools Recreation & Cultural.....370

Department of Public Works371

Cleveland Stadium371

Major Enterprise Funds372

Major Enterprise Funds Summary373

Department of Public Utilities375



Utilities General Administration	375
Utilities Fiscal Control	381
Division Of Water	387
Water Pollution Control	399
Cleveland Public Power	407
Department of Port Control	415
Airport General Operations	415
Small Enterprise Funds	425
Small Enterprise Fund Summary	426
Department of Public Works	428
Cemeteries	428
Golf Course	432
Parking Lots General Operations	434
Eastside Market	438
Public Auditorium	439
Westside Market General Operations	445
Debt Service Fund	448
Debt Service Fund Summary	449
Sinking Fund Commission	450
Revenue Bond Debt Service	452
Debt Service Revenues	454
Debt Service Expenditures	455
Unvoted Tax Supported Obligations	457
Internal Service Funds	458
Internal Service Funds Defined	459
Internal Service Fund Summary	461
Department of Finance	463
Sinking Fund General Operations	463
Telephone Exchange	467
Department of Public Utilities	470
Office of Radio Communications	470
Department of Public Works	475
Motor Vehicle Maintenance	475
Department of Finance	481
Printing & Reproduction	481
Storeroom & Warehouse	486
Department of Human Resources	488
Health Self Insurance Fund	488
Prescription Self Insurance Fund	490
Agency Funds	491
Agency Funds Summary	492
Department of Finance	493
CCA Income Tax Administration	493
Appropriation Ordinance	499
Glossary	510
Alphabetic Listing	516
Acknowledgments	518

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, 2018



To the Cleveland City Council and Citizens of Cleveland,

As I begin my fourth term, I am offering a budget that will be part of moving Cleveland from a successful city to a great city. I've said it before -a great city is one that allows everyone access to prosperity and to improve their quality of life. We have come a long way since 2006, and we will continue to build on our successes and overcome remaining challenges.

I continue to thank Clevelanders for supporting Issue 32 in 2016, as it allows us to provide enhanced services and a greater opportunity to move the entire city forward. Improved services in 2017 resulted in the hiring of more employees and creation of new programs to better serve citizens. We constructed facilities, added equipment and new vehicles, repaired streets and returned previously halted services. In addition, we continued important programs to improve quality of life including those in the department of Aging, Economic Development, Building & Housing and Community Development. The enhanced services will continue in 2018.

The General and Enterprise Funds help improve quality of life and service delivery for all residents. Highlighted below are new ways we will use the General Fund to continue that enhancement.

Increasing Safety and Critical Services in our Neighborhoods

The Department of Public Safety will improve City services by enhancing the Divisions of Police, Fire, Emergency Medical Service (EMS), Animal Care and Control and the Office of Professional Standards.

- The Division of Police plans to hire 150 police officers in 2018 and an additional 100 officers in the first quarter of 2019. A minimum of four academy classes are planned during 2018. The Division will join the upgraded Citywide Computer Aided Dispatch (CAD) System, giving officers access to assignments via mobile data terminals, resulting in more efficient and effective service calls. The City and County have reached an agreement for the County to operate the Cleveland Jail, which eliminates costly duplication.
- The Division of Fire re-opened Fire Station #28 in the Gateway District, which supplements and provides support to Station #1 serving downtown and outlying neighborhoods, and will hire 80 personnel to maintain staff levels and account for attrition. The Division will also upgrade its CAD system in 2018.



- The Division of Emergency Medical Service added three new EMS bases to City of Cleveland neighborhoods, and will add 48 new EMT/paramedics, including promoting five supervisors to oversee field operations. The Division will also upgrade its CAD system, purchase two new vehicles and increase the number of ambulances to 25 on day shift and 21 on night shift.
- The Division of Animal Care and Control will open a new \$4 million kennel in 2018, add a veterinarian, an animal control supervisor, full time animal control officer, part-time animal control officer, five full-time animal care workers, two part-time junior clerks, two part-time vet technicians, and two new animal transport vehicles.
- The Office of Professional Standards will enhance operations to meet the citizen complaint goals of the Department of Justice by a staff increase of one senior investigator, two full-time investigators and a community engagement coordinator..

Creating Healthier Families, Youth and Young Adults

- The Office of Prevention, Intervention, and Opportunity for Youth and Young Adults will leverage \$1.5 million in city spending to address youth violence as a public health issue. The Office will provide expanded youth programs and jobs, mentorship, and the provision of research support, including a crime analyst and an additional epidemiologist.
- The Cleveland Department of Public Health will focus on addressing and preventing lead poisoning, reducing infant mortality and HIV/STI rates, impacting the opiate epidemic, improving our environment and becoming a fully accredited local health department.

Expanding Opportunities for Neighborhood Investment and Wealth Creation

- Economic empowerment can only be accomplished through wealth creation. It provides citizens the opportunity and resources to own and not simply consume. We are implementing my \$65 million Neighborhood Transformation Initiative - a collaboration between the Departments of Economic Development, City Planning, Community Development and several leading financial institutions. The initiative focuses on creating entrepreneurship, economic prosperity, jobs and opportunity. We will also develop a new program focused on building new opportunities for small neighborhood businesses.

Cleaner, More Vibrant Neighborhoods

- The Department of Public Works will continue using its enhanced budget to maintain staff added in 2017 and continue improving city services such as street sweeping, pothole repair, waste collection, leaf removal and more.
- The Department of Building and Housing will continue to implement and create healthy neighborhoods by increasing our Rental Registration to 57,000 rental units, systematically inspecting rental units for life, safety and lead issues, and razing structures through the Safe Routes to School Demolition Program.

These are only some of the ways we will utilize the General Fund in 2018. Below are highlighted items planned as part of the Enterprise Fund which includes the Department of Port Control and the Department of Public Utilities:

Port Control and Utilities are positioned for Growth and Enhanced Service

- The Department of Port Control continues to position itself for growth. Airlines are forecasted to add more than 600,000 departing and arriving seats to CLE in 2018, including more than 163,000 to and from Europe. Construction projects around the airport in 2018 include the Runway Incursion Mitigation Project to correct geometric deficiencies on the airfield. It also includes the Vehicle



Mayor's Letter of Transmittal

Maintenance Building (VMB) Project which consolidates field and vehicle maintenance staff and functions at one site.

- The Department of Public Utilities continues to provide high quality and affordable drinking water, electric and sewer services. For the third year in a row, Cleveland Water will not increase customer rates. Cleveland Water's 2018 budget includes \$77.6 million for capital projects. It includes funding for a new apprenticeship program that provides an entry point and career path for high school students seeking employment with the City. Water Pollution Control's budget will allot \$3.1 million to support its expanded Capital Improvement Program. It also includes continued funding for the Sewer System Evaluation Survey (SSES), a five-year effort to assess the condition of Cleveland sewers. Cleveland Public Power's (CPP) 2018 budget includes funding for an upgraded website that will improve resident's access to vital information about their electric service. CPP is in the process of testing the LED street lights and adaptive controls with the goal to convert all street lights citywide.

The Department of Port Control and the Department of Public Utilities do not encompass all of our Enterprises, but provide an example of how we are working to provide better services to residents, visitors and businesses.

This budget reflects a city that is ready to move forward. Every citizen. Every neighborhood.

Cleveland, our time is now.

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 2018, representing a General Fund operating budget of \$624,359,797 and a total citywide budget of \$1,769,697,384.

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

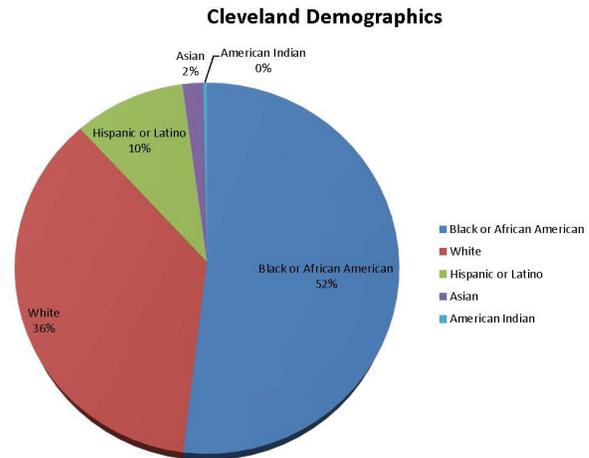
Situated in northeastern Ohio on the southern shore of Lake Erie, Cleveland's geographic location is one of its best assets. It is one of the few places where water, rail and highway meet. Ample truck, rail and air connections allow shippers to economically transport their goods between Cleveland and 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.



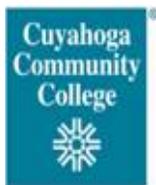
EDUCATION



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.



Cuyahoga Community College (Tri-C®), Ohio's first community college, opened in September 1963. Offering more than 1,000 credit courses and 200 degree and workforce certificate programs, each year the College prepares more than 55,000 students to prosper in the new global economy. Tri-C empowers students to complete their education in a timely manner. With the adoption of an intentional case management approach to student success, the College provides students with clear pathways to degree and certificate completion. This approach guides students toward meaningful careers or to four-year universities.

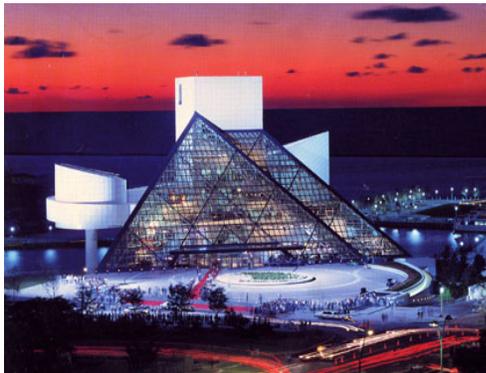
SPORTS

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 chartered 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 Cleveland 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. The Cleveland Rovers are the men's Rugby 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.

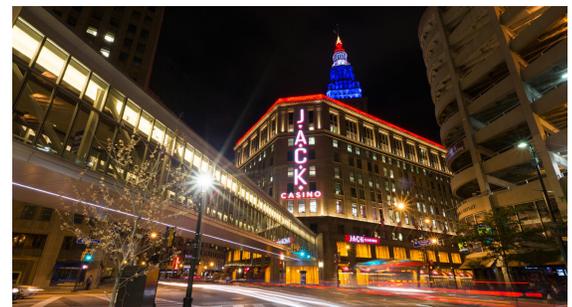


The newest attraction to the city is Greater Cleveland Aquarium, which opened in January 2012. The aquarium features tanks of all different sizes with aquatic creatures from the lakes of Ohio, Lake Erie, and other areas in the US.



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.

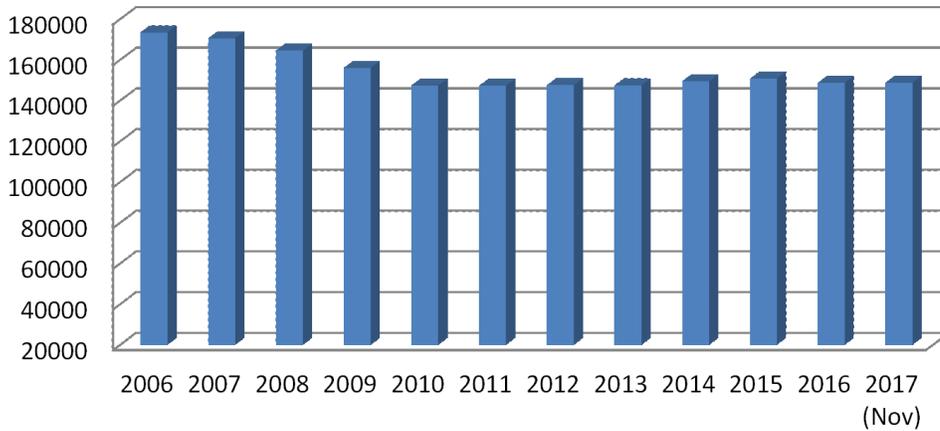


EMPLOYMENT AND UNEMPLOYMENT

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 \$26,583. Median family income is \$32,488. The median age of a Cleveland resident is 35.8.

Employed Cleveland Residents

Annual Average

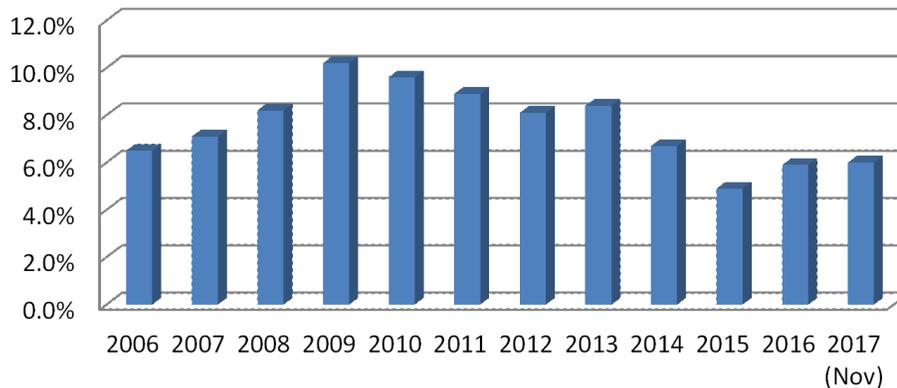


Since 2012, the unemployment rate has continued to decline. However, there was an increase in unemployment for both the City of Cleveland and the State of Ohio between 2015 and 2017.

Unemployment Rate

City of Cleveland

Annual Average



MAJOR EMPLOYERS



Cleveland Clinic



University Hospitals



MetroHealth



KeyBank



Achieve anything



Company

Number of Employees

Cleveland Clinic Foundation	32,772
University Hospitals	16,606
U.S. Office of Personnel Management	12,045
Cuyahoga County	7,397
City of Cleveland	6,561
MetroHealth System	6,469
Cleveland Metropolitan School District	6,392
KeyCorp	4,841
Case Western Reserve University	4,501
Sherwin-Williams Company	4,185

SOURCE: Crain's 2018 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	80,661
•Taxi/Commuter Commercial	33,132
•General Aviation	8,431
•Cargo Commercial Airline Operations	3,242
•Military Flights	168

Landings per day:

•General Aviation	115
•Commercial Departures	221
•Commercial Arrivals	221

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	466,974
•Investigated Cases	69,527
•Vehicles	610
•Neighborhood Watch Locations	60
•Motorcycles	29
•Canine Teams	8
•Stations	5
•Helicopters	2
•Public Safety Communications Center	1
•Police Headquarters	1



FIRE & EMS QUICK FACTS

•EMS Incoming Calls Per Year	116,751
•Fire Unit Responses	114,781
•EMS Medical Runs Per Year Dispatched	105,714
•Patients Transported to Hospitals by EMS	77,266
•Fire/Emergency Incidents	71,697
•Fire Stations	26
•Engine Companies	23
•EMS Units	21 Days/19 Nights
•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

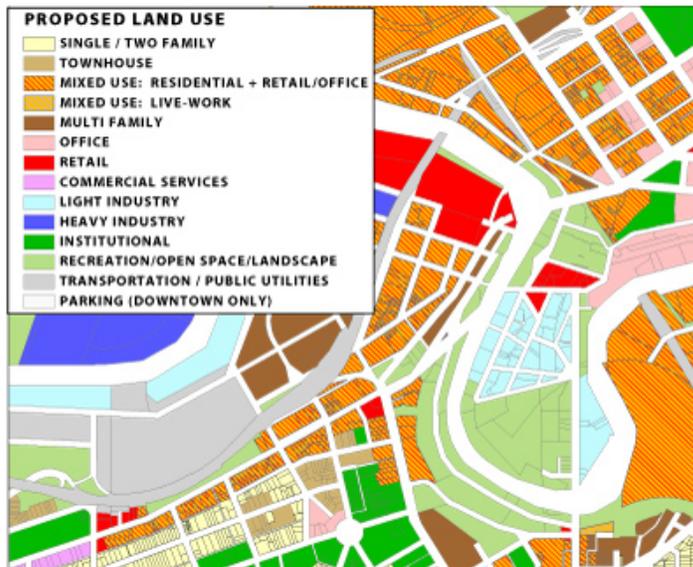
•Parking Meters	2,460
•Coin & Debit/Credit Meters	24
•Parking Lots	3
•Parking Garages	2

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

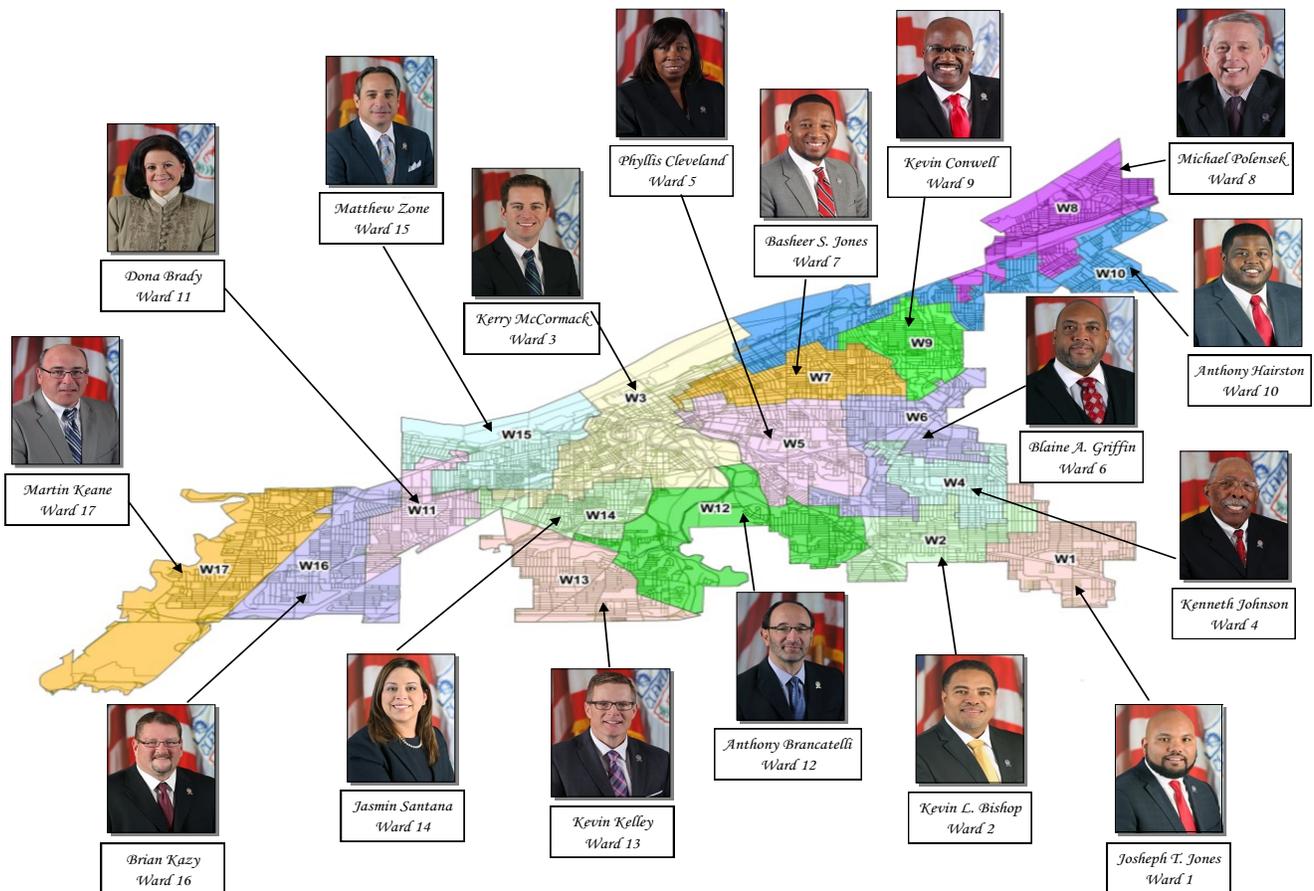
Eight Ideas for Vacant Land Reuse in Cleveland: "Sustainable Land Reuse Strategies"

The Citywide Plan is supplemented by "Re-imagining 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
Joseph T. Jones	1	664-4944	jjones@clevelandcitycouncil.org
Kevin L. Bishop	2	664-4945	kbishop@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
Blaine A. Griffin	6	664-4234	bgriffin@clevelandcitycouncil.org
Basheer S. Jones	7	664-2908	bjones@clevelandcitycouncil.org
Michael D. Polensek	8	664-4236	mpolensek@clevelandcitycouncil.org
Kevin Conwell	9	664-4252	council9@clevelandcitycouncil.org
Anthony T. Hairston	10	664-4231	ahairston@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
Jasmin Santana	14	664-4238	jsantana@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)		



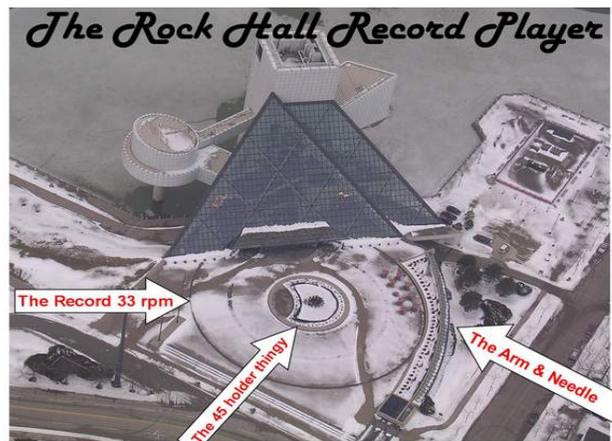
What Does the Rock & Roll Hall of Fame Have in Common With a Record Player?



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.

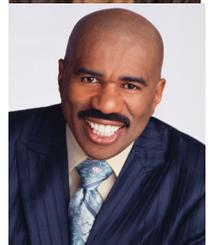
Paul Newman- Award winning actor who also is the co-founder of Newman's Own food manufacturing company in which all tax profits and royalties are donated to charity.

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.

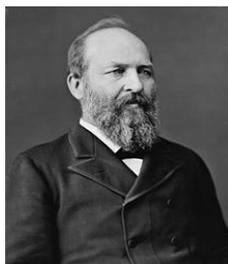
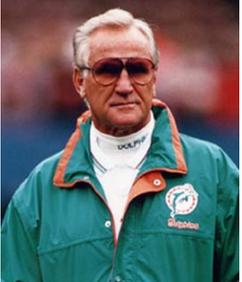
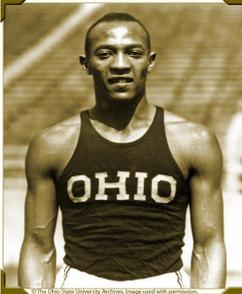
James A. Garfield- 20th president of the United States whose term only lasted 200 days because he was assassinated in July 1881.

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.



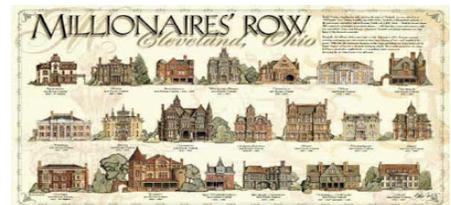
Cleveland vs Cleaveland

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 to 2 C.F.R. part 225. 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 2017 disposed of 241,911 tons of landfill debris; in addition to 25,600 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 2017, Cleveland has processed 25,600 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 2017 Recycling revenue was up slightly \$40,936.58.
- Landfill Diversion (Disposal cost savings): \$724,085.93
- Total Savings and Revenue: \$765,022.51
- 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 and 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, rec centers, and at 205 W. St. Clair during 2017. We will continue to evaluate and add wireless infrastructure to additional City buildings in 2018.

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 provide 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.

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

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 553 condemned structures in 2017. • Building & Housing estimates that the City will demolish at least 750 structures in 2018. • The City issued over 2,871 board-up permits in 2017. These permits were for boarding unsecured structures that were a public safety hazard.
Health	<ul style="list-style-type: none"> • Nuisance ticketing increased 59% from 1,176 in 2016 to 1,235 in 2017. • Citizen complaints totaled 3,145 in 2017 compared to 4,857 in 2016.
Public Utilities	<ul style="list-style-type: none"> • Cleaned 13,943 catch basins in 2017, which increased from 9,892 in 2016.



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. Thus, education becomes the gateway to opportunities. 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 students attending Cleveland Metropolitan School District (CMSD) schools 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 collaborated 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 and have been for a minimum of 1 year;
- Have met with a College Now advisor during his/her high school senior year;
- Complete a College Now scholarship application;
- Have been enrolled in a high school where College Now provides service;
- Plan to attend a public or private, not-for-profit higher educational institution approved for Federal Financial aid;
- Have a 2.5 GPA and scored an 18 or higher on the ACT or 860 or higher on the SAT critical reading and math tests; 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.

Neighborhood Transformation Initiative: 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.



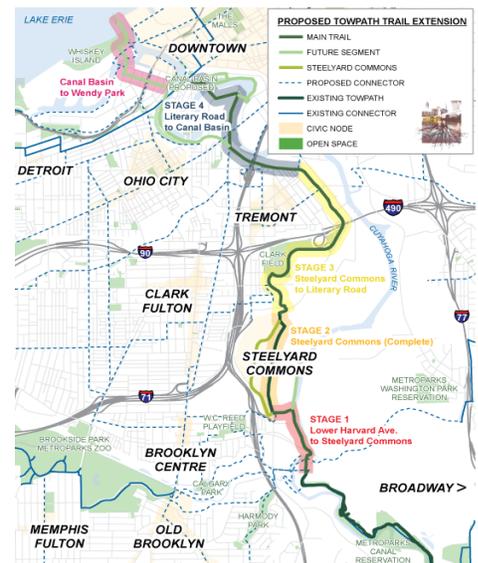
Cleveland Lakefront Nature Preserve: A "dredge deposit" site, formerly known as Dike 14, opened to the public on a daily basis in 2012 as an 88-acre nature preserve on Lake Erie, approximately four miles east of downtown Cleveland, off Gordon Lakefront State Park. This rare example of an urban nature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

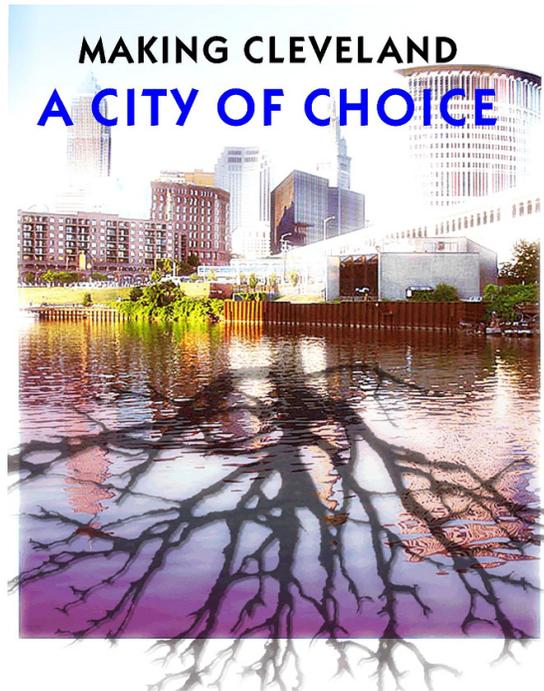
conceptual approval. The design refinement for the statue continues as well as fund raising efforts, as the project is envisioned to be dedicated directly after the completion of the Pedestrian and Cycle Bridge; becoming a highly recognizable attraction for our city residents, visitors, and Superman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

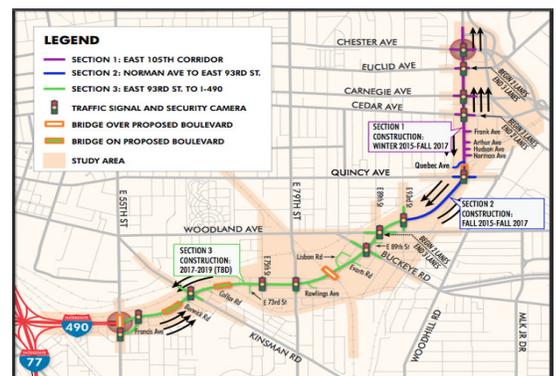


Uptown: The Uptown arts and entertainment district along Euclid Avenue, in the heart of University Circle, has become a reality. The \$27 million Museum of Contemporary Art opened to the public in October 2012. MRN Ltd. Has invested \$45 million in the development of two four-story buildings housing 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



City Wide Initiatives

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 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.

2017 Sustainability accomplishments include:

- ♦ Hosted Mayor Jackson's 9th Annual Sustainable Cleveland Summit and celebrated the Year of Vibrant Green Space throughout 2017;
- ♦ Continued implementation of the Cleveland Tree Plan, including:
 - ♦ Formation of the Cleveland Tree Coalition;
 - ♦ Announcement of community-wide tree goals (50,000 new trees planted and maintained by 2020, and 30% tree canopy by 2040);
 - ♦ Volunteer tree plantings in the Cudell and Buckeye-Shaker neighborhoods; and
 - ♦ Piloted a summer youth tree program in partnership with Youth Opportunities Unlimited;
- ♦ Coordinated Garden Walk Cleveland in four neighborhoods- Kamm's Corners, Slavic Village, Detroit Shoreway, and Collinwood;
- ♦ Launched "Don't Break the Lake" campaign aimed at reducing plastic waste in our waters, especially from disposable plastic bags and water bottles;

- Coordinated the Great Lake Erie Boat Float to raise awareness of plastic pollution on Lake Erie;
- Secured or managed the following grants:
 - \$100,000 from the U.S. Forest Service to plant approximately 150 trees in the Cudell and Buckeye-Shaker neighborhoods;
 - \$350,000 from the U.S. EPA and City of Cleveland Community Cost Share funds to install four bioretention cells at Wildwood Park to improve water quality at nearby beaches;
 - \$250,000 from the Northeast Ohio Regional Sewer District to install a rain collection cistern at the new City Kennel;
 - \$442,000 from the U.S. EPA to install approximately 20,000 ft² of permeable pavers and plant 150 trees at Marion Motley park;
 - \$110,000 from Partners for Places and Gund Foundation to support climate action, with a focus on racial equity and engagement; and
 - \$5,000 from the Cuyahoga County Solid Waste District
- 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, saving more than \$4 million per year;
- Supported Port Control in receiving a grant for and installing two green roofs at the Cleveland Airport
- Supported addition of 14 more miles of bike infrastructure, including trails, bike lanes and sharrows;
- Supported four ciCLEvia open streets events in 2017 in four different neighborhoods- University Circle, Detroit Shoreway, Central, and along West 25th Street;
- Distributed more than 400 rain barrels to Cleveland residents at nine community rain barrel workshops;
- Completed the 2016-2017 Youth Sustainability Leadership Program and presented student projects at EarthFest 2017;
- Installed four water bottle filling stations at City facilities and procured an additional 11 stations for installation in 2018;
- Led City's recognition as a "SolSmart Bronze" community for advancing solar energy growth; and
- Supported NOACA's 2017 Commuter Choice Challenge and encouraged employee participation in the Gohio Commute online tracking platform.

The Future of Public Safety

The Cleveland Department of Public Safety consists of the Divisions of Police, Fire, Emergency Medical Service (EMS), Animal Care & Control Services, Correction, the Office of Professional Standards (OPS), the Civilian Police Review Board, Office of Emergency Management (OEM), Information Technology specific to Public Safety, Grant Management, the Medical Unit, and additional Public Safety Administration functions designed to support the Department 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 Division of Police Law Enforcement Records Management System (LERMS) was upgraded in 2017 and now provides enhanced record keeping and management functions. The new robust RMS platform streamlines police reporting and has allowed for the implementation of Field Based Reporting (FBR). The training for (FBR) began during the third quarter of 2017 and will be completed in January 2018. Upon completion, all districts will have the ability to enter police reports directly into LERMS from the Mobile Data Terminals located in police patrol vehicles.



LERMS from the Mobile Data

The Division of Police will upgrade the Computer Aided Dispatch (CAD) system in the Communication Control Section in the first quarter of 2018. The improvements will give officers the ability to receive and acknowledge dispatched assignments via mobile data terminals and provide dispositions using the same technology. This technology, known as Mobile Silent Dispatching, will deliver detailed and accurate information to responding officers in a more efficient and effective manner.

The Division of Police will be able to provide more impactful service to the community with the anticipated hiring of 150 police officers in 2018 and an additional 100 officers in the first quarter of 2019. The increased staffing will result in better response times and more community engagement. This increased staffing also provides for additional detectives to the Homicide and Gang Impact units as well as the Neighborhood Impact Community Engagement (NICE) Unit.

The Division of Police has completely revised its use of force policies. Employing new and innovative approaches to instruction, the traditional classroom setting was augmented with scenario-based action and role play. The use of force training focused on de-escalation, and dealing with the mentally ill and people in crisis. In 2017, all officers in the Division were trained and tested on the new use of force policies which went into effect at the beginning of 2018.



The Division of Police is constantly seeking to improve in the areas of training, efficient delivery of services, officer safety and community engagement. The achievements outlined above allow the division to be an important asset to the Cleveland community.

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 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.

The Department of Public Safety continued its partnership with the MetroHealth System to provide Public Safety Medical Director services, which 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 continued into 2017 with additional sites, targeting locations where EMS frequently has calls for service for "falls".

In 2017, 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 2018, the Division of Emergency Medical Service (EMS) will continue to 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 2018, 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.

The City and Cuyahoga County Sheriff have reached an agreement to have the Cuyahoga County Sheriff assume all jail duties for the City of Cleveland. By August 2018, it is anticipated that all City jail facilities will be closed and all arrests within the City of Cleveland will be booked, processed and housed at the 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 rather than Police Officers. The City of Cleveland and Department of Justice signed a settlement agreement, known as the Consent Decree, that marks a new way of policing in the city, one built on a strong foundation of progressive change, sustained trust, and accountability. The Consent Decree 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.

The complete civilianization of the Office of Professional Standard investigative staff is working to break down barriers, real or perceived between the community and the Division of Police. The Office of Professional Standards



City Wide Initiatives

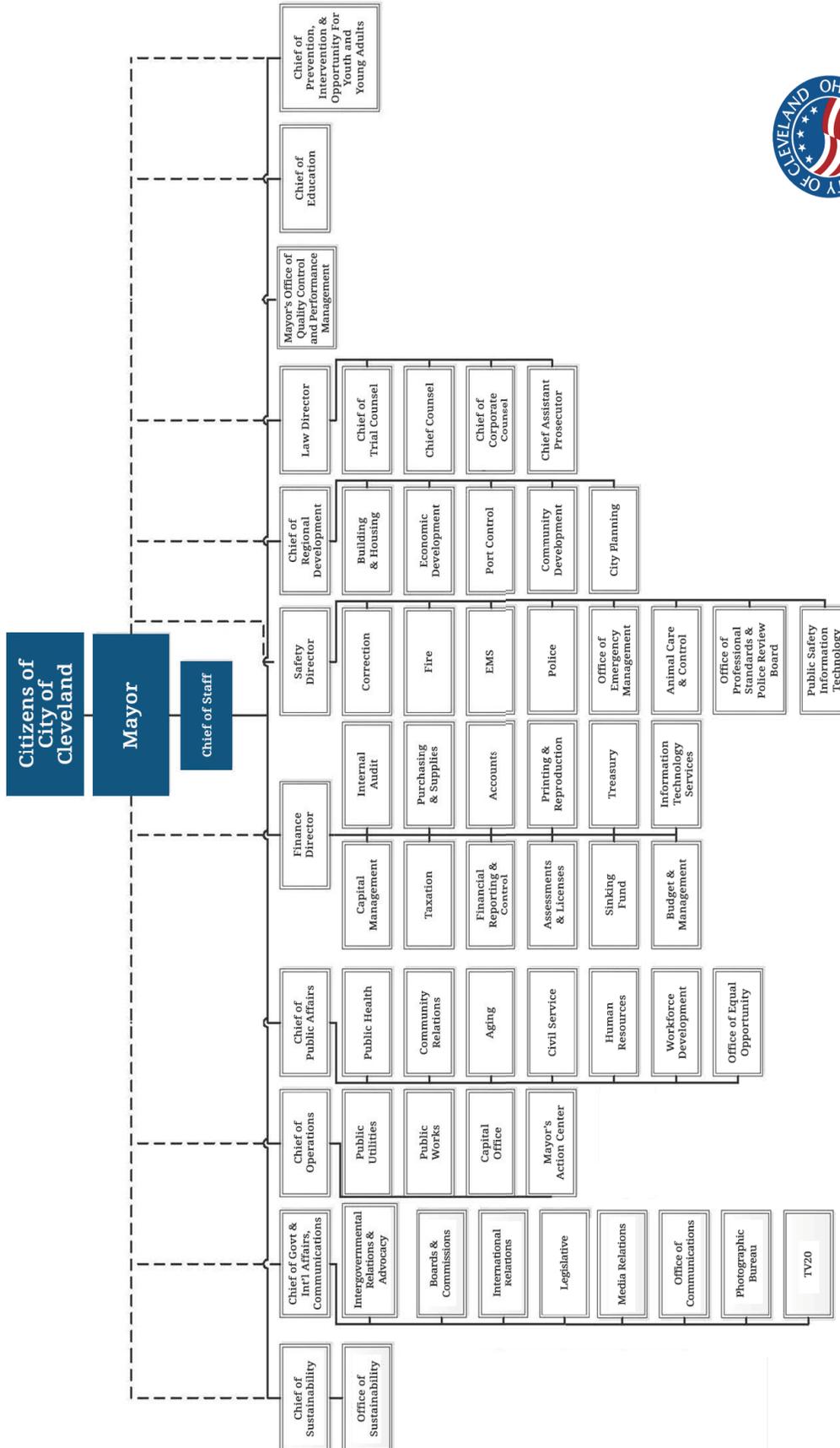
now provides on-line access to the complaint process, free parking for complainants, and the installation of audio and video cameras in the lobby of every police district.

The Office of Professional Standards and the Civilian Police Review Board are working closely with the Department of Justice (DOJ) and the Monitoring Team to ensure that citizen complaints involving sworn and civilian employees of the Division of Police are thoroughly investigated and resolved. New Operating Manuals for the Office of Professional Standards and the Civilian Police Review Board have drafted; staffing levels have been increased to ensure complaints are investigated timely and resolved fairly and impartiality. These changes have been implemented to build trust and accountability.

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 be completed in December 2018.



CITY OF CLEVELAND
Mayor Frank G. Jackson



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. Since 2013 the Local Government Fund has been static. During 2017, the City received Commercial Activity Tax for Debt Service. This will be phased out completely in 2018.

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 2017, the City hosted the NBA Championship and the MLB playoff games. These activities created additional tourism, along with downtown business activities. This resulted in higher than anticipated Admission Tax Collections.

Income tax revenue, which represents 60% of operating revenue, at year end fiscal 2017 was \$389,045,794 compared to \$314,801,172 at year end fiscal 2016. Income tax revenue received in 2017 came in six million dollars under projection. The unemployment rate in the Cleveland area in December 2017 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 in March 2016, 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 2018, the City has conservatively developed a budget, which reflects revenue estimates of \$624,945,503 and anticipated expenditures of \$624,359,797 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)

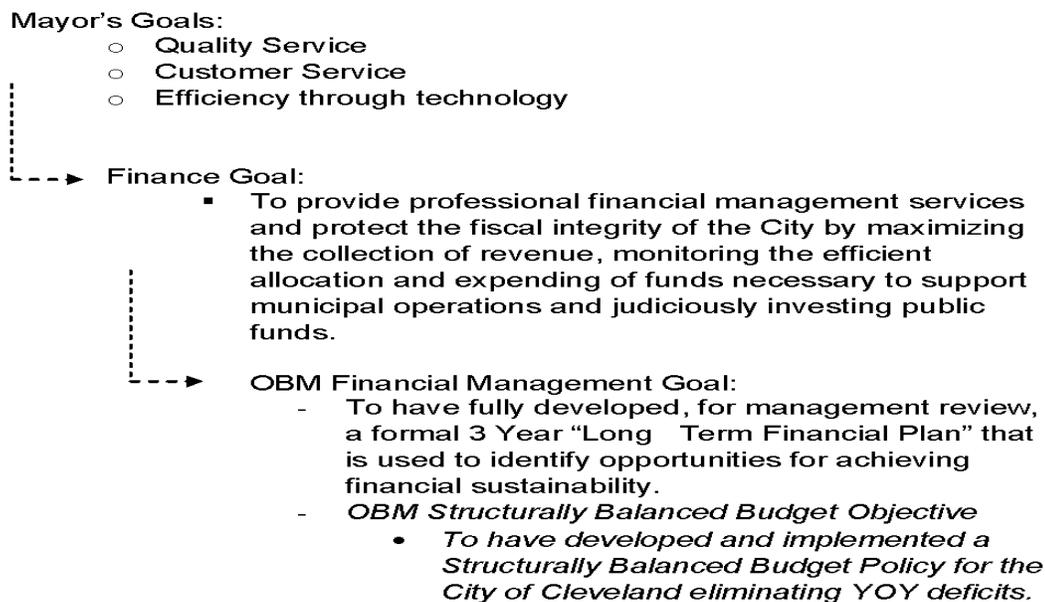
The City of Cleveland has also begun to develop and adopt a Structurally Balanced Budget (SBB) policy, per GFOA, to ensure that its recurring revenues are equal to its recurring expenditures in the adopted budget.

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 increase by 2% and, in general, future expenses and revenues have been calculated to reflect this increase.
- Salary and wage increases are estimated to remain flat.



Long-Term Financial Plan

Expense Forecast

	2018 BUDGET	2019 ESTIMATE	2020 ESTIMATE	2021 ESTIMATE	2022 ESTIMATE	2023 ESTIMATE
GENERAL FUND						
SALARIES	\$ 332,969,956	\$ 332,838,938	\$ 332,838,938	\$ 332,838,938	\$ 332,838,938	\$ 332,838,938
BENEFITS	142,954,142	145,751,640	151,429,917	155,752,891	160,335,244	165,192,537
TOT. SALARIES & BENEFITS	\$ 475,924,098	\$ 478,590,578	\$ 484,268,855	\$ 488,591,829	\$ 493,174,182	\$ 498,031,475
TRAVEL & TRAINING	\$ 1,229,233	\$ 1,253,818	\$ 1,278,894	\$ 1,304,472	\$ 1,330,561	\$ 1,357,173
UTILITIES	23,689,867	24,163,664	24,646,938	25,139,876	25,642,674	26,155,527
CONTRACTUAL SERVICES	47,375,831	48,323,348	49,289,815	50,275,611	51,281,123	52,306,746
MATERIALS & SUPPLIES	6,579,904	6,711,502	6,845,732	6,982,647	7,122,300	7,264,746
MAINTENANCE	6,998,206	7,138,170	7,280,934	7,426,552	7,575,083	7,726,585
CLAIMS, REFUNDS MAINT.	3,397,800	3,397,800	3,397,800	3,397,800	3,397,800	3,397,800
INTERDEPARTMENTAL	18,943,078	21,072,369	22,513,816	22,964,093	23,423,374	23,891,842
INTERFUND SUBSIDIES	38,373,690	35,764,197	36,795,766	37,787,408	43,101,479	43,370,830
CAPITAL	1,848,090	6,000	6,000	6,000	6,000	6,000
TOTAL OTHER	\$ 148,435,699	\$ 147,830,868	\$ 152,055,695	\$ 155,284,459	\$ 162,880,394	\$ 165,477,249
TOTAL GENERAL FUND	\$ 624,359,797	\$ 626,421,446	\$ 636,324,550	\$ 643,876,288	\$ 656,054,576	\$ 663,508,724

Revenue Forecast

	2018 BUDGET	2019 ESTIMATE	2020 ESTIMATE	2021 ESTIMATE	2022 ESTIMATE	2023 ESTIMATE
GENERAL FUND						
CHARGES FOR SERVICES	\$ 35,566,106	\$ 35,566,106	\$ 35,566,106	\$ 35,566,106	\$ 35,566,106	\$ 35,566,106
FINES & FORFEITURES	10,682,732	10,682,732	10,682,732	10,682,732	10,682,732	10,682,732
GRANT REVENUE	416,666	416,666	416,666	416,666	416,666	416,666
LICENSES & PERMITS	16,428,104	16,428,104	16,428,104	16,428,104	16,428,104	16,428,104
MISCELLANEOUS	27,213,293	27,632,293	27,632,293	27,632,293	27,632,293	27,632,293
OTHER SHARED REVENUE	13,027,383	13,027,383	13,027,383	13,027,383	13,027,383	13,027,383
PROPERTY TAX	34,044,446	34,384,890	34,728,739	35,076,027	35,426,788	35,781,055
SALE OF CITY ASSETS	1,000,000	—	—	—	—	—
STATE & LOCAL GOVT. FUND	24,210,539	24,452,644	24,697,171	24,944,143	25,193,584	25,445,520
TRANSFERS IN	11,256,235	3,800,000	3,800,000	3,800,000	3,800,000	3,800,000
OTHER TAXES	38,079,000	38,840,580	39,617,392	40,409,739	41,217,934	42,042,293
INCOME TAX	411,520,999	419,751,419	428,146,447	436,709,376	445,443,564	454,352,435
INVESTMENT INCOME	1,500,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
TOTAL GENERAL FUND	\$ 624,945,503	\$ 626,982,817	\$ 636,743,033	\$ 646,692,569	\$ 656,835,154	\$ 667,174,587

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.

311 Call Center

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 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 2018 Five Year Capital Improvement Program represents our eleventh annual installment since I took office in 2006. We are proposing to issue approximately \$40 million in new bond debt in 2018, 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 2018 will be our fifth straight year of major road repair. Our 2014 bonds leveraged \$36.5 million of road improvements, our 2015 bonds leveraged \$74 million, the 2016 bond amount was \$60 million, and 2017 we leveraged \$85 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 continue to systematically repair our worst streets first. With a focus on neighborhoods, the City of Cleveland will continue to invest approximately \$12 million per year on residential resurfacing. To demonstrate the impact of this investment as it relates to local resurfacing; in 2016 the City of Cleveland resurfaced 94 streets, yet in 2017 the City of Cleveland resurfaced 147.

Sustainability

The City of Cleveland announced a goal in January 2014 to create 70 mile 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 with 67.2 miles completed. This critical investment will be reevaluated in 2018 with the goal of further expanding the network to 84 miles with 17 miles to be implemented in 2018 inclusive of piloting protected bike lanes to better segment vehicle traffic and protect cyclists.

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, Gunning Recreation Center and Halloran Park. The Cleveland Cavaliers have committed to upgrading all the Cleveland Recreation Center gym floors starting in 2018! In 2018, with our continued focus on recreation, the City of Cleveland will launch a five year program to improve our recreation centers to mirror our four-year program to upgrade our City parks and playgrounds.

As Cleveland continues in popularity for investment and recreation, we want visitors' first impression of Cleveland to be first class. To prepare for the increasing growth and use, Cleveland Hopkins International Airport will begin its master planning process in 2018 to meet rising expectation of the aviation market while improving the airport in the near term.

Our entire 2018 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 Operating Officer and includes the:

- Chief of Staff;
- 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.

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) 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, 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:

- \$118 million in year 2019;
- \$122 million in year 2020;
- \$82 million in year 2021; and
- \$59 million in year 2022.

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.

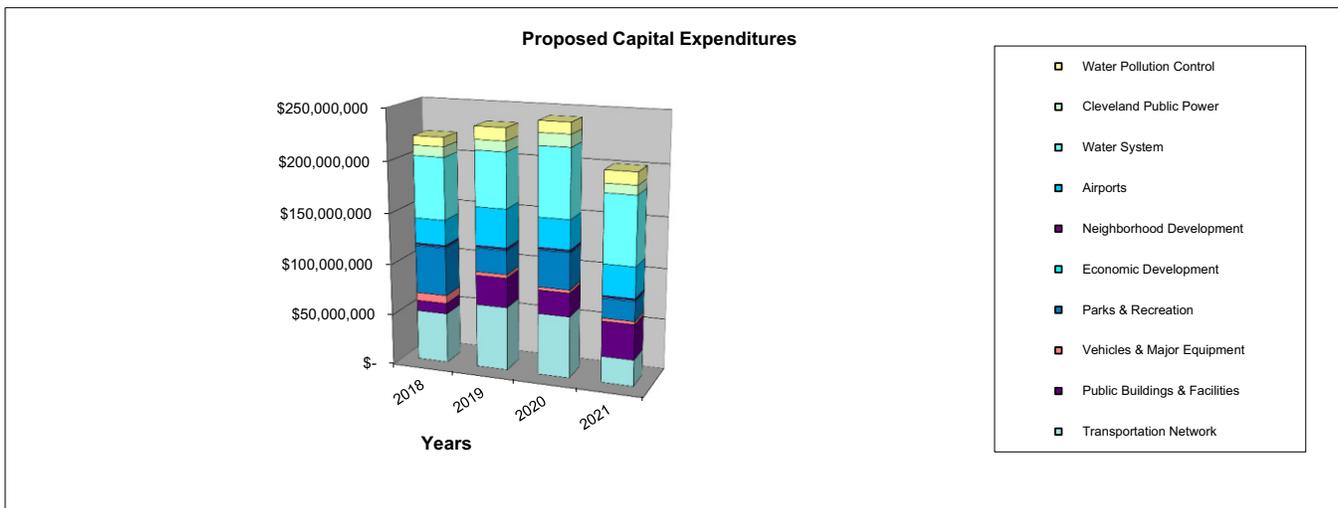
State and Federal Stimulus Moneys: We do not think we have seen the last of federal and state injections of stimulus moneys. Assuming these opportunities arise, we want to be ready to respond with well-conceived, shovel-ready projects. We will have to take some risks in paying for designs of projects 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. The Pavement Management Study was updated in 2016. Beginning 2018, one-third of the City of Cleveland streets will be repaved to ensure the effectiveness of the program and reliability of the planning effort.

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.

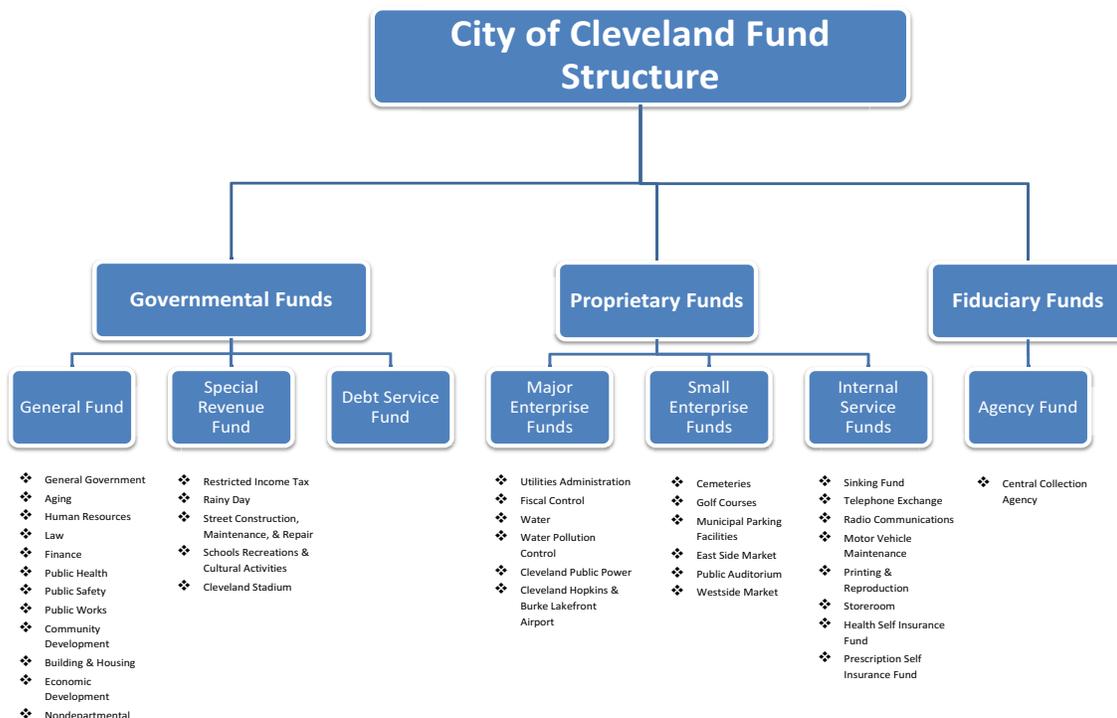
SUMMARY OF 2017 - 2021 CITY-WIDE DEVELOPMENT PROGRAM BY PROJECT TYPE

PROJECT TYPE	PROPOSED CAPITAL EXPENDITURES					5 YEAR TOTAL
	2018	2019	2020	2021	2022	
BASIC SERVICES						
Transportation Network	\$ 49,395,900	\$ 62,440,457	\$ 60,373,388	\$ 25,772,135	\$ 20,023,337	\$ 218,005,217
Public Buildings & Facilities	\$ 10,448,287	\$ 28,980,000	\$ 23,016,000	\$ 34,288,000	\$ 11,000,000	\$ 107,732,287
Vehicles & Major Equipment	\$ 8,000,000	\$ 3,596,500	\$ 3,096,500	\$ 3,096,500	\$ 3,096,500	\$ 20,886,000
Parks & Recreation	\$ 47,146,080	\$ 23,137,000	\$ 35,528,000	\$ 19,030,000	\$ 25,469,820	\$ 150,310,900
Total Basic Services	\$ 114,990,267	\$ 118,153,957	\$ 122,013,888	\$ 82,186,635	\$ 59,589,657	\$ 496,934,404
DEVELOPMENT						
Economic Development	\$ 1,046,048	\$ 1,046,048	\$ 1,046,048	\$ 1,046,048	\$ 1,046,048	\$ 5,230,240
Neighborhood Development	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000		\$ 6,000,000
Total Development	\$ 2,546,048	\$ 2,546,048	\$ 2,546,048	\$ 2,546,048	\$ 1,046,048	\$ 11,230,240
MAJOR ENTERPRISES						
Airports	\$ 24,650,000	\$ 37,415,009	\$ 28,650,000	\$ 30,000,000	\$ 32,000,000	\$ 152,715,009
Water System	\$ 60,500,000	\$ 53,600,000	\$ 66,500,000	\$ 66,000,000	\$ 66,000,000	\$ 312,600,000
Cleveland Public Power	\$ 9,948,500	\$ 9,932,500	\$ 11,950,000	\$ 8,950,000	\$ 9,500,000	\$ 50,281,000
Water Pollution Control	\$ 8,925,800	\$ 12,443,000	\$ 10,900,000	\$ 12,000,000	\$ 12,000,000	\$ 56,268,800
Total Major Enterprises	\$ 104,024,300	\$ 113,390,509	\$ 118,000,000	\$ 116,950,000	\$ 119,500,000	\$ 571,864,809
TOTAL CITYWIDE CAPITAL PROGRAM	\$ 221,560,615	\$ 234,090,514	\$ 242,559,936	\$ 201,682,683	\$ 180,135,705	\$ 1,080,029,453



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
General Fund	General Government	pp 82-134, pp 214-216
	Municipal Courts	pp 135-156
	Department of Aging	pp 157-163
	Department of Human Resources	pp 164-168
	Department of Law	pp 169-174
	Department of Finance	pp 175-213
	Department of Public Health	pp 217-240
	Department of Public Safety	pp 241-298
	Department of Public Works	pp 299-332
	Department of Community Development	pp 333-335
	Department of Building and Housing	pp 336-350
	Department of Economic Development	pp 351-354
	Non-Departmental	pp 355-358
Special Revenue	Restricted Income Tax	pg 362
	Division of Street Construction, Maintenance & Repair	pp 363-369
	Schools, Recreation & Cultural	pg 370
	Cleveland Stadium	pg 371
Major Enterprise Funds	Department of Public Utilities	pp 375-414
	Department of Port Control	pp 415-424
Small Enterprise Funds	Cemeteries	pp 428-431
	Golf	pp 432-433
	Parking Facilities	pp 434-437
	East Side Market	pg 438
	Public Auditorium	pp 449-444
	West Side Market	pp 445-447
Debt Service Fund	Sinking Fund Commission	pp 450-457
Internal Service Funds	Sinking Fund General Operations	pp 463-466
	Telephone Exchange	pp 467-469
	Radio	pp 470-474
	Motor Vehicle Maintenance	pp 475-480
	Printing & Reproduction	pp 481-485
	Storeroom & Warehouse	pp 486-487
	Health Self Insurance Fund	pp 488-489
	Prescription Self Insurance Fund	pg 490
	Agency	CCA Income Tax Administration

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 Water, Parking and West Side Market. 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 Beginning</u>	<u>Ending</u>
GENERAL FUND					
General Fund	\$ 624,945,503	\$ 624,359,797	\$ 585,706	\$ 32,851,044	\$ 33,436,750
SPECIAL REVENUE FUNDS					
Street Maint & Construction*	\$ 28,474,278	\$ 28,481,060	\$ (6,782)	\$ 6,782	\$ —
Cleveland Stadium*	14,853,608	11,764,375	3,089,233	22,995,522	26,084,755
	<u>\$ 43,327,886</u>	<u>\$ 40,245,435</u>	<u>\$ 3,082,451</u>	<u>\$ 23,002,304</u>	<u>\$ 26,084,755</u>
ENTERPRISES					
MAJOR					
Water	\$ 298,159,530	\$ 361,078,645	\$ (62,919,115)	\$ 208,277,487	\$ 145,358,372
Water Pollution Control	26,508,356	28,207,685	(1,699,329)	15,386,245	13,686,916
Cleveland Public Power	214,994,706	215,989,237	(994,531)	18,519,104	17,524,573
Airport-General Operations	168,572,666	168,572,666	—	73,470,496	73,470,496
	<u>\$ 708,235,258</u>	<u>\$ 773,848,233</u>	<u>\$ (65,612,975)</u>	<u>\$ 315,653,332</u>	<u>\$ 250,040,357</u>
SMALL					
Cemeteries*	\$ 1,708,652	\$ 1,798,105	\$ (89,453)	\$ 89,453	\$ —
Golf	24,000	18,381	5,619	37,282	42,901
Parking Facilities	10,434,952	10,460,314	(25,362)	1,620,128	1,594,766
Public Auditorium*	2,805,007	2,838,402	(33,395)	33,395	—
West Side Market	1,571,000	1,712,599	(141,599)	1,015,176	873,577
	<u>\$ 16,543,611</u>	<u>\$ 16,827,801</u>	<u>\$ (284,190)</u>	<u>\$ 2,795,434</u>	<u>\$ 2,511,244</u>
AGENCY FUND					
Central Collection Agency	\$ 12,780,143	\$ 12,780,143	\$ —	\$ 466,773	\$ 466,773
Less: Interfund Subsidies from GF	\$ 22,058,503	\$ 22,058,503	\$ —	\$ —	\$ —
NET CITY OF CLEVELAND OPERATING BUDGET FOR 2018	<u>\$ 1,383,773,898</u>	<u>\$ 1,446,002,906</u>	<u>\$ (62,229,008)</u>	<u>\$ 374,768,887</u>	<u>\$ 312,539,879</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		
	2016 Actual	2017 Unaudited	2018 Budget	2016 Actual	2017 Unaudited	2018 Budget	2016 Actual	2017 Unaudited	2018 Budget
Financial Sources									
Charges for Services	\$ 34,081,800	\$ 36,675,357	\$ 35,566,106	\$ 321,212	\$ 291,249	\$ 285,000	\$ -	\$ -	\$ -
Fines, Forfeitures & Settlements	11,577,587	11,259,363	10,682,732	-	-	-	-	-	-
Grant Revenue	72,290	1,064,594	416,666	-	-	-	-	-	-
Licenses & Permits	18,290,263	17,290,937	16,428,104	1,221,208	879,750	890,200	-	-	-
Miscellaneous	27,205,039	35,113,988	27,213,293	357,574	191,275	4,400,400	509,448	496,338	474,729
Other Shared Revenue									
CAT Tax	-	-	-	-	-	-	2,949,325	2,949,325	-
Property Tax- State Subsidy	3,127,768	3,088,174	3,065,656	-	-	-	2,143,351	1,599,875	1,584,433
Cigarette & Liquor Tax	853,445	828,973	824,000	-	-	-	-	-	-
Sin Tax	-	-	-	-	10,321,430	4,333,333	-	-	-
Casino	9,273,234	8,963,976	9,111,269	-	-	-	-	-	-
Other	68,992	19,039	26,458	-	-	-	-	-	-
	\$ 13,323,439	\$ 12,900,162	\$ 13,027,383	\$ 13,199,916	\$ 23,749,907	\$ 17,623,333	\$ 5,092,676	\$ 4,549,200	\$ 1,584,433
Property Tax	\$ 32,420,754	\$ 33,842,251	\$ 34,044,446	-	-	-	\$ 16,890,037	\$ 17,630,470	\$ 17,747,374
Sale of City Assets	293,993	5,249,498	1,000,000	-	-	-	-	-	-
State and Local Government Fund	24,596,372	24,373,866	24,210,539	-	-	-	-	-	-
Transfers In	1,616,592	-	11,256,235	20,954,586	29,279,662	21,249,953	8,035,965	11,740,962	5,651,811
Income Tax	314,801,172	389,045,794	411,520,999	39,350,146	48,630,724	51,440,125	31,600,024	32,202,247	42,284,676
Investment Income	760,581	1,657,928	1,500,000	162,057	415,956	424,000	77,929	263,711	250,000
Other Taxes									
Admission Tax	20,196,315	19,352,021	14,850,000	-	-	-	-	-	-
Motor Vehicle License Tax	3,161,036	3,163,992	3,050,000	-	-	-	-	-	-
Parking Tax	14,135,264	15,021,125	14,000,000	-	-	-	-	-	-
Electric Excise Tax	2,999,021	2,980,097	-	-	-	-	-	-	-
Hotel Tax	6,634,887	6,223,794	6,150,000	-	-	-	-	-	-
Other	32,605	29,036	29,000	-	-	-	-	-	-
	\$ 47,159,128	\$ 46,770,065	\$ 38,079,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Premium on Bond	-	-	-	-	-	-	-	-	-
Proceeds From Sale of Debt	-	-	-	-	-	-	-	-	22,210,000
Total Financial Sources	\$ 526,199,010	\$ 615,243,803	\$ 624,945,503	\$ 75,566,699	\$ 103,438,523	\$ 96,313,011	\$ 62,206,079	\$ 66,882,928	\$ 90,203,023
Financial Uses									
Salaries and Wages	\$ 298,505,802	\$ 294,593,123	\$ 332,969,956	\$ 11,005,960	\$ 12,105,332	\$ 12,833,839	\$ -	\$ -	\$ -
Benefits	124,334,140	129,049,078	142,954,142	4,117,992	4,400,504	5,118,625	-	-	-
Other Training and Professional Dues	693,381	988,189	1,229,233	-	300	-	-	-	-
Utilities	21,348,851	21,543,357	23,689,867	298,599	257,974	315,214	-	-	-
Contractual Services	39,979,561	46,030,910	47,375,831	2,026,289	2,346,957	2,664,954	-	-	-
Materials & Supplies	4,598,762	5,583,772	6,579,904	4,874,426	2,299,044	4,023,213	-	-	-
Maintenance	3,761,562	5,591,414	6,998,206	10,613	62,307	52,320	-	-	-
Claims, Refunds Maintenance	11,292,206	5,949,376	3,397,800	2,375	-	5,000	-	-	-
Interdepartmental Service Charges	18,113,866	20,864,539	18,943,078	1,852,806	3,002,415	2,749,167	-	-	-
Transfers Out	32,079,270	43,671,344	38,373,690	35,428,021	36,463,154	46,212,191	825,000	1,069,656	-
Capital Outlay	460,370	21,898,636	1,848,090	9,426,395	20,612,823	14,291,759	-	-	-
Debt Service	250,000	-	-	6,471,669	5,417,571	4,841,665	64,924,295	64,537,975	93,272,493
Expenditure Recovery	51,731	80,108	-	-	-	-	-	-	-
Total Financial Uses	\$ 555,469,502	\$ 595,843,846	\$ 624,359,797	\$ 75,515,145	\$ 86,968,381	\$ 93,107,947	\$ 65,749,295	\$ 65,607,631	\$ 93,272,493
Decertifications	109,695	515,318	-	175,231	80,815	-	-	-	-
Change in Receivables	-	-	-	-	-	-	-	-	-
Beginning Balance	\$ 42,096,566	\$ 12,935,769	\$ 32,851,044	\$ 32,396,458	\$ 32,623,243	\$ 49,174,200	\$ 24,374,554	\$ 20,831,338	\$ 22,106,635
Ending Balance	\$ 12,935,769	\$ 32,851,044	\$ 33,436,750	\$ 32,623,243	\$ 49,174,200	\$ 52,379,264	\$ 20,831,338	\$ 22,106,635	\$ 19,037,165
Change in Balance	\$ (29,160,797)	\$ 19,915,275	\$ 585,706	\$ 226,785	\$ 16,550,957	\$ 3,205,064	\$ (3,543,216)	\$ 1,275,297	\$ (3,069,470)
% Change	-69.3%	154.0%	1.8%	0.7%	50.7%	6.5%	-14.5%	6.1%	-13.9%

Consolidated Financial Summary



Proprietary Funds						Fiduciary Fund			Total		
Enterprise Funds			Internal Service Funds			Agency Fund			All Funds		
2016	2017	2018	2016	2017	2018	2016	2017	2018	2016	2017	2018
Actual	Unaudited	Budget	Actual	Unaudited	Budget	Actual	Unaudited	Budget	Actual	Unaudited	Budget
\$ 681,719,720	\$ 722,892,276	\$ 700,851,179	\$ 89,049,095	\$ 94,794,647	\$ 107,677,941	\$ -	\$ -	\$ -	\$ 805,171,827	\$ 854,653,529	\$ 844,380,226
42,021	30	-	-	-	-	-	-	-	11,619,608	11,259,393	10,682,732
559,955	6,099,034	2,408,618	-	-	-	-	-	-	632,245	7,163,628	2,825,284
504,794	624,214	528,824	-	-	-	-	-	-	20,016,265	18,794,901	17,847,128
20,908,332	19,102,271	20,127,938	28,883,177	31,740,822	28,860,385	2,762,666	2,858,146	3,995,143	80,626,236	89,502,840	85,071,888
-	-	-	-	-	-	-	-	-	2,949,325	2,949,325	-
-	-	-	17,637	8,939	18,000	-	-	-	5,288,756	4,696,988	4,668,089
-	-	-	-	-	-	-	-	-	853,445	828,973	824,000
-	-	-	-	-	-	-	-	-	-	10,321,430	4,333,333
-	-	-	-	-	-	-	-	-	9,273,234	8,963,976	9,111,269
-	-	-	-	-	-	-	-	-	13,268,908	13,447,516	13,316,458
\$ -	\$ -	\$ -	\$ 17,637	\$ 8,939	\$ 18,000	\$ -	\$ -	\$ -	\$ 31,633,668	\$ 41,208,208	\$ 32,253,149
\$ -	\$ -	\$ -	-	-	-	-	-	-	\$ 49,310,791	\$ 51,472,721	\$ 51,791,820
502,148	618,134	490,000	-	-	-	-	-	-	796,141	5,867,632	1,490,000
-	-	-	-	-	-	-	-	-	24,596,372	24,373,866	24,210,539
1,288,352	1,465,982	1,933,550	602,764	600,000	653,744	-	-	-	32,498,259	43,086,606	40,745,293
-	-	-	-	-	-	6,440,000	6,650,000	8,785,000	392,191,342	476,528,765	514,030,800
2,286,690	5,163,973	6,047,000	30,690	73,207	70,000	41,513	146,199	-	3,359,460	7,720,974	8,291,000
-	-	-	-	-	-	-	-	-	20,196,315	19,352,021	14,850,000
-	-	-	-	-	-	-	-	-	3,161,036	3,163,992	3,050,000
539,884	611,997	606,186	-	-	-	-	-	-	14,675,148	15,633,122	14,606,186
2,999,021	2,980,097	6,000,000	-	-	-	-	-	-	5,998,042	5,960,194	6,000,000
-	-	-	-	-	-	-	-	-	6,634,887	6,223,794	6,150,000
(5,238,595)	(5,230,402)	-	-	-	-	-	-	-	(5,205,990)	(5,201,366)	29,000
\$ (1,699,690)	\$ (1,638,308)	\$ 6,606,186	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,459,438	\$ 45,131,757	\$ 44,685,186
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	22,210,000
\$ 706,112,322	\$ 754,327,606	\$ 738,993,295	\$ 118,583,363	\$ 127,217,615	\$ 137,280,070	\$ 9,244,179	\$ 9,654,345	\$ 12,780,143	\$ 1,497,911,652	\$ 1,676,764,820	\$ 1,700,515,045
\$ 107,269,443	\$ 109,792,083	\$ 124,939,199	\$ 5,929,269	\$ 5,994,912	\$ 6,558,316	\$ 4,391,998	\$ 4,655,744	\$ 6,154,261	\$ 427,102,472	\$ 427,141,194	\$ 483,455,571
42,317,573	44,503,567	51,888,301	2,484,344	2,608,432	2,846,649	1,608,392	1,723,518	2,361,937	174,862,441	182,285,099	205,169,654
851,064	897,879	1,214,813	11,918	21,551	43,550	17,395	23,024	42,100	1,573,758	1,930,943	2,529,696
36,889,282	36,528,028	41,134,983	6,061,689	6,078,613	6,794,063	175,554	182,857	201,143	64,773,975	64,590,829	72,135,270
52,030,148	72,292,770	70,234,309	7,802,553	7,644,398	8,990,512	1,538,975	1,605,687	1,770,500	103,377,526	129,920,722	131,036,106
151,171,745	153,215,323	176,043,246	9,435,068	10,415,900	11,969,128	241,827	609,978	679,100	170,321,828	172,124,017	199,294,591
33,015,001	38,193,877	41,538,824	2,657,746	2,881,670	3,179,091	104,366	139,458	257,200	39,549,288	46,868,726	52,025,641
13,333,339	12,778,455	12,566,507	75,679,310	82,059,015	99,742,309	510,931	508,313	549,099	100,818,161	101,295,159	116,260,715
32,989,652	31,178,413	33,675,676	136,666	145,382	146,355	684,479	693,587	719,803	53,777,469	55,884,336	56,234,079
3,109,574	1,536,710	645,000	-	-	-	-	-	-	71,441,865	82,740,864	85,230,881
55,131,579	67,112,080	88,226,000	525,877	274,263	780,000	-	-	45,000	65,544,221	109,897,802	105,190,849
166,937,567	157,756,959	163,020,173	-	-	-	-	-	-	238,583,531	227,712,505	261,134,331
108,719	6,332	-	-	-	-	-	-	-	160,450	86,440	-
\$ 695,154,686	\$ 725,792,476	\$ 805,127,031	\$ 110,724,440	\$ 118,124,136	\$ 141,049,973	\$ 9,273,917	\$ 10,142,166	\$ 12,780,143	\$ 1,511,886,985	\$ 1,602,478,636	\$ 1,769,697,384
487,693	13,991,044	-	117,860	95,452	-	4,738	501,052	-	895,217	15,183,681	-
2,686,870	3,304,197	-	-	-	-	-	-	-	2,686,870	3,304,197	-
\$ 271,914,458	\$ 280,672,917	\$ 319,894,894	\$ 6,512,237	\$ 14,489,020	\$ 23,677,951	\$ 478,542	\$ 453,542	\$ 466,773	\$ 377,772,815	\$ 362,005,829	\$ 448,171,497
\$ 280,672,917	\$ 319,894,894	\$ 253,761,158	\$ 14,489,020	\$ 23,677,951	\$ 19,908,048	\$ 453,542	\$ 466,773	\$ 466,773	\$ 362,005,829	\$ 448,171,497	\$ 378,989,158
\$ (6,519,649)	\$ 39,221,977	\$ (66,133,736)	\$ 7,976,783	\$ 9,188,931	\$ (3,769,903)	\$ (25,000)	\$ 13,231	\$ -	\$ (31,045,094)	\$ 86,165,668	\$ (69,182,339)
-2.4%	14.0%	-20.7%	122.5%	63.4%	-15.9%	-5.2%	2.9%	0.0%	31.8%	291.1%	-42.2%



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 93.80% current & delinquent collection of current levy for previous tax year

Fund	Unencumbered Balance, Jan. 1, 2018	General Property Tax	Local Government	Other Sources	Total
General Fund	\$32,851,044.34	\$34,378,537.63	\$24,210,539.12	\$563,694,861.57	\$655,134,982.66
Fire Pension	-	1,330,782.81	-	-	1,330,782.81
Police Pension	-	1,330,781.87	-	-	1,330,781.87
Total General Fund	32,851,044.34	37,040,102.31	24,210,539.12	563,694,861.57	657,796,547.34
Restricted Income Tax	177,387.52	-	-	51,560,125.00	51,737,512.52
Schools Rec & Cult Activities	-	-	-	1,125,000.00	1,125,000.00
Rainy Day Fund	25,994,508.77	-	-	300,000.00	26,294,508.77
Street Construction, Mtc & Rep	6,782.04	-	-	28,474,278.00	28,481,060.04
Cleveland Stadium	22,995,522.50	-	-	14,853,608.00	37,849,130.50
Debt Service	22,106,635.85	19,296,339.96	-	70,906,683.04	112,309,658.85
Utilities Administration	621,780.06	-	-	6,641,220.00	7,263,000.06
Utilities Radio Communications	838,684.70	-	-	2,966,693.00	3,805,377.70
Utilities Fiscal Control	824,042.35	-	-	7,573,206.00	8,397,248.35
Water	208,277,487.39	-	-	298,159,530.00	506,437,017.39
Water Pollution Control	15,386,245.24	-	-	26,508,356.00	41,894,601.24
Cleveland Public Power	18,519,104.34	-	-	214,994,706.00	233,513,810.34
Airport Operations	73,470,796.16	-	-	168,572,666.00	242,043,462.16
Cemetery	89,453.02	-	-	1,708,652.00	1,798,105.02
Golf	37,282.64	-	-	24,000.00	61,282.64
Parking Facilities	1,620,128.19	-	-	10,434,952.00	12,055,080.19
Public Auditorium	33,395.84	-	-	2,805,007.00	2,838,402.84
West Side Market	1,015,176.04	-	-	1,571,000.00	2,586,176.04
Sinking Fund General Oper	1,144.61	-	-	746,745.00	747,889.61
Telephone Exchange	172,565.59	-	-	8,026,249.00	8,198,814.59
Health Self Insurance Fund	15,882,929.08	-	-	89,509,773.00	105,392,702.08
Prescription Self Insurance Fund	3,662,118.69	-	-	17,795,214.00	21,457,332.69
Motor Vehicle Maintenance	2,759,337.66	-	-	15,457,494.00	18,216,831.66
Printing	309,169.00	-	-	2,245,229.00	2,554,398.00
Storeroom	52,001.93	-	-	532,676.00	584,677.93
Central Collection Agency	466,773.02	-	-	12,780,143.00	13,246,916.02
Total	\$448,171,496.57	\$56,336,442.27	\$24,210,539.12	\$1,619,968,066.61	\$2,148,686,544.57

Transfers

Amount:

General Fund To:

Stadium Fund	\$ 10,270,275.00
Streets Fund	9,854,678.00
Other Subfunds	5,300,000.00
Debt Service Fund	9,236,443.00
Schools Fund	1,125,000.00
Sinking Fund	653,744.00
Cemetery Fund	217,859.00
Public Auditorium Fund	1,715,691.00
Capital Projects	1,842,090.00

\$ 40,215,780.00

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

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 as resources permit through.
- Collaborate and work with lead agencies to implement 6 strategies of Age Friendly Cleveland Plan in 2018. These include home repair coordination, transit oriented development, age friendly business certification, safe biking classes, mature worker campaign and long term care continuum.
- Work with TV20 to produce an "Age Friendly Cleveland" series to increase educational programming around Aging Network services available to Cleveland residents.

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.
- Provide customer satisfaction surveys to 20% of residents receiving one or more services in 2018 from the Department of Aging. Regularly evaluate results to improve service delivery.

Efficiency Through Technology

- Improve the overall management of Information Technology in the Department of Aging by convening quarterly internal IT trainings for all staff.
- Increase the number of seniors receiving the Emergency Weather Notification call from the Department of Aging by 5,000.

Health, Safety, & Wellness

- Promote safe and healthy lifestyles for department employees and for clients by bringing in speakers addressing health-related topics for continuing education for Aging staff.
- Successfully increase the number of Senior Walks in 2018 to 4 events. Three additional walks will be neighborhood-based and serve as a warm-up to the annual Senior Walk event.
- In collaboration with the Recreation Division, execute 4 evidence-based programs for seniors at each recreation center site.

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.
- Expand ability for customers to apply for a variety of permit types online.

Quality Service

- Send all appropriate documents to the city's collection agent within sixty days of so requesting.
- Rental Inspection Unit will conduct systemic and complaint-based inspections of rental properties to ensure healthy living environments for tenants.
- Increase Rental Registry to provide up to date information regarding rental properties
- Continue to implement demolitions that are strategic to neighborhoods.
- Garner code compliance with increased prosecutions of owners that have violations at both residential and commercial properties.

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 whole of 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 effectively and efficiently develop, administer and deliver quality HR policies, services, programs and communications that add value for prospective employees and current employees, while maintaining internal customer satisfaction and meeting budget constraints.

Efficiency through Technology

- To become more efficient through automation (applicant tracking system, on-boarding, performance management, benefits automation, Affordable Care Act, employee self-service, ADA and FMLA, records retention and scanning).

Health, Safety, & Wellness

- To create and deliver quality wellness programming to change unhealthy behaviors and to make healthy life choices (7 dimensions of wellness).

Quality Service

- To create an HR culture that boosts employee morale, increases accountability, develops employees and leaders, increases organizational learning, effectively recruits and staffs and drives efficiency.

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.



Departmental Goals & Objectives

OFFICE OF EQUAL OPPORTUNITY

Customer Service

- Continue to provide a client-centric approach by providing assistance with all levels of contract management process (certification, evaluation, monitoring, and closeout).
- Conduct a survey of the department's contractor base to determine topics of interest for the year's Quarterly Contractors' Meetings.

Efficiency through Technology

- Conduct targeted outreach of companies by commodity codes based on the number of certified firms currently available in OEO's B2Gnow system. Continue streamlining and standardizing Prevailing Wage across the City's enterprise. Align B2GNow and Advantage systems with contractor payments.

Health, Safety & Wellness

- Consistently follow safety requirements especially during site visits by wearing safety equipment (hard hat, vest, boots, etc.)

Quality Service

- Identify on-going training opportunities and research to enhance the work performed by the department and based on the department's mission (Small Contractor Rotation Program, waiver analysis, etc.).
- Implement recommendations of the 10 Year Assessment of the Cleveland Resident Employment Law (Codified Ordinance 188) by partnering with internal and external partners.

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

- Continued education and training of all employees within the Department of Public Safety focusing on restoring public confidence by providing superior customer service to our community that reflects 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 provided by EASE@Work through the Human Resource Department.

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.



Departmental Goals & Objectives

WORKFORCE DEVELOPMENT

Customer Service

- Provide high-quality services to individuals seeking training and employment as well as to businesses needing to fill job vacancies by: (1) meeting/exceeding all required performance measures established by the state; (2) expanding services available to individuals through Library branches and county neighborhood service centers; and (3) delivering job-specific recruitment sessions for qualified talent to meet the needs of businesses.

Quality Service

- Ensure that at least 85% of job training resources are dedicated to preparing workers for in-demand jobs. Update all existing service policies to reflect the new federal law, the Workforce Innovation and Opportunity Act.

Efficiency Through Technology

- Implement the state's new case management and financial management system at the local level. Explore the adoption of social media for improved customer service. Work with the Workforce Development Board to examine the improved use of technology for Board activities.

Health, Safety, Wellness

- Provide management support for the Mayor's health, safety and wellness goals. Share all the City's health initiatives and newsletters with all City employees.

General Fund

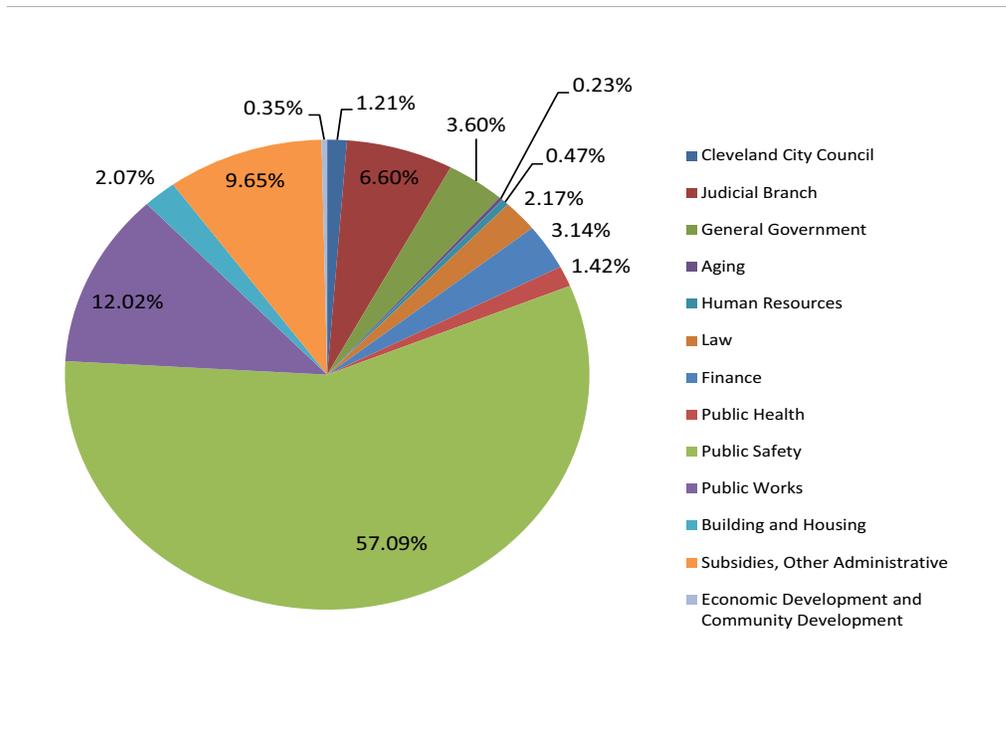


The General Fund supports most basic operations including Police and Fire protection, Emergency Medical Service, Waste Collection, Recreation, Health Centers, Park Maintenance, Building and Housing regulation and Municipal Courts. It also includes support services such as Human Resources, Finance and 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 2018 General Fund budget is comprised of \$624.4 million in expenditures. The 2018 proposed revenues are estimated at \$624.9 million.

PRELIMINARY 2018 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 (57%) 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.



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 2018, 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.

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget	\$ Change	% Change
LEGISLATIVE BRANCH						
COUNCIL	\$ 6,574,836	\$ 6,803,318	\$ 7,164,956	\$ 7,507,118	\$ 342,162	5%
JUDICIAL BRANCH						
Municipal Court	\$ 21,509,381	\$ 21,896,475	\$ 21,865,531	\$ 24,200,439	\$ 2,334,908	11%
Clerk of Courts	11,057,504	10,902,387	11,188,379	12,062,372	873,993	8%
Housing Court	3,632,749	4,090,362	4,085,786	4,858,053	772,267	19%
TOTAL JUDICIAL BRANCH	\$ 36,199,634	\$ 36,889,224	\$ 37,139,696	\$ 41,120,864	\$ 3,981,168	11%
EXECUTIVE BRANCH						
GENERAL GOVERNMENT						
Office of the Mayor	\$ 2,199,061	\$ 2,361,678	\$ 2,802,599	\$ 3,232,072	\$ 429,473	15%
Office of Capital Projects	4,838,106	4,865,730	4,930,757	6,465,768	1,535,011	31%
Mayor's Office of Quality Control & Performance Management	—	—	640,469	1,489,400	848,931	133%
Landmarks Commission	105,384	113,392	148,765	205,074	56,309	38%
Building Standards and Appeals	128,265	134,530	126,080	126,527	447	0%
Zoning Appeals	228,517	224,879	243,433	250,019	6,586	3%
Civil Service Commission	676,482	1,030,927	1,006,537	1,908,435	901,898	90%
Community Relations Board	1,305,827	1,314,150	2,600,416	3,700,742	1,100,326	42%
City Planning Commission	1,532,913	1,580,186	1,561,703	2,316,295	754,592	48%
Boxing & Wrestling Commission	5,246	42,161	17,874	25,892	8,018	45%
Mayor's Office of Sustainability	—	—	615,396	1,066,237	450,841	73%
Office of Equal Opportunity	631,233	596,597	651,948	887,256	235,308	36%
Office of Budget & Management	814,695	684,148	688,999	875,395	186,396	27%
TOTAL GENERAL GOVERNMENT	\$ 12,465,729	\$ 12,948,378	\$ 16,034,976	\$ 22,549,112	\$ 6,514,136	41%
DEPARTMENT OF AGING	\$ 1,039,410	\$ 1,015,423	\$ 964,770	\$ 1,410,780	\$ 446,010	46%
DEPARTMENT OF HUMAN RESOURCES	\$ 2,042,731	\$ 1,955,320	\$ 2,211,167	\$ 2,943,005	\$ 731,838	33%
DEPARTMENT OF LAW	\$ 13,297,180	\$ 19,891,960	\$ 14,689,736	\$ 13,516,507	\$ (1,173,229)	-8%
DEPARTMENT OF FINANCE						
Director's Office	\$ 1,081,612	\$ 1,035,314	\$ 1,060,360	\$ 1,496,534	\$ 436,174	41%
Accounts	2,038,015	1,799,915	1,866,646	2,180,741	314,095	17%
Assessments & Licenses	3,285,704	3,126,545	3,473,842	4,643,228	1,169,386	34%



	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget	\$ Change	% Change
Treasury	658,396	711,281	732,959	900,480	167,521	23%
Purchases & Supplies	696,150	589,950	558,183	762,859	204,676	37%
Bureau of Internal Audit	822,293	701,612	756,750	1,262,402	505,652	67%
Financial Reporting & Control	1,120,385	1,154,604	1,166,044	1,496,489	330,445	28%
Information Technology Services	4,528,476	4,877,888	5,438,550	6,820,889	1,382,339	25%
TOTAL FINANCE	\$ 14,231,031	\$ 13,997,109	\$ 15,053,334	\$ 19,563,622	\$ 4,510,288	30%
DEPARTMENT OF PUBLIC HEALTH						
Director's Office	\$ 1,104,082	\$ 1,121,445	\$ 1,120,676	\$ 1,655,722	\$ 535,046	48%
Health	3,377,182	4,089,059	3,753,491	4,147,212	393,721	10%
Environment	1,470,098	967,203	1,519,152	1,999,909	480,757	32%
Air Quality	399,227	408,331	453,609	957,478	503,869	111%
TOTAL PUBLIC HEALTH	\$ 6,350,589	\$ 6,586,038	\$ 6,846,928	\$ 8,760,321	\$ 1,913,393	28%
DEPARTMENT OF PUBLIC SAFETY						
Director's Office	\$ 5,335,911	\$ 5,487,547	\$ 6,346,486	\$ 6,783,416	\$ 436,930	7%
Police	179,374,002	190,616,124	185,046,132	201,327,425	16,281,293	9%
Fire	88,923,387	87,427,928	87,882,665	90,236,985	2,354,320	3%
Emergency Medical Service	22,979,540	23,787,351	25,802,944	30,656,897	4,853,953	19%
Animal Care and Control	1,527,627	1,479,291	1,783,238	2,777,188	993,950	56%
Correction	11,717,254	11,774,579	17,080,814	14,123,855	(2,956,959)	-17%
Office of Professional Standards	—	648,062	1,180,348	2,260,480	1,080,132	92%
Police Review Board	—	49,664	91,904	164,050	72,146	79%
Community Police Commission	—	36,377	287,222	777,181	489,959	171%
Police Inspector General	—	—	500	228,302	227,802	%
Department of Justice	—	1,753,279	2,595,457	5,802,386	3,206,929	124%
TOTAL PUBLIC SAFETY	\$ 309,857,721	\$ 323,060,202	\$ 328,097,710	\$ 355,138,165	\$ 27,040,455	8%
DEPARTMENT OF PUBLIC WORKS						
Division of Public Works Administration	\$ 3,178,215	\$ 3,087,989	\$ 2,834,075	\$ 3,267,744	\$ 433,669	15%
Recreation	11,767,849	12,065,131	12,514,422	15,044,904	2,530,482	20%
Parking Facilities	1,185,597	1,108,489	1,056,881	1,230,471	173,590	16%
Property Management	7,598,951	7,489,024	7,425,607	7,898,618	473,011	6%
Parks Maintenance & Properties	13,612,345	13,525,505	15,330,268	15,676,834	346,566	2%
Division of Waste Disposal	24,731,569	23,419,663	26,853,537	27,978,218	1,124,681	4%
Division of Traffic Engineering	3,265,880	3,341,011	3,557,158	3,763,900	206,742	6%
TOTAL PUBLIC WORKS	\$ 65,340,406	\$ 64,036,812	\$ 69,571,948	\$ 74,860,689	\$ 5,288,741	8%



	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Unaudited</u>	<u>2018 Budget</u>	<u>\$ Change</u>	<u>% Change</u>
COMM. DEV. DIRECTOR'S OFFICE	\$ 270,209	\$ 183,789	\$ 283,689	\$ 298,352	\$ 14,663	5%
DEPARTMENT OF BUILDING & HOUSING						
Director's Office	\$ 1,982,901	\$ 2,090,117	\$ 2,391,431	\$ 2,629,188	\$ 237,757	10%
Code Enforcement	5,625,085	5,925,202	6,684,041	8,551,114	1,867,073	28%
Construction Permit	1,325,065	1,402,918	1,489,748	1,718,426	228,678	15%
TOTAL BUILDING & HOUSING	\$ 8,933,051	\$ 9,418,237	\$ 10,565,220	\$ 12,898,728	\$ 2,333,508	22%
ECONOMIC DEVELOPMENT	\$ 1,487,949	\$ 1,625,267	\$ 1,575,867	\$ 1,853,951	\$ 278,084	18%
NON-DEPARTMENTAL						
County Auditor Deductions	\$ 977,098	\$ 1,478,235	\$ 953,301	\$ 2,346,000	\$ 1,392,699	146%
Other Administrative	16,008,280	32,079,270	20,019,202	19,376,803	(642,399)	-3%
Subsidies to Other Funds	29,862,159	23,500,920	64,671,345	40,215,780	(24,455,565)	-38%
TOTAL NON-DEPARTMENTAL	\$ 46,847,537	\$ 57,058,425	\$ 85,643,848	\$ 61,938,583	\$ (23,705,265)	-28%
TOTAL EXECUTIVE BRANCH	\$ 482,163,543	\$ 511,776,960	\$ 551,539,193	\$ 575,731,815	\$ 24,192,622	4%
TOTAL GENERAL FUND	<u>\$ 524,938,013</u>	<u>\$ 555,469,502</u>	<u>\$ 595,843,845</u>	<u>\$ 624,359,797</u>	<u>\$ 28,515,952</u>	<u>5%</u>



	2015 Actual	2016 Actual	2017 Actual	2018 Budget	HC Change	% Change
LEGISLATIVE BRANCH						
COUNCIL	58	59	60	60	—	%
JUDICIAL BRANCH						
Municipal Court	243	252	228	255	27	12%
Clerk of Courts	148	149	150	155	5	3%
Housing Court	44	46	45	49	4	9%
TOTAL JUDICIAL BRANCH	435	447	423	459	36	9%
EXECUTIVE BRANCH						
GENERAL GOVERNMENT						
Office of the Mayor	21	24	24	29	5	21%
Office of Capital Projects	54	46	53	66	13	25%
Office of Quality Control and Perf. Mgmt	—	—	10	12	2	%
Landmarks Commission	1	1	2	2	—	%
Building Standards and Appeals	1	1	1	1	—	%
Zoning Appeals	2	2	2	2	—	%
Civil Service Commission	7	6	6	9	3	50%
Community Relations Board	18	15	14	21	7	50%
City Planning Commission	18	18	17	22	5	29%
Office of Sustainability	—	—	7	9	2	%
Office of Equal Opportunity	8	7	8	9	1	13%
Office of Budget & Management	8	7	8	9	1	13%
TOTAL GENERAL GOVERNMENT	138	127	152	191	39	26%
DEPARTMENT OF AGING	10	8	12	15	3	25%
DEPARTMENT OF HUMAN RESOURCES	15	11	15	18	3	20%
DEPARTMENT OF LAW	69	71	75	83	8	11%
DEPARTMENT OF FINANCE						
Director's Office	7	6	7	9	2	29%
Accounts	16	15	17	17	—	%
Assessments & Licenses	30	30	33	52	19	58%
Treasury	6	7	7	8	1	14%
Purchases & Supplies	9	7	7	10	3	43%
Bureau of Internal Audit	6	6	6	7	1	17%



	2015 Actual	2016 Actual	2017 Actual	2018 Budget	HC Change	% Change
Financial Reporting & Control	13	11	12	15	3	25%
Information Technology Services	22	26	27	34	7	26%
TOTAL FINANCE	109	108	116	152	36	31%
DEPARTMENT OF PUBLIC HEALTH						
Director's Office	8	10	8	13	5	63%
Health	28	27	30	35	5	17%
Environment	10	12	17	22	5	29%
Air Quality	1	1	3	8	5	167%
TOTAL PUBLIC HEALTH	47	50	58	78	20	34%
DEPARTMENT OF PUBLIC SAFETY						
Director's Office	42	34	36	41	5	14%
Police-Uniform	1,486	1,437	1,428	1,605	177	12%
Civilian	224	217	198	273	75	38%
Fire-Uniform	741	723	734	761	27	4%
Civilian	8	7	12	13	1	8%
Emergency Medical Service	231	232	262	333	71	27%
Animal Care and Control	16	15	19	31	13	72%
Correction	122	122	105	153	48	46%
Office of Professional Standards	—	9	8	14	6	75%
Police Review Board	—	—	1	1	—	%
Community Police Commission	—	—	5	5	—	%
Police Inspector General	—	—	—	3	3	%
Department of Justice-Uniform	—	1	1	5	4	400%
Civilian	—	—	3	6	3	%
TOTAL PUBLIC SAFETY	2,870	2,797	2,811	3,244	433	15%
DEPARTMENT OF PUBLIC WORKS						
Division of Public Works Administration	35	34	31	37	6	19%
Recreation	94	96	108	139	31	29%
Parking Facilities	18	18	16	21	5	31%
Property Management	67	65	70	74	4	6%
Parks Maintenance & Properties	98	97	103	114	11	11%
Division of Waste Disposal	166	170	187	237	50	27%
Division of Traffic Engineering	31	29	31	33	2	6%
TOTAL PUBLIC WORKS	509	509	546	655	109	20%



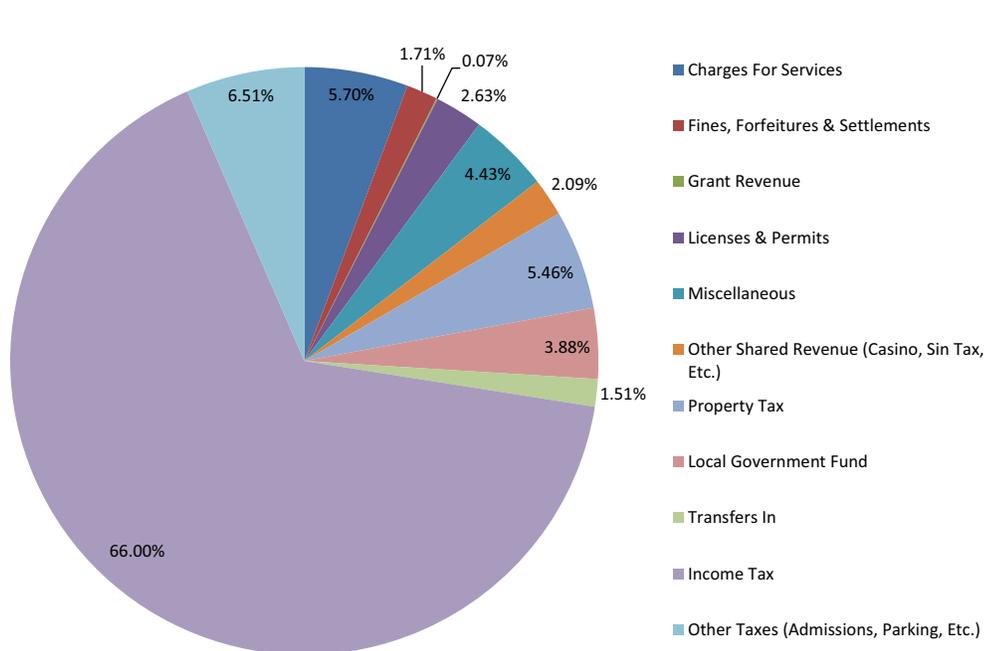
	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Budget</u>	<u>HC Change</u>	<u>% Change</u>
COMMUNITY DEV. DIRECTOR'S OFFICE	2	2	4	4	—	%
DEPARTMENT OF BUILDING & HOUSING						
Director's Office	21	22	23	25	2	9%
Code Enforcement	71	80	90	115	25	28%
Construction Permit	17	18	19	21	2	11%
TOTAL BUILDING & HOUSING	109	120	132	161	29	22%
ECONOMIC DEVELOPMENT	16	18	15	20	5	33%
TOTAL EXECUTIVE BRANCH	<u>3,691</u>	<u>3,628</u>	<u>3,711</u>	<u>4,348</u>	<u>637</u>	<u>17%</u>
TOTAL GENERAL FUND	<u>4,387</u>	<u>4,327</u>	<u>4,419</u>	<u>5,140</u>	<u>721</u>	<u>16%</u>

PRELIMINARY 2018 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 2018 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 (required every six years) 2018.



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.

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%

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).



General Fund

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.

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget	\$ Change	% Change
CHARGES FOR SERVICES	\$ 31,394,720	\$ 34,081,800	\$ 36,675,357	\$ 35,566,106	\$ (1,109,251)	-3%
FINES, FORFEITURES & SETTLEMENTS	\$ 15,690,781	\$ 11,577,587	\$ 11,259,363	\$ 10,682,732	\$ (576,631)	-5%
GRANT REVENUE	\$ 385,566	\$ 72,290	\$ 1,064,594	\$ 416,666	\$ (647,928)	-61%
LICENSES & PERMITS	\$ 16,684,115	\$ 18,290,263	\$ 17,290,937	\$ 16,428,104	\$ (862,833)	-5%
MISCELLANEOUS	\$ 24,633,784	\$ 27,205,039	\$ 35,113,988	\$ 27,213,293	\$ (7,900,695)	-23%
OTHER SHARED REVENUE						
Property Tax-State Subsidy	\$ 3,208,865	\$ 3,127,768	\$ 3,088,174	\$ 3,065,656	\$ (22,518)	-1%
Cigarette & Liquor Tax	805,672	853,444	828,973	824,000	(4,973)	-1%
Estate Tax	229,749	60,632	4,432	5,000	568	13%
Casino	9,207,093	9,273,234	8,963,976	9,111,269	147,293	2%
Other	73,868	8,360	14,606	21,458	6,852	47%
	\$ 13,525,248	\$ 13,323,438	\$ 12,900,162	\$ 13,027,383	\$ 127,221	1%
PROPERTY TAX	\$ 32,683,852	\$ 32,420,754	\$ 33,842,251	\$ 34,044,446	\$ 202,195	1%
SALE OF CITY ASSETS	\$ 315,594	\$ 293,993	\$ 5,249,498	\$ 1,000,000	\$ (4,249,498)	-81%
STATE AND LOCAL GOVERNMENT FUND	\$ 26,579,767	\$ 24,596,372	\$ 24,373,866	\$ 24,210,539	\$ (163,327)	-1%
TRANSFERS IN	\$ 5,446,498	\$ 1,616,592	\$ —	\$ 11,256,235	\$ 11,256,235	%
INCOME TAX	\$ 308,946,752	\$ 314,801,172	\$ 389,045,794	\$ 411,520,999	\$ 22,475,205	6%
INVESTMENT INCOME	\$ 445,624	\$ 760,581	\$ 1,657,928	\$ 1,500,000	\$ (157,928)	-10%
OTHER TAXES						
Admission Tax	\$ 14,826,393	\$ 20,196,316	\$ 19,352,021	\$ 14,850,000	\$ (4,502,021)	-23%
Motor Vehicle License Tax	3,088,390	3,161,036	3,163,992	3,050,000	(113,992)	-4%
Parking Tax	12,990,239	14,135,263	15,021,125	14,000,000	(1,021,125)	-7%
Electric Excise Tax	3,068,039	2,999,021	2,980,097	—	(2,980,097)	-100%
Hotel Tax	6,046,548	6,634,887	6,223,793	6,150,000	(73,793)	-1%
Other	31,389	32,605	29,036	29,000	(36)	0%
	\$ 40,050,997	\$ 47,159,128	\$ 46,770,065	\$ 38,079,000	\$ (8,691,065)	-19%
TOTAL RECEIPTS	\$ 516,783,298	\$ 526,199,007	\$ 615,243,803	\$ 624,945,503	\$ 9,701,700	2%

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 Cleveland City Council, except for those powers reserved for 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 make inquiry 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 not approved 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 that 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:

- Cleveland City Council will appoint the 2018 Charter Review Commission
- Council staff will assist in facilitating the 2018 Charter Review process
- 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

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 2,259,841	\$ 2,225,340	\$ 2,314,033	\$ 2,313,296
Seasonal	—	1,860	(12,787)	—
Elected Officials	1,424,124	1,372,267	1,372,267	1,372,270
Part-Time Permanent	122,107	105,062	122,010	103,980
Longevity	14,375	13,825	13,625	21,125
Vacation Conversion	—	—	49,640	—
Separation Payments	2,122	63,849	35,907	60,000
	\$ 3,822,569	\$ 3,782,203	\$ 3,894,694	\$ 3,870,671
Benefits				
Hospitalization	\$ 505,080	\$ 549,537	\$ 566,653	\$ 538,280
Prescription	114,781	114,882	103,921	108,809
Dental	27,202	27,224	27,907	29,327
Vision Care	2,946	3,080	3,211	3,572
Public Employees Retire System	532,900	519,458	532,066	536,843
Fica-Medicare	52,065	51,610	53,779	50,845
Workers' Compensation	42,334	39,272	91,562	51,731
Life Insurance	2,339	2,114	2,043	3,096
Unemployment Compensation	5,852	11,310	—	25,796
	\$ 1,285,499	\$ 1,318,487	\$ 1,381,141	\$ 1,348,299
Other Training & Professional Dues				
Travel	\$ 52,559	\$ 33,379	\$ 48,496	\$ 57,517
Tuition & Registration Fees	22,500	22,606	25,510	36,179
Training	—	—	930	—
Professional Dues & Subscript	3,598	3,860	4,478	9,467
	\$ 78,657	\$ 59,845	\$ 79,415	\$ 103,163
Utilities				
Steam	\$ 26,157	\$ 33,412	\$ 37,638	\$ 41,401
	\$ 26,157	\$ 33,412	\$ 37,638	\$ 41,401
Contractual Services				
Professional Services	\$ 575,682	\$ 589,622	\$ 567,673	\$ 713,986
Expense Account Reimbursement	118,247	121,835	124,312	244,800
Advertising And Public Notice	254,268	489,850	638,000	662,650
Parking In City Facilities	40,946	40,696	40,264	41,140
Insurance And Official Bonds	100	250	—	100
	\$ 989,243	\$ 1,242,253	\$ 1,370,250	\$ 1,662,676
Materials & Supplies				
Office Supplies	\$ 13,850	\$ 12,093	\$ 15,313	\$ 13,400
Postage	200,301	200,215	200,225	259,403
Food	16,130	15,025	19,785	20,000

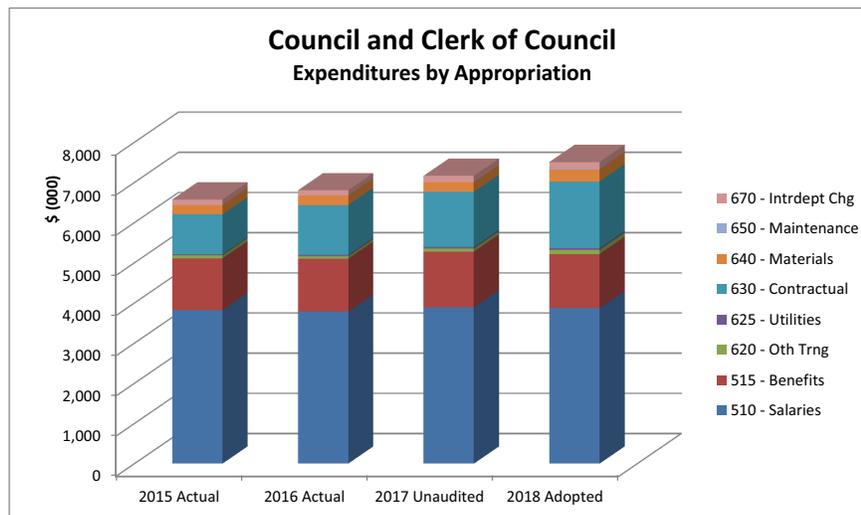
COUNCIL AND CLERK OF COUNCIL

Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Just In Time Office Supplies	7,482	8,494	8,992	7,500
Misc Maintenance Supplies	436	—	—	—
	\$ 238,199	\$ 235,827	\$ 244,314	\$ 300,303
Maintenance				
Maintenance Office Equipment	\$ 860	\$ 2,412	\$ —	\$ 5,000
	\$ 860	\$ 2,412	\$ —	\$ 5,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 49,510	\$ 40,334	\$ 58,372	\$ 53,600
Charges From Print & Repro	47,384	46,269	46,673	53,312
Charges From Central Storeroom	36,759	42,275	52,460	68,693
	\$ 133,653	\$ 128,878	\$ 157,505	\$ 175,605
	\$ 6,574,837	\$ 6,803,318	\$ 7,164,956	\$ 7,507,118

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Miscellaneous	\$ 2,077	\$ 39,455	\$ 897	\$ 700
	\$ 2,077	\$ 39,455	\$ 897	\$ 700





COUNCIL AND CLERK OF COUNCIL

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	Budget 2017	December 2017		Budget 2018	Minimum
<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	0	Administrative Secretary	20,800.00	79,512.34
1	1	1	Chief City Archivist	21,851.06	83,886.55
0	1	1	Chief Legislative Secretary	21,851.06	83,886.55
0	1	1	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
8	7	7	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	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	21	21			



COUNCIL AND CLERK OF COUNCIL

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
<u>NON EEO REPORTING</u>					
1	1	1	Executive Assistant-Admin/Council	24,974.46	83,886.55
1	1	1			
60	60	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	62	62	TOTAL DIVISION		



OFFICE OF THE MAYOR

Frank G. Jackson, Mayor

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

Also, the Mayor's staff informs the Mayor on the operational status of various service programs and provides feedback on inquires 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 delegation; 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 inquires received from the public in writing, by telephone, by e-mail or from walk-in visitors.

ACTIVITIES: Refer complaints to the appropriate Department, respond to the citizen within ten (10) days and 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, the availability of city services and 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

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,414,752	\$ 1,543,144	\$ 1,759,638	\$ 2,171,322
Elected Officials	140,889	140,889	140,889	140,889
Part-Time Permanent	35,698	30,474	66,476	49,860
Longevity	4,500	4,450	5,200	6,650
Wage Settlements	187	—	—	—
Vacation Conversion	—	—	30,819	—
Separation Payments	6,689	—	72,078	20,000
Overtime	55	4,569	—	—
	\$ 1,602,770	\$ 1,723,525	\$ 2,075,100	\$ 2,388,721
Benefits				
Hospitalization	\$ 195,169	\$ 218,899	\$ 237,512	\$ 266,902
Prescription	36,960	42,858	42,779	55,335
Dental	11,244	10,983	10,381	14,115
Vision Care	1,079	1,209	1,331	1,735
Public Employees Retire System	222,859	239,423	275,389	333,992
Fica-Medicare	22,795	24,437	29,474	30,361
Workers' Compensation	20,035	16,156	44,199	26,832
Life Insurance	842	827	818	1,442
	\$ 510,982	\$ 554,790	\$ 641,883	\$ 730,714
Other Training & Professional Dues				
Travel	\$ 12,825	\$ 12,590	\$ 8,791	\$ 15,000
Tuition & Registration Fees	1,580	2,800	3,523	4,000
Professional Dues & Subscript	5,755	5,993	5,667	5,700
	\$ 20,160	\$ 21,383	\$ 17,981	\$ 24,700
Contractual Services				
Professional Services	\$ 110	\$ 457	\$ 22	\$ 2,656
Mileage (Private Auto)	407	—	—	500
Security Services	—	—	—	600
Expense Account Reimbursement	—	186	—	500
Insurance And Official Bonds	250	—	—	250
Other Contractual	99	—	15	—
Refunds & Miscellaneous	—	194	198	—
	\$ 865	\$ 838	\$ 235	\$ 4,506
Materials & Supplies				
Computer Supplies	\$ 15	\$ —	\$ —	\$ 1,500
Food	555	—	400	1,000
Special Events Supplies	6,350	4,705	—	6,250
Just In Time Office Supplies	4,350	4,655	4,704	7,000
	\$ 11,270	\$ 9,360	\$ 5,104	\$ 15,750

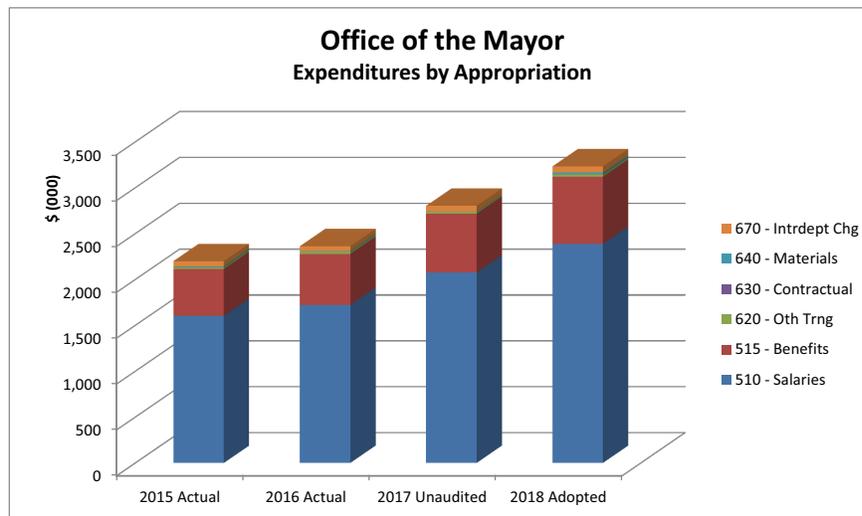
OFFICE OF THE MAYOR

Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 23,686	\$ 23,538	\$ 31,759	\$ 29,162
Charges From Print & Repro	21,005	23,026	25,124	28,699
Charges From Central Storeroom	4,605	4,011	4,925	6,449
Charges From M.V.M.	3,718	1,207	488	3,371
	\$ 53,014	\$ 51,782	\$ 62,296	\$ 67,681
	\$ 2,199,062	\$ 2,361,678	\$ 2,802,600	\$ 3,232,072

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Miscellaneous	\$ 101	\$ 146	\$ 192	\$ —
	\$ 101	\$ 146	\$ 192	\$ —





OFFICE OF THE MAYOR

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
7	6	7	Executive Assistant to the Mayor	50,795.81	191,316.74
1	1	1	Mayor	140,888.56	140,888.56
1	0	1	Secretary to the Mayor	50,795.78	192,654.41
18	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>					
1	1	1	Administrative Officer	20,800.00	58,499.94
1	1	1	Assistant Administrator	20,800.00	72,000.00
<u>2</u>	<u>2</u>	<u>2</u>			
<u>29</u>	<u>24</u>	<u>29</u>	TOTAL FULLTIME		
<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>31</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

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 3,117,002	\$ 3,031,830	\$ 3,102,588	\$ 4,145,389
Part-Time Permanent	102,369	122,560	64,035	84,718
Injury Pay	—	956	—	—
Longevity	21,225	19,500	18,450	16,975
Wage Settlements	470	—	—	—
Vacation Conversion	—	—	6,109	—
Separation Payments	30,596	23,997	14,114	50,000
Bonus Incentive	—	—	4,500	—
Overtime	3,068	4,977	7,786	10,000
	\$ 3,274,730	\$ 3,203,820	\$ 3,217,581	\$ 4,307,082
Benefits				
Hospitalization	\$ 502,715	\$ 561,790	\$ 587,476	\$ 668,937
Prescription	101,091	112,272	116,562	151,071
Dental	28,374	28,744	28,644	41,980
Vision Care	2,777	2,902	2,958	4,275
Public Employees Retire System	450,066	450,390	441,712	607,091
PERS Buyback Prior Svr City	—	—	—	22
Fica-Medicare	44,384	43,721	43,600	60,164
Workers' Compensation	33,830	33,066	77,552	46,707
Life Insurance	1,889	1,873	1,649	3,292
Unemployment Compensation	—	1,400	4,890	5,000
Clothing Allowance	4,340	5,940	5,540	7,140
Clothing Maintenance	1,350	1,950	1,800	2,400
	\$ 1,170,817	\$ 1,244,047	\$ 1,312,383	\$ 1,598,079
Other Training & Professional Dues				
Travel	\$ 4,362	\$ 6,261	\$ 4,966	\$ 4,500
Tuition & Registration Fees	6,095	5,995	6,291	8,000
Training	—	7,420	—	—
Professional Dues & Subscript	8,904	8,572	10,919	11,940
	\$ 19,361	\$ 28,247	\$ 22,175	\$ 24,440
Contractual Services				
Professional Services	\$ 121,000	\$ 128,757	\$ 127,286	\$ 142,100
Mileage (Private Auto)	6,742	11,267	12,100	7,900
Advertising And Public Notice	1,285	—	125	1,500
Appraisal Fees	2,500	9,000	3,500	6,000
Parking In City Facilities	14,321	12,606	11,581	13,000
Taxes	142,232	119,223	100,389	215,127
Equipment Rental	—	—	—	1,000

OFFICE OF CAPITAL PROJECTS

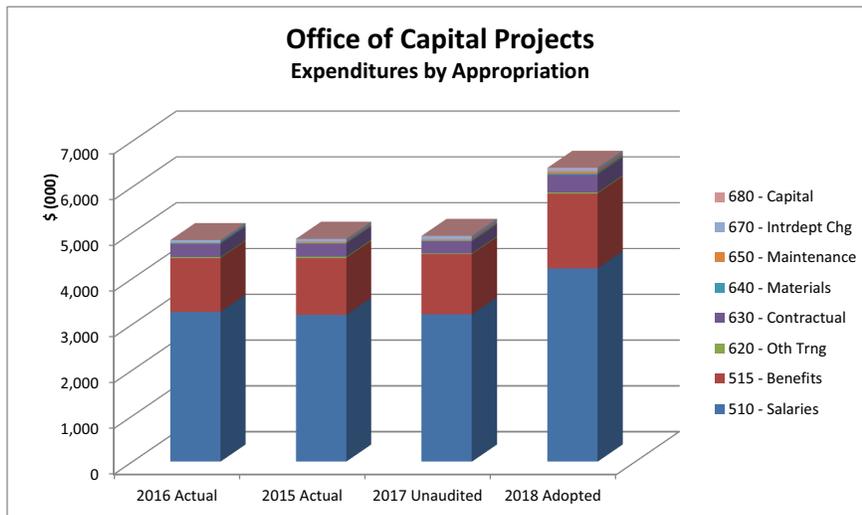
Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Other Contractual	644	3,695	413	500
	\$ 288,724	\$ 284,548	\$ 255,394	\$ 387,127
Materials & Supplies				
Office Supplies	\$ 302	\$ 128	\$ 250	\$ 2,800
Postage	20	39	—	—
Computer Supplies	—	—	—	1,000
Computer Hardware	—	—	4,146	—
Computer Software	15,553	—	5,700	1,000
Small Equipment	2,000	2,000	—	3,000
Other Supplies	—	—	—	500
Bridge Maintenance Supplies	—	—	—	5,000
Safety Equipment	—	5,000	—	5,000
Just In Time Office Supplies	5,711	8,450	6,747	9,300
	\$ 23,586	\$ 15,617	\$ 16,844	\$ 27,600
Maintenance				
Maintenance Office Equipment	\$ 465	\$ —	\$ —	\$ 1,000
Computer Software Maintenance	7,700	28,797	30,582	43,000
	\$ 8,165	\$ 28,797	\$ 30,582	\$ 44,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 11,256	\$ 11,442	\$ 13,550	\$ 12,442
Charges From Radio Comm System	1,234	3,943	2,201	1,806
Charges From Print & Repro	29,288	30,192	37,511	42,848
Charges From Central Storeroom	659	954	933	1,222
Charges From M.V.M.	10,285	14,121	21,604	13,122
	\$ 52,723	\$ 60,653	\$ 75,799	\$ 71,440
Capital Outlay				
Computer Software	\$ —	\$ —	\$ —	\$ 2,000
Furniture	—	—	—	2,000
Computer Hardware	—	—	—	2,000
	\$ —	\$ —	\$ —	\$ 6,000
	\$ 4,838,107	\$ 4,865,730	\$ 4,930,757	\$ 6,465,768

OFFICE OF CAPITAL PROJECTS

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Charges For Services	\$ 18,154	\$ 11,372	\$ 18,931	\$ —
Licenses & Permits	65,268	48,548	69,420	37,000
Miscellaneous	1,227,932	1,209,963	202,905	950,000
Sale Of City Assets	—	113	—	—
	\$ 1,311,353	\$ 1,269,995	\$ 291,256	\$ 987,000





OFFICE OF CAPITAL PROJECTS

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	Budget 2017	December 2017		Budget 2018	Minimum
<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
1	0	0	Manager of Site Development	22,333.40	81,827.04
0	1	1	Manager of Parks Rec Research & Pl	22,333.40	81,827.04
2	2	2	Special Assistant to the Mayor	20,800.00	118,362.30
1	1	1	Superintendent of Sidewalks	22,333.40	70,234.84
6	6	6			
<u>ADMINISTRATIVE SUPPORT</u>					
2	2	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	21.54
5	5	5			
<u>PROFESSIONALS</u>					
1	1	2	Chief Architect	23,647.11	112,409.91
2	2	2	Construction Technician	12.02	24.99
12	7	11	Consulting Engineer	36,000.00	104,888.34
0	0	2	Field Manager	35,000.00	65,634.90
1	1	1	Landscape Designer	10.00	30.93
1	1	1	Prevailing Wage Coordinator	27,193.50	74,349.61
1	2	3	Project Coordinator	27,325.56	99,702.63
2	2	2	Project Director	22,333.40	88,646.98
4	4	4	Section Chief Engineering and Construction	50,000.00	108,011.58
3	3	3	Senior Assistant Designer	10.00	26.36
1	1	1	Senior Budget and Management Analyst	26,273.96	88,147.99
1	1	1	Senior Landscape Architect	10.00	32.73
2	2	2	Section Chief Arch & Site Development	40,000.00	108,011.58
2	0	2	Surveyor	10.00	48.08
2	2	2	Survey Party Chief	20,800.00	62,194.14
35	29	39			



OFFICE OF CAPITAL PROJECTS

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
TECHNICIANS					
1	1	1	Chief Engineering and Construction Inspector	26.77	28.77
17	12	15	Engineering & Construction Inspector	20.12	22.12
18	13	16			
64	53	66	TOTAL FULL TIME		
2	2	2	TOTAL PART TIME		
66	55	68	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 audit various processes and programs while ensuring the achievement of established objectives and compliance with laws and regulations.

ACTIVITY: Gain an in-depth understanding of the process or program in the division; establish benchmarks; collect, validate and analyze data; evaluate specific processes and resources; identify gaps and potential risks; prepare performance evaluation; communicate process improvements and areas for future improvement with the divisions.

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

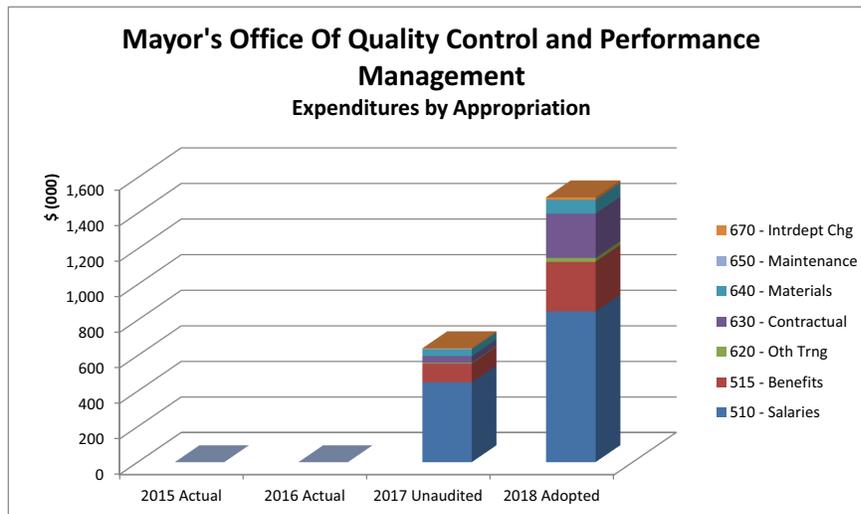
	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ —	\$ —	\$ 421,748	\$ 817,757
Part-Time Permanent	—	—	25,411	29,268
Longevity	—	—	575	1,275
Vacation Conversion	—	—	1,023	—
	\$ —	\$ —	\$ 448,757	\$ 848,300
Benefits				
Hospitalization	\$ —	\$ —	\$ 31,603	\$ 109,003
Prescription	—	—	5,465	23,268
Dental	—	—	1,233	6,348
Vision Care	—	—	228	704
Public Employees Retire System	—	—	55,209	120,718
Fica-Medicare	—	—	6,431	12,295
Workers' Compensation	—	—	5,280	5,901
Life Insurance	—	—	162	598
	\$ —	\$ —	\$ 105,611	\$ 278,835
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ 143	\$ 15,000
Tuition & Registration Fees	—	—	4,280	5,000
Mileage (Priv Auto) Trng Prps	—	—	—	500
Professional Dues & Subscript	—	—	—	500
	\$ —	\$ —	\$ 4,423	\$ 21,000
Contractual Services				
Professional Services	\$ —	\$ —	\$ 443	\$ 200,000
Parking In City Facilities	—	—	330	9,300
Property Rental	—	—	36,235	40,000
	\$ —	\$ —	\$ 37,008	\$ 249,300
Materials & Supplies				
Computer Hardware	\$ —	\$ —	\$ 31,172	\$ 25,000
Computer Software	—	—	2,190	40,000
Office Furniture & Equipment	—	—	4,362	10,000
Just In Time Office Supplies	—	—	2,131	2,000
	\$ —	\$ —	\$ 39,854	\$ 77,000
Maintenance				
Car Washes	\$ —	\$ —	\$ 750	\$ 1,500
	\$ —	\$ —	\$ 750	\$ 1,500



OFFICE OF QUALITY CONTROL AND PERFORMANCE MANAGEMENT

Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Interdepart Service Charges				
Charges From Print & Repro	\$ —	\$ —	\$ 3,033	\$ 3,465
Charges From M.V.M.	—	—	1,033	10,000
	\$ —	\$ —	\$ 4,066	\$ 13,465
	\$ —	\$ —	\$ 640,469	\$ 1,489,400





OFFICE OF QUALITY CONTROL AND PERFORMANCE MANAGEMENT

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	0	0	Executive Assistant to the Mayor	50,795.81	191,316.74
1	1	1	Program Manager	30,214.00	90,533.02
2	1	1			
<u>ADMINISTRATIVE SUPPORT</u>					
1	0	0	Junior Personnel Assistant	20,800.00	43,469.45
1	0	0			
<u>PROFESSIONALS</u>					
1	0	0	Assistant Administrator	20,800.00	72,000.00
0	1	1	Asst Mgr Of Audit Ctrl/Pers	20,800.00	64,967.92
4	2	2	Business Process Analyst	55,000.00	108,044.90
0	1	1	Business Process Specialist	40,000.00	80,000.00
0	2	3	Performance Auditor	40,000.00	90,000.00
3	1	1	Project Coordinator	27,325.56	99,702.63
1	0	0	Project Director	22,333.40	88,646.98
9	7	8			
<u>TECHNICIANS</u>					
0	0	1	Data Base Analysts	30,214.95	98,444.95
0	2	2	Quality Control Inspector	25,000.00	65,000.00
2	0	0	Quality Control Analyst	25,000.00	65,000.00
2	2	3			
14	10	12	TOTAL FULL TIME		
<u>PART TIME</u>					
1	1	1	Project Director	22,333.40	88,646.98
1	1	1	TOTAL PART TIME		
15	11	13	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 in coordination with the State Historic Preservation Office and the National Park Service in National Register designation and cases involving Section 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

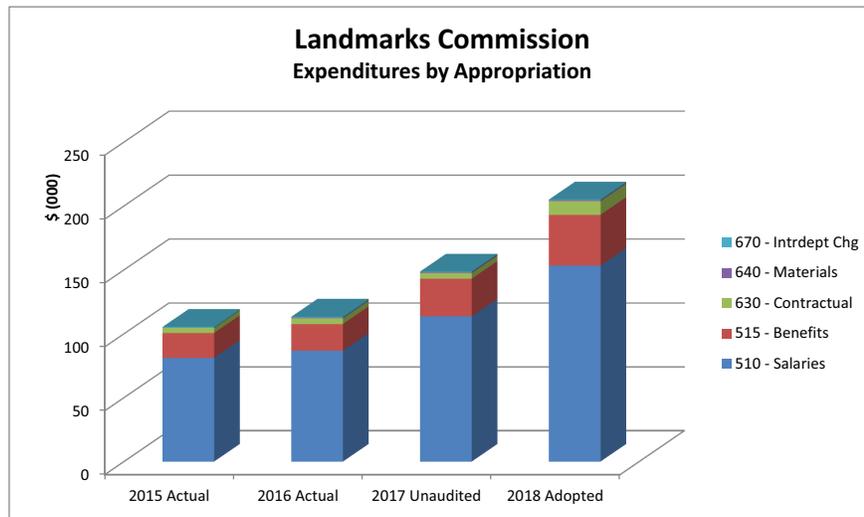
Expenditures

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 43,969	\$ 56,713	\$ 81,373	\$ 101,676
Board Members	36,575	29,375	29,375	50,974
Longevity	700	700	700	700
Vacation Conversion	—	—	2,180	—
	\$ 81,244	\$ 86,788	\$ 113,628	\$ 153,350
Benefits				
Hospitalization	\$ 4,508	\$ 5,045	\$ 8,470	\$ 11,175
Prescription	1,229	1,195	1,488	2,298
Dental	255	257	364	540
Vision Care	51	56	92	155
Public Employees Retire System	11,213	12,234	15,109	21,775
Fica-Medicare	1,167	1,247	1,627	2,224
Workers' Compensation	883	819	2,320	1,517
Life Insurance	74	38	43	100
	\$ 19,382	\$ 20,891	\$ 29,512	\$ 39,784
Contractual Services				
Professional Services	\$ 2,882	\$ 2,967	\$ 3,160	\$ 8,100
Advertising And Public Notice	—	567	483	800
Parking In City Facilities	1,009	812	692	1,650
	\$ 3,890	\$ 4,346	\$ 4,334	\$ 10,550
Materials & Supplies				
Just In Time Office Supplies	\$ 382	\$ 645	\$ 857	\$ 900
	\$ 382	\$ 645	\$ 857	\$ 900
Interdepart Service Charges				
Charges From Telephone Exch	\$ —	\$ 36	\$ 38	\$ 35
Charges From Print & Repro	458	643	377	431
Charges From Central Storeroom	28	43	18	24
	\$ 486	\$ 723	\$ 434	\$ 490
	\$ 105,384	\$ 113,392	\$ 148,765	\$ 205,074

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Miscellaneous	\$ 200	\$ 400	\$ 800	\$ —
	\$ 200	\$ 400	\$ 800	\$ —

LANDMARKS COMMISSION



COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	Budget 2017	Budget 2018		Minimum	Maximum
PROFESSIONALS					
1	1	1	Sr. Assistant City Planner	10.00	26.36
1	1	1	City Planner	30,000.00	67,032.85
2	2	2	TOTAL FULL TIME		
BOARD MEMBERS					
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	6	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

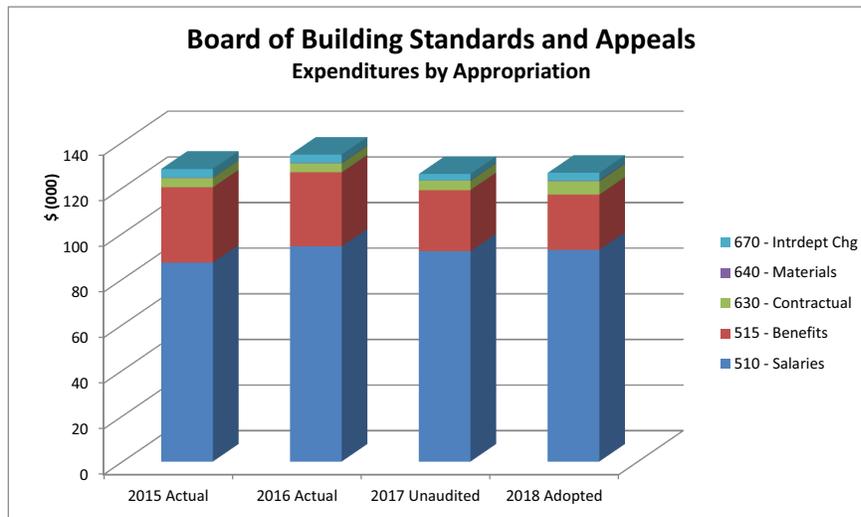
	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 54,353	\$ 54,642	\$ 54,642	\$ 54,642
Board Members	31,425	30,610	30,610	37,386
Longevity	800	800	800	800
Overtime	638	8,200	6,120	—
	\$ 87,216	\$ 94,252	\$ 92,171	\$ 92,828
Benefits				
Hospitalization	\$ 14,991	\$ 13,507	\$ 8,161	\$ 6,265
Prescription	2,860	2,779	1,438	1,149
Dental	711	715	715	751
Vision Care	51	56	58	65
Public Employees Retire System	12,045	13,180	12,951	13,268
Fica-Medicare	1,233	1,334	1,316	1,350
Workers' Compensation	1,006	879	2,154	1,231
Life Insurance	41	38	34	50
	\$ 32,938	\$ 32,489	\$ 26,827	\$ 24,129
Contractual Services				
Professional Services	\$ 25	\$ 75	\$ 232	\$ 100
Court Reporter	3,325	3,165	3,033	5,000
Parking In City Facilities	816	709	805	750
	\$ 4,166	\$ 3,949	\$ 4,070	\$ 5,850
Materials & Supplies				
Office Supplies	\$ —	\$ 57	\$ 114	\$ 150
Just In Time Office Supplies	153	165	91	180
	\$ 153	\$ 222	\$ 205	\$ 330
Interdepart Service Charges				
Charges From Telephone Exch	\$ 333	\$ 307	\$ 338	\$ 310
Charges From Print & Repro	2,053	1,293	914	1,045
Charges From Central Storeroom	1,407	2,018	1,554	2,035
	\$ 3,792	\$ 3,619	\$ 2,806	\$ 3,390
	\$ 128,265	\$ 134,530	\$ 126,081	\$ 126,527

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Charges For Services	\$ 15,495	\$ 12,655	\$ 16,435	\$ 15,000
Licenses & Permits	—	130	30	—
	\$ 15,495	\$ 12,785	\$ 16,465	\$ 15,000



BOARD OF BUILDING STANDARDS AND APPEALS



COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	Budget 2017	Budget 2018		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	4	4	Builder Member Regular	6,960.00	6,960.00
5	5	5	TOTAL BOARD MEMBERS		
6	6	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

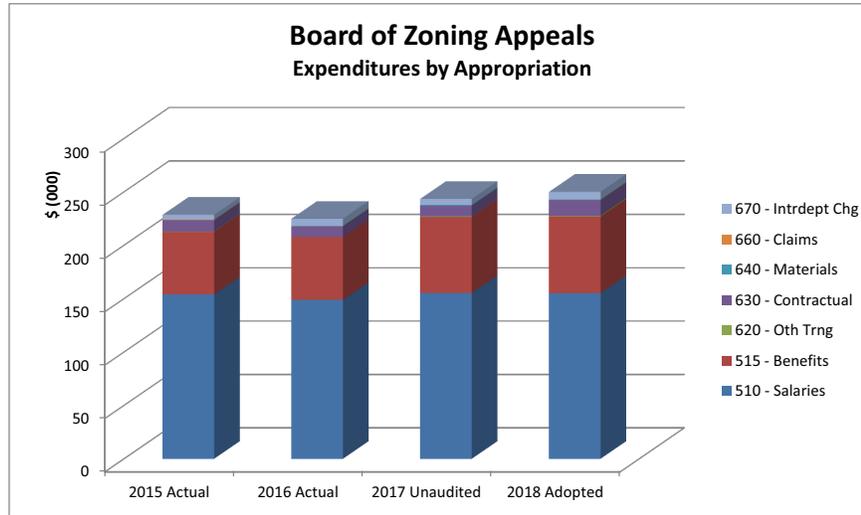
	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 113,824	\$ 114,257	\$ 115,067	\$ 114,427
Board Members	39,349	33,810	39,023	39,678
Longevity	750	750	750	1,050
Bonus Incentive	—	—	500	—
	\$ 153,923	\$ 148,817	\$ 155,340	\$ 155,155
Benefits				
Hospitalization	\$ 28,573	\$ 28,250	\$ 30,779	\$ 31,468
Prescription	2,860	4,590	4,887	5,340
Dental	1,422	1,430	1,430	1,502
Vision Care	135	138	139	155
Public Employees Retire System	21,570	20,788	21,668	22,034
Fica-Medicare	2,162	2,083	2,169	2,247
Workers' Compensation	1,897	1,552	10,195	8,878
Life Insurance	81	75	69	100
	\$ 58,700	\$ 58,906	\$ 71,337	\$ 71,724
Other Training & Professional Dues				
Tuition & Registration Fees	\$ 330	\$ —	\$ 170	\$ 900
	\$ 330	\$ —	\$ 170	\$ 900
Contractual Services				
Court Reporter	\$ 9,072	\$ 8,853	\$ 8,904	\$ 13,000
Parking In City Facilities	1,392	1,142	1,263	1,400
	\$ 10,464	\$ 9,995	\$ 10,167	\$ 14,400
Materials & Supplies				
Office Supplies	\$ 388	\$ 165	\$ 171	\$ 250
Just In Time Office Supplies	—	203	555	250
	\$ 388	\$ 368	\$ 726	\$ 500
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 414	\$ 149	\$ —	\$ 300
	\$ 414	\$ 149	\$ —	\$ 300
Interdepart Service Charges				
Charges From Telephone Exch	\$ 37	\$ 38	\$ 42	\$ 38
Charges From Print & Repro	1,583	2,614	2,394	2,735
Charges From Central Storeroom	2,677	3,993	3,259	4,267
	\$ 4,298	\$ 6,645	\$ 5,694	\$ 7,040
	\$ 228,517	\$ 224,879	\$ 243,434	\$ 250,019



BOARD OF ZONING APPEALS

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Charges For Services	\$ 28,855	\$ 30,740	\$ 38,915	\$ 25,000
Miscellaneous	100	—	—	—
	\$ 28,955	\$ 30,740	\$ 38,915	\$ 25,000



COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		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	21.54
2	2	2	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
5	5	5	TOTAL BOARD MEMBERS		
7	7	7	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

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 386,346	\$ 324,012	\$ 305,556	\$ 511,154
Board Members	32,267	39,675	33,810	38,414
Part-Time Permanent	—	—	5,781	13,002
Longevity	3,325	2,725	2,900	2,725
Vacation Conversion	—	—	3,245	—
Separation Payments	—	1,914	—	—
Overtime	4,161	1,747	3,839	15,000
	\$ 426,099	\$ 370,073	\$ 355,131	\$ 580,295
Benefits				
Hospitalization	\$ 70,315	\$ 57,426	\$ 55,999	\$ 179,128
Prescription	13,285	11,089	9,724	36,984
Dental	3,399	2,707	2,513	10,125
Vision Care	403	344	311	961
Public Employees Retire System	60,263	51,516	49,267	80,386
Fica-Medicare	5,938	5,137	4,954	8,155
Workers' Compensation	5,175	4,295	8,364	4,590
Life Insurance	318	245	193	742
Unemployment Compensation	—	—	—	12,896
	\$ 159,096	\$ 132,759	\$ 131,325	\$ 333,967
Other Training & Professional Dues				
Tuition & Registration Fees	\$ 2,369	\$ —	\$ 1,175	\$ 1,500
	\$ 2,369	\$ —	\$ 1,175	\$ 1,500
Contractual Services				
Professional Services	\$ 14,089	\$ 325,950	\$ 364,835	\$ 750,000
Court Reporter	6,275	3,930	7,242	16,000
Referee Services	7,476	—	25,000	35,000
Medical Services	35,750	185,000	111,000	175,000
Freight Expense	250	—	—	—
Parking In City Facilities	547	336	620	1,000
	\$ 64,386	\$ 515,215	\$ 508,697	\$ 977,000
Materials & Supplies				
Computer Software	\$ —	\$ —	\$ —	\$ 750
Food	20	—	—	1,000
Other Supplies	326	—	123	—
Just In Time Office Supplies	2,101	1,017	1,929	4,000
	\$ 2,446	\$ 1,017	\$ 2,052	\$ 5,750
Maintenance				
Maintenance Contracts	\$ 689	\$ —	\$ —	\$ 700
	\$ 689	\$ —	\$ —	\$ 700



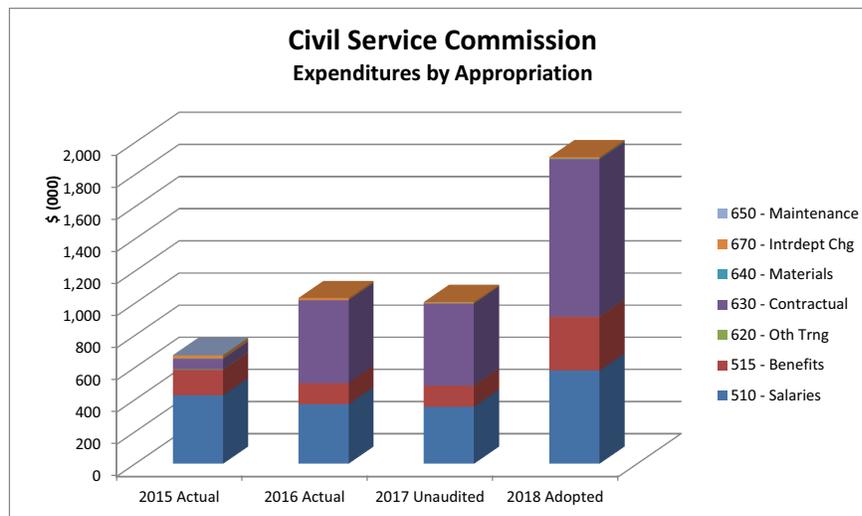
CIVIL SERVICE COMMISSION

Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 2,360	\$ 1,872	\$ 2,157	\$ 1,981
Charges From Print & Repro	13,237	6,289	5,464	6,242
Charges From Central Storeroom	5,800	3,702	501	1,000
Charges From M.V.M.	—	—	36	—
	\$ 21,397	\$ 11,863	\$ 8,158	\$ 9,223
	\$ 676,481	\$ 1,030,927	\$ 1,006,538	\$ 1,908,435

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Miscellaneous	\$ 18,400	\$ 9,872	\$ 24	\$ —
	\$ 18,400	\$ 9,872	\$ 24	\$ —





CIVIL SERVICE COMMISSION

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Secretary of the Civil Service Commission	25,011.85	107,537.55
1	0	1	Gen Mgr of Admin Services	26,273.96	100,653.14
<u>2</u>	<u>1</u>	<u>2</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	0	0	Jr Clerk	20,800.00	43,469.45
<u>1</u>	<u>0</u>	<u>0</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
0	1	1	Civil Service Examiner II	20,800.00	53,765.27
0	0	2	Compliance Auditor	20,800.00	65,000.00
1	1	1	Deputy Project Director	20,800.00	69,383.29
1	1	1	Supervisor of Civil Service Records	20,800.00	64,468.16
<u>4</u>	<u>5</u>	<u>7</u>			
<u>7</u>	<u>6</u>	<u>9</u>	TOTAL FULL TIME		
<u>PART TIME</u>					
0	1	1	Jr. Clerk	22,333.40	88,646.98
<u>0</u>	<u>1</u>	<u>1</u>	TOTAL PART TIME		
<u>5</u>	<u>4</u>	<u>5</u>	TOTAL BOARD MEMBERS	7,820.00	8,395.00
<u>12</u>	<u>11</u>	<u>15</u>	TOTAL DIVISION		



COMMUNITY RELATIONS BOARD

Grady L. Stevenson, Interim 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

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 777,193	\$ 762,637	\$ 693,552	\$ 1,195,426
Board Members	103,048	98,375	94,175	105,116
Part-Time Permanent	—	4,752	11,291	24,862
Longevity	5,825	6,125	6,400	5,450
Separation Payments	—	9,027	693	—
Bonus Incentive	—	—	3,000	—
	\$ 886,066	\$ 880,916	\$ 809,112	\$ 1,330,854
Benefits				
Hospitalization	\$ 120,422	\$ 139,305	\$ 133,469	\$ 211,372
Prescription	29,596	30,010	24,459	44,628
Dental	6,527	6,855	6,141	11,472
Vision Care	963	1,025	948	1,439
Public Employees Retire System	123,538	122,397	113,469	189,363
Fica-Medicare	11,619	11,548	10,478	18,391
Workers' Compensation	12,030	12,123	20,643	23,076
Life Insurance	629	585	489	1,048
Unemployment Compensation	—	—	—	12,896
	\$ 305,324	\$ 323,848	\$ 310,096	\$ 513,685
Other Training & Professional Dues				
Travel	\$ 1,272	\$ —	\$ —	\$ 2,000
Tuition & Registration Fees	295	—	3,100	1,500
Mileage (Priv Auto) Trng Prps	42	—	—	—
	\$ 1,610	\$ —	\$ 3,100	\$ 3,500
Contractual Services				
Professional Services	\$ —	\$ 75,220	\$ 1,436,700	\$ 1,800,000
Mileage (Private Auto)	6,547	6,795	6,387	8,000
Advertising And Public Notice	225	325	—	—
Program Promotion	300	160	125	—
Parking In City Facilities	1,979	1,780	2,461	—
Other Contractual	788	—	—	—
	\$ 9,839	\$ 84,279	\$ 1,445,673	\$ 1,808,000
Materials & Supplies				
Office Supplies	\$ 6,411	\$ 3	\$ —	\$ 3,000
Computer Hardware	—	—	—	6,000
Food	83	1,604	1,614	4,000
Other Supplies	—	137	—	—
Special Events Supplies	2,241	1,709	399	—
Just In Time Office Supplies	777	620	1,247	—
	\$ 9,511	\$ 4,073	\$ 3,260	\$ 13,000



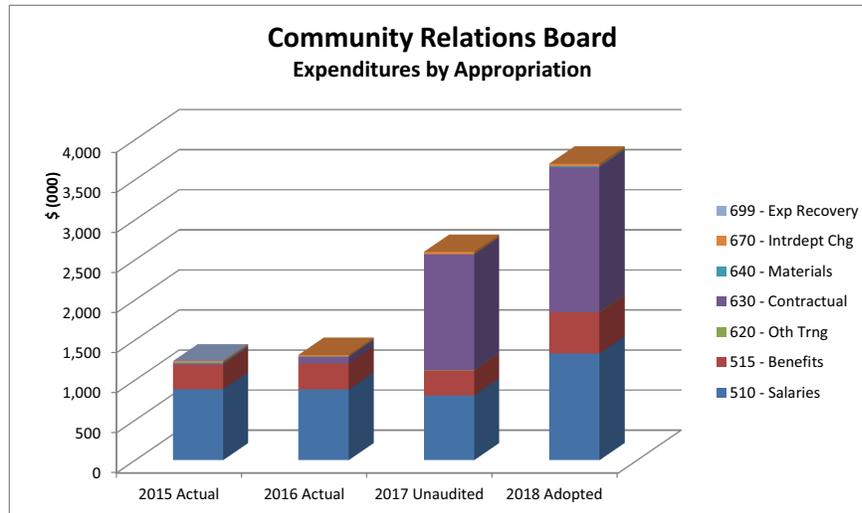
COMMUNITY RELATIONS BOARD

Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 6,909	\$ 6,483	\$ 9,034	\$ 8,295
Charges From Print & Repro	12,639	9,483	15,175	17,334
Charges From Central Storeroom	3,678	4,552	4,278	5,602
Charges From M.V.M.	502	516	689	472
	\$ 23,728	\$ 21,034	\$ 29,176	\$ 31,703
Expenditure Recovery				
Expenditure Recovery	\$ 69,749	\$ —	\$ —	\$ —
	\$ 69,749	\$ —	\$ —	\$ —
	\$ 1,305,826	\$ 1,314,150	\$ 2,600,417	\$ 3,700,742

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Grant Revenue	\$ —	\$ 20	\$ 54	\$ —
Miscellaneous	261	—	13	—
	\$ 261	\$ 20	\$ 67	\$ —





COMMUNITY RELATIONS BOARD

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
1	1	1	Exec. Director Community Relations Board	50,795.81	191,316.74
1	1	1			
PROFESSIONALS					
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	21.65
4	2	4	Community Relations Rep. I	10.00	20.68
1	1	1	Community Relations Rep. II	10.00	24.99
1	1	1	Community Relations Rep. III	10.00	30.93
2	0	0	Crime Analyst II	38,000.00	54,641.81
1	0	1	Grant Administrator	22,333.40	83,008.39
4	3	6	Project Coordinator	27,325.56	99,702.63
3	2	3	Project Director	22,333.40	88,646.98
20	13	20			
21	14	21	TOTAL FULL TIME		
PART TIME					
1	1	1	Administrative Officer	20,800.00	58,499.94
1	1	1	TOTAL PART TIME		
BOARD MEMBERS					
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		
37	28	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.

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

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,059,270	\$ 1,062,096	\$ 984,834	\$ 1,282,570
Board Members	37,423	26,340	20,880	43,198
Part-Time Permanent	—	—	29,697	37,700
Longevity	6,375	6,475	6,775	6,250
Vacation Conversion	—	—	19,962	—
Separation Payments	—	—	36,041	68,000
Bonus Incentive	—	—	1,000	—
	\$ 1,103,068	\$ 1,094,910	\$ 1,099,188	\$ 1,437,718
Benefits				
Hospitalization	\$ 134,847	\$ 148,917	\$ 157,184	\$ 228,092
Prescription	20,042	27,529	27,550	45,866
Dental	7,027	6,993	6,993	12,272
Vision Care	1,020	1,084	1,034	1,470
Public Employees Retire System	154,325	153,441	146,125	203,808
Fica-Medicare	13,341	13,268	13,200	18,503
Workers' Compensation	13,581	11,119	25,387	14,313
Life Insurance	730	675	570	1,088
Unemployment Compensation	—	—	—	12,896
	\$ 344,913	\$ 363,027	\$ 378,043	\$ 538,308
Other Training & Professional Dues				
Travel	\$ 1,219	\$ 931	\$ 5,169	\$ 5,000
Tuition & Registration Fees	2,622	3,076	3,695	5,000
	\$ 3,841	\$ 4,007	\$ 8,864	\$ 10,000
Contractual Services				
Advertising And Public Notice	\$ 846	\$ —	\$ —	\$ 2,500
Parking In City Facilities	4,959	3,704	2,027	7,500
Other Contractual	50,500	45,470	45,000	275,500
	\$ 56,304	\$ 49,174	\$ 47,027	\$ 285,500
Materials & Supplies				
Office Supplies	\$ 220	\$ 336	\$ 462	\$ 2,500
Computer Hardware	—	—	294	1,500
Computer Software	1,420	3,329	3,770	10,000
Just In Time Office Supplies	3,307	3,732	2,040	6,400
	\$ 4,947	\$ 7,397	\$ 6,566	\$ 20,400
Interdepart Service Charges				
Charges From Telephone Exch	\$ 6,076	\$ 5,691	\$ 6,453	\$ 5,925
Charges From Print & Repro	10,499	8,419	8,779	10,027
Charges From Central Storeroom	437	427	1,694	2,218
Charges From M.V.M.	2,828	12,465	5,090	6,199



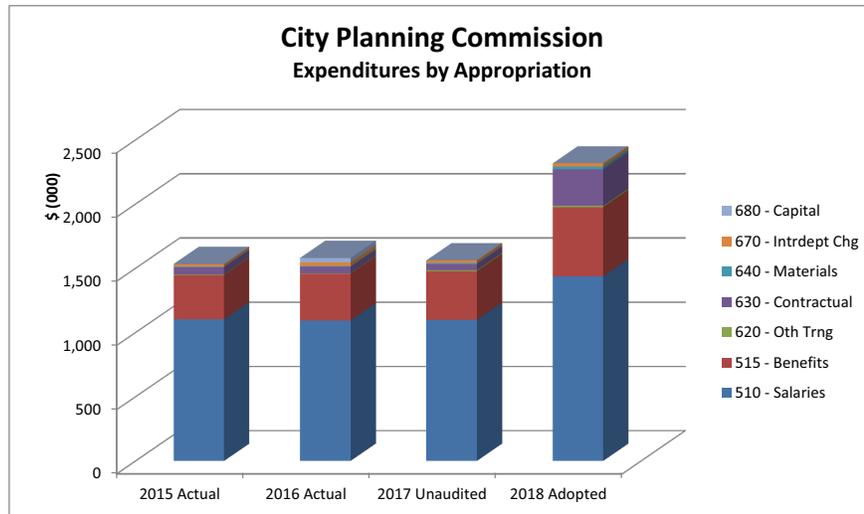
CITY PLANNING COMMISSION

Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
	\$ 19,840	\$ 27,003	\$ 22,015	\$ 24,369
Capital Outlay				
Transfer To Capital Project	\$ —	\$ 34,667	\$ —	\$ —
	\$ —	\$ 34,667	\$ —	\$ —
	\$ 1,532,913	\$ 1,580,186	\$ 1,561,704	\$ 2,316,295

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Charges For Services	\$ 5,000	\$ —	\$ —	\$ —
Grant Revenue	0	—	—	—
Miscellaneous	393	779	54	—
	\$ 5,393	\$ 779	\$ 54	\$ —





CITY PLANNING COMMISSION

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	Budget 2017	December 2017		Budget 2018	Minimum
<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>					
1	0	1	Private Secretary	10.00	22.73
1	1	1	Secretary	10.00	18.96
<u>2</u>	<u>1</u>	<u>2</u>			
<u>PROFESSIONALS</u>					
1	0	1	Architect	10.00	32.74
2	2	2	Assistant Administrator	20,800.00	72,000.00
4	4	4	Chief City Planner	30,000.00	91,405.96
7	5	8	City Planner	30,000.00	67,032.85
1	1	1	Office Manager	20,800.00	54,845.04
1	1	1	Project Coordinator	27,325.56	99,702.63
2	1	1	Senior Assistant City Planner	10.00	26.36
<u>18</u>	<u>14</u>	<u>18</u>			
<u>22</u>	<u>17</u>	<u>22</u>	TOTAL FULL TIME		
<u>PART TIME</u>					
1	1	1	City Planner	30,000.00	67,032.85
<u>1</u>	<u>1</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>29</u>	<u>21</u>	<u>29</u>	TOTAL DIVISION		



BOXING AND WRESTLING COMMISSION

Abdul A. Muhaymin, Chairman

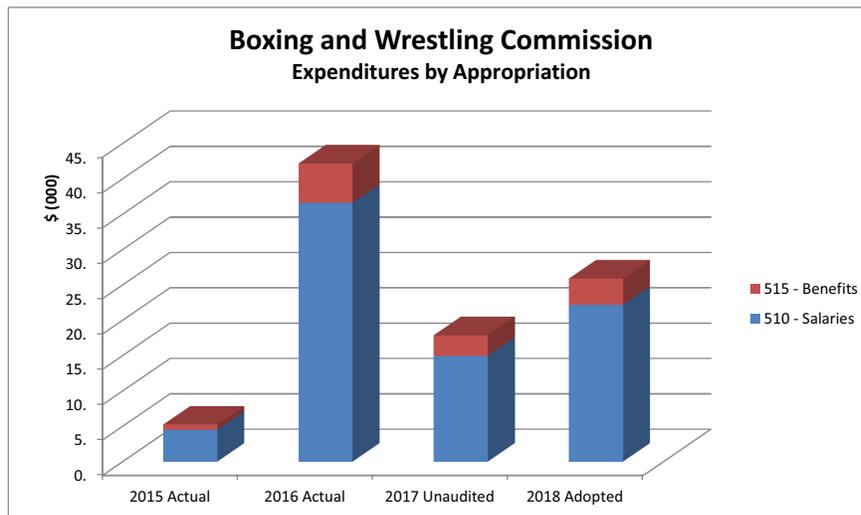
The Commission approves and supervises all amateur boxing contests and professional wrestling exhibitions. Other commission duties include training and furnishing officials for all bouts, as well as overseeing tickets, receipts and fund disbursements.



BOXING AND WRESTLING COMMISSION

Expenditures

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Board Members	\$ 2,400	\$ 18,973	\$ 7,775	\$ 7,776
Part-Time Permanent	2,100	17,613	7,200	14,400
	\$ 4,500	\$ 36,585	\$ 14,975	\$ 22,176
Benefits				
Public Employees Retire System	\$ 630	\$ 5,000	\$ 2,097	\$ 3,192
Fica-Medicare	65	531	217	324
Workers' Compensation	51	45	585	200
	\$ 746	\$ 5,576	\$ 2,899	\$ 3,716
	\$ 5,246	\$ 42,161	\$ 17,874	\$ 25,892



COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		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		



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 Energy | Community Engagement and Public Health |
| Sustainable Transportation | Waste 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.

OFFICE OF SUSTAINABILITY

Expenditures

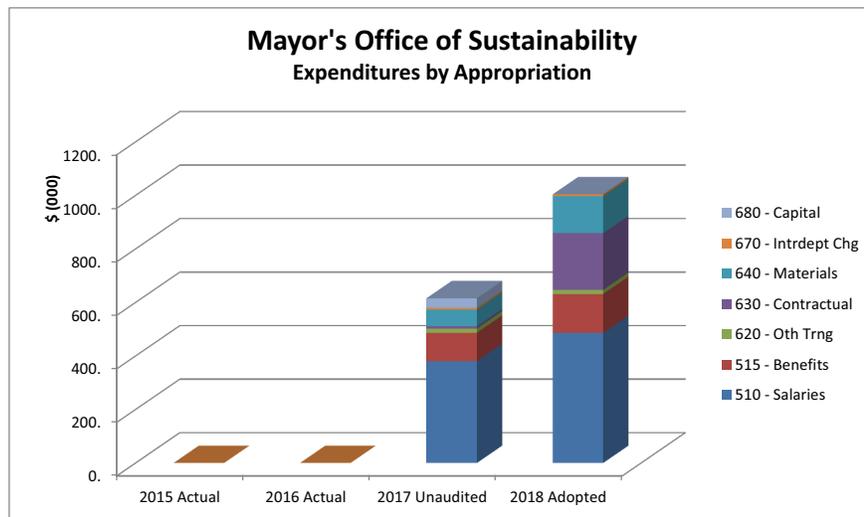
	2015 Actual		2016 Actual		2017 Unaudited		2018 Budget	
Salaries and Wages								
Full Time Permanent	\$	—	\$	—	\$	366,663	\$	487,293
Seasonal		—		—		12,489		30,000
Longevity		—		—		1,375		1,375
Separation Payments		—		—		—		5,000
Overtime		—		—		—		2,000
	\$	—	\$	—	\$	380,527	\$	525,668
Benefits								
Hospitalization	\$	—	\$	—	\$	32,518	\$	53,807
Prescription		—		—		5,923		11,445
Dental		—		—		1,572		3,073
Vision Care		—		—		253		380
Public Employees Retire System		—		—		51,675		73,534
Fica-Medicare		—		—		5,425		7,625
Workers' Compensation		—		—		8,433		4,888
Life Insurance		—		—		207		446
Unemployment Compensation		—		—		—		12,896
	\$	—	\$	—	\$	106,005	\$	168,094
Other Training & Professional Dues								
Travel	\$	—	\$	—	\$	2,639	\$	1,000
Tuition & Registration Fees		—		—		4,768		5,000
Training		—		—		1,195		—
Other Training Supplies		—		—		260		250
Professional Dues & Subscript		—		—		7,051		9,500
	\$	—	\$	—	\$	15,913	\$	15,750
Contractual Services								
Professional Services	\$	—	\$	—	\$	2,176	\$	170,000
Advertising And Public Notice		—		—		—		1,500
Other Contractual		—		—		6,285		40,000
	\$	—	\$	—	\$	8,462	\$	211,500
Materials & Supplies								
Computer Hardware	\$	—	\$	—	\$	3,686	\$	—
Computer Software		—		—		40,273		—
Small Equipment		—		—		15,454		37,500
Electrical Supplies		—		—		—		100,000
Just In Time Office Supplies		—		—		373		400
Misc Maintenance Supplies		—		—		2,711		—
	\$	—	\$	—	\$	62,497	\$	137,900



OFFICE OF SUSTAINABILITY

Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ —	\$ —	\$ 1,122	\$ 1,030
Charges From Print & Repro	—	—	5,511	6,295
	\$ —	\$ —	\$ 6,633	\$ 7,325
Capital Outlay				
Transfer To Capital Project	\$ —	\$ —	\$ 35,360	\$ —
	\$ —	\$ —	\$ 35,360	\$ —
	\$ —	\$ —	\$ 615,396	\$ 1,066,237





OFFICE OF SUSTAINABILITY

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	Budget 2017	Budget 2018		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
1	1	1	Executive Assistant to The Mayor	50,795.81	191,316.74
1	1	1	Special Assistant to The Mayor	20,800.00	118,362.30
<u>2</u>	<u>2</u>	<u>2</u>			
PROFESSIONALS					
2	2	2	Administrative Manager	27,193.55	115,424.36
1	1	1	Assistant Administrator	20,800.00	72,000.00
1	1	1	Office Manager	20,800.00	54,845.04
1	1	3	Project Coordinator	27,325.56	99,702.63
<u>5</u>	<u>5</u>	<u>7</u>			
<u>7</u>	<u>7</u>	<u>9</u>	TOTAL FULL TIME		
PART TIME					
2	1	1	Student Aide	10.00	11.94
<u>2</u>	<u>1</u>	<u>1</u>	TOTAL PART TIME		
<u>9</u>	<u>8</u>	<u>10</u>	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

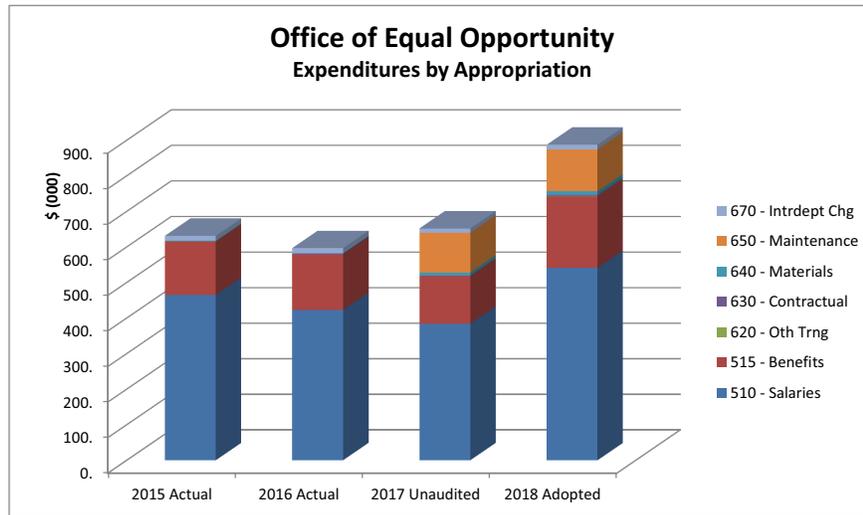
	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 460,472	\$ 417,720	\$ 381,594	\$ 533,194
Longevity	2,000	1,700	1,875	2,050
Vacation Conversion	—	—	716	—
Separation Payments	2,960	3,419	—	6,000
	\$ 465,432	\$ 422,839	\$ 384,185	\$ 541,244
Benefits				
Hospitalization	\$ 55,700	\$ 67,068	\$ 53,994	\$ 82,508
Prescription	14,224	14,550	9,671	17,928
Dental	3,769	3,617	2,634	4,850
Vision Care	446	438	364	570
Public Employees Retire System	65,234	59,597	52,654	70,398
Fica-Medicare	5,907	5,242	4,690	6,511
Workers' Compensation	4,206	4,691	9,283	5,062
Life Insurance	348	294	207	444
Unemployment Compensation	—	—	—	12,896
	\$ 149,835	\$ 155,497	\$ 133,497	\$ 201,167
Other Training & Professional Dues				
Professional Dues & Subscript	\$ —	\$ —	\$ —	\$ 500
	\$ —	\$ —	\$ —	\$ 500
Contractual Services				
Parking In City Facilities	\$ —	\$ 2,916	\$ 1,758	\$ 3,000
	\$ —	\$ 2,916	\$ 1,758	\$ 3,000
Materials & Supplies				
Office Supplies	\$ —	\$ 58	\$ —	\$ 2,600
Computer Hardware	—	—	—	5,800
Office Furniture & Equipment	—	—	7,123	—
Just In Time Office Supplies	1,802	509	1,690	2,000
	\$ 1,802	\$ 567	\$ 8,813	\$ 10,400
Maintenance				
Computer Software Maintenance	\$ —	\$ —	\$ 112,000	\$ 118,000
	\$ —	\$ —	\$ 112,000	\$ 118,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 2,344	\$ 2,238	\$ 2,609	\$ 2,395
Charges From Print & Repro	9,562	7,912	6,490	7,413
Charges From Central Storeroom	1,192	1,232	1,009	1,321
Charges From M.V.M.	1,066	3,396	1,588	1,816
	\$ 14,164	\$ 14,777	\$ 11,695	\$ 12,945
	\$ 631,233	\$ 596,597	\$ 651,948	\$ 887,256



OFFICE OF EQUAL OPPORTUNITY

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Miscellaneous	\$ 41,653	\$ 10,552	\$ 14,566	\$ 15,000
	\$ 41,653	\$ 10,552	\$ 14,566	\$ 15,000



COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	Budget 2017	Budget 2018		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
1	1	1	Director of Office of Equal Opportunity	50,795.81	171,581.77
1	2	2	Minority Business Development Administrator	27,325.56	85,577.88
2	3	3			
PROFESSIONALS					
1	2	2	Administrative Manager	27,193.55	115,424.36
3	3	3	Assistant Administrator	20,800.00	72,000.00
2	0	1	Assistant Contract Compliance Officer	20,800.00	62,770.08
2	0	0	Contract Supervisor	20,800.00	69,383.29
8	5	6			
10	8	9	TOTAL FULL TIME		
10	8	9	TOTAL DIVISION		



CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

Michelle D. Earley, 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 \$6,000.00. 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 with funding from the State of Ohio's Department of Rehabilitation and Correction, Community Corrections Act grant. The program was developed and is operated by the Probation Department for offenders convicted of a crime involving intimate partner violence or a related offense. Every attempt is made to hold the offender solely accountable for his use of violence through participation in a psychosocial education program as part of a sentence or as a condition of probation or community control. DIET offenders must attend one, two-hour session per week for 16 weeks. Each session, which averages 20 participants, is led by two qualified staff facilitators who stress one of the eight themes of the Duluth curriculum: nonviolence, non-threatening behavior, respect, support and trust, accountability and honesty, sexual



CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

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

GREATER CLEVELAND 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 Lauren C. Moore, 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 1,600 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 and Employment Connection 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 600 people have graduated from the Get on Track program, which now gets participants from East Cleveland, Bedford and the Cuyahoga County Common Pleas Court.

HUMAN TRAFFICKING DOCKET:

The Human Trafficking Specialized Docket was established under the direction of Judge Marilyn B. Cassidy to address the needs of adult victims of human trafficking who are forced, compelled or coerced to engage in criminal activities that result in their involvement with the City of Cleveland, Ohio's criminal legal system. Through an integrated approach, among courts, law enforcement and social service agencies, this docket provides the interventions necessary for trafficking victims to regain control of their lives. To be eligible for participation in the docket a defendant must be 18 years or older and charged with misdemeanor prostitution, soliciting, loitering to solicit, or other offenses where markers of a trafficked person are present. Possible victims would be screened and provided prompt access to services which would include substance abuse treatment, trauma counseling, housing, education and advocacy.

MENTAL HEALTH DOCKET

The Mental Health Docket, under the direction of Judge Emanuella Groves, 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 identify defendants with possible mental health issues, and 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.

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.

CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

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 22nd 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.

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 \$6,000 or less is being sought. Approximately, half of all contested small claims cases go to mediation and the majority of them are resolved.

Mediation gives parties the chance to sit down with a 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 3officers, 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).

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.



CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

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.

SERVICES

INTERPRETING AND TRANSLATION SERVICES 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.

Interpreter services are for traffic and criminal misdemeanor arraignment, felony preliminary hearings, driving privilege hearings, small claims court cases, wedding ceremonies, probation department referrals, psychiatric evaluations, TASC substance abuse assessments, pretrial, jury trial assignments and jurors summoned by the Cleveland Municipal Court, and ancillary court services. There is no cost for interpreter 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.

CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

Expenditures

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 12,789,380	\$ 13,021,193	\$ 12,618,646	\$ 14,112,839
Seasonal	43,933	38,520	43,528	46,842
Elected Officials	405,260	413,802	444,780	522,778
Part-Time Permanent	233,427	204,951	227,516	280,416
Longevity	111,800	113,275	111,300	118,225
Vacation Conversion	—	—	131,683	—
Separation Payments	76,610	53,736	116,455	100,000
Overtime	2,992	6,122	2,996	2,500
	\$ 13,663,401	\$ 13,851,598	\$ 13,696,904	\$ 15,183,600
Benefits				
Hospitalization	\$ 2,318,161	\$ 2,435,721	\$ 2,441,828	\$ 2,595,414
Prescription	457,566	485,838	437,529	523,266
Dental	127,782	126,434	121,726	142,616
Vision Care	12,437	13,349	13,413	16,126
Public Employees Retire System	1,902,959	1,905,041	1,910,146	2,099,759
Fica-Medicare	176,205	180,648	179,874	201,119
Workers' Compensation	172,165	165,573	328,996	180,656
Life Insurance	9,991	9,038	8,146	12,724
Unemployment Compensation	4,123	14,695	7,185	—
Clothing Allowance	—	34,000	33,500	—
	\$ 5,181,391	\$ 5,370,335	\$ 5,482,341	\$ 5,771,680
Other Training & Professional Dues				
Travel	\$ 16,278	\$ 13,287	\$ 40,940	\$ 20,000
Tuition & Registration Fees	19,469	14,092	7,483	15,000
Other Training Supplies	—	—	297	—
Professional Dues & Subscript	3,240	1,327	6,717	5,000
	\$ 38,987	\$ 28,706	\$ 55,437	\$ 40,000
Contractual Services				
Professional Services	\$ 2,391,727	\$ 2,400,593	\$ 2,375,113	\$ 2,932,100
Court Reporter	3,577	1,345	3,293	6,100
Jury And Witness Fees	7,812	4,884	4,818	18,000
Parking In City Facilities	10,599	14,815	12,000	10,000
Insurance And Official Bonds	—	3,627	—	3,000
	\$ 2,413,715	\$ 2,425,263	\$ 2,395,223	\$ 2,969,200
Materials & Supplies				
Office Supplies	\$ 4,167	\$ 874	\$ 1,868	\$ 10,000
Postage	—	12	56	—
Computer Hardware	—	827	531	—



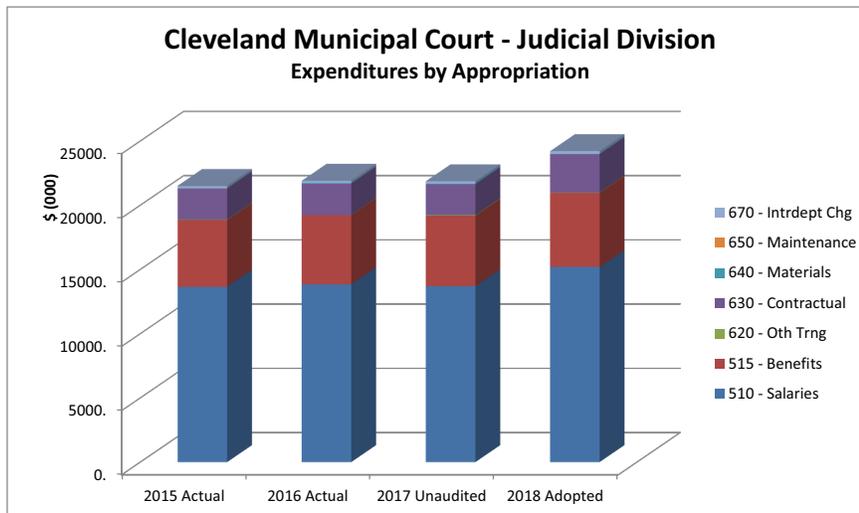
CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Small Equipment	—	—	389	—
Office Furniture & Equipment	1,088	6,555	2,049	1,000
Other Supplies	343	—	6,736	—
Safety Equipment	—	—	158	—
Just In Time Office Supplies	20,800	34,667	42,501	25,000
	\$ 26,399	\$ 42,935	\$ 54,288	\$ 36,000
Maintenance				
Car Washes	\$ 168	\$ 54	\$ 42	\$ 250
	\$ 168	\$ 54	\$ 42	\$ 250
Interdepart Service Charges				
Charges From Telephone Exch	\$ 52,943	\$ 44,132	\$ 40,951	\$ 37,602
Charges From Radio Comm System	27,545	53,437	54,829	60,224
Charges From Water	973	613	507	1,700
Charges From Print & Repro	81,971	60,591	66,577	76,048
Charges From Central Storeroom	21,888	18,811	18,432	24,135
	\$ 185,320	\$ 177,584	\$ 181,296	\$ 199,709
	\$ 21,509,380	\$ 21,896,475	\$ 21,865,532	\$ 24,200,439

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Charges For Services	\$ 625	\$ —	\$ 250	\$ —
Fines, Forfeitures & Settlements	7,015,368	5,259,445	5,313,110	5,424,491
Miscellaneous	9,030	1,711,110	1,411,817	651,033
	\$ 7,025,023	\$ 6,970,555	\$ 6,725,177	\$ 6,075,524





CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		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	9	8	Deputy Bailiff Probation Officer Supervisor	48,750.00	78,274.01
11	11	11	Judge	37,050.00	37,050.00
3	2	3	Scheduling Supervisor	40,343.06	56,227.81
32	32	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	52	59	Deputy Bailiff	27,491.00	62,641.52
1	1	1	Deputy Bailiff Accounts Coordinator	45,492.00	72,305.72
5	1	2	Deputy Bailiff Administrative Assistant I	34,167.00	54,858.71
3	2	3	Deputy Bailiff Administrative Assistant II	39,167.00	72,690.12
12	9	9	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	4	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
3	3	4	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
8	8	9	Deputy Bailiff Scheduler I	22,284.00	50,117.58
6	5	6	Deputy Bailiff Supervisor	44,167.00	70,245.91
6	4	4	Deputy Bailiff Warrant Officer	27,492.00	62,886.81
12	12	12	Personal Bailiff	63,969.00	85,591.85
128	108	120			



CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		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	0	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
5	5	5	Deputy Bailiff Court Reporter	36,509.00	67,072.58
1	0	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	0	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	1	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	0	1	Deputy Bailiff Senior Magistrate	58,333.00	92,595.60
1	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	42	44	Probation Officer General	34,035.00	67,097.11
1	1	1	Small Claims Magistrate	20,800.00	56,244.49
94	78	93			



CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
<u>PROTECTIVE SERVICES</u>					
1	0	0	Deputy Bailiff Chief of Security	48,750.00	84,773.96
1	0	0			
<u>NON EEO REPORTING</u>					
1	1	1	Deputy Bailiff Computer Specialists II	45,492.00	69,498.00
2	1	1	T.I.P. Office Assistant	25,921.00	38,222.00
1	1	1	Website Content Specialist	45,493.00	54,590.00
4	3	3			
<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	1	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	7	7			
266	228	255	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	2	5	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	0	Judge	37,050.00	37,050.00
2	1	2	Muni Court Psychologist	99,299.20	216,987.49
10	8	10	TOTAL PART TIME		
<u>SEASONAL</u>					
0	0	20	Student Aide	10.00	11.94
0	0	20	TOTAL SEASONAL		
276	236	285	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.

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, statues 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

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 6,140,554	\$ 6,064,138	\$ 6,205,776	\$ 6,823,329
Elected Officials	58,924	61,123	64,180	67,393
Part-Time Permanent	104,580	91,389	126,501	186,968
Student Trainees	27,631	26,337	34,470	35,004
Longevity	62,875	62,000	61,250	62,525
Vacation Conversion	—	—	17,152	—
Separation Payments	40,648	40,594	54,893	30,000
Overtime	20,635	23,639	23,136	25,000
	\$ 6,455,846	\$ 6,369,221	\$ 6,587,358	\$ 7,230,219
Benefits				
Hospitalization	\$ 1,520,393	\$ 1,567,003	\$ 1,594,747	\$ 1,652,017
Prescription	276,730	303,764	285,087	315,412
Dental	80,286	78,444	74,007	84,286
Vision Care	7,761	8,369	8,432	9,790
Public Employees Retire System	896,840	885,104	908,215	1,023,267
Fica-Medicare	84,780	83,959	86,432	103,360
Workers' Compensation	74,299	135,458	175,576	89,733
Life Insurance	6,108	5,537	5,011	7,758
Unemployment Compensation	6,630	7,945	2,175	12,896
	\$ 2,953,826	\$ 3,075,583	\$ 3,139,682	\$ 3,298,519
Other Training & Professional Dues				
Travel	\$ 1,302	\$ 305	\$ —	\$ 1,200
Tuition & Registration Fees	1,354	297	598	1,200
Professional Dues & Subscript	62	—	198	200
	\$ 2,718	\$ 602	\$ 796	\$ 2,600
Contractual Services				
Professional Services	\$ 825,951	\$ 701,195	\$ 709,748	\$ 740,000
Advertising And Public Notice	22,729	21,126	27,803	24,000
Parking In City Facilities	2,340	5,040	2,580	4,380
Insurance And Official Bonds	2,297	—	—	—
Property Rental	70,000	50,000	50,000	50,000
Equipment Rental	(546)	323	(485)	—
Other Contractual	55,512	67,525	20,582	57,000
	\$ 978,283	\$ 845,209	\$ 810,229	\$ 875,380
Materials & Supplies				
Office Supplies	\$ 1,000	\$ —	\$ —	\$ —
Postage	432,335	335,587	281,440	300,000
Computer Hardware	2,012	182	—	—

CLEVELAND MUNICIPAL COURT - CLERK'S DIVISION

Expenditures (Continued)

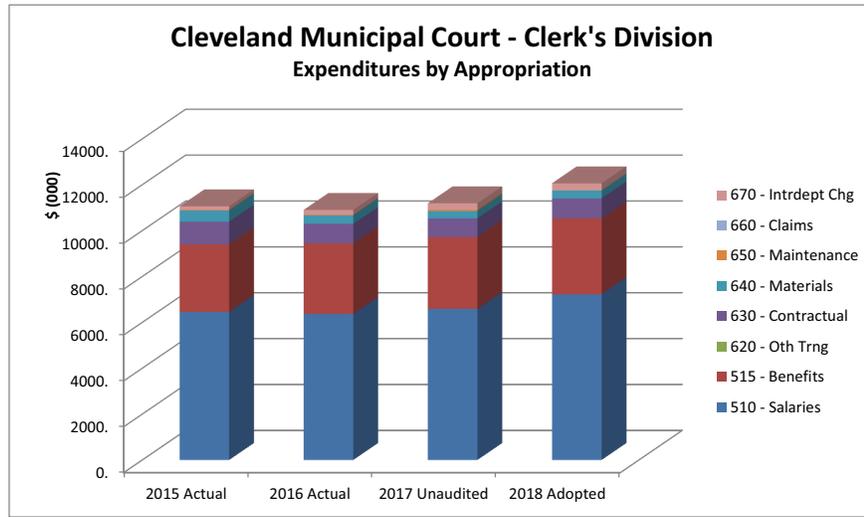
	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Small Equipment	12,834	570	—	—
Office Furniture & Equipment	3,558	4,002	—	—
Food	662	1,370	856	1,500
Other Supplies	28,907	21,292	16,188	20,000
Just In Time Office Supplies	11,558	18,220	23,497	16,000
	\$ 492,866	\$ 381,223	\$ 321,982	\$ 337,500
Maintenance				
Maintenance Office Equipment	\$ 16,101	\$ 13,834	\$ 15,334	\$ 14,000
Maintenance Contracts	444	570	—	1,000
Computer Software Maintenance	—	—	26,400	—
Car Washes	240	—	300	300
	\$ 16,785	\$ 14,404	\$ 42,034	\$ 15,300
Claims, Refunds, Maintenance				
Cash Short & Over	\$ —	\$ —	\$ —	\$ 1,000
Judgements, Damages, & Claims	43	840	2,680	3,000
	\$ 43	\$ 840	\$ 2,680	\$ 4,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 71,942	\$ 77,418	\$ 116,920	\$ 107,361
Charges From Radio Comm System	3,290	5,981	5,502	4,516
Charges From Print & Repro	77,812	122,909	159,749	182,475
Charges From M.V.M.	4,093	8,996	1,449	4,502
	\$ 157,137	\$ 215,305	\$ 283,620	\$ 298,854
	\$ 11,057,504	\$ 10,902,387	\$ 11,188,380	\$ 12,062,372

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Charges For Services	\$ 435,820	\$ 383,681	\$ 399,449	\$ 395,573
Fines, Forfeitures & Settlements	7,394,261	5,430,999	5,037,583	4,490,304
Miscellaneous	4,600	346	605	—
	\$ 7,834,681	\$ 5,815,027	\$ 5,437,637	\$ 4,885,877



CLEVELAND MUNICIPAL COURT - CLERK'S DIVISION



COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	Budget 2017	Budget 2018		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
154	149	154	Chief Deputy Clerk	20,800.00	101,147.39
1	1	1	Clerk of Courts	58,191.00	58,191.00
155	150	155	TOTAL FULL TIME		
PART TIME					
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		
185	157	185	TOTAL DIVISION		

CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

Ronald J. H. O'Leary, 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.

The Housing Court strives continually to fulfill its objective as a problem-solving court. The following are some of the Housing Court's ongoing and recently-enacted initiatives:

CRIMINAL**COMMUNITY CONTROL**

Housing Court has implemented active, aggressive supervision of defendants on term of community control. Community control (previously known as probation) may be imposed on defendants who have been convicted of violation of the City's codes. Every defendant on community control is under the supervision of one of the Court's Housing Specialists. The defendant must bring and keep up to code all of the properties owned by the defendant in the City of Cleveland-not just the property for which the defendant originally was cited. The Specialist, as Community Control Officer, meets with the defendant to address the defendant's progress and compliance. If the defendant fails to make reasonable progress or otherwise obey the Community Control Officer, the Court may re-summon the defendant and impose greater sanctions, including additional fines and jail time. When the properties are up to code, the Specialist's efforts shift to prevention and prohibiting re-offending.

CORPORATION DOCKET

The Court has established a separate docket for cases where a criminal defendant is a corporation, LLC, or other business entity that fails to appear in Court after having been properly served. On this special docket, the entity is ordered to appear and service is sent out again to the entity's address of record, with courtesy copies sent to individuals associated with the company. Ultimately, the Court may impose upon a noncompliant defendant a daily sanction until the entity appears and enters a plea, which the Court can then order converted to civil judgments. This practice has proven successful in encouraging corporate defendants to appear in Court to face the charges against them.

PLACARDS

For residents of Cleveland's neighborhoods, information is power. Where vacant and abandoned premises are the subject of a pending Housing Court case, the Court may post a placard indicating that there is no trespassing allowed. The placard also includes contact information for the owner, bank or lending institution if the property is in foreclosure, and the Housing Specialist assigned to the case. These placards put neighborhood residents on notice that the property is the subject of an action in the Housing Court, and give the residents the ability to contact individuals or entities in control of the property to voice their concerns.

VOLUNTEER WORK PROGRAM

The Housing Court is working with the Cleveland House of Corrections ("the Workhouse") to establish a program that permits Housing Court offenders sentenced to jail to perform community work service, in consideration for reduction of their sentence. Rather than sitting idle at the Workhouse, these offenders will clean up vacant lots, clear nuisance conditions, paint, cut grass, and perhaps make minor repairs, under the supervision of Court Community Service. In this way, the defendants can contribute toward restitution to the City of Cleveland and its



CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

residents, for the harm they have caused. Defendants who are non-violent offenders with no other warrants, will be eligible to receive two days' credit toward reduction of sentence for one day of work performed. This program mirrors Judge Nancy R. McDonnell's Community Based Correctional Facility program currently in use for felon inmates.

COURT COMMUNITY SERVICE

One of the Housing Court's most recent initiatives involves Court Community Service ("CCS"). Frequently, as part of the sanctions imposed as a result of a conviction in a criminal case in the Cleveland Municipal Court system, offenders are ordered to complete a specified number of hours of community service, to be supervised by CCS staff. Recently, the Housing Court has ordered CCS to supply workers 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.

LAND BANK DONATION ASSISTANCE

Many defendants on the criminal docket wish to divest themselves of property they own. However, with the current real estate market, it is often not possible to be able to sell the property for an amount that is equal to or greater than the amount of liens (mortgage, tax, etc.) on the property. Also, many properties are in such a state of disrepair that the price of bringing up the property to code would far exceed the fair market value of the rehabbed property. These properties are therefore prime candidates for donation to the Cuyahoga County Land Reutilization Corporation, i.e., the Land Bank. However, the Land Bank will not accept properties riddled with liens and other title issues. Housing Court staff works to resolve lien and title issues, to enable donation to the Land Bank.

SUBPOENAS

Subpoenas are issued in criminal code violation cases to obtain information from, or the attendance of, a non-party lien holder witness. Most often, the subpoenas are issued in cases where the defendant wishes to donate the subject property to the Land Bank; many properties have one or more liens that prevent the Land Bank from accepting the donation. In issuing the subpoena, and securing the lien holder's attendance, the Court seeks to determine the lienholder's intention regarding the lien, to determine whether donation of the property to the Land Bank is feasible.

CIVIL

SOCIAL SERVICE REFERRAL PROGRAM

The Court screens tenants in eviction actions to determine who may qualify for assistance based upon their age, mental health issues, or veteran status. The Court refers them to appropriate resources to assist the tenant in locating and moving to new housing, while also respecting the landlord's right to recover possession of the premises. The Court also may refer defendants for assistance in working through the mental health issues at work in many hoarding cases. In 2016, the Court made more than 900 referrals to a variety of agencies, including the U.S. Department of Veteran's Affairs, Frontline Services, Cuyahoga County Adult Protective Services, The Benjamin Rose Institute on Aging, and the City of Cleveland Department of Aging and Cuyahoga County Division of Senior and Adult Services (simultaneously). These referrals have greatly reduced the number of physical move outs of vulnerable tenants. The Court now also sends a Community Resource Fact Sheet with information about agencies and other valuable resources to tenants with the eviction summons and complaint.

BUSINESS ENTITY PROOF OF REGISTRATION/LICENSE

In the course of attempting to serve criminal complaints upon business entity defendants, the Court became aware that many of the companies filing civil complaints in the Housing Court were not registered or licensed to do business in the State of Ohio. To avoid complicity in the actions of these unlicensed and unregistered entities, the Court now requires all business entities, including corporations, limited liability companies, and fictitious entities (such as "doing business as" names), to include, at the time of filing, documentary evidence of the entity's good standing or active registration or licensure with the Ohio Secretary of State. Entities that fail to include this documentation may face dismissal of the civil complaint by the Court.

CLEVELAND MUNICIPAL COURT - HOUSING DIVISION***EVIDENCE OF CURRENT OWNERSHIP***

The Supreme Court of Ohio has issued decisions limiting the ability of an individual to represent the interests of another person in court. Reading those decisions together, the Court concluded that it must require actions in forcible entry and detainer, when filed by a non-attorney, to be brought in the name of the property owner; and, when the property owner is a business entity, the complaint must be filed by an attorney, and they must be represented by counsel at hearing. To ensure that the proper parties are named in the forcible entry and detainer (eviction) action, the Court requires each plaintiff filing a forcible entry and detainer complaint to attach to the complaint proof of current ownership of the subject premises. Proof of current ownership may include, but is not limited to, a print-out of the "General Information" tab for the premises from the County Fiscal Officer's website.

PROOF OF RENTAL REGISTRATION

All properties located in the City of Cleveland which are occupied by someone other than the owner are required to be registered. Cleveland Codified Ordinance 365. Accordingly, to ensure that landlords are complying with the local ordinance, the Housing Court enacted Local Rule 3.013, effective July 1, 2017, requiring all landlords to demonstrate through documentary evidence that they have complied with this law.

BAILIFF COMMUNICATION

The Housing Court's bailiffs are the eyes and ears of the Court in the field. When supervising court-ordered move outs or serving court papers, the bailiffs often observe conditions that cause concern. The bailiffs may file a communication with the Court regarding the condition of any property before the Court. That communication is reviewed by the Judge, who may order inspection of the property by the City and the correction of defective conditions prior to re-rental.

ORDERS PROHIBITING RE-RENTAL

Prompted by a Bailiff Communication or information received during an eviction or other civil hearing, the Court may order inspection of residential rental property which is the subject of the case. City inspectors provide the Court with a written report outlining the condition of the property. If serious code violations exist, the Court may issue an order prohibiting the landlord from re-renting the property until the violations are corrected. Failure to comply with this order may lead to a finding of contempt.

CLEAN HANDS EVICTION DOCKET

Landlords and property owners with outstanding warrants sometimes seek to invoke the Court's jurisdiction, and have the Court execute on an order in the eviction action, while failing to acknowledge the same Court's jurisdiction over the landlord or property owner in pending criminal cases. Court personnel screen eviction actions filed in the Housing Court to determine whether any plaintiffs have outstanding warrants in Housing Court criminal cases. The Court's "clean hands" approach to evictions prevents a property owner with an outstanding warrant in a criminal Housing Court case from invoking the power of the Court in the eviction action until that owner has addressed those criminal warrant issues.

OTHER***WHAT EVERY LANDLORD SHOULD KNOW/WHAT EVERY TENANT SHOULD KNOW***

The Housing Court offers a three-hour course to landlords, teaching them "what every landlord should know." The course outlines a landlord's duties under the city ordinances and state landlord-tenant law. Landlords receive valuable written materials regarding nuisance behavior, mediation, and tenant screening. In addition, during the course, landlords have access to Housing Specialists, court employees with expertise in housing-related subjects, who can offer information about programs and court processes. The Housing Court also offers a complementary program, What Every Tenant Should Know, designed specifically for people entering or re-entering the rental market as tenants. Tenants learn about rental agreements, their rights and responsibilities under the state code and local ordinances, and remedies available when landlords fail to make repairs. The class has been offered at the City Mission, shelters, and re-entry programs.

The Court offers an additional educational program with information on recognizing and remediating environmental hazards, including lead, bed bugs, mold, and more.



CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

HOUSING CLINICS

The Housing Court, through its Clinic staffed daily by Housing Specialists, on average annually provides information and services to more than 6,500 walk-in, and 15,000 phone-in residents. In response to this demonstrated need for information about landlord, tenant and property owner rights, and responsibilities, the Housing Court established a popular series of Housing Clinics in neighborhoods throughout the City.

EDUCATION MATERIALS

In addition to the numerous community meetings that the Housing Court hosts or participates in each year, the Court has created more than fifty fliers, pamphlets, and videos available to the public, covering topics from hiring a contractor, nuisance abatement, trash collections, lead abatement, porch repair, and mediation. The Court makes these materials available at its Housing Clinic, as well as through its website. These materials enable the Court to expand its educational goal beyond the four walls of the courtroom or meeting place.

www.clevelandhousingcourt.org



CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

Expenditures

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 2,403,775	\$ 2,578,391	\$ 2,593,836	\$ 3,108,545
Elected Officials	37,050	37,050	29,549	37,050
Part-Time Permanent	80,369	71,703	85,334	111,886
Longevity	14,250	15,375	14,350	14,225
Vacation Conversion	—	—	21,911	—
Separation Payments	7,001	127,150	8,107	25,000
Bonus Incentive	—	5,107	10,197	—
	\$ 2,542,445	\$ 2,834,776	\$ 2,763,284	\$ 3,296,706
Benefits				
Hospitalization	\$ 406,147	\$ 452,969	\$ 448,317	\$ 529,253
Prescription	83,327	93,100	84,507	102,639
Dental	22,444	23,958	22,428	29,157
Vision Care	2,056	2,403	2,391	3,157
Public Employees Retire System	358,648	376,653	381,382	462,216
Fica-Medicare	35,687	39,308	39,055	46,096
Workers' Compensation	27,819	25,924	68,340	44,373
Life Insurance	1,731	1,688	1,524	2,534
Unemployment Compensation	8,752	—	—	8,500
Clothing Allowance	6,063	6,882	6,825	6,250
	\$ 952,674	\$ 1,022,886	\$ 1,054,768	\$ 1,234,175
Other Training & Professional Dues				
Travel	\$ 3,612	\$ 4,799	\$ 3,978	\$ 4,700
Tuition & Registration Fees	7,009	6,659	7,158	10,600
Professional Dues & Subscript	10,638	10,212	24,327	20,000
	\$ 21,259	\$ 21,670	\$ 35,463	\$ 35,300
Contractual Services				
Professional Services	\$ 22,789	\$ 92,900	\$ 99,095	\$ 111,000
Court Reporter	2,365	248	37	2,500
Mileage (Private Auto)	4,417	6,076	3,075	3,000
Jury And Witness Fees	75	40	—	600
Advertising And Public Notice	—	2,920	—	—
Parking In City Facilities	2,890	7,405	8,735	10,500
Insurance And Official Bonds	1,400	—	—	1,400
Other Contractual	—	—	—	500
	\$ 33,935	\$ 109,589	\$ 110,942	\$ 129,500
Materials & Supplies				
Office Supplies	\$ 141	\$ 379	\$ 1,545	\$ 1,750
Postage	—	49	56	5,000



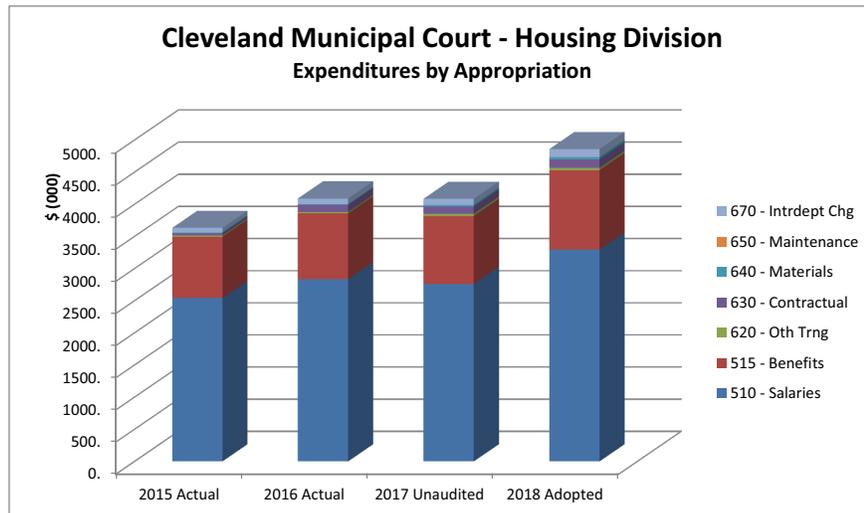
CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Clothing	100	298	1,249	3,500
Office Furniture & Equipment	3,534	4,168	4,771	10,000
Other Supplies	3,902	1,083	9,940	11,220
Just In Time Office Supplies	4,694	6,624	5,634	5,000
	\$ 12,371	\$ 12,602	\$ 23,195	\$ 36,470
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 500
Car Washes	256	90	371	500
	\$ 256	\$ 90	\$ 371	\$ 1,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 10,848	\$ 10,940	\$ 10,893	\$ 10,003
Charges From Radio Comm System	4,885	9,411	10,404	8,128
Charges From Print & Repro	23,481	31,375	49,802	77,000
Charges From M.V.M.	30,596	37,023	26,665	29,771
	\$ 69,809	\$ 88,750	\$ 97,764	\$ 124,902
	\$ 3,632,749	\$ 4,090,362	\$ 4,085,787	\$ 4,858,053

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Fines, Forfeitures & Settlements	\$ 808,248	\$ 827,263	\$ 766,326	\$ 757,937
Miscellaneous	214	—	81	—
	\$ 808,462	\$ 827,263	\$ 766,407	\$ 757,937





CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	Budget 2017	Budget 2018		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	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	3	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
9	11	11	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	10	12	Housing Court Specialist	34,000.00	73,955.59
1	1	1	Housing Court Adr Specialist	42,178.00	90,045.81
1	0	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	1	3	Housing Court DP Bailiff / Staff Attorney	29,585.00	74,922.62
0	1	0	Housing Court DP Bailiff / Judicial Clerk	21,993.75	54,490.42
1	1	1	Project Coordinator	27,325.56	99,702.63
36	36	40			
<u>PROTECTIVE SERVICES</u>					
1	0	0	Deputy Bailiff	27,491.00	62,641.52
2	2	2	Deputy Bailiff Supervisor	44,167.00	70,245.91
3	2	2			
46	45	49	TOTAL FULL TIME		



CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
			PART TIME		
2	1	0	Housing Court Deputy Bailiff	22,173.84	54,367.68
0	0	2	Housing Court DP Bailiff / Judicial Clerk	21,993.75	54,490.42
1	0	0	Housing Court Specialist	34,000.00	73,955.59
0	0	1	Deputy Bailiff Special Projects Officer	48,750.00	78,274.01
2	1	1	Student Aide	10.00	11.94
5	2	4	TOTAL PART TIME		
51	47	53	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

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 516,228	\$ 512,333	\$ 458,980	\$ 758,595
Seasonal	644	2,626	20,585	—
Part-Time Permanent	51,799	53,073	38,766	49,926
Longevity	1,550	2,150	2,150	1,950
Wage Settlements	3,564	—	—	—
Vacation Conversion	—	—	1,574	—
Separation Payments	—	15,785	11,676	10,000
Bonus Incentive	—	—	2,000	—
Overtime	58	—	—	—
	\$ 573,842	\$ 585,967	\$ 535,732	\$ 820,471
Benefits				
Hospitalization	\$ 85,206	\$ 85,532	\$ 84,429	\$ 143,549
Prescription	16,446	18,933	13,709	29,574
Dental	4,895	4,480	3,255	7,814
Vision Care	616	587	578	1,015
Public Employees Retire System	79,534	82,660	73,279	115,305
Fica-Medicare	8,061	8,387	7,562	11,753
Workers' Compensation	7,133	4,676	15,547	8,159
Life Insurance	419	344	284	724
Unemployment Compensation	—	2	3,683	12,986
	\$ 202,311	\$ 205,602	\$ 202,327	\$ 330,879
Other Training & Professional Dues				
Travel	\$ 6,289	\$ —	\$ 157	\$ 5,857
Tuition & Registration Fees	445	345	3,635	445
Professional Dues & Subscript	—	591	—	250
	\$ 6,734	\$ 936	\$ 3,792	\$ 6,552
Contractual Services				
Professional Services	\$ 101,514	\$ 76,378	\$ 67,841	\$ 97,120
Travel- Non-Training	—	730	705	500
Mileage (Private Auto)	983	845	1,014	2,000
Program Promotion	50	—	43	—
Participation Fee	—	1,499	40	—
Parking In City Facilities	1,725	1,658	1,835	2,600
Other Contractual	51,837	49,950	49,950	49,950
	\$ 156,110	\$ 131,060	\$ 121,428	\$ 152,170



DEPARTMENT OF AGING

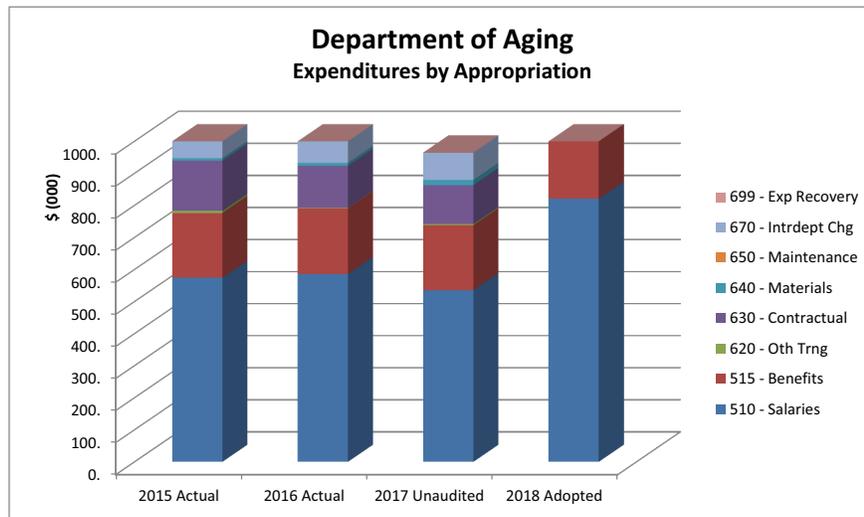
Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Materials & Supplies				
Office Supplies	\$ —	\$ 407	\$ —	\$ —
Computer Supplies	—	—	247	323
Clothing	—	548	748	1,000
Hardware & Small Tools	—	—	—	100
Office Furniture & Equipment	99	—	—	396
Food	3,258	3,196	5,691	8,200
Printed Materials	140	140	—	—
Other Supplies	400	—	242	739
Special Events Supplies	3,668	3,029	5,724	4,245
Just In Time Office Supplies	774	1,902	3,585	—
	\$ 8,340	\$ 9,221	\$ 16,236	\$ 15,003
Maintenance				
Computer Software Maintenance	\$ —	\$ —	\$ —	\$ 200
Car Washes	256	—	—	600
	\$ 256	\$ —	\$ —	\$ 800
Interdepart Service Charges				
Charges From Telephone Exch	\$ 7,824	\$ 8,050	\$ 8,646	\$ 7,939
Charges From Print & Repro	33,896	33,916	31,479	35,957
Charges From Central Storeroom	10,289	17,804	14,672	20,000
Charges From M.V.M.	17,177	22,868	30,458	21,009
	\$ 69,186	\$ 82,637	\$ 85,255	\$ 84,905
Expenditure Recovery				
Expenditure Recovery	\$ 22,631	\$ —	\$ —	\$ —
	\$ 22,631	\$ —	\$ —	\$ —
	\$ 1,039,410	\$ 1,015,423	\$ 964,770	\$ 1,410,780

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Charges For Services	\$ 400	\$ —	\$ —	\$ —
Miscellaneous	20,714	13,501	58,996	200
	\$ 21,114	\$ 13,501	\$ 58,996	\$ 200

DEPARTMENT OF AGING





DEPARTMENT OF AGING

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	Budget 2017	December 2017		Budget 2018	Minimum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Director of Aging	50,795.81	191,316.74
1	1	1			
<u>PARA-PROFESSIONALS</u>					
3	3	3	Geriatric Outreach Worker	10.00	23.76
3	3	3			
<u>PROFESSIONALS</u>					
4	3	4	Administrative Manager	27,193.55	115,424.36
1	0	0	Caseworker II	14.03	21.65
1	1	1	Grants Administrator	22,333.40	83,008.39
2	0	1	Project Coordinator	27,325.56	99,702.63
8	4	6			
<u>NON EEO REPORTING</u>					
2	4	5	Aging Services Administrator	27,325.56	96,798.67
2	4	5			
14	12	15	TOTAL FULL TIME		
<u>PART TIME</u>					
1	1	1	Asst Aging Services Administrator	20,800.00	68,738.75
1	1	1	Intake Specialist	10.00	17.55
1	1	1	Project Director	22,333.40	88,646.98
3	3	3	TOTAL PART TIME		
17	15	18	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

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 847,395	\$ 770,895	\$ 780,769	\$ 1,013,058
Seasonal	7,935	631	—	—
Part-Time Permanent	13,452	21,425	48,636	58,504
Longevity	5,050	4,575	3,150	4,800
Wage Settlements	226	—	—	—
Vacation Conversion	—	—	3,283	—
Separation Payments	14,056	19,929	—	10,000
	\$ 888,114	\$ 817,454	\$ 835,839	\$ 1,086,362
Benefits				
Hospitalization	\$ 152,258	\$ 129,024	\$ 124,731	\$ 173,651
Prescription	28,706	27,376	26,280	34,719
Dental	6,740	6,072	5,095	8,529
Vision Care	707	724	709	1,085
Public Employees Retire System	122,868	113,317	113,973	152,062
Fica-Medicare	12,368	11,442	11,738	15,583
Workers' Compensation	11,295	8,952	19,079	10,955
Life Insurance	602	521	410	892
Unemployment Compensation	—	188	12,562	9,000
	\$ 335,542	\$ 297,616	\$ 314,576	\$ 406,476
Other Training & Professional Dues				
Travel	\$ 3,663	\$ 3,600	\$ 8,584	\$ 5,000
Tuition & Registration Fees	4,228	9,496	22,917	3,900
Training	—	429	147	—
Mileage (Priv Auto) Trng Prps	—	39	—	500
Professional Dues & Subscript	—	8,000	8,000	10,000
	\$ 7,891	\$ 21,564	\$ 39,649	\$ 19,400
Contractual Services				
Professional Services	\$ 464,470	\$ 492,874	\$ 639,253	\$ 1,030,320
COBRA-Medical Coverage	—	—	45,000	45,000
Mileage (Private Auto)	44	—	—	—
Advertising And Public Notice	480	—	—	4,000
Parking In City Facilities	2,429	1,690	1,467	2,500
Other Contractual	260,120	260,000	260,000	260,000
Refunds & Miscellaneous	3,377	—	—	—
	\$ 730,920	\$ 754,563	\$ 945,720	\$ 1,341,820
Materials & Supplies				
Office Supplies	\$ 74	\$ 330	\$ 660	\$ 1,500
Postage	48	20	—	—

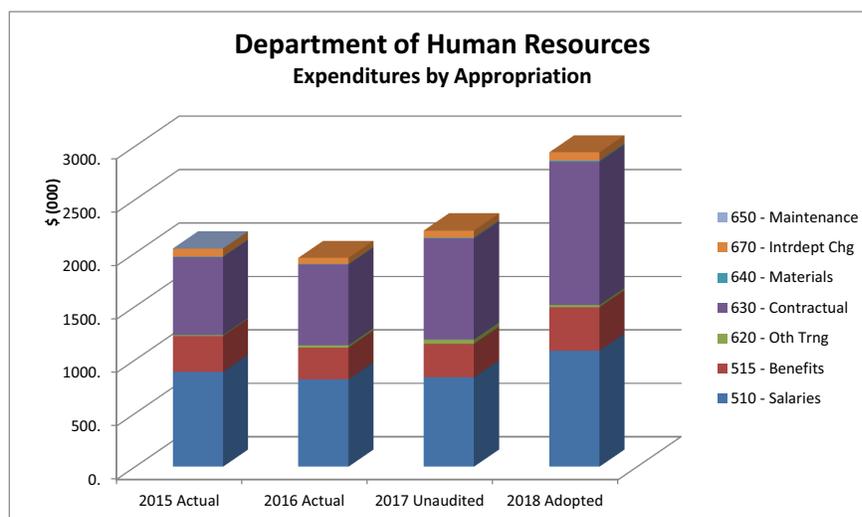
DEPARTMENT OF HUMAN RESOURCES

Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Computer Supplies	1,980	1,970	2,006	2,000
Medical Supplies	—	—	—	100
Food	177	318	600	2,000
Paper And Other Printing Suppl	660	—	—	—
Other Supplies	—	—	30	1,000
Just In Time Office Supplies	1,596	2,487	4,903	3,000
	\$ 4,535	\$ 5,126	\$ 8,198	\$ 9,600
Maintenance				
Maintenance Contracts	\$ 735	\$ 761	\$ 816	\$ 800
	\$ 735	\$ 761	\$ 816	\$ 800
Interdepart Service Charges				
Charges From Telephone Exch	\$ 3,606	\$ 3,647	\$ 3,583	\$ 3,290
Charges From Print & Repro	44,115	34,993	41,619	47,540
Charges From Central Storeroom	27,273	19,596	21,167	27,717
	\$ 74,994	\$ 58,236	\$ 66,370	\$ 78,547
	\$ 2,042,731	\$ 1,955,320	\$ 2,211,167	\$ 2,943,005

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Miscellaneous	\$ 83,648	\$ 249	\$ 148,581	\$ 500
	\$ 83,648	\$ 249	\$ 148,581	\$ 500





DEPARTMENT OF HUMAN RESOURCES

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Director of Personnel and Human Resources	50,795.81	191,316.74
1	1	1	Labor Relations Manager	30,214.95	124,250.48
1	1	1	HR Fiscal Administrator	22,333.40	70,234.84
7	5	5	HR Program Planning and Mgmt Administration	26,273.96	91,088.49
<u>10</u>	<u>8</u>	<u>8</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
0	1	1	Chief Clerk	22,050.00	52,504.47
0	0	1	Jr. Clerk	11.97	15.16
1	0	0	Private Secretary to the Director	20,800.00	52,504.47
<u>1</u>	<u>1</u>	<u>2</u>			
<u>PROFESSIONALS</u>					
1	1	2	Administrative Manager	27,193.55	115,424.36
1	3	2	Labor Relations Assistant	20,800.00	59,516.40
2	0	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>6</u>	<u>8</u>			
<u>17</u>	<u>15</u>	<u>18</u>	TOTAL FULL TIME		
<u>PART TIME</u>					
			Student Assistant	10.00	11.94
3	3	3	Junior Personnel Assistant	20,800.00	43,469.45
<u>3</u>	<u>3</u>	<u>3</u>	TOTAL PART TIME		
<u>20</u>	<u>18</u>	<u>21</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.

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.



DEPARTMENT OF LAW

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

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 4,513,414	\$ 4,382,174	\$ 4,374,203	\$ 5,416,190
Part-Time Permanent	3,205	941	(941)	—
Longevity	26,725	27,100	25,925	26,800
Wage Settlements	119	—	—	—
Vacation Conversion	—	—	79,987	—
Separation Payments	45,859	88,645	111,278	84,000
	\$ 4,589,323	\$ 4,498,859	\$ 4,590,452	\$ 5,526,990
Benefits				
Hospitalization	\$ 698,094	\$ 707,883	\$ 719,403	\$ 831,039
Prescription	149,562	142,324	128,999	165,276
Dental	38,111	36,373	34,078	44,152
Vision Care	3,907	4,055	4,009	5,111
Public Employees Retire System	660,363	637,288	638,376	773,813
Fica-Medicare	61,247	60,351	61,357	80,142
Workers' Compensation	58,127	62,201	108,462	59,105
Life Insurance	3,072	2,682	2,383	4,234
Clothing Allowance	—	100	—	—
Clothing Maintenance	—	92	—	—
	\$ 1,672,485	\$ 1,653,349	\$ 1,697,067	\$ 1,962,872
Other Training & Professional Dues				
Travel	\$ 8,770	\$ 22,653	\$ 10,764	\$ 15,000
Tuition & Registration Fees	23,295	100	26,682	10,000
Professional Dues & Subscript	100,521	77,900	144,086	120,000
	\$ 132,586	\$ 100,654	\$ 181,532	\$ 145,000
Contractual Services				
Professional Services	\$ 2,613,312	\$ 2,243,407	\$ 2,338,149	\$ 2,500,000
Court Reporter	65,801	106,552	68,417	85,000
Program Promotion	135	—	—	—
Parking In City Facilities	1,644	2,338	1,721	2,500
Insurance And Official Bonds	250	—	—	250
Other Contractual	4,743	16,917	143	150,000
Local Match-Grant Programs	77,761	83,449	43,005	40,878
	\$ 2,763,645	\$ 2,452,664	\$ 2,451,436	\$ 2,778,628
Materials & Supplies				
Office Supplies	\$ 1,081	\$ 1,093	\$ 310	\$ 3,000
Postage	1,585	730	524	1,500
Computer Hardware	—	200	—	—
Just In Time Office Supplies	5,725	4,619	4,692	5,000
	\$ 8,391	\$ 6,642	\$ 5,526	\$ 9,500



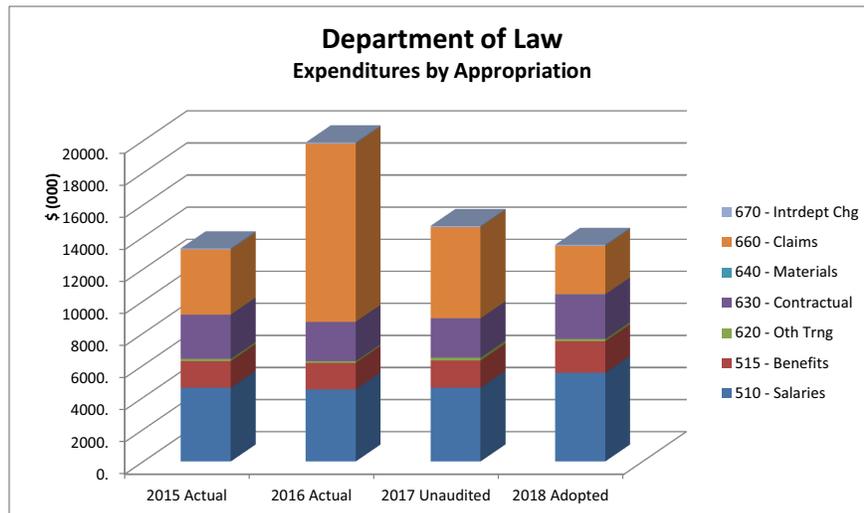
DEPARTMENT OF LAW

Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Claims, Refunds, Maintenance				
Court Costs	\$ 14,820	\$ 12,178	\$ 9,114	\$ 20,000
Judgements, Damages, & Claims	4,036,110	11,094,476	5,686,890	3,000,000
Other Refunds & Adjustments	500	—	—	—
	\$ 4,051,430	\$ 11,106,654	\$ 5,696,004	\$ 3,020,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 20,912	\$ 22,478	\$ 22,228	\$ 20,411
Charges From Print & Repro	50,953	43,424	40,621	46,400
Charges From Central Storeroom	6,156	5,003	3,845	5,034
Charges From M.V.M.	1,300	2,235	1,027	1,672
	\$ 79,320	\$ 73,139	\$ 67,721	\$ 73,517
	\$ 13,297,180	\$ 19,891,960	\$ 14,689,737	\$ 13,516,507

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Charges For Services	\$ —	\$ —	\$ 60,000	\$ —
Fines, Forfeitures & Settlements	13,939	8,353	17,410	8,000
Miscellaneous	14,375	224	14,041	9,200
	\$ 28,314	\$ 8,577	\$ 91,450	\$ 17,200





DEPARTMENT OF LAW

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees December 2017	Budget 2018	Position	Salary Schedule	
				Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
6	6	6	Chief Assistant Director of Law	31,500.00	136,692.31
1	0	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
13	12	13			
<u>ADMINISTRATIVE SUPPORT</u>					
3	3	4	Legal Secretary	20,800.00	50,700.42
1	1	1	Principal Clerk	14.88	21.54
1	1	1	Chief Clerk	22,050.00	52,504.47
1	1	1	Senior Clerk	12.47	17.78
6	6	7			
<u>PARA-PROFESSIONALS</u>					
2	2	2	Chief Legal Investigator	23,647.11	74,000.47
1	1	1	Claims Examiner	10.00	24.99
3	3	3	Docket Clerk	20,800.00	40,109.95
1	1	1	Paralegal	20,800.00	48,254.00
7	7	7			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Manager	27,193.55	115,424.36
3	3	3	Assistant Administrator	20,800.00	72,000.00
25	22	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



DEPARTMENT OF LAW

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
17	16	17	Assistant Prosecutor	23,100.00	105,625.89
3	3	3	Misdemeanor Investigator	20,800.00	52,489.70
1	1	1	Personnel Administrator	26,273.96	91,088.49
1	1	2	Project Director	22,333.40	88,646.98
0	0	1	Public Information Officer	10.00	24.99
54	50	56			
80	75	83	TOTAL FULL TIME		
80	75	83	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

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 510,659	\$ 480,273	\$ 494,577	\$ 669,606
Seasonal	65,223	69,748	59,640	96,490
Part-Time Permanent	—	—	1,701	—
Longevity	2,325	2,225	1,925	2,400
Wage Settlements	47	—	—	—
Separation Payments	—	—	5,589	—
Overtime	81	—	—	—
	\$ 578,335	\$ 552,246	\$ 563,431	\$ 768,496
Benefits				
Hospitalization	\$ 41,201	\$ 44,753	\$ 52,325	\$ 78,970
Prescription	9,105	9,368	8,908	15,264
Dental	2,030	2,220	2,424	4,094
Vision Care	283	319	359	510
Public Employees Retire System	81,238	77,758	77,550	108,990
Fica-Medicare	8,141	7,770	7,939	11,152
Workers' Compensation	7,666	5,830	12,912	16,113
Life Insurance	277	257	224	446
	\$ 149,942	\$ 148,274	\$ 162,641	\$ 235,539
Other Training & Professional Dues				
Travel	\$ 3,481	\$ 1,316	\$ 2,571	\$ 17,000
Tuition & Registration Fees	1,260	858	1,739	2,600
Mileage (Priv Auto) Trng Prps	—	—	—	200
Professional Dues & Subscript	5,954	7,040	6,358	6,700
	\$ 10,695	\$ 9,214	\$ 10,667	\$ 26,500
Contractual Services				
Professional Services	\$ —	\$ 13,500	\$ 7,330	\$ 2,000
Advertising And Public Notice	—	—	—	2,000
Parking In City Facilities	2,911	2,168	679	3,000
Insurance And Official Bonds	283	—	—	—
Support Services	35,000	—	—	—
Other Contractual	288,025	294,000	300,000	442,000
Refunds & Miscellaneous	—	8	—	—
	\$ 326,219	\$ 309,676	\$ 308,009	\$ 449,000
Materials & Supplies				
Office Supplies	\$ 99	\$ —	\$ —	\$ 200
Postage	1,449	1,216	1,280	1,200
Computer Software	—	—	—	300
Food	220	179	377	200



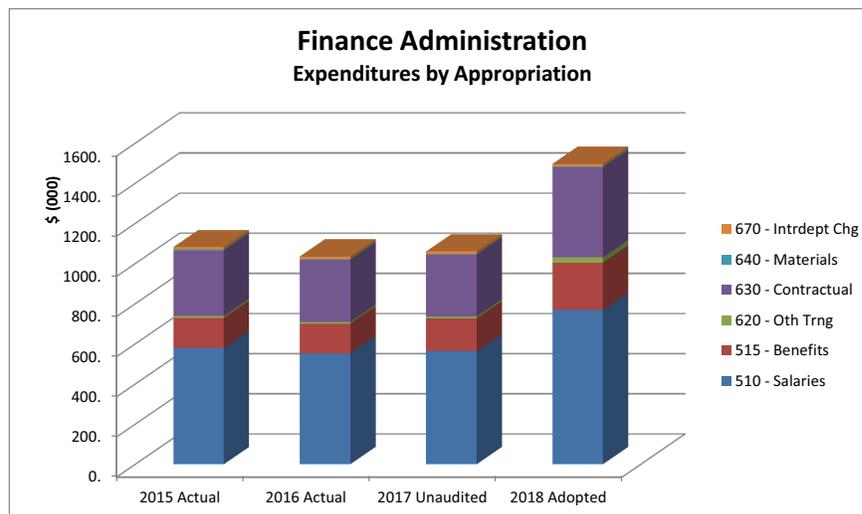
FINANCE ADMINISTRATION

Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Other Supplies	—	—	—	250
Safety Equipment	691	—	—	—
Just In Time Office Supplies	2,462	1,951	1,136	2,000
	\$ 4,920	\$ 3,346	\$ 2,793	\$ 4,150
Interdepart Service Charges				
Charges From Telephone Exch	\$ 6,569	\$ 7,429	\$ 8,704	\$ 7,992
Charges From Print & Repro	4,689	4,240	3,956	4,518
Charges From Central Storeroom	199	87	105	137
Charges From M.V.M.	36	794	54	202
Charges From Parking Garage	8	8	—	—
	\$ 11,501	\$ 12,558	\$ 12,818	\$ 12,849
	\$ 1,081,612	\$ 1,035,314	\$ 1,060,360	\$ 1,496,534

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Licenses & Permits	\$ 25	\$ —	\$ —	\$ —
Miscellaneous	273	392	91	—
	\$ 298	\$ 392	\$ 91	\$ —





FINANCE ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		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	0	Jr Personnel Assistant	20,800.00	43,469.45
<u>1</u>	<u>0</u>	<u>0</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	3	Project Coordinator	27,325.56	99,702.63
1	1	1	Risk Manager	27,325.56	108,011.58
0	1	1	Safety Programs Officer 2	25,000.00	51,187.74
<u>5</u>	<u>6</u>	<u>7</u>			
<u>8</u>	<u>7</u>	<u>9</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>11</u>	<u>13</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

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 865,775	\$ 796,233	\$ 896,897	\$ 942,901
Part-Time Permanent	24,176	26,255	24,902	30,000
Longevity	6,050	7,000	7,175	8,050
Wage Settlements	7,380	—	—	—
Vacation Conversion	—	—	2,181	—
Separation Payments	—	5,305	11,430	20,000
Bonus Incentive	—	—	3,000	—
	\$ 903,381	\$ 834,792	\$ 945,584	\$ 1,000,951
Benefits				
Hospitalization	\$ 109,325	\$ 113,664	\$ 136,135	\$ 141,241
Prescription	22,559	23,814	23,533	27,510
Dental	5,278	5,347	6,211	7,206
Vision Care	932	928	1,038	1,190
Public Employees Retire System	125,121	116,768	128,755	139,304
Fica-Medicare	12,038	11,005	12,398	13,504
Workers' Compensation	10,269	9,101	20,500	12,171
Life Insurance	625	570	562	850
	\$ 286,147	\$ 281,197	\$ 329,131	\$ 342,976
Other Training & Professional Dues				
Travel	\$ 559	\$ —	\$ 1,299	\$ 5,750
Tuition & Registration Fees	1,479	—	1,110	4,500
Professional Dues & Subscript	1,351	1,132	1,212	2,250
	\$ 3,389	\$ 1,132	\$ 3,621	\$ 12,500
Contractual Services				
Professional Services	\$ 252,872	\$ 310,000	\$ 225,945	\$ 338,562
Parking In City Facilities	99	19	—	—
Insurance And Official Bonds	327	—	—	—
Other Contractual	570,226	351,134	340,800	458,234
Bank Service Fees	—	798	—	—
	\$ 823,524	\$ 661,951	\$ 566,745	\$ 796,796
Materials & Supplies				
Office Supplies	\$ 945	\$ —	\$ —	\$ 1,500
Postage	539	552	632	1,000
Computer Software	—	—	—	500
Just In Time Office Supplies	1,227	1,508	2,918	1,500
	\$ 2,711	\$ 2,060	\$ 3,550	\$ 4,500
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 1,400
Repair Parts	—	565	—	—
	\$ —	\$ 565	\$ —	\$ 1,400



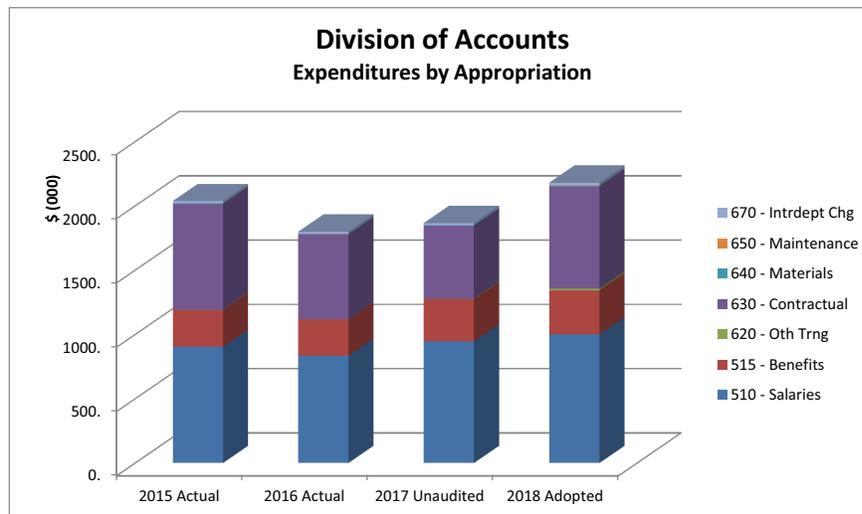
DIVISION OF ACCOUNTS

Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 1,903	\$ 1,685	\$ 1,978	\$ 1,817
Charges From Print & Repro	7,406	6,608	7,176	8,197
Charges From Central Storeroom	9,554	9,926	8,862	11,604
	\$ 18,862	\$ 18,219	\$ 18,016	\$ 21,618
	\$ 2,038,015	\$ 1,799,915	\$ 1,866,647	\$ 2,180,741

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Charges For Services	\$ —	\$ (300)	\$ —	\$ —
Miscellaneous	20	—	—	—
	\$ 20	\$ (300)	\$ —	\$ —





DIVISION OF ACCOUNTS

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Commissioner of Accounts	40,314.82	145,820.32
1	1	1	Deputy Commissioner of Accounts	26,273.96	97,598.31
<u>2</u>	<u>2</u>	<u>2</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
0	1	1	Assistant Administrator	20,800.00	72,000.00
4	4	4	Principal Clerk	14.88	21.54
1	1	1	Receptionist	10.00	15.54
<u>5</u>	<u>6</u>	<u>6</u>			
<u>PROFESSIONALS</u>					
2	2	2	Accountant II	14.88	23.77
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	0	Senior Personnel Assistant	20,800.00	55,388.98
<u>10</u>	<u>9</u>	<u>9</u>			
<u>17</u>	<u>17</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>18</u>	<u>18</u>	TOTAL DIVISION		



DIVISION OF ASSESSMENTS AND LICENSES

Dedrick C. Stephens, CFE, NCI, 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.

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.



DIVISION OF ASSESSMENTS AND LICENSES

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

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,353,712	\$ 1,231,135	\$ 1,447,686	\$ 2,209,365
Longevity	7,800	8,850	6,900	17,250
Wage Settlements	6,738	—	—	—
Vacation Conversion	—	—	7,837	—
Separation Payments	12,798	16,772	—	4,030
Bonus Incentive	—	—	7,000	—
Overtime	66,854	116,394	137,617	35,000
	\$ 1,447,902	\$ 1,373,151	\$ 1,607,040	\$ 2,265,645
Benefits				
Hospitalization	\$ 322,506	\$ 305,492	\$ 345,903	\$ 582,438
Prescription	64,671	61,564	66,140	117,552
Dental	17,611	16,389	17,157	32,888
Vision Care	1,932	1,844	2,035	3,566
Public Employees Retire System	198,562	190,580	220,210	318,783
Fica-Medicare	20,151	19,088	22,340	32,581
Workers' Compensation	16,613	15,124	34,584	20,644
Life Insurance	1,186	1,029	1,000	2,512
Unemployment Compensation	—	—	968	—
Clothing Allowance	770	—	—	—
	\$ 644,003	\$ 611,109	\$ 710,338	\$ 1,110,964
Other Training & Professional Dues				
Travel	\$ 2,715	\$ 1,677	\$ 8,456	\$ 8,275
Tuition & Registration Fees	3,380	2,282	8,000	8,350
Other Training Supplies	—	152	199	3,000
Professional Dues & Subscript	710	785	1,403	1,550
	\$ 6,805	\$ 4,896	\$ 18,057	\$ 21,175
Utilities				
Security & Monitoring System	\$ —	\$ —	\$ —	\$ 100
	\$ —	\$ —	\$ —	\$ 100
Contractual Services				
Professional Services	\$ 612,164	\$ 760,543	\$ 597,567	\$ 791,992
Court Reporter	2,960	156	265	1,500
Mileage (Private Auto)	192	553	150	1,000
Expense Account Reimbursement	66	—	—	200
Advertising And Public Notice	28,122	10,548	15,017	15,000
Parking In City Facilities	233	—	—	200
Insurance And Official Bonds	250	—	—	250
Other Contractual	131,203	—	560	—

DIVISION OF ASSESSMENTS AND LICENSES

Expenditures (Continued)

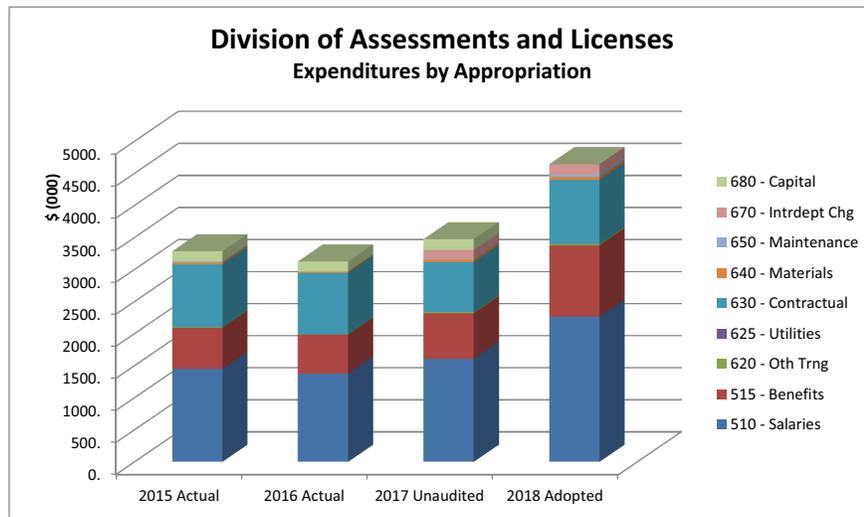
	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Credit Card Processing Fees	206,324	189,114	167,369	190,000
	\$ 981,513	\$ 960,914	\$ 780,928	\$ 1,000,142
Materials & Supplies				
Office Supplies	\$ 2,492	\$ 992	\$ 200	\$ 2,500
Postage	(651)	14	481	950
Computer Software	3,849	—	27,059	7,500
Small Equipment	5,383	571	1,309	18,200
Other Supplies	1,202	11,941	1,200	5,850
Safety Equipment	10,131	627	5,062	5,100
Special Events Supplies	—	90	—	—
Just In Time Office Supplies	5,985	5,393	5,609	6,000
	\$ 28,390	\$ 19,628	\$ 40,921	\$ 46,100
Maintenance				
Maintenance Contracts	\$ —	\$ —	\$ —	\$ 37,100
Computer Software Maintenance	16,837	—	2,708	3,100
	\$ 16,837	\$ —	\$ 2,708	\$ 40,200
Claims, Refunds, Maintenance				
Court Costs	\$ 35	\$ —	\$ —	\$ —
	\$ 35	\$ —	\$ —	\$ —
Interdepart Service Charges				
Charges From Telephone Exch	\$ 14,527	\$ 14,751	\$ 17,722	\$ 16,273
Charges From Print & Repro	72,697	54,815	40,509	46,272
Charges From Central Storeroom	60,974	74,600	61,159	80,083
Charges From M.V.M.	12,021	12,680	24,462	16,274
	\$ 160,219	\$ 156,847	\$ 143,852	\$ 158,902
Capital Outlay				
Transfer To Capital Project	\$ —	\$ —	\$ 170,000	\$ —
	\$ —	\$ —	\$ 170,000	\$ —
	\$ 3,285,705	\$ 3,126,545	\$ 3,473,843	\$ 4,643,228

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Charges For Services	\$ 123,268	\$ 129,977	\$ 134,667	\$ 160,000
Fines, Forfeitures & Settlements	1,325	1,075	—	—
Licenses & Permits	340,917	357,764	346,311	297,780
Miscellaneous	4,431	21,669	10,955	20,000
Other Tax	36,982,958	44,160,106	43,789,967	38,079,000
	\$ 37,452,900	\$ 44,670,591	\$ 44,281,900	\$ 38,556,780



DIVISION OF ASSESSMENTS AND LICENSES





DIVISION OF ASSESSMENTS AND LICENSES

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
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
2	2	2			
<u>ADMINISTRATIVE SUPPORT</u>					
1	0	2	Accountant Clerk 1	10.00	17.55
0	0	2	Billing Clerk	10.00	17.54
0	1	2	Chief Clerk	22,050.00	52,504.47
0	0	2	Junior Cashier	11.14	18.19
0	0	1	Junior Personnel Assistant	20,800.00	43,469.45
1	0	0	Private Secretary	10.00	22.73
4	2	2	Senior Cashier	12.57	21.65
6	3	11			
<u>PARA-PROFESSIONALS</u>					
1	0	0	Chief Legal Investigator	23,647.11	74,000.47
1	0	0			
<u>PROFESSIONALS</u>					
2	2	2	Administrative Manager	27,193.55	115,424.36
0	1	2	Administrative Officer	20,800.00	58,499.94
2	2	2	Assessments Analyst	20,800.00	56,638.27
4	3	3	Assistant Administrator	20,800.00	72,000.00
1	1	1	Assistant Director of Law I	26,250.00	93,199.31
0	1	1	Billing Services Analyst	20,800.00	70,000.00
1	0	1	Chief Auditor	23,647.11	93,401.98
3	1	3	Auditor	20,800.00	65,000.00
4	2	4	Medical Billing Reimbursement Specialist	10.42	22.95
6	6	7	Medical Coder & Billing Analyst	10.17	23.65
3	3	3	Miscellaneous Investigator	15.35	19.96
0	0	1	Misdemeanor Investigator	20,800.00	52,489.70
4	3	3	Project Coordinator	27,325.56	99,702.63
30	25	33			



DIVISION OF ASSESSMENTS AND LICENSES

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
TECHNICIANS					
4	2	4	Inspector of Weights & Measures	12.89	19.19
7	0	1	Senior Data Conversion Operator	13.47	19.76
1	1	1	Supervisor of Weights & Measures	20,800.00	70,264.38
12	3	6			
51	33	52	TOTAL FULL TIME		
51	33	52	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

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 418,571	\$ 452,734	\$ 463,151	\$ 552,073
Longevity	2,725	2,900	3,650	3,925
Separation Payments	—	—	—	10,962
Bonus Incentive	—	—	1,000	—
	\$ 421,296	\$ 455,634	\$ 467,801	\$ 566,960
Benefits				
Hospitalization	\$ 62,735	\$ 66,418	\$ 73,954	\$ 92,864
Prescription	13,982	14,202	12,852	18,358
Dental	3,375	3,808	3,911	5,326
Vision Care	344	402	439	565
Public Employees Retire System	59,558	63,229	65,186	80,098
Fica-Medicare	5,934	6,418	6,582	8,222
Workers' Compensation	5,436	4,247	10,673	6,090
Life Insurance	247	243	233	398
	\$ 151,610	\$ 158,967	\$ 173,830	\$ 211,921
Other Training & Professional Dues				
Tuition & Registration Fees	\$ 400	\$ 400	\$ 470	\$ 1,500
Mileage (Priv Auto) Trng Prps	282	77	137	500
Professional Dues & Subscript	—	198	459	500
	\$ 682	\$ 675	\$ 1,066	\$ 2,500
Contractual Services				
Parking In City Facilities	\$ 212	\$ 119	\$ —	\$ 350
Insurance And Official Bonds	—	11,060	—	—
Other Contractual	36,196	37,790	38,443	51,000
	\$ 36,408	\$ 48,969	\$ 38,443	\$ 51,350
Materials & Supplies				
Office Supplies	\$ 246	\$ 266	\$ —	\$ 1,000
Postage	50	51	158	200
Office Furniture & Equipment	—	—	2,800	8,000
Other Supplies	2,506	2,484	2,548	3,500
Just In Time Office Supplies	766	551	649	1,000
	\$ 3,568	\$ 3,352	\$ 6,155	\$ 13,700
Maintenance				
Maintenance Office Equipment	\$ 3,886	\$ 2,293	\$ 3,604	\$ 4,700
Maintenance Contracts	838	838	850	1,500
	\$ 4,724	\$ 3,131	\$ 4,454	\$ 6,200



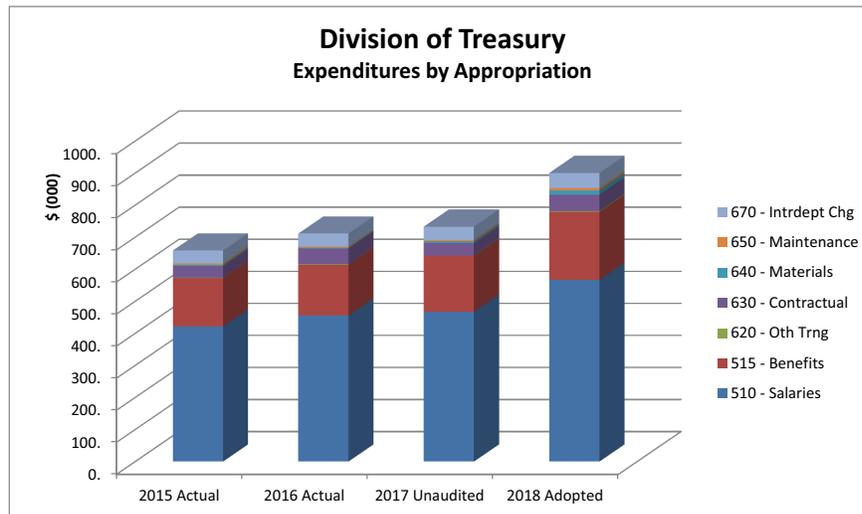
DIVISION OF TREASURY

Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 9,712	\$ 11,268	\$ 14,501	\$ 13,315
Charges From Print & Repro	2,534	1,842	2,639	3,015
Charges From Central Storeroom	27,863	27,443	24,071	31,519
	\$ 40,108	\$ 40,553	\$ 41,211	\$ 47,849
	\$ 658,396	\$ 711,281	\$ 732,959	\$ 900,480

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Charges For Services	\$ 725	\$ —	\$ —	\$ —
Miscellaneous	40	0	—	—
Interest Earnings/Investment Income	445,624	760,581	1,657,928	1,500,000
	\$ 446,389	\$ 760,581	\$ 1,657,928	\$ 1,500,000





DIVISION OF TREASURY

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	Budget 2017	Budget 2018		December 2017	Minimum
<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>					
2	2	2	Principal Cashier	14.66	25.45
<u>2</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>8</u>	<u>7</u>	<u>8</u>	TOTAL FULL TIME		
<u>8</u>	<u>7</u>	<u>8</u>	TOTAL DIVISION		



DIVISION OF PURCHASES AND SUPPLIES

Tiffany White-Johnson, CPPB, 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

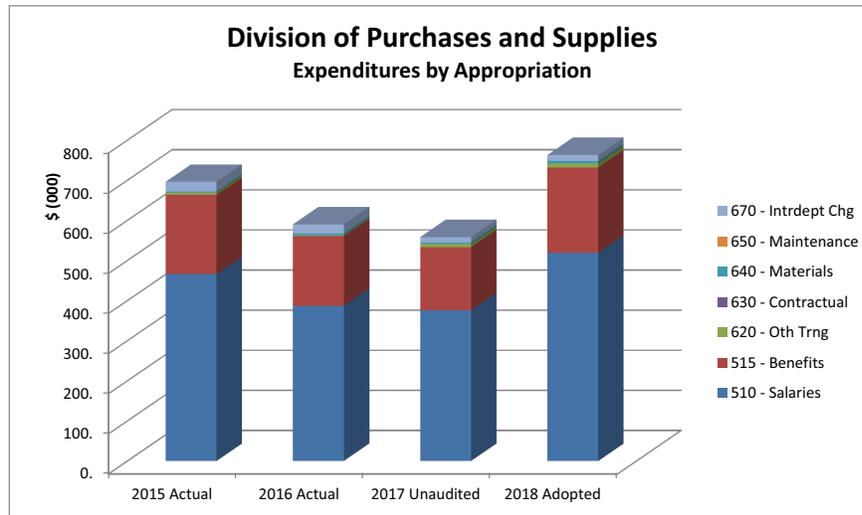
	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 462,580	\$ 377,956	\$ 370,281	\$ 515,512
Longevity	3,750	3,650	3,250	3,850
Vacation Conversion	—	—	1,741	—
Separation Payments	—	4,656	—	—
Bonus Incentive	—	—	500	—
Overtime	—	453	—	—
	\$ 466,330	\$ 386,715	\$ 375,772	\$ 519,362
Benefits				
Hospitalization	\$ 91,089	\$ 85,936	\$ 73,545	\$ 97,810
Prescription	22,994	18,494	13,712	20,988
Dental	5,586	4,685	3,911	5,795
Vision Care	601	495	433	637
Public Employees Retire System	65,563	54,276	52,076	73,639
Fica-Medicare	5,984	4,787	4,585	7,023
Workers' Compensation	4,716	4,701	8,811	6,286
Life Insurance	389	295	244	496
	\$ 196,923	\$ 173,670	\$ 157,317	\$ 212,674
Other Training & Professional Dues				
Tuition & Registration Fees	\$ 1,533	\$ 980	\$ 5,764	\$ 7,000
Professional Dues & Subscript	4,321	1,585	2,527	3,185
	\$ 5,854	\$ 2,565	\$ 8,291	\$ 10,185
Contractual Services				
Mileage (Private Auto)	\$ —	\$ —	\$ —	\$ 350
	\$ —	\$ —	\$ —	\$ 350
Materials & Supplies				
Office Supplies	\$ 251	\$ 494	\$ 500	\$ 2,500
Postage	—	67	121	150
Just In Time Office Supplies	2,465	3,140	2,877	2,500
	\$ 2,716	\$ 3,701	\$ 3,498	\$ 5,150
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 400
	\$ —	\$ —	\$ —	\$ 400
Interdepart Service Charges				
Charges From Telephone Exch	\$ 4,603	\$ 4,065	\$ 4,058	\$ 3,727
Charges From Print & Repro	13,970	14,836	6,566	7,500
Charges From Central Storeroom	5,754	4,399	2,681	3,511
	\$ 24,327	\$ 23,299	\$ 13,306	\$ 14,738
	\$ 696,150	\$ 589,950	\$ 558,184	\$ 762,859



DIVISION OF PURCHASES AND SUPPLIES

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Charges For Services	\$ 4,814	\$ —	\$ —	\$ —
Miscellaneous	10,890	23,830	23,750	20,000
	\$ 15,704	\$ 23,830	\$ 23,750	\$ 20,000





DIVISION OF PURCHASES AND SUPPLIES

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		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>					
0	1	1	Buyers Assistant	28,722.00	47,300.00
1	0	1	Principal Clerk	14.88	21.54
1	0	0	Senior Clerk	12.47	17.78
1	1	1	Typist	12.02	16.49
<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

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 396,977	\$ 312,791	\$ 342,946	\$ 426,548
Seasonal	8,293	9,211	4,519	—
Part-Time Permanent	—	—	—	24,148
Longevity	875	600	1,175	600
Wage Settlements	148	—	—	—
Separation Payments	—	338	—	—
Overtime	—	6	2,644	—
	\$ 406,293	\$ 322,947	\$ 351,285	\$ 451,296
Benefits				
Hospitalization	\$ 76,753	\$ 46,171	\$ 53,080	\$ 68,186
Prescription	14,768	9,970	9,458	14,115
Dental	3,332	1,824	2,394	3,554
Vision Care	341	240	305	445
Public Employees Retire System	57,126	45,204	49,352	63,827
Fica-Medicare	5,534	4,428	4,889	6,550
Workers' Compensation	4,041	4,095	8,726	4,706
Life Insurance	260	164	183	346
Unemployment Compensation	13	1,240	651	—
	\$ 162,169	\$ 113,336	\$ 129,038	\$ 161,729
Other Training & Professional Dues				
Travel	\$ 238	\$ 588	\$ 530	\$ 600
Tuition & Registration Fees	2,252	1,280	2,970	6,000
Mileage (Priv Auto) Trng Prps	197	341	187	900
Professional Dues & Subscript	2,088	2,580	1,990	2,330
	\$ 4,774	\$ 4,789	\$ 5,677	\$ 9,830
Contractual Services				
Professional Services	\$ —	\$ —	\$ —	\$ 175,000
Mileage (Private Auto)	800	1,267	437	—
Parking In City Facilities	5	10	9	1,500
Other Contractual	78	—	—	—
State Auditor Examination	244,476	256,677	259,964	456,000
	\$ 245,359	\$ 257,953	\$ 260,410	\$ 632,500
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ 6,258	\$ 800
Computer Software	—	—	938	1,800
Just In Time Office Supplies	1,506	556	727	2,000
	\$ 1,506	\$ 556	\$ 7,923	\$ 4,600



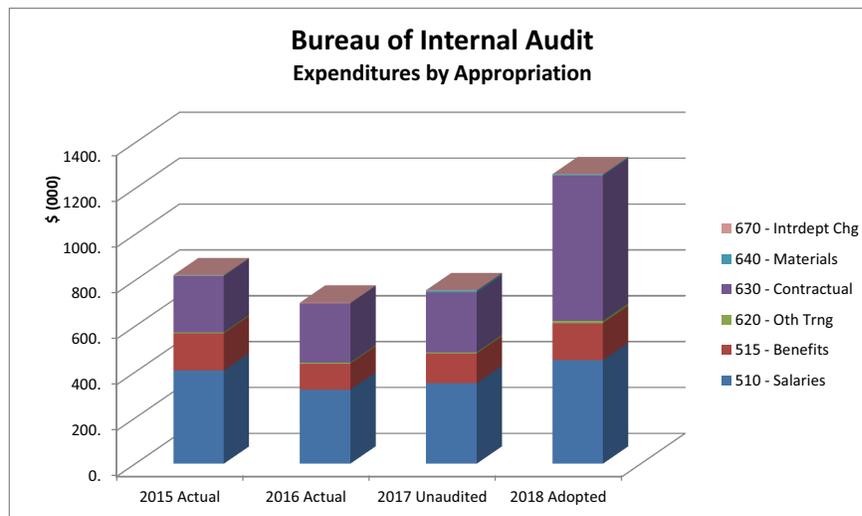
BUREAU OF INTERNAL AUDIT

Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 1,415	\$ 1,229	\$ 1,430	\$ 1,313
Charges From Print & Repro	761	787	959	1,096
Charges From Central Storeroom	16	15	29	38
	\$ 2,192	\$ 2,030	\$ 2,417	\$ 2,447
	\$ 822,293	\$ 701,612	\$ 756,750	\$ 1,262,402

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Miscellaneous	\$ 4,813	\$ 7,044	\$ 5,336	\$ —
Property Tax	0	—	—	—
	\$ 4,814	\$ 7,044	\$ 5,336	\$ —





BUREAU OF INTERNAL AUDIT

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Manager of Internal Audit	40,314.82	134,602.24
1	1	1			
<u>PROFESSIONALS</u>					
2	1	2	Accountant II	14.88	23.77
1	1	0	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
0	0	1	Senior Internal Auditor	23,647.11	74,000.47
6	5	6			
7	6	7	TOTAL FULL TIME		
<u>PART TIME</u>					
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.

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.



DIVISION OF FINANCIAL REPORTING AND CONTROL

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

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 804,675	\$ 803,460	\$ 803,435	\$ 1,004,178
Seasonal	2,859	—	—	—
Part-Time Permanent	—	4,683	4,993	22,300
Longevity	4,075	3,300	3,400	4,400
Wage Settlements	1,118	—	—	—
Vacation Conversion	—	—	11,685	—
Separation Payments	—	1,818	—	—
Overtime	12,142	11,019	2,740	32,198
	\$ 824,868	\$ 824,280	\$ 826,253	\$ 1,063,076
Benefits				
Hospitalization	\$ 112,222	\$ 139,906	\$ 146,305	\$ 185,733
Prescription	22,059	27,016	25,002	35,469
Dental	5,852	7,054	7,073	9,785
Vision Care	707	738	704	1,062
Public Employees Retire System	114,661	115,398	113,817	148,789
Fica-Medicare	11,642	11,554	11,568	15,410
Workers' Compensation	8,626	8,315	18,811	10,426
Life Insurance	490	472	412	744
	\$ 276,258	\$ 310,452	\$ 323,691	\$ 407,418
Other Training & Professional Dues				
Travel	\$ 1,957	\$ 3,346	\$ —	\$ 7,000
Tuition & Registration Fees	1,290	1,360	1,519	1,320
Professional Dues & Subscript	2,767	2,717	1,456	2,823
	\$ 6,014	\$ 7,423	\$ 2,975	\$ 11,143
Contractual Services				
Advertising And Public Notice	\$ 508	\$ 508	\$ 508	\$ 550
Parking In City Facilities	125	176	13	1,400
Other Contractual	592	—	—	—
	\$ 1,225	\$ 684	\$ 521	\$ 1,950
Materials & Supplies				
Postage	\$ —	\$ —	\$ —	\$ 40
Just In Time Office Supplies	1,282	1,902	1,997	1,800
	\$ 1,282	\$ 1,902	\$ 1,997	\$ 1,840
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 200
	\$ —	\$ —	\$ —	\$ 200



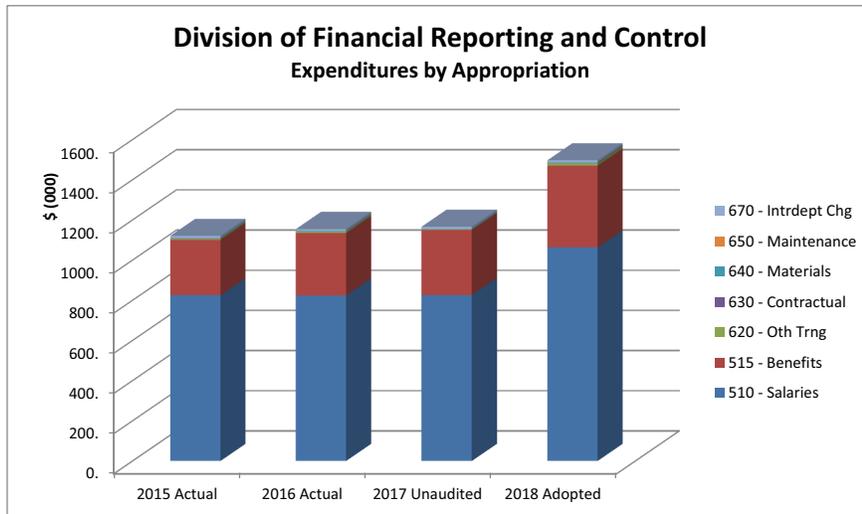
DIVISION OF FINANCIAL REPORTING AND CONTROL

Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 4,695	\$ 4,503	\$ 5,619	\$ 5,160
Charges From Print & Repro	6,026	5,350	4,978	5,687
Charges From Central Storeroom	18	11	11	15
	\$ 10,738	\$ 9,863	\$ 10,609	\$ 10,862
	\$ 1,120,385	\$ 1,154,604	\$ 1,166,045	\$ 1,496,489

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Miscellaneous	\$ —	\$ —	\$ 244	\$ —
	\$ —	\$ —	\$ 244	\$ —





DIVISION OF FINANCIAL REPORTING AND CONTROL

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	Budget 2017	December 2017		Budget 2018	Minimum
<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	1	Accountant III	15.48	26.36
4	3	5	Accountant IV	20,800.00	65,610.28
3	3	3	Accountant Supervisor	23,647.11	80,096.82
0	1	1	Administrative Manager	27,193.55	115,424.36
2	1	1	Assistant Administrator	20,800.00	72,000.00
0	1	1	FMIS Functional Manager	27,325.56	99,702.63
1	1	1	Fiscal Manager	23,647.11	93,401.98
1	0	0	Project Coordinator	27,325.56	99,702.63
<u>13</u>	<u>11</u>	<u>13</u>			
<u>15</u>	<u>12</u>	<u>15</u>	TOTAL FULL TIME		
<u>PART TIME</u>					
1	0	1	Student Aide	10.00	11.94
<u>1</u>	<u>0</u>	<u>1</u>	TOTAL PART TIME		
<u>16</u>	<u>12</u>	<u>16</u>	TOTAL DIVISION		



INFORMATION SYSTEMS SERVICES

Kimberly Roy-Wilson, 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

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,332,177	\$ 1,446,715	\$ 1,635,482	\$ 2,182,711
Seasonal	—	5,150	16,041	42,222
Part-Time Permanent	62,905	31,783	36,341	75,138
Longevity	8,150	8,000	9,300	10,350
Wage Settlements	512	—	—	—
Vacation Conversion	—	—	11,176	—
Separation Payments	4,477	2,600	83,935	29,000
Bonus Incentive	—	—	500	—
Overtime	291	6,143	801	—
	\$ 1,408,513	\$ 1,500,391	\$ 1,793,576	\$ 2,339,421
Benefits				
Hospitalization	\$ 205,598	\$ 225,522	\$ 276,628	\$ 355,985
Prescription	38,205	43,247	53,528	72,072
Dental	11,714	11,691	13,538	19,898
Vision Care	1,107	1,214	1,449	2,070
Public Employees Retire System	193,909	207,228	236,544	375,753
Fica-Medicare	19,889	21,034	25,226	38,477
Workers' Compensation	13,473	14,203	38,545	23,619
Life Insurance	831	837	896	1,636
Clothing Allowance	—	—	—	900
Clothing Maintenance	525	525	525	525
	\$ 485,251	\$ 525,501	\$ 646,880	\$ 890,935
Other Training & Professional Dues				
Travel	\$ 8,219	\$ 4,959	\$ 7,994	\$ 10,000
Tuition & Registration Fees	8,842	7,143	36,436	60,000
Training	106	—	—	—
Other Training Supplies	—	—	196	—
Professional Dues & Subscript	—	120	—	—
	\$ 17,167	\$ 12,221	\$ 44,626	\$ 70,000
Utilities				
Cellular Servicess	\$ 137,315	\$ —	\$ 4,000	\$ 110,000
Electricity - Cpp	303	303	303	352
Electricity - Other	260,984	332,235	232,490	350,732
Steam	196,541	180,423	235,097	208,388
Security & Monitoring System	—	88,212	76,278	—
	\$ 595,143	\$ 601,174	\$ 548,168	\$ 669,472



INFORMATION SYSTEMS SERVICES

Expenditures (Continued)

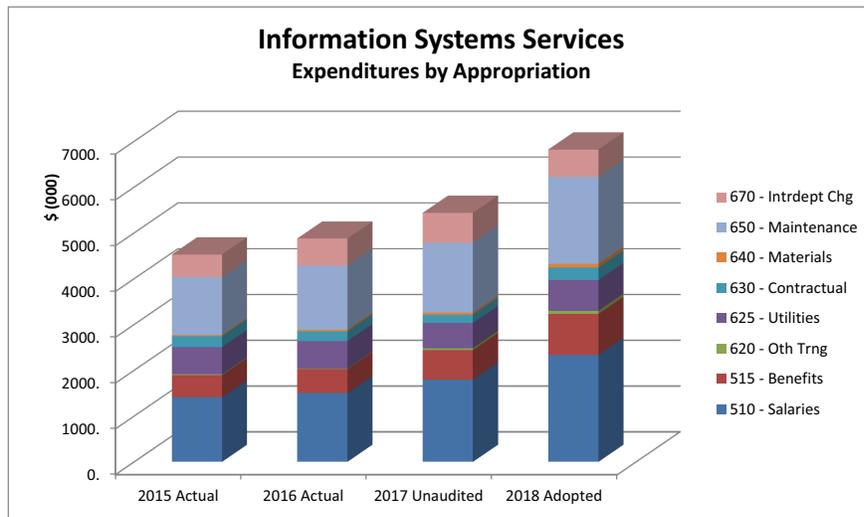
	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Contractual Services				
Professional Services	\$ 186,953	\$ 202,998	\$ 147,319	\$ 248,896
Parking In City Facilities	47,424	5,235	30,493	22,390
Local Match-Grant Programs	143	—	—	—
	\$ 234,519	\$ 208,233	\$ 177,812	\$ 271,286
Materials & Supplies				
Office Supplies	\$ 1,329	\$ 1,039	\$ 420	\$ 500
Postage	75	150	36	200
Computer Supplies	4,264	4,956	2,040	3,000
Computer Hardware	2,792	450	17,284	—
Computer Software	11,176	20,652	13,816	68,000
Just In Time Office Supplies	7,059	8,533	10,666	8,500
	\$ 26,695	\$ 35,780	\$ 44,262	\$ 80,200
Maintenance				
Computer Hardware Maintenance	\$ 79,934	\$ 52,419	\$ 345,176	\$ 178,422
Computer Software Maintenance	1,044,644	1,191,381	1,109,742	1,587,907
Maintenance Building	139,074	159,737	76,531	136,500
	\$ 1,263,653	\$ 1,403,537	\$ 1,531,449	\$ 1,902,829
Interdepart Service Charges				
Charges From Telephone Exch	\$ 477,765	\$ 571,144	\$ 626,663	\$ 575,428
Charges From Print & Repro	4,378	7,007	6,927	7,912
Charges From Central Storeroom	5	14	88	115
Charges From M.V.M.	15,387	12,887	18,101	13,291
	\$ 497,535	\$ 591,051	\$ 651,778	\$ 596,746
	\$ 4,528,476	\$ 4,877,888	\$ 5,438,550	\$ 6,820,889

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Charges For Services	\$ 425,000	\$ 425,000	\$ 425,000	\$ 425,000
Miscellaneous	643	1,473	1,060	—
	\$ 425,643	\$ 426,473	\$ 426,060	\$ 425,000



INFORMATION SYSTEMS SERVICES





INFORMATION SYSTEMS SERVICES

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		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	0	Asset Management Coordinator	22,333.00	83,969.85
1	1	1	Asset Management Analyst	25,000.00	55,919.57
0	0	1	Assistant Administrator	20,800.00	72,000.00
1	0	0	Budget Analyst	20,800.00	58,534.37
0	0	1	Budget Management Analyst	20,800.00	61,601.02
1	1	1	Building Manager	23,647.11	86,215.32
0	0	1	Business Process Analyst	55,000.00	108,044.90
1	1	1	Data Base Coordinator	30,214.00	87,813.65
1	0	1	Deputy Commissioner of Information Systems	30,214.95	110,366.61
1	1	1	Fiscal Manager	23,647.11	93,401.98
1	2	2	Network Analyst II	30,214.00	97,709.06
0	0	1	Network/Data Ctr Op Mgr	55,000.00	117,737.72
1	2	2	Program Manager	30,214.00	90,533.02
1	0	0	Project Coordinator	27,325.56	99,702.63
0	1	1	Project Manager I	20,800.00	65,723.30
2	2	2	Project Manager II	22,333.00	86,455.17
2	0	1	Software Analyst	45,000.00	96,330.79
1	1	1	Supervisor of Systems and Tech Support	55,000.00	93,199.31
1	1	1	Systems Analyst	20,800.00	68,251.13
1	1	1	Web Content Editor	10.00	31.91
1	1	1	Web Developer	30,215.00	90,533.02
18	15	21			
<u>SERVICE & MAINTENANCE</u>					
3	3	3	Custodial Worker	11.83	15.74
3	3	3			



INFORMATION SYSTEMS SERVICES

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	Budget 2017	December 2017		Budget 2018	Minimum
TECHNICIANS					
4	3	4	PC Technician	25,000.00	53,769.65
31	27	34	TOTAL FULL TIME		
PART TIME					
0	1	1	Project Director	22,333.40	88,646.98
1	1	1	Sr. Budget & Mgmt Analyst	26,273.96	88,147.99
2	1	2	Student Aide	10.00	11.94
3	3	4	TOTAL PART TIME		
34	30	38	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

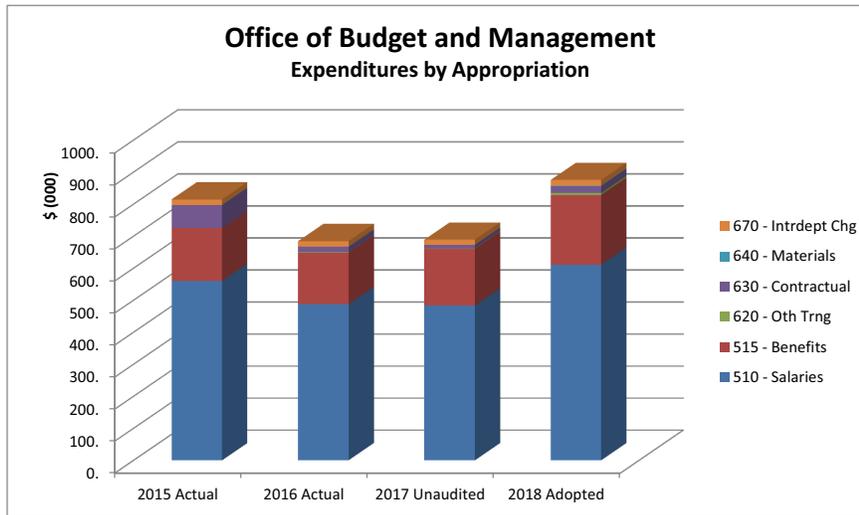
	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 489,769	\$ 478,404	\$ 473,062	\$ 594,616
Part-Time Permanent	8,420	—	—	—
Longevity	1,825	875	1,475	1,600
Wage Settlements	26	—	—	—
Vacation Conversion	—	—	8,509	—
Separation Payments	54,627	3,704	—	10,000
Overtime	5,809	4,313	319	5,000
	\$ 560,477	\$ 487,295	\$ 483,364	\$ 611,216
Benefits				
Hospitalization	\$ 63,144	\$ 63,805	\$ 76,109	\$ 93,326
Prescription	11,546	13,752	13,375	19,455
Dental	4,243	3,144	3,130	4,705
Vision Care	415	405	411	575
Public Employees Retire System	71,227	67,748	65,956	84,970
Fica-Medicare	7,897	6,851	6,752	7,780
Workers' Compensation	5,785	5,650	11,200	5,407
Life Insurance	328	266	235	830
	\$ 164,586	\$ 161,620	\$ 177,168	\$ 217,048
Other Training & Professional Dues				
Travel	\$ —	\$ 126	\$ 808	\$ 4,000
Tuition & Registration Fees	—	340	464	2,000
Professional Dues & Subscript	—	219	261	650
	\$ —	\$ 685	\$ 1,533	\$ 6,650
Contractual Services				
Cable Professional Services	\$ 81	\$ —	\$ —	\$ —
Advertising And Public Notice	578	275	434	1,000
Other Contractual	70,914	16,611	10,119	20,000
	\$ 71,572	\$ 16,886	\$ 10,554	\$ 21,000
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 500
Postage	66	63	—	100
Just In Time Office Supplies	852	426	345	1,500
	\$ 918	\$ 489	\$ 345	\$ 2,100
Interdepart Service Charges				
Charges From Print & Repro	\$ 17,142	\$ 17,172	\$ 16,036	\$ 17,381
	\$ 17,142	\$ 17,172	\$ 16,036	\$ 17,381
	\$ 814,694	\$ 684,148	\$ 689,000	\$ 875,395



OFFICE OF BUDGET AND MANAGEMENT

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Miscellaneous	\$ —	\$ 1,062	\$ 430	\$ —
	\$ —	\$ 1,062	\$ 430	\$ —



COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	Budget 2017	Budget 2018		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
1	1	1	Budget Administrator	30,214.95	114,691.24
1	1	1			
PROFESSIONALS					
1	0	1	Accountant IV	20,800.00	65,610.28
2	2	2	Budget Analyst	20,800.00	58,534.37
2	2	2	Deputy Budget Administrator	26,273.96	91,088.49
3	3	3	Senior Budget & Management Analyst	26,273.96	88,147.99
8	7	8			
9	8	9	TOTAL FULL TIME		
9	8	9	TOTAL DIVISION		



DIVISION OF PUBLIC HEALTH ADMINISTRATION

Merle R. Gordon, Director

Mission Statement

To coordinate, direct and supervise the activities of the department.

Cleveland Department of Public Health is committed to improving the quality of life in the City of Cleveland by promoting healthy behavior, protecting the environment, preventing disease and making our communities healthy places to live, visit, work and play. We do this through direct clinical care, prevention and health promotion, licensing and permitting, monitoring and inspecting and educating and informing the public. CDPH completed a strategic plan, where it identified a core framework of five strategic priorities - grow and sustain the competence, professionalism and wellbeing of the CDPH workforce; foster a culture of continuous quality improvement; coordinate internal and external resources for more effective, targeted public health interventions; increase stakeholders' awareness and satisfaction of our services; and engage in practices that expand program activities and enhance service delivery.

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 2018. Grants and revenue from federal, state, and local sources will support more than \$10 million in programs in 2018.

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. Deploy the strategic objectives in the Workforce Development Plan including professional and talent development; tracking and monitoring staff participation and completion of professional training, and developing the policies and procedures that ensure staff members work in a safe, supportive and effective work environment.

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.



DIVISION OF PUBLIC HEALTH ADMINISTRATION

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.

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 assess 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

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 524,980	\$ 535,823	\$ 494,081	\$ 823,596
Longevity	3,375	3,143	3,200	3,950
Wage Settlements	443	—	—	—
Vacation Conversion	—	—	5,456	—
Separation Payments	14,001	—	8,826	—
Bonus Incentive	—	—	500	—
Overtime	—	1,503	469	—
	\$ 542,799	\$ 540,468	\$ 512,532	\$ 827,546
Benefits				
Hospitalization	\$ 88,455	\$ 85,052	\$ 91,122	\$ 162,110
Prescription	18,546	17,181	15,528	33,156
Dental	4,540	4,575	4,752	9,311
Vision Care	460	471	475	852
Public Employees Retire System	75,893	74,108	70,148	117,688
Fica-Medicare	7,682	7,649	7,225	11,977
Workers' Compensation	6,160	5,533	12,583	7,281
Life Insurance	338	346	297	638
	\$ 202,073	\$ 194,914	\$ 202,132	\$ 343,013
Other Training & Professional Dues				
Travel	\$ 975	\$ 2,110	\$ —	\$ 2,000
Tuition & Registration Fees	—	—	—	800
Professional Dues & Subscript	4,211	1,845	955	20,000
	\$ 5,186	\$ 3,955	\$ 955	\$ 22,800
Contractual Services				
Professional Services	\$ —	\$ 33,013	\$ 10,020	\$ 50,000
Mileage (Private Auto)	14	924	421	515
Security Services	23,428	23,428	23,428	23,428
Parking In City Facilities	2,822	2,300	1,320	3,000
Property Rental	322,143	314,712	359,274	371,928
Other Contractual	235	180	(51)	—
	\$ 348,642	\$ 374,557	\$ 394,413	\$ 448,871



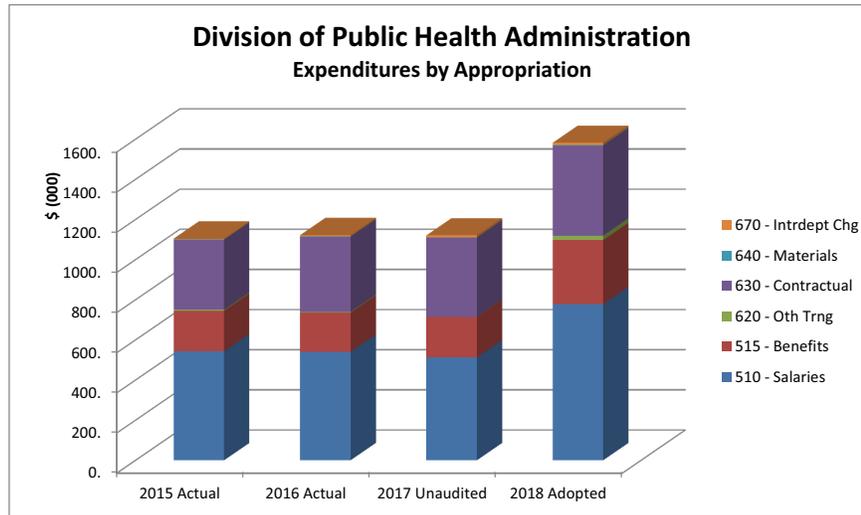
DIVISION OF PUBLIC HEALTH ADMINISTRATION

Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 200
Food	—	—	115	—
Other Supplies	—	30	—	—
Just In Time Office Supplies	1,159	946	644	2,000
	\$ 1,159	\$ 976	\$ 759	\$ 2,200
Interdepart Service Charges				
Charges From Print & Repro	\$ 4,223	\$ 6,574	\$ 9,886	\$ 11,292
	\$ 4,223	\$ 6,574	\$ 9,886	\$ 11,292
	\$ 1,104,082	\$ 1,121,445	\$ 1,120,676	\$ 1,655,722

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Miscellaneous	\$ 6,627	\$ 146	\$ 6,332	\$ —
	\$ 6,627	\$ 146	\$ 6,332	\$ —





DIVISION OF PUBLIC HEALTH ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	0	1	Administrative Manager	27,193.55	115,424.36
1	1	1	Director of Public Health	50,795.81	191,316.74
<u>2</u>	<u>1</u>	<u>2</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Assistant Administrator	20,800.00	72,000.00
1	1	1	Super Admin Services-Data	20,800.00	62,770.08
1	1	1	Stock Clerk	13.11	19.54
<u>3</u>	<u>3</u>	<u>3</u>			
<u>PROFESSIONALS</u>					
1	1	1	Chief of Computer Operations	23,647.11	93,401.98
1	0	0	Epidemiologist	40,000.00	91,405.96
1	1	1	Fiscal Manager	23,647.11	93,401.98
0	0	1	Budget Analyst	20,800.00	58,534.37
0	0	1	Business Process Analyst	55,000.00	108,044.90
1	0	0	Health Services Administrator	27,325.56	85,577.88
1	0	1	Project Coordinator	27,325.56	99,702.63
1	1	1	Project Director	22,333.40	88,646.98
0	0	1	Sr Budget and Management Analyst	26,273.96	88,147.99
1	1	1	Sr. Programmer Analyst	23,647.11	76,592.09
<u>7</u>	<u>4</u>	<u>8</u>			
<u>12</u>	<u>8</u>	<u>13</u>	TOTAL FULL TIME		
<u>12</u>	<u>8</u>	<u>13</u>	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 as well as HIV/STD outreach and control, nursing services, substance abuse and mental health, addressing health disparities, and social determinants of health and epidemiology (communicable disease surveillance). 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

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,305,851	\$ 1,235,504	\$ 1,270,444	\$ 1,736,829
Part-Time Permanent	—	1,393	—	—
Longevity	10,078	10,053	10,568	10,700
Wage Settlements	9,716	—	—	—
Vacation Conversion	—	—	11,443	—
Separation Payments	3,827	25,311	50,324	—
Bonus Incentive	—	—	7,000	—
Overtime	1,812	2,138	3,889	4,000
	\$ 1,331,284	\$ 1,274,398	\$ 1,353,667	\$ 1,751,529
Benefits				
Hospitalization	\$ 279,029	\$ 259,092	\$ 282,631	\$ 318,174
Prescription	51,451	52,735	53,438	76,677
Dental	12,794	12,321	12,377	19,743
Vision Care	1,811	1,826	1,276	2,617
Public Employees Retire System	184,935	175,852	178,459	249,206
Fica-Medicare	17,022	16,308	16,363	23,618
Workers' Compensation	16,836	22,894	37,144	23,513
Life Insurance	1,093	986	863	1,732
Unemployment Compensation	—	7	—	—
Clothing Allowance	2,520	2,520	1,961	2,120
Clothing Maintenance	150	150	—	—
	\$ 567,641	\$ 544,691	\$ 584,510	\$ 717,400
Other Training & Professional Dues				
Travel	\$ 1,751	\$ 2,544	\$ 6,892	\$ 8,500
Tuition & Registration Fees	4,990	1,465	1,060	—
Mileage (Priv Auto) Trng Prps	38	90	233	—
Professional Dues & Subscript	130	24,887	10,969	17,500
	\$ 6,909	\$ 28,986	\$ 19,154	\$ 26,000
Utilities				
Brokered Gas Supply	\$ 22,725	\$ 16,736	\$ 11,055	\$ 15,475
Gas	12,228	10,786	7,157	10,020
Electricity - Cpp	154,050	160,941	171,927	189,120
Electricity - Other	2,763	31,991	23,953	26,348
	\$ 191,766	\$ 220,453	\$ 214,091	\$ 240,963
Contractual Services				
Professional Services	\$ 531,903	\$ 1,173,758	\$ 894,991	\$ 645,475
COBRA-Medical Coverage	15	—	—	—
Mileage (Private Auto)	5,251	3,811	3,570	9,320
Security Services	13,868	12,169	12,702	12,169



DIVISION OF HEALTH

Expenditures (Continued)

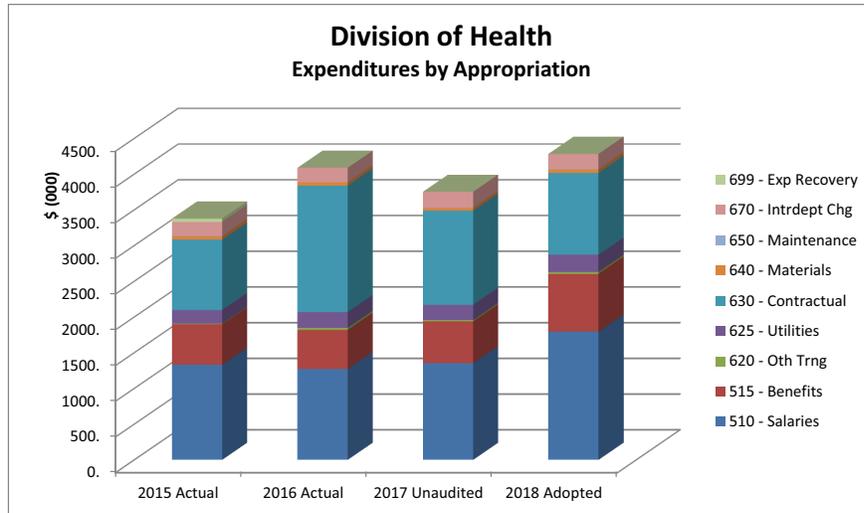
	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Freight Expense	—	—	—	520
Advertising And Public Notice	—	790	675	1,000
Parking In City Facilities	1,455	1,150	550	1,400
Property Rental	306,199	419,542	270,453	276,723
Other Contractual	35,030	67,072	40,891	82,000
Indigent Relief	92,280	92,820	92,848	93,000
Local Match-Grant Programs	—	—	—	25,000
	\$ 986,001	\$ 1,771,112	\$ 1,316,681	\$ 1,146,607
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ 897	\$ 500
Postage	75	198	26	100
Purchase Of Tests	—	—	—	900
Office Furniture & Equipment	681	826	609	600
Medical Supplies	10,242	17,356	12,498	16,540
Food	999	1,473	—	1,000
Laboratory Supplies	11,585	8,613	6,383	7,000
Other Supplies	1,065	—	372	2,000
Pharmaceutical Supplies	17,137	12,000	12,000	12,000
Just In Time Office Supplies	6,171	4,944	8,299	10,000
	\$ 47,955	\$ 45,410	\$ 41,085	\$ 50,640
Maintenance				
Maintenance Contracts	\$ 426	\$ 600	\$ 240	\$ 600
Car Washes	570	—	—	—
Maintenance Misc. Equipment	—	—	—	1,680
Maintenance Building	—	300	390	500
	\$ 996	\$ 900	\$ 630	\$ 2,780
Interdepart Service Charges				
Charges From Telephone Exch	\$ 136,543	\$ 123,056	\$ 146,025	\$ 134,086
Charges From W.P.C.	461	—	1,812	—
Charges From Print & Repro	35,359	38,735	38,686	44,207
Charges From Central Storeroom	6,328	8,209	6,358	8,326
Charges From M.V.M.	12,285	25,467	21,668	18,674
Charges From Waste Collection	5,888	6,348	5,888	3,000
Charges From Parks Maintenance	1,941	1,294	3,235	3,000
	\$ 198,806	\$ 203,109	\$ 223,672	\$ 211,293
Expenditure Recovery				
Expenditure Recovery	\$ 45,824	\$ —	\$ —	\$ —
	\$ 45,824	\$ —	\$ —	\$ —
	\$ 3,377,181	\$ 4,089,059	\$ 3,753,490	\$ 4,147,212



DIVISION OF HEALTH

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Charges For Services	\$ 1,435,928	\$ 1,419,712	\$ 1,427,247	\$ 1,336,383
Licenses & Permits	50	—	—	—
Miscellaneous	600,605	148,227	182,036	115,170
	\$ 2,036,583	\$ 1,567,939	\$ 1,609,283	\$ 1,451,553





DIVISION OF HEALTH

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
0	1	1	Health Services Administrator	27,325.56	85,577.88
1	1	1	Commissioner of Health	45,021.46	161,827.66
1	2	2			
<u>ADMINISTRATIVE SUPPORT</u>					
4	4	6	Junior Clerk	11.97	15.16
2	2	2	Principal Clerk	14.88	21.54
1	1	1	Private Secretary	10.00	22.73
1	0	0	Receptionist	10.00	15.54
5	4	4	Senior Clerk	12.47	17.78
13	11	13			
<u>PARA-PROFESSIONALS</u>					
1	1	1	Community Health Aide	10.00	17.55
1	1	1			
<u>PROFESSIONALS</u>					
2	0	1	Assistant Administrator	20,800.00	72,000.00
1	1	1	Chief of Laboratories	23,647.11	88,725.73
1	0	0	Computer Operator	10.00	24.99
1	1	1	Director Of Public Hlth Nursg	26,273.96	91,088.49
0	1	1	Disease Intervention Specialist I	37,086.40	52,416.00
1	0	0	Disease Surveillance Specialist	29,993.60	65,599.87
2	2	1	Grant Administrator	22,333.40	83,008.39
1	1	1	Health Center Director	22,333.40	83,008.39
2	1	3	Epidemiologist	40,000.00	91,405.96
1	0	1	Health Promotion Coordinator	22,333.40	85,312.08
2	1	2	Project Coordinator	27,325.56	99,702.63
4	5	4	Public Health Nurse III	39,098.75	56,231.40
1	0	0	Senior Budget & Management Analyst	26,273.96	88,147.99
1	1	1	Supervisor Of Vital Statistics	20,800.00	61,601.02
20	14	17			



DIVISION OF HEALTH

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
			TECHNICIANS		
2	2	2	Clinical Laboratory Technician II	16.86	25.45
2	2	2			
37	30	35	TOTAL FULL TIME		
37	30	35	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.

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



DIVISION OF ENVIRONMENT

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

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 873,173	\$ 450,513	\$ 702,347	\$ 999,795
Longevity	6,250	6,500	5,300	5,575
Wage Settlements	2,557	—	—	—
Vacation Conversion	—	—	5,903	—
Separation Payments	30,095	32,354	1,976	—
Bonus Incentive	—	—	3,500	—
Overtime	15,717	2,534	12,366	9,000
	\$ 927,792	\$ 491,902	\$ 731,392	\$ 1,014,370
Benefits				
Hospitalization	\$ 129,061	\$ 85,037	\$ 122,966	\$ 231,637
Prescription	19,071	14,637	22,833	47,286
Dental	7,860	4,630	6,117	13,387
Vision Care	956	651	897	1,544
Public Employees Retire System	131,073	64,471	97,483	145,555
Fica-Medicare	11,121	6,296	10,300	14,856
Workers' Compensation	13,684	32,665	28,153	3,771
Life Insurance	544	363	445	1,094
	\$ 313,370	\$ 208,750	\$ 289,195	\$ 459,130
Other Training & Professional Dues				
Travel	\$ —	\$ 4,491	\$ 2,413	\$ 5,300
Tuition & Registration Fees	1,285	1,100	2,660	3,500
Professional Dues & Subscript	1,055	4,135	2,213	4,500
	\$ 2,340	\$ 9,726	\$ 7,286	\$ 13,300
Contractual Services				
Professional Services	\$ —	\$ 350	\$ 132,081	\$ 185,000
Mileage (Private Auto)	2,844	2,313	4,430	5,000
Security Services	32,960	30,961	33,079	32,960
Advertising And Public Notice	—	244	—	—
Parking In City Facilities	515	—	—	2,000
Property Rental	150,178	151,520	159,249	159,249
Other Contractual	998	15,740	13,925	23,050
	\$ 187,494	\$ 201,128	\$ 342,764	\$ 407,259
Materials & Supplies				
Office Supplies	\$ 80	\$ 484	\$ —	\$ 500
Postage	—	—	171	—
Purchase Of Tests	—	—	—	877
Chemical	1,054	693	—	4,000
Small Equipment	—	—	115,000	32,200



DIVISION OF ENVIRONMENT

Expenditures (Continued)

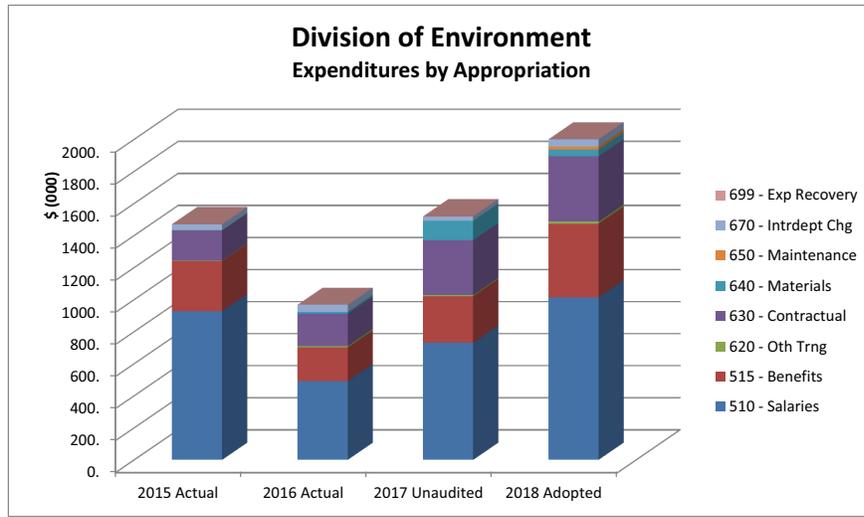
	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Medical Supplies	—	—	426	—
Food	—	1,000	—	—
Laboratory Supplies	—	5,436	—	—
Printed Materials	—	—	4,500	—
Other Supplies	—	884	—	—
Safety Equipment	—	916	—	—
Special Events Supplies	—	122	—	—
Just In Time Office Supplies	1,333	1,629	1,339	3,740
	\$ 2,467	\$ 11,164	\$ 121,435	\$ 41,317
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 18,100
Computer Software Maintenance	—	780	—	722
Car Washes	156	—	—	300
	\$ 156	\$ 780	\$ —	\$ 19,122
Interdepart Service Charges				
Charges From Telephone Exch	\$ 7,329	\$ 226	\$ 388	\$ 356
Charges From Print & Repro	6,934	22,456	12,214	22,730
Charges From Central Storeroom	9,958	11,472	1,949	12,267
Charges From M.V.M.	12,257	9,599	12,529	10,058
	\$ 36,479	\$ 43,754	\$ 27,079	\$ 45,411
	\$ 1,470,098	\$ 967,203	\$ 1,519,152	\$ 1,999,909

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Charges For Services	\$ 330	\$ 31,273	\$ —	\$ —
Grant Revenue	—	136	—	—
Licenses & Permits	22,328	10,667	21,640	14,700
Miscellaneous	52,684	—	28,093	30,800
	\$ 75,343	\$ 42,076	\$ 49,733	\$ 45,500



DIVISION OF ENVIRONMENT





DIVISION OF ENVIRONMENT

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		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
1	2	2	Project Coordinator	27,325.56	99,702.63
1	0	0	Receptionist	10.00	15.54
3	3	3			
<u>PROFESSIONALS</u>					
1	1	1	Caseworker II	14.03	21.65
0	0	1	Caseworker Supervisor	20,800.00	49,942.38
1	1	1	Dist Supv Environmental Hlth	20,800.00	67,032.85
2	2	3			
<u>TECHNICIAN</u>					
1	1	1	Chemist	18.49	28.77
1	0	0	Data Control Clerk	10.00	18.20
0	0	2	Data Conversion Operator	12.02	16.49
2	0	0	Environmental Technician	25,688.00	37,255.30
0	0	1	Environmental Compliance Specialist II	16.35	26.07
0	1	1	Environmental Compliance Specialist III	17.90	33.56
5	3	4	Public Health Sanitarian I	15.48	23.46
7	6	6	Public Health Sanitarian II	17.38	25.29
16	11	15			
22	17	22	TOTAL FULL TIME		
22	17	22	TOTAL DIVISION		



DIVISION OF AIR QUALITY

David Hearne, Interim Commissioner**Mission Statement**

We are a public health agency continuously improving air quality through citizen engagement and accountable, data-driven regulation of air pollution sources.

Since 1882, the Cleveland Division of Air Quality (CDAQ) has used state of the art approaches to protect the health of greater Clevelanders. CDAQ helps citizens improve the air quality of their region, City, neighborhood, and homes. Through analysis, education, and outreach, we empower our community to breathe easier. CDAQ also 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 and 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:
- Engaging our community to resolve air quality concerns.
 - Inspecting air pollution sources to determine compliance.
 - Investigating citizen air quality complaints.
 - Inspecting demolition sites and renovation projects for compliance with the Asbestos National Emission Standards for Hazardous Air Pollutants.
 - Pursuing appropriate enforcement actions for discovered violations.
 - Operating ambient air quality and special air monitoring equipment 365 days a year.
 - Preparing permits that clearly document air pollution requirements.
 - Providing air quality perspective and expertise for illegal dumping, hazardous waste, and Environmental Crimes Task Force investigations.
 - 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 programs and initiatives that improve air pollution control throughout the State of Ohio and the United States.



DIVISION OF AIR QUALITY

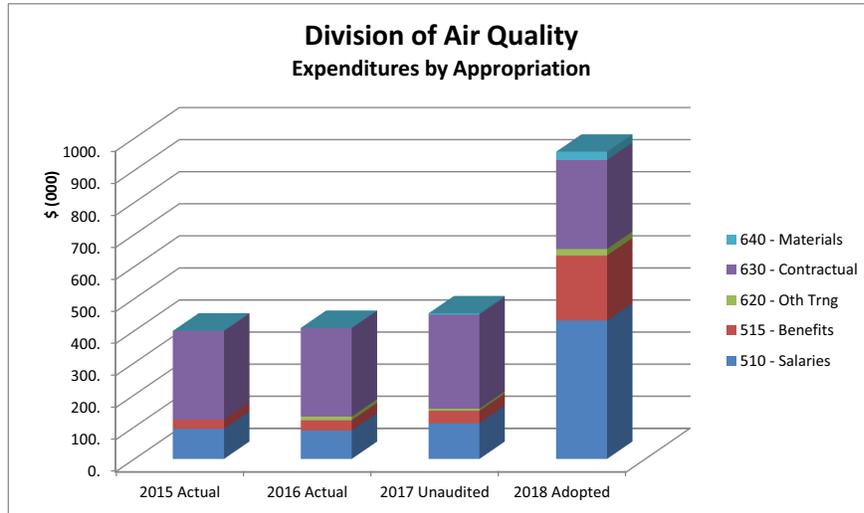
Expenditures

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 82,864	\$ 87,986	\$ 89,033	\$ 430,463
Longevity	475	475	—	575
Wage Settlements	10,888	—	—	—
Separation Payments	—	—	22,464	—
	\$ 94,227	\$ 88,461	\$ 111,497	\$ 431,038
Benefits				
Hospitalization	\$ 10,623	\$ 13,681	\$ 14,799	\$ 100,590
Prescription	2,860	2,911	2,602	21,330
Dental	711	758	596	6,031
Vision Care	51	61	49	497
Public Employees Retire System	12,106	12,618	11,308	61,923
Fica-Medicare	1,388	1,253	1,546	6,248
Workers' Compensation	1,120	950	5,094	3,635
Life Insurance	41	38	35	386
Unemployment Compensation	—	5	2,402	—
Clothing Maintenance	—	—	—	2,700
	\$ 28,900	\$ 32,274	\$ 38,431	\$ 203,340
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ 92	\$ 5,500
Tuition & Registration Fees	—	—	—	5,000
Professional Dues & Subscript	—	11,495	6,712	10,000
	\$ —	\$ 11,495	\$ 6,804	\$ 20,500
Contractual Services				
Professional Services	\$ —	\$ —	\$ —	\$ 1,000
Other Contractual	5,765	—	17,000	—
Local Match-Grant Programs	270,335	276,100	276,100	276,100
	\$ 276,100	\$ 276,100	\$ 293,100	\$ 277,100
Materials & Supplies				
Small Equipment	\$ —	\$ —	\$ 3,777	\$ 25,000
Just In Time Office Supplies	—	—	—	500
	\$ —	\$ —	\$ 3,777	\$ 25,500
	\$ 399,227	\$ 408,331	\$ 453,609	\$ 957,478

DIVISION OF AIR QUALITY

Revenues

	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Unaudited</u>	<u>2018 Budget</u>
Charges For Services	\$ 151,031	\$ 157,110	\$ 149,130	\$ 150,000
Miscellaneous	96,888	—	—	—
	<u>\$ 247,919</u>	<u>\$ 157,110</u>	<u>\$ 149,130</u>	<u>\$ 150,000</u>





DIVISION OF AIR QUALITY

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
1	1	1	Commissioner of Air Quality	42,758.15	152,224.32
0	0	1	Chief of Air Pollution Outreach	34,008.00	82,706.96
0	0	1	Health Outreach Specialist	34,008.00	54,308.80
1	0	0	Deputy Comm of Air Poll Ctrl	26,273.96	91,088.49
<u>2</u>	<u>1</u>	<u>3</u>			
TECHNICIAN					
0	0	1	Indoor Air Quality Specialist	16.35	26.11
1	1	1	Env Compl Specialist I	14.95	24.90
3	0	2	Env Enforcement Specialist I	14.95	25.92
2	1	1	Env Monitoring Specialist I	13.33	25.19
<u>6</u>	<u>2</u>	<u>5</u>			
<u>8</u>	<u>3</u>	<u>8</u>	TOTAL FULL TIME		
<u>8</u>	<u>3</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.

PUBLIC SAFETY ADMINISTRATION

Expenditures

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 2,629,475	\$ 2,313,021	\$ 2,284,698	\$ 2,606,609
Board Members	39,575	—	—	—
Longevity	15,725	14,025	11,500	15,450
Wage Settlements	5,134	—	—	—
Vacation Conversion	—	—	13,879	—
Separation Payments	11,726	13,490	25,842	50,000
Bonus Incentive	—	—	2,000	—
Overtime	66,442	84,239	36,093	40,000
	\$ 2,768,078	\$ 2,424,774	\$ 2,374,011	\$ 2,712,059
Benefits				
Hospitalization	\$ 381,420	\$ 355,632	\$ 389,592	\$ 447,184
Prescription	72,462	69,073	65,921	86,232
Dental	21,083	19,448	19,750	24,781
Vision Care	2,024	1,877	1,863	2,387
Public Employees Retire System	386,273	342,862	326,386	373,577
Fica-Medicare	37,381	32,496	32,034	33,674
Workers' Compensation	25,831	27,912	55,349	30,064
Life Insurance	1,649	1,343	1,185	2,040
Clothing Allowance	1,060	1,060	1,060	1,060
	\$ 929,183	\$ 851,702	\$ 893,139	\$ 1,000,999
Other Training & Professional Dues				
Travel	\$ 8,595	\$ 7,235	\$ 1,368	\$ 15,000
Tuition & Registration Fees	1,886	732	9,025	4,000
Training	—	—	49	—
Mileage (Priv Auto) Trng Prps	163	237	25	—
Professional Dues & Subscript	955	300	985	500
	\$ 11,599	\$ 8,504	\$ 11,453	\$ 19,500
Utilities				
Brokered Gas Supply	\$ —	\$ —	\$ 1	\$ —
Electricity - Cpp	—	524	434	477
Steam	71,217	92,234	76,662	84,329
	\$ 71,217	\$ 92,758	\$ 77,097	\$ 84,806
Contractual Services				
Professional Services	\$ 1,409	\$ 62,752	\$ 77,651	\$ 35,000
Court Reporter	—	—	165	—
Cable Professional Services	2	17	19	—
Mileage (Private Auto)	—	—	22	—
Security Services	1,105	—	—	—
Advertising And Public Notice	1,485	—	—	2,500



PUBLIC SAFETY ADMINISTRATION

Expenditures (Continued)

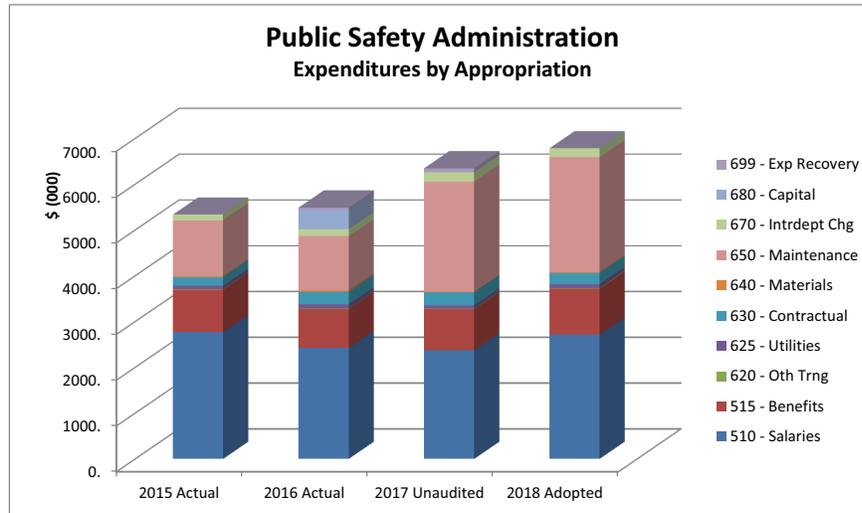
	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Parking In City Facilities	9,421	8,146	7,654	8,000
Property Rental	175,000	175,000	175,000	195,000
Other Contractual	4,433	25,899	25,409	6,000
Refunds & Miscellaneous	34	—	—	—
	\$ 192,888	\$ 271,814	\$ 285,920	\$ 246,500
Materials & Supplies				
Office Supplies	\$ 126	\$ 1,295	\$ 2,180	\$ 1,000
Postage	—	—	—	350
Computer Supplies	105	—	36	—
Computer Hardware	5,785	5,357	4,709	5,000
Small Equipment	1,275	1,290	300	2,000
Office Furniture & Equipment	—	—	334	—
Medical Supplies	6,134	—	—	4,000
Food	—	24,587	—	—
Batteries	—	150	—	—
Just In Time Office Supplies	4,217	2,890	2,324	5,000
	\$ 17,642	\$ 35,569	\$ 9,883	\$ 17,350
Maintenance				
Maintenance Office Equipment	\$ 710	\$ —	\$ —	\$ —
Maintenance Contracts	982,826	920,012	2,060,460	1,701,000
Computer Hardware Maintenance	204,052	249,458	299,995	805,000
Computer Software Maintenance	33,665	2,500	41,427	—
Maintenance Misc. Equipment	—	—	990	—
Maintenance Building	—	3,972	2,644	—
	\$ 1,221,253	\$ 1,175,942	\$ 2,405,517	\$ 2,506,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 97,686	\$ 123,274	\$ 167,625	\$ 153,920
Charges From Print & Repro	23,478	25,852	34,488	39,394
Charges From Central Storeroom	2,127	1,398	2,205	2,888
Charges From M.V.M.	—	5,019	—	—
	\$ 123,291	\$ 155,543	\$ 204,318	\$ 196,202
Capital Outlay				
Infrastructure	\$ —	\$ 159,833	\$ —	\$ —
Computer Software	—	259,375	—	—
	\$ —	\$ 419,208	\$ —	\$ —
Expenditure Recovery				
Expenditure Recovery	\$ 760	\$ 51,731	\$ 85,150	\$ —
	\$ 760	\$ 51,731	\$ 85,150	\$ —
	\$ 5,335,911	\$ 5,487,547	\$ 6,346,487	\$ 6,783,416



PUBLIC SAFETY ADMINISTRATION

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Charges For Services	\$ 7,933	\$ 5,916	\$ 6,520	\$ 13,185
Fines, Forfeitures & Settlements	11,617	7,967	3,231	2,000
Miscellaneous	81,834	64,468	13,037	5,000
	\$ 101,384	\$ 78,352	\$ 22,789	\$ 20,185





PUBLIC SAFETY ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Director of Public Safety	50,795.81	191,316.74
1	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	1	2	Supervisor Of Computer Operations	30,214.95	98,444.95
4	4	5			
<u>ADMINISTRATIVE SUPPORT</u>					
3	3	3	Principal Clerk	14.88	21.54
1	1	1	Senior Clerk	12.47	17.78
4	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
3	2	3	Network Analyst II	30,214.00	97,709.06
1	2	2	Personnel Administrator	26,273.96	91,088.49
3	3	3	Personnel Assistant	20,800.00	52,381.41
1	1	1	Police Stress Consultant	75,000.00	131,350.50
1	1	1	Project Coordinator	27,325.56	99,702.63
1	1	1	Project Director	22,333.40	88,646.98
2	1	2	Public Health Nurse III	39,098.75	56,231.40
0	2	2	Software Analyst	45,000.00	96,330.79
1	0	0	Surgeon of Police	43,107.75	86,888.32
25	23	27			



PUBLIC SAFETY ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
TECHNICIAN					
1	1	1	Computer Operator	10.00	24.99
2	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 QC	27,325.56	96,463.81
2	2	2			
38	36	41	TOTAL FULL TIME		
38	36	41	TOTAL DIVISION		



DIVISION OF POLICE

Calvin Williams, Chief

Mission Statement

The mission of the Cleveland Division of Police is to serve as guardians of the Cleveland community. Guided by the Constitution, we shall enforce the law, maintain order, and protect the lives, property, and rights of all people. We shall carry out our duties with a reverence for human life and in partnership with members of the community through professionalism, respect, integrity, dedication and excellence in policing.

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



DIVISION OF POLICE

accidents in the community and provide safer conditions for motorists, pedestrians, and citizens using public streets within The City of Cleveland.

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 crisis intervention; 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

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 8,791,146	\$ 9,230,782	\$ 8,461,997	\$ 10,701,894
Seasonal	21	—	—	—
Military Leave	45,531	33,724	41,618	30,000
Part-Time Permanent	208,023	181,222	127,472	974,158
Injury Pay	5,435	—	—	—
Student Trainees	326,472	775,511	1,178,554	2,100,000
School Guards	1,306,396	1,093,903	1,086,605	1,500,000
Uniformed Personnel	88,542,658	93,987,121	87,831,456	97,637,580
Uniformed Overtime	12,368,508	15,570,707	14,742,362	12,750,000
Longevity	874,600	849,925	824,800	829,850
Wage Settlements	21,719	794	37,720	—
Vacation Conversion	—	—	5,125	—
Separation Payments	3,696,940	4,790,382	4,158,533	5,000,000
Bonus Incentive	—	—	31,500	—
Overtime	1,771,719	1,873,445	2,074,500	1,500,000
Deferred Overtime Payments	455,476	461,943	457,596	450,000
	\$ 118,414,643	\$ 128,849,458	\$ 121,059,836	\$ 133,473,483
Benefits				
Hospitalization	\$ 17,381,810	\$ 18,086,165	\$ 18,312,032	\$ 19,164,046
Prescription	4,305,299	3,700,760	3,357,190	3,986,223
Dental	1,066,520	953,592	910,740	1,090,024
Vision Care	97,856	94,005	94,591	117,614
Public Employees Retire System	1,701,528	1,754,601	1,645,462	2,059,960
Police & Firemens Disab & Pens	21,155,608	21,569,331	20,305,242	22,578,508
Fica-Medicare	1,579,305	1,746,013	1,665,800	1,948,168
Workers' Compensation	2,785,132	2,772,825	4,550,668	3,430,250
Life Insurance	70,230	63,683	57,466	93,820
Unemployment Compensation	24,975	71,070	11,500	60,000
Clothing Allowance	663,995	630,187	774,787	887,030
Clothing Maintenance	1,155,771	1,147,016	1,106,417	1,161,950
	\$ 51,988,028	\$ 52,589,249	\$ 52,791,895	\$ 56,577,594
Other Training & Professional Dues				
Travel	\$ 862	\$ 1,475	\$ 11,785	\$ 15,000
Tuition & Registration Fees	300	—	1,250	5,000
Professional Dues & Subscript	3,634	6,987	2,174	5,000
	\$ 4,796	\$ 8,462	\$ 15,209	\$ 25,000

DIVISION OF POLICE

Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Utilities				
Brokered Gas Supply	\$ 75,279	\$ 47,155	\$ 44,410	\$ 62,174
Cellular Servicess	1,343	—	—	—
Gas	39,101	35,419	33,768	47,275
Electricity - Cpp	1,076,262	1,049,367	1,081,276	1,189,403
Electricity - Other	80,138	63,022	48,417	53,258
Steam	675,670	588,059	696,657	766,323
	\$ 1,947,795	\$ 1,783,022	\$ 1,904,527	\$ 2,118,433
Contractual Services				
Professional Services	\$ 656,616	\$ 670,741	\$ 662,646	\$ 816,640
Referee Services	52,659	81,082	127,337	75,000
Mileage (Private Auto)	5,520	3,591	4,455	9,000
Medical Services	55,324	—	8,040	—
Advertising And Public Notice	3,509	3,140	1,984	8,000
Parking In City Facilities	88,939	73,492	75,194	100,000
Insurance And Official Bonds	—	—	1,758	—
Property Rental	19,750	19,750	37,075	46,000
Towing	16,000	85,515	98,375	120,000
Equipment Rental	—	1,155	—	—
Other Contractual	38,369	209,916	743,827	140,000
Local Match-Grant Programs	—	22,401	(20)	—
	\$ 936,686	\$ 1,170,783	\$ 1,760,671	\$ 1,314,640
Materials & Supplies				
Office Supplies	\$ 1,538	\$ 2,265	\$ 2,965	\$ 10,000
Postage	1,530	897	1,326	1,200
Computer Software	2,983	4,345	—	20,000
Fuel	21,263	24,121	31,629	92,225
Clothing	27,039	74,222	1,795	75,000
Small Equipment	74,179	60,816	59,550	85,000
Office Furniture & Equipment	999	—	3,795	10,000
Ammunition	100,640	103,481	143,333	200,000
Hygiene And Cleaning Supplies	3,213	2,375	5,689	4,000
Lumber, Glass, And Drywall	—	—	634	2,000
Medical Supplies	—	4,207	—	—
Food	—	—	990	—
Laboratory Supplies	16,347	13,634	10,825	10,000
Photographic Supplies	5,000	15,368	88	11,000
Printed Materials	11,732	14,884	13,074	15,000
Other Supplies	100,970	80,413	101,881	110,000



DIVISION OF POLICE

Expenditures (Continued)

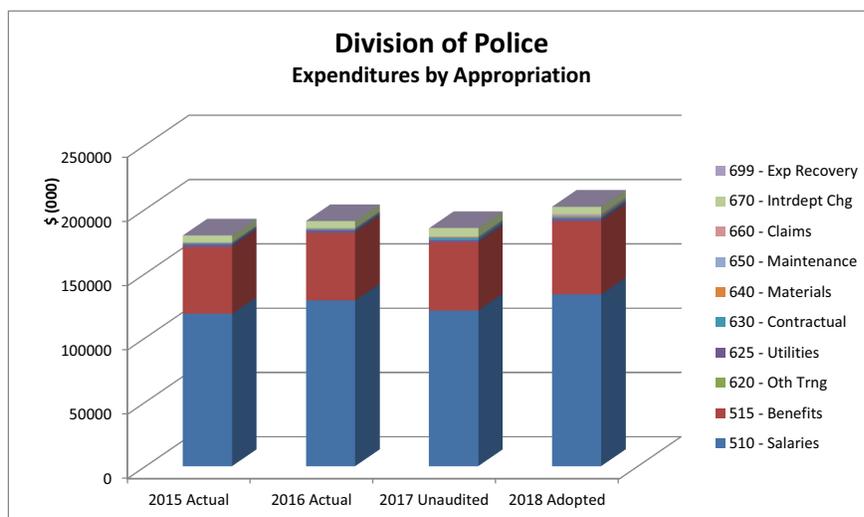
	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Batteries	2,023	5,473	1,600	2,000
Just In Time Office Supplies	64,655	68,529	52,254	65,000
Misc Maintenance Supplies	1,674	1,789	—	3,000
	\$ 435,786	\$ 476,820	\$ 431,427	\$ 715,425
Maintenance				
Maintenance Office Equipment	\$ —	\$ 850	\$ —	\$ 2,000
Maintenance Contracts	90,698	60,196	163,942	937,457
Maintenance Machinery & Tools	—	—	—	2,000
Car Washes	18,723	33,239	34,026	40,000
Maintenance Misc. Equipment	6,520	8,642	24,208	20,000
Maintenance Building	45,791	72,206	158,110	80,000
	\$ 161,731	\$ 175,133	\$ 380,285	\$ 1,081,457
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 17,515	\$ 49,438	\$ 125,250	\$ 100,000
Police Chief Expense Fund	229,000	122,000	107,000	250,000
	\$ 246,515	\$ 171,438	\$ 232,250	\$ 350,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 1,678,932	\$ 1,490,001	\$ 1,963,128	\$ 1,802,626
Charges From Radio Comm System	872,166	1,318,589	1,459,425	1,199,184
Charges From Light And Power	—	1,146	—	—
Charges From W.P.C.	1,230	—	154	—
Charges From Print & Repro	324,084	355,734	365,204	417,158
Charges From Central Storeroom	81,786	81,560	78,756	103,125
Charges From M.V.M.	2,270,540	2,144,730	2,600,365	2,149,300
	\$ 5,228,738	\$ 5,391,761	\$ 6,467,031	\$ 5,671,393
Expenditure Recovery				
Expenditure Recovery	\$ 9,283	\$ —	\$ 3,002	\$ —
	\$ 9,283	\$ —	\$ 3,002	\$ —
	\$ 179,374,002	\$ 190,616,125	\$ 185,046,134	\$ 201,327,425

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Charges For Services	\$ 708,791	\$ 648,749	\$ 581,047	\$ 549,688
Fines, Forfeitures & Settlements	1,115	490	1,275	—
Grant Revenue	363,001	101,594	1,056,689	416,666
Miscellaneous	9,888,207	9,094,554	12,673,749	10,293,077
Sale Of City Assets	—	102,783	1,999,749	—
	\$ 10,961,115	\$ 9,948,170	\$ 16,312,509	\$ 11,259,431



DIVISION OF POLICE





DIVISION OF POLICE

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Chief of Police	69,682.20	184,847.09
17	15	17	Captain of Police	90,596.28	91,096.28
12	11	12	Commander of Police	105,171.70	105,671.70
1	1	1	Commissioner of Traffic Control	105,671.70	105,671.70
4	3	4	Deputy Chief of Police	63,966.00	155,730.30
57	57	57	Lieutenant of Police	78,031.28	78,531.28
207	198	211	Sergeant of Police	67,199.38	67,699.38
<u>299</u>	<u>286</u>	<u>303</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
2	1	1	Accountant Clerk I	10.00	17.55
0	0	1	Accountant Clerk II	10.00	18.95
4	3	4	Chief Clerk	22,050.00	52,504.47
6	6	0	Junior Clerk	11.97	15.16
1	1	1	Messenger	10.00	16.33
2	2	8	Principal Clerk	14.88	21.54
3	3	3	Private Secretary	10.00	22.73
4	4	4	Secretary	10.00	18.96
1	1	1	Stock Clerk	13.11	19.54
2	2	2	Telephone Operator	10.00	18.35
6	4	4	Typist	12.02	16.49
<u>31</u>	<u>27</u>	<u>29</u>			
<u>PARA-PROFESSIONALS</u>					
2	1	1	Docket Clerk	20,800.00	40,109.95
<u>2</u>	<u>1</u>	<u>1</u>			
<u>PROFESSIONALS</u>					
1	0	1	Accountant I	14.39	21.65
1	0	1	Administrative Manager	27,193.55	115,424.36
2	2	2	Administrative Officer	20,800.00	58,499.94
0	0	1	Aviation Unit Manager	88,000.00	108,000.00
0	0	4	Crime Analyst I	38,000.00	54,641.81
0	0	1	Crime Analyst III	66,000.00	84,064.32



DIVISION OF POLICE

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
0	0	1	Mounted Unit Train Instr-Hndlr	38,000.00	54,641.81
0	1	1	Personnel Assistant	20,800.00	52,381.41
1	0	1	Photographer	10.00	23.77
2	2	1	Project Coordinator	27,325.56	99,702.63
1	1	1	Project Director	22,333.40	88,646.98
1	1	1	Systems Analyst	20,800.00	68,251.13
<u>9</u>	<u>7</u>	<u>16</u>			
<u>PROTECTIVE SERVICES</u>					
1,021	1,005	1,005	Patrol Officer I	53,922.22	58,361.54
98	29	29	Patrol Officer II	48,815.46	52,834.34
31	89	89	Patrol Officer III	47,116.49	50,995.50
152	19	179	Patrol Officer IV	45,904.64	49,683.88
4	2	4	Police Safety Aide	23,890.36	31,826.74
100	49	250	Police Trainee*	15.00	15.00
0	0	8	Security Officer	14.16	21.96
26	22	26	Traffic Controller	15.55	16.34
<u>1,332</u>	<u>1,166</u>	<u>1,340</u>			
<u>SERVICE & MAINTENANCE</u>					
1	0	0	Hostler	15.66	16.45
<u>1</u>	<u>0</u>	<u>0</u>			
<u>TECHNICIANS</u>					
8	6	10	Chief Radio Dispatcher	47,070.48	51,328.22
2	2	5	Communication Specialist - Bilingual	26,282.65	40,828.63
2	1	2	Computer Operator	10.00	24.99
1	0	1	Data Conversion Operator	12.02	16.49
3	3	3	Data Conversion Supervisor	20.47	21.73
4	2	4	Fingerprint Examiner	22,440.00	45,456.15
1	1	1	Forensic Video Specialist	50,000.00	78,810.30
98	80	85	Police Radio Dispatcher	26,286.18	44,706.04
14	4	25	Safety Telephone Operator	24,425.64	35,180.95
3	1	2	Scientific Examiner	25,500.00	63,063.40
58	39	50	Senior Data Conversion Operator	13.47	19.76
<u>194</u>	<u>139</u>	<u>188</u>			



DIVISION OF POLICE

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
<u>NON EEO REPORTING</u>					
0	0	1	Intelligence Analyst I	38,000.00	54,641.81
0	0	1			
<u>1,868</u>	<u>1,626</u>	<u>1,878</u>	TOTAL FULL TIME		
<u>PART TIME</u>					
0	0	4	Helicopter Pilot	60,000.00	72,000.00
1	0	0	Hostler	15.66	16.45
1	0	0	Project Coordinator	27,325.56	99,702.63
355	308	355	School Crossing Guard	20.50	31.09
14	9	32	Traffic Controller	15.55	16.34
<u>371</u>	<u>317</u>	<u>391</u>	TOTAL PART TIME		
<u>2,239</u>	<u>1,943</u>	<u>2,269</u>	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

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 323,293	\$ 325,817	\$ 442,567	\$ 583,150
Military Leave	11,999	15,299	20,029	—
Injury Pay	—	2,545	—	—
Student Trainees	325,171	249,809	261,627	688,636
Uniformed Personnel	48,101,536	46,422,228	46,569,144	47,519,474
Uniformed Overtime	6,460,842	7,259,391	7,097,799	7,762,508
Longevity	443,175	428,950	403,925	403,250
Wage Settlements	17,011	—	—	—
Separation Payments	1,878,701	2,428,632	1,173,840	1,000,000
Bonus Incentive	—	—	1,500	—
Overtime	10,451	18,994	16,577	20,000
Deferred Overtime Payments	174,138	174,993	174,585	175,000
	\$ 57,746,317	\$ 57,326,659	\$ 56,161,592	\$ 58,152,019
Benefits				
Hospitalization	\$ 8,124,749	\$ 8,386,286	\$ 8,885,091	\$ 8,740,467
Prescription	1,948,340	1,736,424	1,581,286	1,745,817
Dental	485,190	445,307	444,265	481,089
Vision Care	40,277	40,039	41,650	47,619
Public Employees Retire System	46,995	49,714	62,071	86,128
Police & Firemens Disab & Pens	14,023,058	12,946,279	12,891,369	13,943,159
Fica-Medicare	677,038	703,905	729,088	851,148
Workers' Compensation	1,421,751	1,242,431	2,305,156	1,517,730
Life Insurance	30,163	27,936	25,791	38,706
Unemployment Compensation	—	9,256	—	—
Clothing Allowance	289,233	291,500	299,194	305,200
Clothing Maintenance	439,083	440,850	436,800	457,800
	\$ 27,525,878	\$ 26,319,927	\$ 27,701,761	\$ 28,214,863
Other Training & Professional Dues				
Travel	\$ 1,461	\$ 3,303	\$ 4,155	\$ 4,000
Tuition & Registration Fees	3,214	2,912	44,887	50,560
Other Training Supplies	1,258	2,296	4,879	14,500
Mileage (Priv Auto) Trng Prps	—	162	2,269	400
Professional Dues & Subscript	4,237	4,867	2,624	6,000
	\$ 10,170	\$ 13,541	\$ 58,815	\$ 75,460
Utilities				
Brokered Gas Supply	\$ 100,715	\$ 81,146	\$ 63,992	\$ 89,590
Gas	65,275	52,766	41,623	58,273
Electricity - Cpp	386,747	428,042	444,735	489,209



DIVISION OF FIRE

Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Electricity - Other	25,207	29,540	26,723	29,395
Steam	105,085	54,377	43,056	47,362
	\$ 683,030	\$ 645,871	\$ 620,130	\$ 713,829
Contractual Services				
Professional Services	\$ 119,823	\$ 49,279	\$ 15,911	\$ 30,000
Court Reporter	798	650	998	750
Mileage (Private Auto)	13,613	17,844	15,085	25,000
Medical Services	36,409	7,751	3,515	20,000
Freight Expense	—	—	10	—
Parking In City Facilities	3,954	2,106	1,980	6,500
Property Rental	1,750	1,750	875	3,500
Other Contractual	45,661	47,721	55,227	40,000
Refunds & Miscellaneous	—	25	—	—
Local Match-Grant Programs	—	—	28,617	—
	\$ 222,007	\$ 127,126	\$ 122,218	\$ 125,750
Materials & Supplies				
Office Supplies	\$ 4,256	\$ 654	\$ 3,123	\$ 10,000
Postage	80	724	1,442	1,000
Computer Supplies	1,130	1,867	1,792	2,000
Computer Hardware	—	—	5,929	16,600
Computer Software	—	—	68,975	—
Fire/Ems Apparatus Parts	—	—	—	204,840
Clothing	309,822	265,728	170,361	80,000
Hardware & Small Tools	—	10,072	3,660	15,000
Small Equipment	10,793	17,019	15,118	45,000
Office Furniture & Equipment	—	—	37,573	6,000
Electrical Supplies	—	1,614	6,068	4,000
Hygiene And Cleaning Supplies	33,106	38,249	60,298	40,000
Painting Equipment & Supplies	—	1,654	—	—
Lumber, Glass, And Drywall	—	2,000	2,026	5,000
Medical Supplies	39,925	49,882	49,830	50,000
Printed Materials	20,718	23,927	29,942	30,000
Shop Equipment	1,715	—	6	—
Other Supplies	42,416	110,489	64,939	76,000
Safety Equipment	43,184	121,058	276,750	—
Special Events Supplies	—	—	53	—
Batteries	1,159	4,538	2,672	5,000
Just In Time Office Supplies	11,594	15,764	14,241	10,000
	\$ 519,896	\$ 665,239	\$ 814,796	\$ 600,440



DIVISION OF FIRE

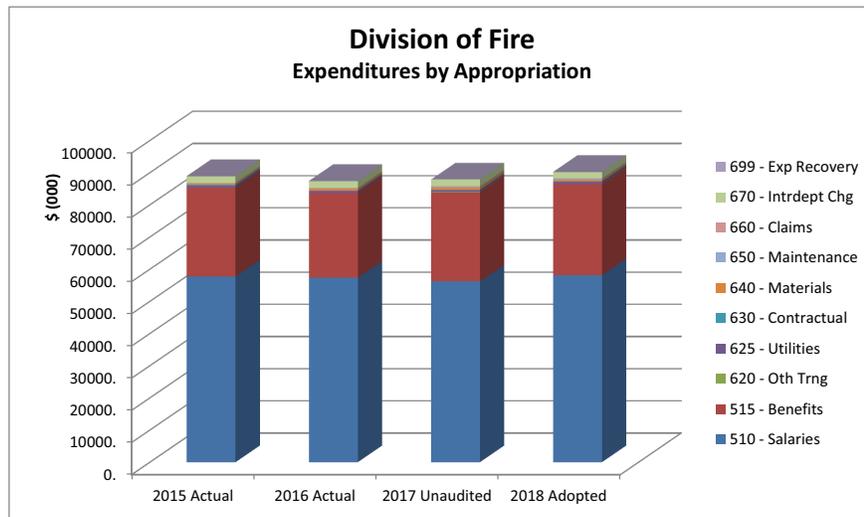
Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Maintenance				
Maintenance Office Equipment	\$ —	\$ 950	\$ 950	\$ 950
Maintenance Contracts	29,587	31,688	37,916	49,000
Computer Software Maintenance	—	—	66,016	105,000
Maintenance Electrical Equip	—	2,520	—	3,000
Fuel Pump Repair & Maintenance	—	—	38	—
Maintenance Vehicles	100	45	—	5,000
Repair Parts	17,000	33,507	62,500	52,000
Car Washes	480	480	1,135	1,000
Maintenance Misc. Equipment	67,194	57,206	53,384	65,000
Repair Of Overhead Doors	23,868	51,273	74,266	65,000
	\$ 138,228	\$ 177,669	\$ 296,205	\$ 345,950
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 3,771	\$ 1,500	\$ 4,432	\$ 4,000
	\$ 3,771	\$ 1,500	\$ 4,432	\$ 4,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 376,507	\$ 325,665	\$ 339,243	\$ 311,507
Charges From Radio Comm System	145,712	292,279	290,253	288,212
Charges From W.P.C.	615	840	303	—
Charges From Print & Repro	55,028	61,576	51,314	58,613
Charges From Central Storeroom	822	862	1,767	2,313
Charges From M.V.M.	1,495,408	1,469,173	1,419,839	1,344,029
	\$ 2,074,090	\$ 2,150,395	\$ 2,102,718	\$ 2,004,674
	\$ 88,923,387	\$ 87,427,927	\$ 87,882,666	\$ 90,236,984

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Charges For Services	\$ 191,511	\$ 28,084	\$ 174,401	\$ 404,250
Grant Revenue	—	—	7,500	—
Licenses & Permits	611,388	812,167	793,751	675,500
Miscellaneous	35,155	554,769	3,995,540	764,000
Other Shared Revenue	—	131	—	—
	\$ 838,054	\$ 1,395,151	\$ 4,971,192	\$ 1,843,750

DIVISION OF FIRE





DIVISION OF FIRE

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
6	6	6	Assistant Chief of Fire	56,790.30	134,594.95
25	24	25	Battalion Chief of Fire	84,117.25	91,042.46
56	50	57	Captain of Fire	72,514.87	78,484.88
1	1	1	Chief of Fire	64,407.00	184,847.09
163	149	165	Lieutenant of Fire	62,512.82	67,659.38
<u>251</u>	<u>230</u>	<u>254</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
4	4	4	Chief Clerk	22,050.00	52,504.47
1	1	1	Principal Clerk	14.88	21.54
3	2	3	Private Secretary	10.00	22.73
1	1	1	Senior Clerk	12.47	17.78
<u>9</u>	<u>8</u>	<u>9</u>			
<u>PROFESSIONALS</u>					
1	1	1	Assistant Personnel Administrator	20,800.00	61,601.02
1	1	1	Personnel Assistant	20,800.00	52,381.41
1	1	1	Project Director	22,333.40	88,646.98
0	1	1	Sr Budget & Mgmt Analyst	26,273.96	88,147.99
1	0	0	Sr Internal Auditor	23,647.11	74,000.47
<u>4</u>	<u>4</u>	<u>4</u>			
<u>PROTECTIVE SERVICES</u>					
29	35	35	Apprentice-Medic I Fire	45,904.64	49,683.88
40	31	31	Apprentice-Medic II Fire	46,904.64	50,683.88
36	37	37	Apprentice-Medic III Fire	48,404.64	52,183.88
387	401	404	Firefighter	53,890.36	58,327.05
53	0	80	Fire Trainee*	15.00	15.00
<u>492</u>	<u>504</u>	<u>507</u>			
<u>756</u>	<u>746</u>	<u>774</u>	TOTAL FULL TIME		
<u>756</u>	<u>746</u>	<u>774</u>	TOTAL DIVISION		

* Denotes amount not included in Total Headcount



DIVISION OF EMERGENCY MEDICAL SERVICE

Nicole A. Carlton, Commissioner

Mission Statement

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.

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 programs that serve to educate the public on general health, safety and lifesaving skills. Provide certification and training in first aid, CPR and AED in accordance with established American Heart Association standards. Function as community training center for the American Heart Association. Provide general health screenings for the community 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. In collaboration with the Department of Aging, assist with the Senior Power Program and the Senior Falls Program to reduce injuries to the city's senior population. Provide city employee CPR and AED training; install and maintain all AEDs located at City of Cleveland properties.



DIVISION OF EMERGENCY MEDICAL SERVICE

Expenditures

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 11,474,923	\$ 11,349,735	\$ 11,691,649	\$ 15,447,392
Military Leave	4,580	9,126	27,596	—
Part-Time Permanent	—	252	—	—
Injury Pay	—	279	—	—
Student Trainees	171,324	351,599	701,453	400,000
Longevity	77,250	76,025	77,400	84,250
Wage Settlements	22,930	13,306	—	—
Vacation Conversion	—	—	11,200	—
Separation Payments	106,725	103,617	101,418	125,000
Bonus Incentive	—	—	500	—
Overtime	2,398,308	2,885,097	2,850,441	2,800,000
Deferred Overtime Payments	98,594	96,537	99,490	102,500
	\$ 14,354,634	\$ 14,885,573	\$ 15,561,146	\$ 18,959,142
Benefits				
Hospitalization	\$ 2,301,634	\$ 2,407,537	\$ 2,623,429	\$ 3,491,116
Prescription	488,974	494,402	460,547	726,579
Dental	123,000	122,920	124,563	198,061
Vision Care	11,667	12,649	13,457	20,205
Public Employees Retire System	1,964,476	2,057,047	2,110,371	2,754,280
Fica-Medicare	202,918	212,277	221,358	274,968
Workers' Compensation	598,957	431,321	631,199	495,263
Life Insurance	9,640	8,920	8,576	16,694
Unemployment Compensation	28,910	9,222	2,621	20,000
Clothing Allowance	112,925	174,800	110,275	155,250
Clothing Maintenance	75,921	4,000	70,850	102,750
	\$ 5,919,022	\$ 5,935,096	\$ 6,377,246	\$ 8,255,166
Other Training & Professional Dues				
Travel	\$ 3,847	\$ 2,255	\$ 5,468	\$ 8,000
Tuition & Registration Fees	1,793	720	7,283	10,000
Other Training Supplies	14,239	4,165	5,238	15,000
	\$ 19,880	\$ 7,140	\$ 17,989	\$ 33,000
Utilities				
Brokered Gas Supply	\$ 4,359	\$ 3,090	\$ 3,020	\$ 4,228
Gas	1,952	1,500	1,659	2,323
Electricity - Cpp	3	23	2	26
Electricity - Other	1,694	1,722	1,626	1,789
	\$ 8,008	\$ 6,336	\$ 6,308	\$ 8,366



DIVISION OF EMERGENCY MEDICAL SERVICE

Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Contractual Services				
Professional Services	\$ 9,152	\$ 24,019	\$ 18,929	\$ 30,000
Referee Services	3,140	350	825	7,500
Janitorial Services	—	—	—	15,000
Medical Services	2,054	—	45	2,000
Parking In City Facilities	1,021	1,012	1,654	1,500
Other Contractual	11,643	—	27,362	—
	\$ 27,010	\$ 25,381	\$ 48,815	\$ 56,000
Materials & Supplies				
Office Supplies	\$ 1,049	\$ —	\$ 4,475	\$ 1,000
Postage	1,680	504	636	2,500
Computer Hardware	—	—	19,362	—
Clothing	20,519	17,222	38,631	31,500
Hardware & Small Tools	—	21	18	200
Electrical Supplies	662	55	1,420	1,500
Hygiene And Cleaning Supplies	16,433	15,652	18,138	20,000
Medical Supplies	370,041	542,913	624,448	400,000
Medical Equipment	140,726	83,715	272,398	150,000
Printed Materials	8,850	19,934	30,602	30,000
Other Supplies	571	346	304	500
Safety Equipment	85,334	82,736	197,936	125,000
Pharmaceutical Supplies	191,117	363,289	577,367	750,000
Batteries	31,633	10,050	376	15,000
Just In Time Office Supplies	3,899	4,463	2,759	4,000
	\$ 872,514	\$ 1,140,900	\$ 1,788,871	\$ 1,531,200
Maintenance				
Maintenance Contracts	\$ 194,953	\$ 184,172	\$ 160,102	\$ 225,000
Maintenance Misc. Equipment	6,000	45,682	42,963	70,000
Repair Of Overhead Doors	396	8,239	1,779	2,400
	\$ 201,348	\$ 238,093	\$ 204,844	\$ 297,400
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 326	\$ 500	\$ 1,560	\$ 1,000
	\$ 326	\$ 500	\$ 1,560	\$ 1,000



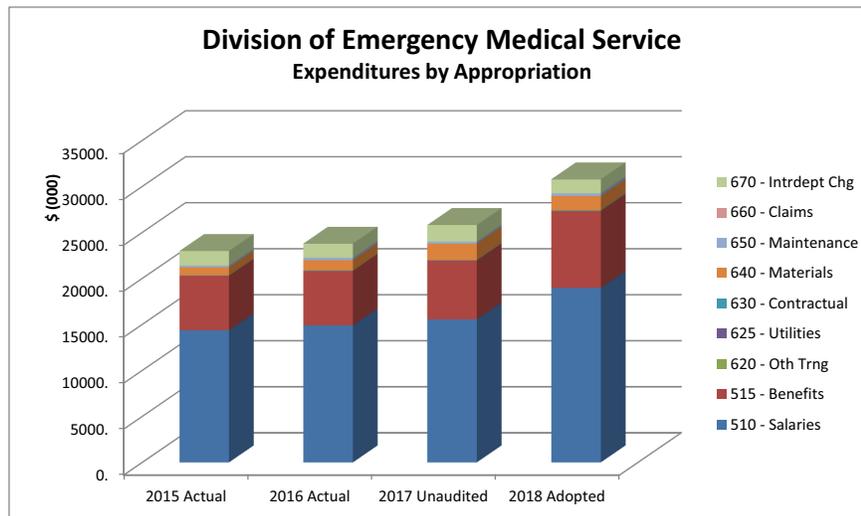
DIVISION OF EMERGENCY MEDICAL SERVICE

Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 96,289	\$ 88,238	\$ 115,184	\$ 105,767
Charges From Radio Comm System	48,852	78,226	117,137	80,062
Charges From Print & Repro	49,028	30,960	67,378	76,963
Charges From Central Storeroom	1,600	781	1,100	1,440
Charges From M.V.M.	1,381,029	1,350,129	1,495,365	1,251,391
	\$ 1,576,798	\$ 1,548,334	\$ 1,796,164	\$ 1,515,623
	\$ 22,979,540	\$ 23,787,352	\$ 25,802,943	\$ 30,656,897

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Charges For Services	\$ 10,464,483	\$ 13,230,509	\$ 14,713,914	\$ 14,044,300
Miscellaneous	15,096	8,407	302,393	2,200
	\$ 10,479,579	\$ 13,238,916	\$ 15,016,306	\$ 14,046,500





DIVISION OF EMERGENCY MEDICAL SERVICE

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	Budget 2017	December 2017		Budget 2018	Minimum
ADMINISTRATORS & OFFICIALS					
1	1	1	Commissioner of Emergency Medical Service	42,758.15	152,224.32
20	16	20	Emergency Medical Technician Supervisor	20,092.80	64,253.97
21	17	21			
ADMINISTRATIVE SUPPORT					
0	1	1	Principal Clerk	14.88	21.54
0	1	1			
PROFESSIONALS					
1	1	1	Administrative Manager	27,193.55	115,424.36
1	1	1			
TECHNICIANS					
38	33	38	Emergency Medical Dispatcher	24,765.24	44,715.21
13	0	10	Emergency Medical Dispatcher Trainee*	10.50	10.50
273	210	272	Emergency Medical Technician	26,336.35	48,777.99
60	42	35	Emergency Medical Technician Trainee*	15.00	15.00
311	243	310			
333	262	333	TOTAL FULL TIME		
333	262	333	TOTAL DIVISION		

* Denotes amount not included in Total Headcount



DIVISION OF ANIMAL CARE AND CONTROL

John Baird, Acting 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

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 639,400	\$ 558,517	\$ 610,494	\$ 1,226,760
Seasonal	—	15,435	14,717	—
Part-Time Permanent	106,644	91,079	101,204	171,734
Injury Pay	147	—	—	—
Student Trainees	—	—	—	14,774
Longevity	4,025	4,325	2,700	3,875
Wage Settlements	1,422	—	—	—
Vacation Conversion	—	—	5,100	—
Separation Payments	—	30,862	24,599	3,000
Bonus Incentive	—	—	500	—
Overtime	47,327	83,095	70,790	40,000
	\$ 798,965	\$ 783,313	\$ 830,104	\$ 1,460,143
Benefits				
Hospitalization	\$ 182,286	\$ 151,467	\$ 144,803	\$ 336,693
Prescription	28,441	28,727	33,014	70,167
Dental	8,576	6,697	6,213	18,925
Vision Care	849	742	763	1,857
Public Employees Retire System	110,598	105,598	109,626	210,666
Fica-Medicare	10,718	10,777	11,722	21,231
Workers' Compensation	26,490	13,157	48,710	15,741
Life Insurance	629	495	446	1,540
Unemployment Compensation	6	1,543	—	—
Clothing Allowance	2,500	2,500	2,250	4,050
Clothing Maintenance	4,025	4,025	3,675	5,500
	\$ 375,118	\$ 325,727	\$ 361,222	\$ 686,370
Other Training & Professional Dues				
Travel	\$ 1,133	\$ 674	\$ —	\$ 1,500
Tuition & Registration Fees	—	780	780	3,000
Professional Dues & Subscript	150	150	150	500
	\$ 1,283	\$ 1,604	\$ 930	\$ 5,000
Utilities				
Brokered Gas Supply	\$ 7,477	\$ 5,519	\$ 4,391	\$ 6,148
Gas	3,110	2,291	2,239	3,134
Electricity - Other	10,421	12,027	11,090	12,199
	\$ 21,008	\$ 19,837	\$ 17,719	\$ 21,481
Contractual Services				
Professional Services	\$ 129,400	\$ 145,827	\$ 319,157	\$ 320,000
Security Services	—	476	474	500



DIVISION OF ANIMAL CARE AND CONTROL

Expenditures (Continued)

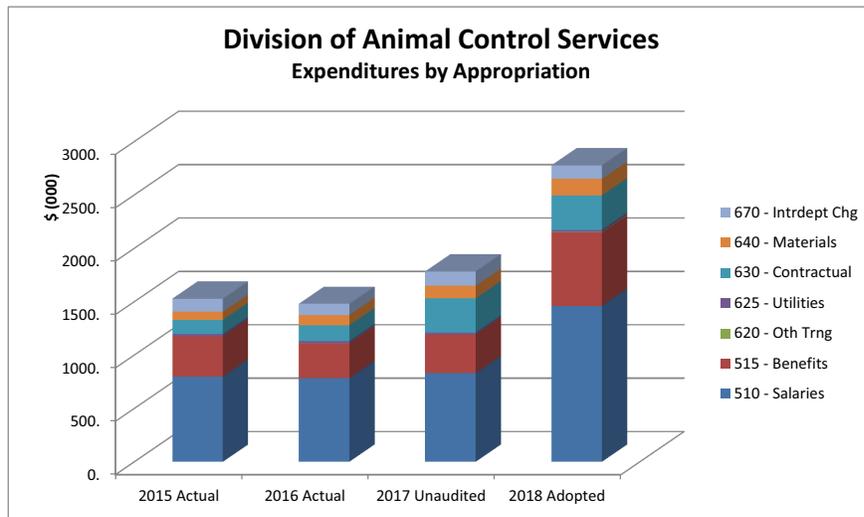
	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Other Contractual	1,543	—	476	—
Credit Card Processing Fees	1,519	1,810	1,486	2,000
	\$ 132,463	\$ 148,114	\$ 321,593	\$ 322,500
Materials & Supplies				
Hardware & Small Tools	\$ 1,073	\$ 349	\$ 970	\$ 1,500
Small Equipment	11,281	4,701	2,092	5,000
Hygiene And Cleaning Supplies	4,982	5,763	7,257	9,000
Medical Supplies	26,957	68,058	88,129	100,000
Other Supplies	14,541	14,140	9,381	15,000
Safety Equipment	15,769	855	6,973	23,200
Just In Time Office Supplies	1,910	2,762	2,146	1,800
	\$ 76,514	\$ 96,628	\$ 116,949	\$ 155,500
Interdepart Service Charges				
Charges From Telephone Exch	\$ 16,013	\$ 17,881	\$ 22,249	\$ 20,430
Charges From Radio Comm System	5,945	11,387	12,438	22,871
Charges From Print & Repro	4,888	9,446	9,353	10,684
Charges From Central Storeroom	834	699	936	1,226
Charges From M.V.M.	94,597	64,656	89,744	70,983
	\$ 122,277	\$ 104,068	\$ 134,720	\$ 126,194
	\$ 1,527,627	\$ 1,479,291	\$ 1,783,238	\$ 2,777,188

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Charges For Services	\$ 65,634	\$ 55,910	\$ 72,200	\$ 70,000
Miscellaneous	3,843	6,623	6,260	2,050
	\$ 69,477	\$ 62,533	\$ 78,460	\$ 72,050



DIVISION OF ANIMAL CARE AND CONTROL





DIVISION OF ANIMAL CARE AND CONTROL

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	0	1	Chief Animal Control Officer	20,800.00	90,628.23
1	0	1			
<u>ADMINISTRATION SUPPORT</u>					
8	1	8	Jr Clerk	11.97	15.16
1	1	1	Senior Clerk	12.47	17.78
9	2	9			
<u>PROFESSIONALS</u>					
2	0	0	Administrative Manager	27,193.55	115,424.36
1	0	1	Administrative Officer	20,800.00	58,499.94
1	0	1	Vet In Charge of Spay & Neut C	30,214.95	98,444.95
4	0	2			
<u>PROTECTIVE SERVICES</u>					
12	11	12	Animal Control Officer	17.64	18.54
12	11	12			
<u>SERVICE & MAINTENANCE</u>					
1	1	1	Custodial Worker	11.83	15.74
1	1	1			
<u>TECHNICIANS</u>					
3	3	3	Registered Animal Health Technician	10.00	17.55
3	3	3			
<u>NON EEO REPORTING</u>					
1	0	1	Animal Adoption Vol/Coor	20,800.00	48,231.90
0	1	1	Animal Control Supervisor II	45,760.00	70,720.00
0	1	1	Shelter Operations Manager	39,520.00	79,040.00
1	2	3			
31	19	31	TOTAL FULL TIME		



DIVISION OF ANIMAL CARE AND CONTROL

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
<u>PART TIME</u>					
4	3	4	Animal Control Officer	17.64	18.54
2	0	2	Jr Clerk	11.97	15.16
2	0	2	Registered Animal Health Technician	10.00	17.55
8	3	8	TOTAL PART TIME		
<u>SEASONAL</u>					
1	0	1	Student Assistant	10.00	11.94
1	0	1	TOTAL SEASONAL		
40	22	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.

An agreement was approved by Cleveland and Cuyahoga County Councils authorizing the transfer of all jail duties and responsibilities to the County Sheriff. The November 1, 2017 agreement included the payment of \$5,603,413.98 to the County for non-recurrent start-up expenses. Following a 270-day transition period, the City will pay \$99 per prisoner, per day. It is anticipated that the all Cleveland Jail and House of Correction activities will cease on or before August 1, 2018.

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

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 4,868,570	\$ 4,765,858	\$ 4,602,557	\$ 5,987,810
Seasonal	—	—	60,053	—
Part-Time Permanent	259,342	136,047	62,659	76,006
Injury Pay	29,836	52,534	30,125	50,000
Longevity	42,275	41,975	39,550	40,650
Wage Settlements	46,649	—	—	—
Vacation Conversion	—	—	3,638	—
Separation Payments	41,319	24,146	39,161	100,000
Bonus Incentive	—	—	48,500	—
Overtime	987,202	1,197,091	1,203,818	1,100,000
	\$ 6,275,194	\$ 6,217,650	\$ 6,090,060	\$ 7,354,466
Benefits				
Hospitalization	\$ 1,063,033	\$ 1,139,215	\$ 1,083,978	\$ 1,108,337
Prescription	183,890	216,572	213,045	309,189
Dental	59,563	56,525	53,278	84,136
Vision Care	6,131	6,400	6,471	9,595
Public Employees Retire System	864,947	867,866	838,743	1,015,650
Fica-Medicare	89,122	88,712	87,014	107,115
Workers' Compensation	137,206	493,539	815,305	465,219
Life Insurance	4,948	4,570	4,082	7,648
Unemployment Compensation	10,135	18,810	519	19,000
Clothing Allowance	37,458	35,491	36,050	45,790
Clothing Maintenance	49,925	49,475	50,900	65,050
	\$ 2,506,358	\$ 2,977,174	\$ 3,189,386	\$ 3,236,729
Other Training & Professional Dues				
Tuition & Registration Fees	\$ 3,600	\$ 7,600	\$ —	\$ 20,000
Professional Dues & Subscript	—	—	122	—
	\$ 3,600	\$ 7,600	\$ 122	\$ 20,000
Utilities				
Brokered Gas Supply	\$ 20,557	\$ 15,825	\$ 10,290	\$ 14,406
Gas	9,440	8,283	6,455	9,037
Electricity - Other	93,592	87,651	88,046	96,850
	\$ 123,590	\$ 111,760	\$ 104,791	\$ 120,293
Contractual Services				
Professional Services	\$ 511,494	\$ 441,590	\$ 543,000	\$ 671,518
Mileage (Private Auto)	—	—	—	100
Medical Services	1,463,584	1,205,116	951,516	1,700,000
Parking In City Facilities	—	42	—	100



DIVISION OF CORRECTION

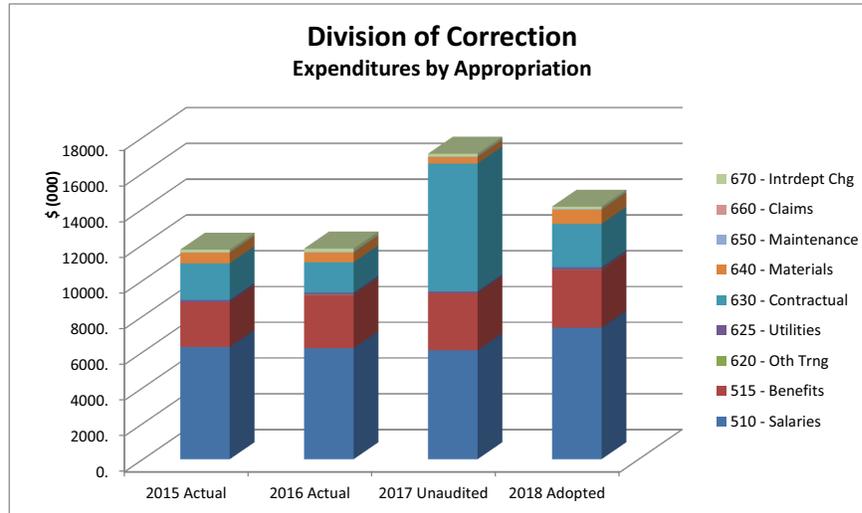
Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Property Rental	40,800	40,800	40,800	45,000
Other Contractual	31,002	500	5,618,464	10,000
Indigent Relief	—	—	—	200
Bank Service Fees	—	—	—	100
	\$ 2,046,880	\$ 1,688,048	\$ 7,153,780	\$ 2,427,018
Materials & Supplies				
Office Supplies	\$ 1,242	\$ 3,635	\$ 255	\$ 4,000
Clothing	16,147	16,110	4,867	18,000
Hardware & Small Tools	—	536	—	500
Small Equipment	4,840	1,488	745	5,000
Electrical Supplies	955	—	359	1,000
Hygiene And Cleaning Supplies	67,869	46,176	53,200	70,000
Painting Equipment & Supplies	570	928	256	900
Medical Supplies	138	973	725	1,000
Food	404,848	358,861	254,830	550,000
Photographic Supplies	—	—	404	1,000
Other Supplies	—	5,106	1,000	5,000
Pharmaceutical Supplies	91,973	115,000	42,431	125,000
Just In Time Office Supplies	2,120	4,495	3,278	5,000
Building Maintenance Supplies	3,506	645	5,000	5,500
Misc Maintenance Supplies	57	—	—	4,000
	\$ 594,268	\$ 553,952	\$ 367,350	\$ 795,900
Maintenance				
Maintenance Contracts	\$ 13,506	\$ 29,207	\$ 26,070	\$ 30,000
Maintenance Fire Apparatus	950	1,468	727	2,000
Maintenance Building	3,000	5,000	2,898	5,000
	\$ 17,456	\$ 35,675	\$ 29,695	\$ 37,000
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 348	\$ 100	\$ 50	\$ 1,000
	\$ 348	\$ 100	\$ 50	\$ 1,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 18,438	\$ 25,641	\$ 31,082	\$ 28,541
Charges From Radio Comm System	17,675	31,745	31,305	25,288
Charges From Print & Repro	75,393	82,868	32,988	37,682
Charges From Central Storeroom	337	1,367	218	285
Charges From M.V.M.	37,716	40,999	49,987	39,653
	\$ 149,560	\$ 182,620	\$ 145,581	\$ 131,449
	\$ 11,717,254	\$ 11,774,579	\$ 17,080,814	\$ 14,123,855

DIVISION OF CORRECTION

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Charges For Services	\$ 3,683	\$ 93	\$ 495	\$ —
Miscellaneous	770	200	109,580	—
	\$ 4,453	\$ 293	\$ 110,075	\$ —





DIVISION OF CORRECTION

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
14	12	14	Correctional Supervisor	20,800.00	56,521.12
14	12	14			
<u>ADMINISTRATIVE SUPPORT</u>					
1	0	1	Chief Clerk	22,050.00	52,504.47
1	1	1	Private Secretary	10.00	22.73
1	1	1	Senior Clerk	12.47	17.78
1	1	1	Storekeeper	16.66	22.26
4	3	4			
<u>PROFESSIONALS</u>					
1	1	1	Budget Analyst	20,800.00	58,534.37
2	2	2	Caseworker II	14.03	21.65
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>					
114	73	114	Correctional Officer	17.64	19.76
114	73	114			
<u>SERVICE & MAINTENANCE</u>					
2	1	2	Cook	13.77	17.09
8	6	8	Guard	17.64	18.64
1	1	1	Head Cook	10.00	19.29
1	1	1	Mechanical Handyman	17.51	19.57
1	1	1	Municipal Service Laborer	16.86	18.86
13	10	13			
<u>TECHNICIANS</u>					
1	0	1	Practical Nurse	18.99	20.99
1	1	1	Recreational Instructor III	10.00	20.53
2	1	2			
153	105	153	TOTAL FULL TIME		



DIVISION OF CORRECTION

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
			PART TIME		
7	2	2	Correctional Officers	17.64	19.76
7	2	2	TOTAL PART TIME		
160	107	155	TOTAL DIVISION		



OFFICE OF PROFESSIONAL STANDARDS

Laura Palinkas, Interim 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.

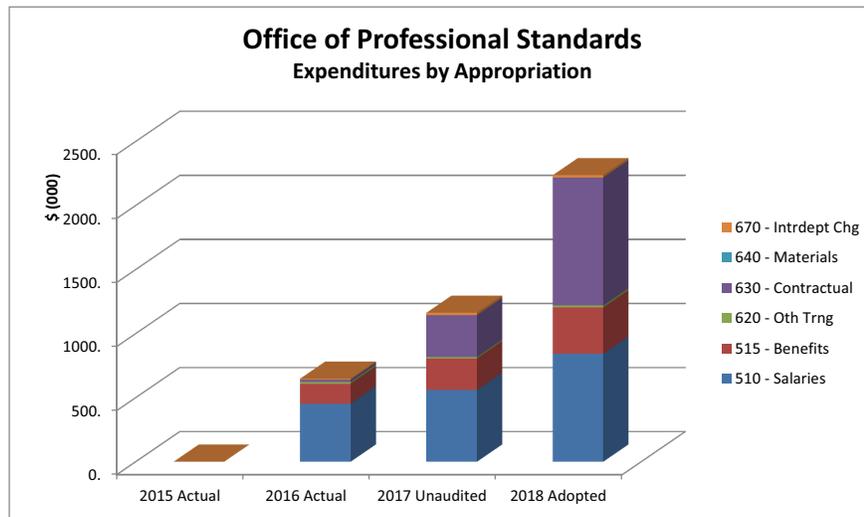
ACTIVITIES: Present the complete investigations to the Civilian Police Review Board (CPRB) for hearing and disposition.

OFFICE OF PROFESSIONAL STANDARDS

Expenditures

	2015 Actual		2016 Actual		2017 Unaudited		2018 Budget	
Salaries and Wages								
Full Time Permanent	\$	—	\$	450,009	\$	556,090	\$	835,426
Longevity		—		1,275		2,650		2,650
Overtime		—		3,020		1,491		5,000
	\$	—	\$	454,304	\$	560,231	\$	843,076
Benefits								
Hospitalization	\$	—	\$	71,275	\$	120,012	\$	174,674
Prescription		—		15,878		21,031		35,832
Dental		—		3,369		5,775		9,777
Vision Care		—		372		592		897
Public Employees Retire System		—		58,075		79,366		119,488
Fica-Medicare		—		6,311		7,763		12,225
Workers' Compensation		—		—		11,824		7,420
Life Insurance		—		218		339		690
	\$	—	\$	155,498	\$	246,701	\$	361,003
Other Training & Professional Dues								
Travel	\$	—	\$	9,821	\$	7,986	\$	8,100
Tuition & Registration Fees		—		1,170		1,488		3,000
Training		—		2,240		500		3,500
Professional Dues & Subscript		—		400		700		400
	\$	—	\$	13,631	\$	10,674	\$	15,000
Utilities								
Steam	\$	—	\$	—	\$	17,432	\$	24,000
	\$	—	\$	—	\$	17,432	\$	24,000
Contractual Services								
Professional Services	\$	—	\$	16,244	\$	325,515	\$	998,173
Parking In City Facilities		—		700		700		700
	\$	—	\$	16,944	\$	326,215	\$	998,873
Materials & Supplies								
Office Supplies	\$	—	\$	—	\$	—	\$	500
Computer Hardware		—		—		270		—
Food		—		(126)		—		—
Just In Time Office Supplies		—		1,625		795		1,200
	\$	—	\$	1,499	\$	1,065	\$	1,700
Interdepart Service Charges								
Charges From Telephone Exch	\$	—	\$	2,506	\$	9,724	\$	8,929
Charges From Print & Repro		—		815		2,205		2,519
Charges From M.V.M.		—		2,864		6,102		5,380
	\$	—	\$	6,185	\$	18,031	\$	16,828
	\$	—	\$	648,062	\$	1,180,348	\$	2,260,480

OFFICE OF PROFESSIONAL STANDARDS



COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	Budget 2017	December 2017		Budget 2018	Minimum
ADMINISTRATORS & OFFICIALS					
1	1	1	General Manager of Administrator Services	26,273.96	100,653.14
1	1	1			
ADMINISTRATIVE SUPPORT					
1	0	1	Chief Clerk	22,050.00	52,504.47
1	0	1			
PROFESSIONALS					
1	0	1	Administrative Manager	27,193.55	115,424.36
6	6	8	Office of Professional Standards Investigator	20,092.80	55,191.48
1	1	1	Office of Professional Standards - Research/Analyst	20,092.80	55,191.48
0	0	1	Office of Professional Standards - Senior Investigator	28,000.00	85,000.00
0	0	1	Project Coordinator	27,325.56	99,702.63
8	7	12			
10	8	14	TOTAL FULL TIME		
10	8	14	TOTAL DIVISION		



POLICE REVIEW BOARD

Roslyn Quarto, 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.



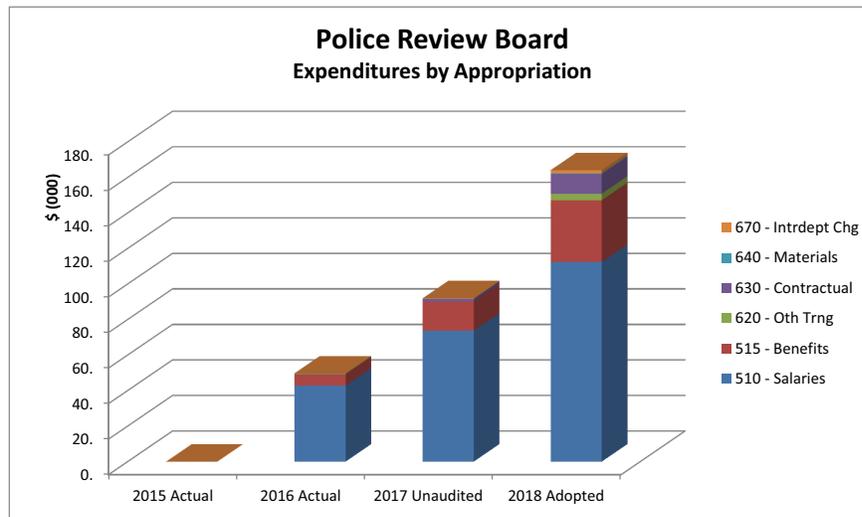
POLICE REVIEW BOARD

Expenditures

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ —	\$ —	\$ 13,696	\$ 44,004
Board Members	—	42,875	59,075	65,372
Longevity	—	—	—	475
Bonus Incentive	—	—	500	—
Overtime	—	—	519	2,500
	\$ —	\$ 42,875	\$ 73,790	\$ 112,351
Benefits				
Hospitalization	\$ —	\$ —	\$ 3,963	\$ 12,576
Prescription	—	—	593	2,664
Dental	—	—	119	756
Vision Care	—	—	14	60
Public Employees Retire System	—	5,751	9,151	16,108
Fica-Medicare	—	622	1,060	1,622
Workers' Compensation	—	—	1,339	985
Life Insurance	—	—	6	48
	\$ —	\$ 6,372	\$ 16,244	\$ 34,819
Other Training & Professional Dues				
Training	\$ —	\$ 126	\$ —	\$ 3,700
	\$ —	\$ 126	\$ —	\$ 3,700
Contractual Services				
Professional Services	\$ —	\$ —	\$ 1,550	\$ —
Parking In City Facilities	—	—	—	700
Other Contractual	—	—	—	10,280
	\$ —	\$ —	\$ 1,550	\$ 10,980
Materials & Supplies				
Food	\$ —	\$ 126	\$ —	\$ —
Just In Time Office Supplies	—	—	—	500
	\$ —	\$ 126	\$ —	\$ 500
Interdepart Service Charges				
Charges From Telephone Exch	\$ —	\$ —	\$ —	\$ 1,200
Charges From Print & Repro	—	165	319	500
	\$ —	\$ 165	\$ 319	\$ 1,700
	\$ —	\$ 49,664	\$ 91,903	\$ 164,050



POLICE REVIEW BOARD



COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	Budget 2017	Budget 2018		Minimum	Maximum
			ADMINISTRATIVE SUPPORT		
0	1	1	Private Secretary	10.00	22.73
0	1	1	TOTAL FULL TIME		
			PART TIME		
1	0	0	Senior Clerk	12.47	17.78
1	0	0	TOTAL PART TIME		
			BOARD MEMBERS		
1	1	1	Police Review Board Chair	7,775.00	7,775.00
8	8	8	Police Review Board Member	7,200.00	7,200.00
9	9	9	TOTAL BOARD MEMBERS		
10	10	10	TOTAL DIVISION		



COMMUNITY POLICE COMMISSION

Jason Goodrick, 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

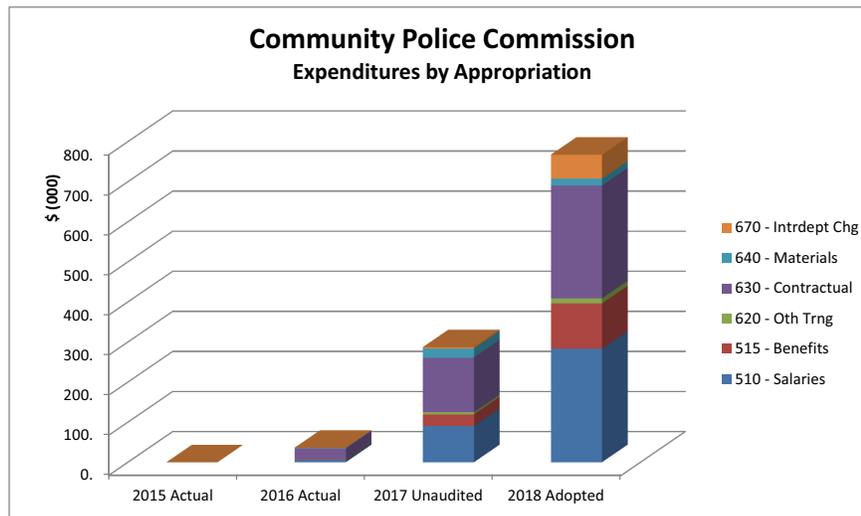
	2015 Actual		2016 Actual		2017 Unaudited		2018 Budget
Salaries and Wages							
Full Time Permanent	\$	—	\$	5,288	\$	90,588	\$ 282,996
	\$	—	\$	5,288	\$	90,588	\$ 282,996
Benefits							
Hospitalization	\$	—	\$	1,113	\$	14,551	\$ 53,462
Prescription		—		192		1,695	10,662
Dental		—		63		432	3,019
Vision Care		—		5		39	245
Public Employees Retire System		—		740		9,877	40,237
Fica-Medicare		—		77		1,269	4,095
Workers' Compensation		—		—		997	1,209
Life Insurance		—		4		14	244
	\$	—	\$	2,193	\$	28,874	\$ 113,173
Other Training & Professional Dues							
Travel	\$	—	\$	—	\$	4,256	\$ 10,000
Tuition & Registration Fees		—		400		1,061	2,900
	\$	—	\$	400	\$	5,317	\$ 12,900
Utilities							
Telephone	\$	—	\$	—	\$	—	\$ 2,760
Gas		—		—		—	2,200
Electricity - Cpp		—		—		—	4,800
	\$	—	\$	—	\$	—	\$ 9,760
Contractual Services							
Professional Services	\$	—	\$	26,211	\$	113,652	\$ 250,000
Mileage (Private Auto)		—		—		69	3,240
Waste Disposal		—		—		—	180
Program Promotion		—		—		1,064	11,300
Parking In City Facilities		—		—		49	3,240
Property Rental		—		—		20,854	11,400
Equipment Rental		—		—		1,000	2,000
	\$	—	\$	26,211	\$	136,687	\$ 281,360
Materials & Supplies							
Postage	\$	—	\$	—	\$	—	\$ 1,500
Computer Hardware		—		—		9,755	600
Computer Software		—		700		5,182	7,100
Office Furniture & Equipment		—		—		1,724	—
Food		—		571		1,504	1,500
Special Events Supplies		—		—		1,812	5,575
Just In Time Office Supplies		—		—		2,273	1,000
	\$	—	\$	1,271	\$	22,249	\$ 17,275



COMMUNITY POLICE COMMISSION

Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ —	\$ —	\$ 1,282	\$ 4,177
Charges From Utilities Admin	—	—	—	50,000
Charges From Print & Repro	—	1,014	2,224	5,540
	\$ —	\$ 1,014	\$ 3,506	\$ 59,717
	\$ —	\$ 36,377	\$ 287,222	\$ 777,181



COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	Budget 2017	Budget 2018		Minimum	Maximum
			PROFESSIONALS		
1	1	1	Administrative Manager	27,193.55	115,424.36
1	0	0	Administrative Assistant	21,851.06	79,512.34
2	3	3	Project Coordinator	27,325.56	99,702.63
1	1	1	Assistant Administrator	20,800.00	72,000.00
5	5	5	TOTAL FULL TIME		
5	5	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.



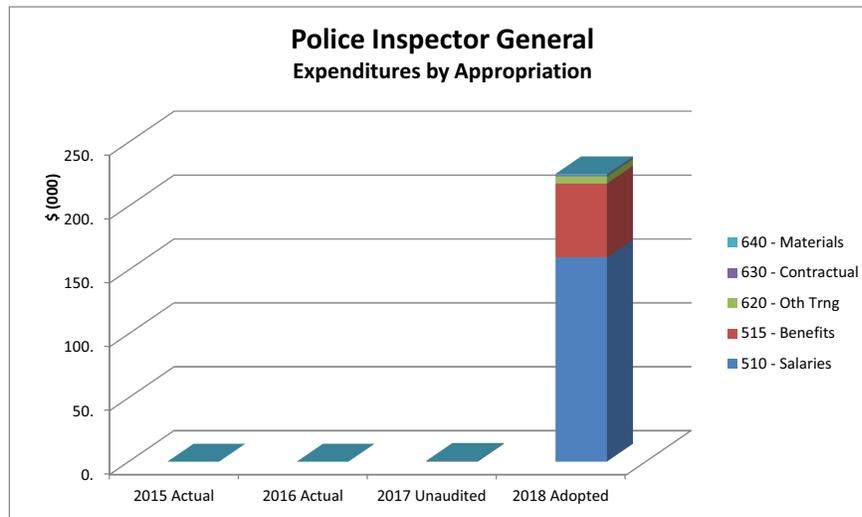
POLICE INSPECTOR GENERAL

Expenditures

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ —	\$ —	\$ —	\$ 160,000
	\$ —	\$ —	\$ —	\$ 160,000
Benefits				
Hospitalization	\$ —	\$ —	\$ —	\$ 25,152
Prescription	—	—	—	5,328
Dental	—	—	—	1,512
Vision Care	—	—	—	120
Public Employees Retire System	—	—	—	23,068
Fica-Medicare	—	—	—	2,326
Life Insurance	—	—	—	96
	\$ —	\$ —	\$ —	\$ 57,602
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ —	\$ 2,000
Tuition & Registration Fees	—	—	—	3,000
Professional Dues & Subscript	—	—	—	600
	\$ —	\$ —	\$ —	\$ 5,600
Contractual Services				
Mileage (Private Auto)	\$ —	\$ —	\$ —	\$ 700
Advertising And Public Notice	—	—	500	300
	\$ —	\$ —	\$ 500	\$ 1,000
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 900
	\$ —	\$ —	\$ —	\$ 900
Interdepart Service Charges				
Charges From Telephone Exch	\$ —	\$ —	\$ —	\$ 2,700
Charges From Print & Repro	—	—	—	500
	\$ —	\$ —	\$ —	\$ 3,200
	\$ —	\$ —	\$ 500	\$ 228,302



POLICE INSPECTOR GENERAL



COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	Budget 2017	December 2017		Budget 2018	Minimum
ADMINISTRATORS & OFFICIALS					
1	0	0	Manager of Internal Audit	40,314.82	134,602.24
0	0	1	Police Inspector General	75,000	100,000
1	0	1			
PROFESSIONALS					
0	0	2	Auditor	20,800.00	65,000.00
0	0	2			
1	0	3	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)

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.



DEPARTMENT OF JUSTICE

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

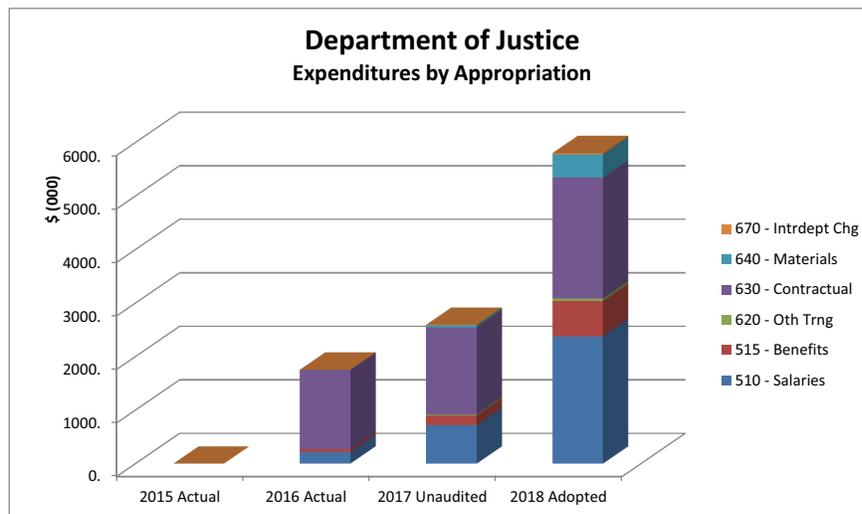
	2015 Actual		2016 Actual		2017 Unaudited		2018 Budget
Salaries and Wages							
Full Time Permanent	\$	—	\$	—	\$	129,109	\$ 413,004
Part-Time Permanent		—		107,545		133,256	125,004
Uniformed Personnel		—		95,060		102,397	341,224
Uniformed Overtime		—		9,299		349,576	1,475,000
Longevity		—		800		800	800
Overtime		—		—		846	25,000
Deferred Overtime Payments		—		3,142		2,983	—
	\$	—	\$	215,846	\$	718,967	\$ 2,380,032
Benefits							
Hospitalization	\$	—	\$	13,031	\$	33,898	\$ 138,314
Prescription		—		2,355		6,559	29,334
Dental		—		655		926	8,304
Vision Care		—		52		95	687
Public Employees Retire System		—		13,740		34,795	78,811
Police & Firemens Disab & Pens		—		19,029		86,175	354,338
Fica-Medicare		—		3,109		10,323	34,609
Workers' Compensation		—		616		6,907	5,405
Life Insurance		—		34		61	538
Clothing Allowance		—		—		400	3,800
Clothing Maintenance		—		750		750	3,100
	\$	—	\$	53,370	\$	180,889	\$ 657,240
Other Training & Professional Dues							
Travel	\$	—	\$	—	\$	14,999	\$ 18,600
Tuition & Registration Fees		—		—		5,893	26,500
Professional Dues & Subscript		—		—		—	1,000
	\$	—	\$	—	\$	20,892	\$ 46,100
Contractual Services							
Professional Services	\$	—	\$	35,292	\$	135,325	\$ 374,000
Mileage (Private Auto)		—		—		—	2,000
Advertising And Public Notice		—		—		500	—
Parking In City Facilities		—		—		660	—
Other Contractual		—		1,446,223		1,490,643	1,885,333
	\$	—	\$	1,481,515	\$	1,627,128	\$ 2,261,333
Materials & Supplies							
Office Supplies	\$	—	\$	—	\$	—	\$ 1,500
Computer Hardware		—		—		9,143	—
Computer Software		—		—		—	415,400
Fuel		—		—		—	750



DEPARTMENT OF JUSTICE

Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Small Equipment	—	—	24,043	—
Special Events Supplies	—	—	4,077	8,400
Just In Time Office Supplies	—	—	—	4,700
	\$ —	\$ —	\$ 37,263	\$ 430,750
Interdepart Service Charges				
Charges From Telephone Exch	\$ —	\$ 1,567	\$ 4,837	\$ 15,600
Charges From Print & Repro	—	980	5,480	11,331
	\$ —	\$ 2,547	\$ 10,317	\$ 26,931
	\$ —	\$ 1,753,279	\$ 2,595,456	\$ 5,802,386





DEPARTMENT OF JUSTICE

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	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>4</u>	<u>1</u>	<u>4</u>			
<u>PROFESSIONALS</u>					
1	0	1	Administrative Assistant	21,851.06	79,512.34
1	0	0	Data Base Administrator	39,937.34	118,853.53
0	1	1	Data Base Analyst	30,214.95	98,444.95
1	0	0	Project Coordinator	27,325.56	99,702.63
1	1	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>2</u>	<u>4</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>NON EEO REPORTING</u>					
0	1	1	Data Analysis Coordinator	39,520.00	135,200.00
<u>0</u>	<u>1</u>	<u>1</u>			
<u>11</u>	<u>4</u>	<u>11</u>	TOTAL FULL TIME		
<u>PART TIME</u>					
1	1	1	Executive Assist To The Mayor	50,795.81	191,316.74
<u>1</u>	<u>1</u>	<u>1</u>	TOTAL PART TIME		
<u>12</u>	<u>5</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

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 2,118,197	\$ 2,052,264	\$ 1,828,717	\$ 2,172,794
Board Members	300	—	—	—
Longevity	14,475	14,850	15,000	13,975
Wage Settlements	3,711	—	—	—
Vacation Conversion	—	—	509	—
Separation Payments	23,534	21,866	42,176	—
Bonus Incentive	—	—	1,500	—
Overtime	2,988	162	162	500
	\$ 2,163,205	\$ 2,089,143	\$ 1,888,063	\$ 2,187,269
Benefits				
Hospitalization	\$ 323,367	\$ 357,726	\$ 329,190	\$ 393,646
Prescription	54,834	67,411	60,556	78,222
Dental	16,587	17,473	15,999	21,135
Vision Care	1,821	2,107	1,915	2,404
Public Employees Retire System	295,993	291,050	258,259	309,942
Fica-Medicare	29,079	29,245	26,395	28,051
Workers' Compensation	29,088	30,875	46,565	33,305
Life Insurance	1,474	1,350	1,108	1,848
Unemployment Compensation	1,252	—	—	—
Clothing Allowance	400	400	400	400
Clothing Maintenance	150	150	150	150
	\$ 754,044	\$ 797,788	\$ 740,535	\$ 869,103
Contractual Services				
Professional Services	\$ 1,545	\$ 225	\$ 225	\$ 2,150
Advertising And Public Notice	350	—	—	—
Parking In City Facilities	2,667	2,550	2,399	3,800
Insurance And Official Bonds	—	250	—	250
Property Rental	166,347	166,347	166,347	166,347
Other Contractual	51,966	—	—	—
	\$ 222,875	\$ 169,372	\$ 168,971	\$ 172,547
Materials & Supplies				
Other Supplies	\$ 60	\$ 188	\$ —	\$ 200
Special Events Supplies	1,180	—	1,500	1,500
Just In Time Office Supplies	3,424	3,011	1,786	3,200
	\$ 4,664	\$ 3,199	\$ 3,286	\$ 4,900



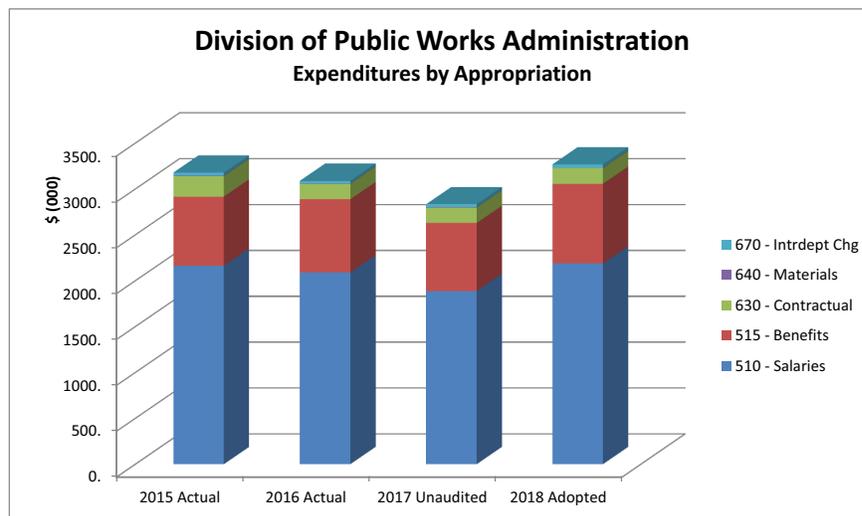
DIVISION OF PUBLIC WORKS ADMINISTRATION

Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 16,015	\$ 14,059	\$ 16,565	\$ 15,215
Charges From Print & Repro	11,745	8,651	11,127	12,710
Charges From Central Storeroom	442	1,364	699	1,500
Charges From M.V.M.	5,225	4,414	4,828	4,500
	\$ 33,427	\$ 28,488	\$ 33,219	\$ 33,925
	\$ 3,178,215	\$ 3,087,989	\$ 2,834,075	\$ 3,267,744

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Charges For Services	\$ 24,871	\$ 45,283	\$ 64,097	\$ 25,000
Miscellaneous	298,611	149,052	34,932	20,000
Sale Of City Assets	315,594	191,097	3,249,749	—
	\$ 639,076	\$ 385,432	\$ 3,348,778	\$ 45,000





DIVISION OF PUBLIC WORKS ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
2	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	0	1	Manager of Marketing	30,214.95	114,691.24
7	6	7			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Chief Clerk	22,050.00	52,504.47
1	0	0	Junior Personnel Assistant	20,800.00	43,469.45
2	2	2	Principal Clerk	14.88	21.54
1	0	0	Private Secretary to the Director	20,800.00	52,504.47
1	0	1	Senior Clerk	12.47	17.78
6	3	4			
<u>PROFESSIONALS</u>					
7	6	7	Assistant Administrator	20,800.00	72,000.00
1	0	0	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	3	3	Budget Analyst	20,800.00	58,534.37
1	1	1	Data Base Administrator	39,937.34	118,853.53
4	4	4	Personnel Administrator	26,273.96	91,088.49
3	4	3	Project Coordinator	27,325.56	99,702.63
1	1	1	Senior Budget and Management Analyst	26,273.96	88,147.99
1	0	4	Senior Personnel Assistant	20,800.00	55,388.98
24	21	25			
<u>TECHNICIANS</u>					
1	1	1	Accident & Safety Inspector	21.49	23.49
1	1	1			
38	31	37	TOTAL FULL TIME		
38	31	37	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 complex / 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 programming 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

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 3,567,663	\$ 3,576,609	\$ 3,672,488	\$ 5,159,037
Seasonal	971,536	1,116,509	1,126,497	987,224
Part-Time Permanent	1,097,012	1,185,271	1,156,921	1,332,351
School Guards	88,819	(721)	8,013	—
Longevity	32,800	29,750	30,425	40,000
Wage Settlements	6,947	—	—	—
Vacation Conversion	—	—	15,515	—
Separation Payments	30,299	25,632	21,563	30,000
Bonus Incentive	—	—	47,500	—
Overtime	137,048	173,708	147,447	72,900
	\$ 5,932,124	\$ 6,106,759	\$ 6,226,369	\$ 7,621,512
Benefits				
Hospitalization	\$ 786,370	\$ 878,192	\$ 840,279	\$ 1,318,749
Prescription	158,685	174,396	153,452	290,675
Dental	42,615	42,884	38,719	82,874
Vision Care	5,782	5,809	5,627	9,251
Public Employees Retire System	860,368	851,831	860,781	1,067,011
Fica-Medicare	80,656	84,029	86,379	110,513
Workers' Compensation	167,010	171,679	206,476	154,135
Life Insurance	3,931	3,729	3,220	7,168
Unemployment Compensation	4,968	4,769	3,312	6,000
Clothing Allowance	400	400	400	400
Clothing Maintenance	1,575	1,875	1,575	1,650
	\$ 2,112,359	\$ 2,219,593	\$ 2,200,218	\$ 3,048,426
Other Training & Professional Dues				
Tuition & Registration Fees	\$ 1,740	\$ 1,985	\$ 570	\$ 570
Professional Dues & Subscript	—	—	—	360
	\$ 1,740	\$ 1,985	\$ 570	\$ 930
Utilities				
Brokered Gas Supply	\$ 340,448	\$ 297,241	\$ 241,070	\$ 337,500
Gas	192,691	195,117	132,542	185,565
Electricity - Cpp	999,165	1,005,889	1,013,674	1,115,045
Electricity - Other	98,948	110,105	111,289	122,420
Security & Monitoring System	11,789	12,644	13,942	15,000
Contractual Utilities	43,411	50,644	42,348	99,000
	\$ 1,686,452	\$ 1,671,640	\$ 1,554,865	\$ 1,874,530



DIVISION OF RECREATION

Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Contractual Services				
Professional Services	\$ 19,843	\$ 29,057	\$ 42,158	\$ 33,270
Mileage (Private Auto)	371	—	—	1,000
Parking In City Facilities	8,411	6,497	4,626	7,840
Other Contractual	1,272,672	1,339,447	1,629,476	1,638,348
Bank Service Fees	—	17	19	—
	\$ 1,301,297	\$ 1,375,018	\$ 1,676,279	\$ 1,680,458
Materials & Supplies				
Chemical	\$ 94,119	\$ 86,046	\$ 89,537	\$ 95,000
Clothing	12,279	9,506	10,245	7,835
Small Equipment	379	7,219	7,474	8,000
Electrical Supplies	—	—	1,300	2,250
Hygiene And Cleaning Supplies	2,446	2,332	1,768	3,600
Aquatics (Pool) Supplies	15,603	18,483	17,780	17,000
Playground Equipment And Suppl	13,124	12,445	11,657	15,000
Medical Supplies	2,195	—	651	1,350
Food	24,904	24,693	26,140	25,000
Paper And Other Printing Suppl	—	—	307	1,350
Other Supplies	2,132	2,342	4,246	12,300
Arts & Crafts Supplies	21,628	23,495	23,588	35,000
Sporting Goods Supplies	21,546	29,398	58,480	30,000
Just In Time Office Supplies	4,468	4,196	3,903	8,300
	\$ 214,823	\$ 220,154	\$ 257,076	\$ 261,985
Maintenance				
Maintenance Contracts	\$ 3,996	\$ 3,996	\$ 8,947	\$ 3,600
Maintenance Machinery & Tools	8,890	6,285	9,779	8,000
Maintenance Fire Apparatus	6,327	3,000	5,330	7,000
Repair Parts	—	—	15,000	40,000
Car Washes	372	444	450	450
Maintenance Misc. Equipment	2,000	2,496	2,744	4,000
Maintenance Building	—	300	450	—
	\$ 21,585	\$ 16,521	\$ 42,700	\$ 63,050



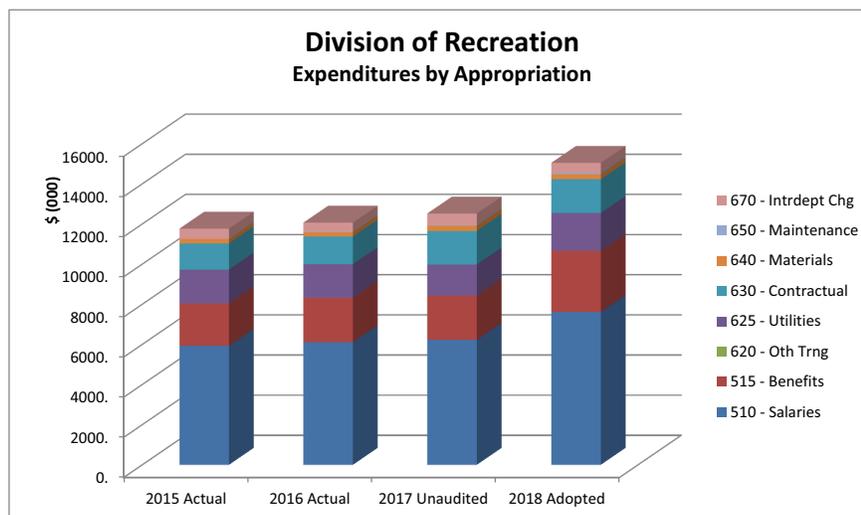
DIVISION OF RECREATION

Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 314,193	\$ 280,969	\$ 314,854	\$ 289,112
Charges From Radio Comm System	3,086	5,691	5,639	4,516
Charges From W.P.C.	—	455	648	—
Charges From Print & Repro	23,095	21,348	34,039	38,885
Charges From Central Storeroom	693	777	922	1,500
Charges From M.V.M.	137,465	126,095	192,029	140,000
Charges From Waste Collection	18,937	18,126	16,257	20,000
	\$ 497,469	\$ 453,462	\$ 564,387	\$ 494,013
Expenditure Recovery				
Expenditure Recovery	\$ —	\$ —	\$ (8,043)	\$ —
	\$ —	\$ —	\$ (8,043)	\$ —
	\$ 11,767,850	\$ 12,065,131	\$ 12,514,421	\$ 15,044,904

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Charges For Services	\$ 15,650	\$ 3,633	\$ 450	\$ —
Grant Revenue	—	277	351	—
Licenses & Permits	397	385	537	—
Miscellaneous	228,513	29,534	36,148	9,000
	\$ 244,560	\$ 33,829	\$ 37,486	\$ 9,000





DIVISION OF RECREATION

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	Budget 2017	Budget 2018		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	6	6	Manager of Recreation	40,000.00	86,215.32
<u>9</u>	<u>8</u>	<u>9</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
22	17	22	Junior Clerk	11.97	15.16
1	1	1	Private Secretary	10.00	22.73
2	2	2	Secretary	10.00	18.96
<u>25</u>	<u>20</u>	<u>25</u>			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Manager	27,193.55	115,424.36
0	1	1	Assistant Administrator	20,800.00	72,000.00
4	4	4	Assistant Manager of Recreation	20,800.00	62,770.08
1	0	0	Deputy Project Director	20,800.00	69,383.29
1	1	1	Project Coordinator	27,325.56	99,702.63
23	21	23	Recreation Center Manager	32,500.00	79,225.56
<u>30</u>	<u>28</u>	<u>30</u>			
<u>SERVICE & MAINTENANCE</u>					
1	1	1	Real Estate Maintenance Man	17.82	19.82
<u>1</u>	<u>1</u>	<u>1</u>			
<u>TECHNICIAN</u>					
20	15	20	Physical Director	10.00	21.36
53	35	53	Recreation Instructor II	10.00	19.41
1	1	1	Recreation Instructor III	10.00	20.53
<u>74</u>	<u>51</u>	<u>74</u>			
<u>139</u>	<u>108</u>	<u>139</u>	TOTAL FULL TIME		
<u>195</u>	<u>161</u>	<u>195</u>	TOTAL PART TIME		
<u>263</u>	<u>24</u>	<u>263</u>	TOTAL SEASONAL*		
<u>597</u>	<u>293</u>	<u>597</u>	TOTAL DIVISION		

* Seasonals are reflected during peak periods May - August



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.

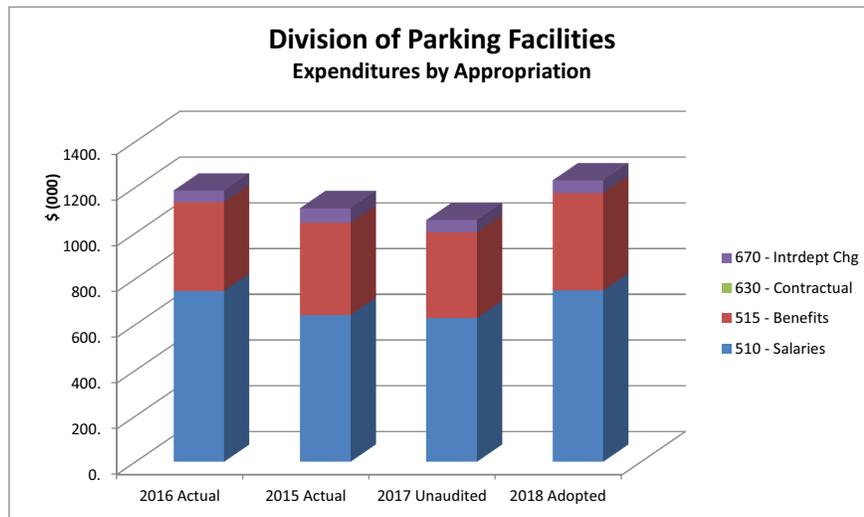
DIVISION OF PARKING FACILITIES

Expenditures

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 719,039	\$ 631,463	\$ 615,368	\$ 735,973
Part-Time Permanent	6,776	—	—	—
Injury Pay	295	—	—	—
School Guards	1,680	—	—	—
Longevity	5,400	6,050	6,625	7,500
Wage Settlements	2,777	—	—	—
Separation Payments	4,225	4,112	3,830	—
Bonus Incentive	—	—	1,500	—
Overtime	7,248	332	116	5,000
	\$ 747,439	\$ 641,958	\$ 627,439	\$ 748,473
Benefits				
Hospitalization	\$ 187,367	\$ 211,423	\$ 193,207	\$ 225,455
Prescription	38,974	42,571	35,173	47,354
Dental	9,950	9,777	8,512	11,363
Vision Care	899	1,007	943	1,269
Public Employees Retire System	89,128	89,121	87,699	107,204
Fica-Medicare	11,025	8,895	8,733	10,877
Workers' Compensation	40,638	31,160	32,726	14,045
Life Insurance	804	751	629	1,048
Clothing Allowance	5,750	4,400	4,600	4,400
Clothing Maintenance	2,625	2,625	2,625	2,800
	\$ 387,160	\$ 401,729	\$ 374,847	\$ 425,815
Interdepart Service Charges				
Charges From Telephone Exch	\$ 7,174	\$ 5,527	\$ 6,734	\$ 6,183
Charges From Radio Comm System	5,896	22,206	18,705	20,000
Charges From M.V.M.	32,938	37,069	29,155	30,000
Charges Frm Str Cnst Mnt & Rep	4,990	—	—	—
	\$ 50,998	\$ 64,801	\$ 54,594	\$ 56,183
	\$ 1,185,597	\$ 1,108,489	\$ 1,056,880	\$ 1,230,471



DIVISION OF PARKING FACILITIES



COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	Budget 2017	Budget 2018		Minimum	Maximum
PROFESSIONALS					
2	1	2	Supervisor of Parking Enforcement	20,800.00	44,904.32
2	1	2			
SERVICE & MAINTENANCE					
16	13	16	Parking Enforcement Officer	15.55	16.34
16	13	16			
TECHNICIANS					
1	1	1	Parking Meter Foreman	24,679.38	45,527.01
2	1	2	Parking Meter Serviceman	16.49	18.42
3	2	3			
21	16	21	TOTAL FULL TIME		
21	16	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

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 3,485,045	\$ 3,541,036	\$ 3,511,184	\$ 3,815,714
Part-Time Permanent	36,375	36,449	37,328	37,998
Injury Pay	12,077	—	—	—
Longevity	27,400	25,025	26,050	28,325
Wage Settlements	17,662	—	—	—
Vacation Conversion	—	—	16,932	—
Separation Payments	5,621	14,435	64,652	—
Bonus Incentive	—	—	2,000	—
Overtime	293,931	306,857	267,017	184,979
	\$ 3,878,111	\$ 3,923,803	\$ 3,925,162	\$ 4,067,016
Benefits				
Hospitalization	\$ 611,061	\$ 675,457	\$ 662,370	\$ 680,646
Prescription	130,521	132,397	124,415	138,561
Dental	33,172	33,361	31,842	41,755
Vision Care	3,421	3,612	3,534	4,249
Public Employees Retire System	549,006	547,018	532,225	575,183
Fica-Medicare	52,343	53,757	53,497	56,811
Workers' Compensation	188,417	70,813	140,822	81,075
Life Insurance	2,795	2,566	2,224	3,690
Unemployment Compensation	—	—	2,720	—
Clothing Allowance	2,230	3,620	4,150	13,310
Tool Insurance	900	600	750	900
Clothing Maintenance	7,400	7,050	6,600	8,375
	\$ 1,581,265	\$ 1,530,252	\$ 1,565,150	\$ 1,604,555
Other Training & Professional Dues				
Travel	\$ —	\$ 379	\$ —	\$ —
Tuition & Registration Fees	1,035	75	—	2,500
Professional Dues & Subscript	—	—	—	650
	\$ 1,035	\$ 454	\$ —	\$ 3,150
Utilities				
Brokered Gas Supply	\$ 20,275	\$ 18,885	\$ 16,138	\$ 22,600
Sewer-Other	3,264	44	—	46
Gas	17,282	14,762	7,985	11,200
Electricity - Cpp	487,126	474,780	487,091	535,800
Electricity - Other	4,026	3,211	2,963	3,265
Steam	973,417	899,761	879,410	967,500
	\$ 1,505,390	\$ 1,411,444	\$ 1,393,586	\$ 1,540,411



DIVISION OF PROPERTY MANAGEMENT

Expenditures (Continued)

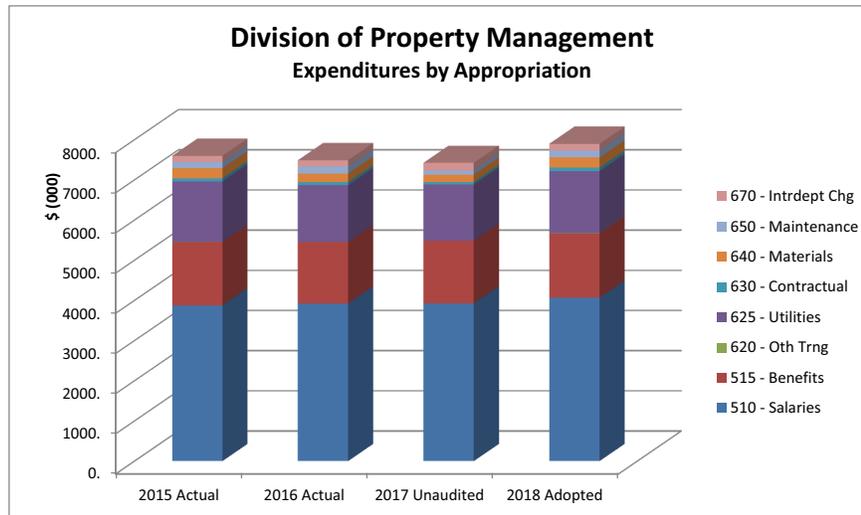
	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Contractual Services				
Professional Services	\$ 199	\$ 10,920	\$ 125	\$ 7,396
Security Services	35,980	42,701	51,389	75,000
Parking In City Facilities	3,169	1,408	1,150	3,600
Other Contractual	36,829	21,172	10,000	2,103
	\$ 76,177	\$ 76,201	\$ 62,664	\$ 88,099
Materials & Supplies				
Chemical	\$ 4,500	\$ 12,250	\$ 8,026	\$ 4,500
Clothing	7,497	14,975	17,423	6,000
Hardware & Small Tools	—	10,000	5,000	1,000
Electrical Supplies	25,000	42,201	13,986	35,000
Hygiene And Cleaning Supplies	189,540	100,001	98,991	160,000
Heating And Air Filters	5,000	2,750	5,500	5,000
Medical Supplies	—	—	—	800
Other Supplies	4,092	1,329	17,042	—
Safety Equipment	—	—	13,164	30,000
Just In Time Office Supplies	621	1,090	1,205	1,750
Building Maintenance Supplies	13,834	31,491	4,992	10,000
	\$ 250,084	\$ 216,086	\$ 185,329	\$ 254,050
Maintenance				
Maintenance Contracts	\$ 5,000	\$ —	\$ —	\$ 2,500
Maintenance Machinery & Tools	65,844	94,391	33,816	102,417
Maintenance Fire Apparatus	66,581	63,581	63,981	63,581
Hydraulic Repair Cyl Pmps Mtrs	3,571	—	—	—
Maintenance Building	10,000	14,591	6,364	8,100
	\$ 150,996	\$ 172,562	\$ 104,161	\$ 176,598
Interdepart Service Charges				
Charges From Telephone Exch	\$ 35,520	\$ 20,285	\$ 27,593	\$ 25,340
Charges From Radio Comm System	5,875	11,417	12,172	9,500
Charges From Water	—	—	—	450
Charges From W.P.C.	—	—	—	900
Charges From Print & Repro	2,264	3,786	2,869	3,280
Charges From Central Storeroom	161	207	204	270
Charges From M.V.M.	109,705	119,592	144,325	120,000
Charges From Waste Collection	2,369	2,935	2,392	5,000
	\$ 155,893	\$ 158,222	\$ 189,554	\$ 164,740
	\$ 7,598,952	\$ 7,489,024	\$ 7,425,607	\$ 7,898,619



DIVISION OF PROPERTY MANAGEMENT

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Charges For Services	\$ 70,097	\$ 61,925	\$ 78,634	\$ 30,854
Miscellaneous	750,207	1,001,858	463,089	1,300,000
	\$ 820,304	\$ 1,063,783	\$ 541,723	\$ 1,330,854





DIVISION OF PROPERTY MANAGEMENT

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		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
<u>3</u>	<u>3</u>	<u>3</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Private Secretary	10.00	22.73
<u>1</u>	<u>1</u>	<u>1</u>			
<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	5	6	Building Stationary Engineer	20.05	27.55
<u>9</u>	<u>8</u>	<u>9</u>			
<u>SERVICE & MAINTENANCE</u>					
25	22	24	Custodial Worker	11.83	15.74
2	1	2	Custodial Worker Supervisor	19.78	21.78
1	1	1	Custodian	26,273.96	78,184.48
2	2	2	Guard	17.64	18.64
1	1	1	Mechanical Handyman	17.51	19.57
9	10	10	Municipal Service Laborer	16.86	18.86
<u>40</u>	<u>37</u>	<u>40</u>			
<u>SKILLED CRAFT</u>					
2	2	2	Carpenter	39.72	49.65
1	1	1	Carpenter Unit Leader	40.97	50.90
1	1	1	Cement Finisher	39.96	49.95
1	1	1	Chief Building Stationary Engineer	21.43	28.93
4	4	4	Electrical Worker	46.40	58.00
2	3	3	Painter	35.29	43.55
1	0	0	Painter Foreman	36.54	44.55
1	1	1	Plasterer	37.66	47.07
5	5	5	Plumber	48.12	60.15



DIVISION OF PROPERTY MANAGEMENT

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
1	1	1	Plumber Foreman	49.37	61.96
1	1	1	Roofer	40.29	50.36
1	1	1	Sheetmetal Worker	49.71	62.14
21	21	21			
74	70	74	TOTAL FULL TIME		
1	1	1	TOTAL PART TIME		
75	71	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

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 4,535,191	\$ 4,404,771	\$ 4,545,569	\$ 5,149,194
Seasonal	1,272,005	1,293,177	1,559,699	1,640,727
Injury Pay	8,062	7,452	8,193	—
Longevity	43,100	44,850	42,000	42,675
Wage Settlements	17,647	—	—	—
Vacation Conversion	—	—	4,783	—
Separation Payments	11,619	29,430	27,492	20,000
Bonus Incentive	—	—	1,000	—
Overtime	103,768	115,617	117,258	123,930
	\$ 5,991,392	\$ 5,895,297	\$ 6,305,994	\$ 6,976,526
Benefits				
Hospitalization	\$ 1,085,041	\$ 1,168,477	\$ 1,226,070	\$ 1,319,400
Prescription	203,522	227,760	229,233	251,708
Dental	54,323	52,363	53,438	68,563
Vision Care	5,097	5,211	5,522	6,950
Public Employees Retire System	834,368	820,724	874,103	974,308
Fica-Medicare	83,901	82,266	87,970	101,923
Workers' Compensation	291,829	171,205	261,935	205,911
Life Insurance	4,039	3,727	3,425	5,692
Unemployment Compensation	105,373	83,845	38,029	69,115
Clothing Allowance	31,785	33,930	32,645	38,170
Tool Insurance	2,200	2,200	2,200	2,750
Clothing Maintenance	14,529	13,175	12,788	15,850
	\$ 2,716,007	\$ 2,664,882	\$ 2,827,357	\$ 3,060,340
Other Training & Professional Dues				
Tuition & Registration Fees	\$ 180	\$ 70	\$ 70	\$ 250
	\$ 180	\$ 70	\$ 70	\$ 250
Utilities				
Brokered Gas Supply	\$ 61,275	\$ 53,599	\$ 39,623	\$ 55,475
Gas	23,739	26,654	19,860	27,804
Electricity - Cpp	460,119	437,479	464,992	511,500
Electricity - Other	31,981	36,658	34,062	34,475
Steam	15,033	7,711	12,980	14,278
Security & Monitoring System	5,835	9,257	4,057	5,847
	\$ 597,982	\$ 571,358	\$ 575,573	\$ 649,379



DIVISION OF PARK MAINTENANCE AND PROPERTIES

Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Contractual Services				
Professional Services	\$ 7,141	\$ —	\$ —	\$ —
Waste Disposal	1,605	1,320	1,450	1,350
Medical Services	92	—	—	1,349
Parking In City Facilities	1,574	1,174	690	1,360
Property Rental	43,676	43,676	43,676	43,676
Other Contractual	1,882,392	1,902,352	2,364,049	2,379,088
	\$ 1,936,481	\$ 1,948,523	\$ 2,409,865	\$ 2,426,823
Materials & Supplies				
Chemical	\$ 1,060	\$ 880	\$ —	\$ 927
Salt & De-Icer	4,165	—	—	7,200
Clothing	—	—	—	1,030
Hardware & Small Tools	9,829	284	9,704	10,000
Seed, Fertilizer & Herbicide	—	10,025	2,563	13,000
Small Equipment	6,846	20,939	37,975	24,500
Fence, Posts & Bars	4,172	—	11,434	15,000
Hygiene And Cleaning Supplies	9,567	13,796	46,542	25,000
Clay, Soil & Turf	13,796	4,000	5,431	10,000
Playground Equipment And Suppl	11,469	20,852	41,294	40,857
Lumber, Glass, And Drywall	—	—	3,911	10,000
Other Supplies	13,731	12,565	18,124	23,500
Sporting Goods Supplies	1,510	2,989	4,135	5,000
Safety Equipment	5,789	14,230	13,630	15,000
Greenhouse Maintenance Suppl	44,651	38,748	47,680	39,000
Just In Time Office Supplies	1,016	1,868	1,083	1,009
Misc Maintenance Supplies	—	12,784	33,214	15,500
	\$ 127,600	\$ 153,960	\$ 276,722	\$ 256,523
Maintenance				
Maintenance Contracts	\$ 9,107	\$ —	\$ 6,472	\$ 9,270
Repair Parts	244,718	284,696	250,988	270,000
	\$ 253,824	\$ 284,696	\$ 257,460	\$ 279,270
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 6,545	\$ 6,800	\$ 4,250	\$ 6,500
	\$ 6,545	\$ 6,800	\$ 4,250	\$ 6,500



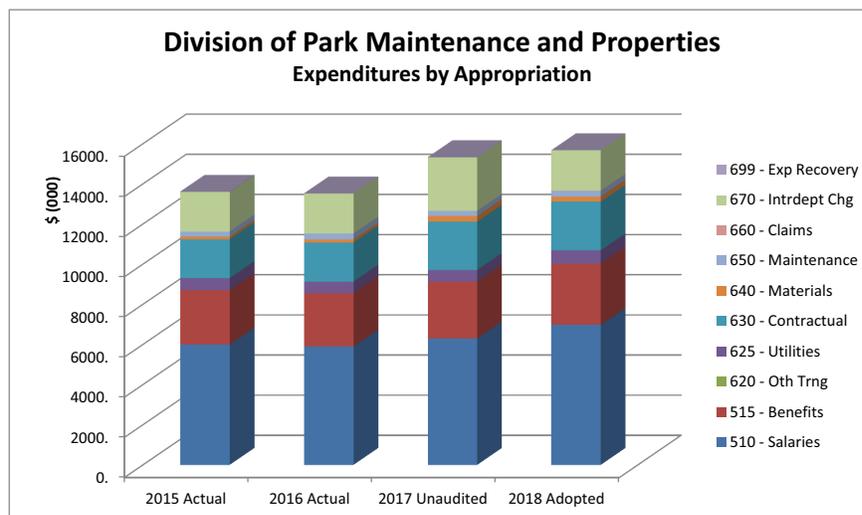
DIVISION OF PARK MAINTENANCE AND PROPERTIES

Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 61,474	\$ 48,323	\$ 52,762	\$ 50,000
Charges From Radio Comm System	63,054	109,770	113,670	95,680
Charges From Light And Power	—	—	1,285	—
Charges From W.P.C.	7,160	482	7,769	4,058
Charges From Print & Repro	21,930	20,216	30,203	34,500
Charges From Central Storeroom	1,043	523	1,515	1,985
Charges From M.V.M.	1,355,514	1,444,548	2,188,061	1,450,000
Charges From Waste Collection	452,316	376,057	277,710	385,000
	\$ 1,962,491	\$ 1,999,920	\$ 2,672,976	\$ 2,021,223
Expenditure Recovery				
Expenditure Recovery	\$ 19,843	\$ —	\$ —	\$ —
	\$ 19,843	\$ —	\$ —	\$ —
	\$ 13,612,346	\$ 13,525,505	\$ 15,330,267	\$ 15,676,834

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Charges For Services	\$ 794,598	\$ 750,027	\$ 750,159	\$ 615,754
Grant Revenue	—	(17,237)	—	—
Miscellaneous	70,008	62,194	65,673	31,540
	\$ 864,606	\$ 794,984	\$ 815,832	\$ 647,294





DIVISION OF PARK MAINTENANCE AND PROPERTIES

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		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>					
4	4	4	Field Operations Forester	32,445.00	66,858.11
2	1	2	Senior Clerk	12.47	17.78
1	1	1	Storekeeper	16.66	22.26
7	6	7			
<u>PROFESSIONALS</u>					
4	4	4	Administrative Manager	27,193.55	115,424.36
0	0	1	Project Coordinator	27,325.56	99,702.63
4	4	5			
<u>SERVICE & MAINTENANCE</u>					
3	3	3	Gardener	18.81	20.81
12	12	12	Ground Maintenance Foreman	21.33	23.33
13	11	13	Ground Maintenance Truck Driver II	19.73	20.73
2	2	2	Horticulturist Maintenance Foreman	23.88	25.88
42	38	42	Real Estate Maintenance Worker	17.82	19.82
72	66	72			
<u>SKILLED CRAFT</u>					
10	8	10	Arborist I	18.81	20.81
11	11	11	Arborist II	21.68	23.68
5	4	5	Automobile Repair Worker	12.60	22.26
26	23	26			
113	103	114	TOTAL FULL TIME		
348	21	375	TOTAL SEASONAL		
461	124	489	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 operating 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.

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.



DIVISION OF WASTE COLLECTION AND DISPOSAL

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

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 7,571,096	\$ 7,588,901	\$ 8,093,971	\$ 9,158,216
Seasonal	306,996	385,488	426,732	693,223
Part-Time Permanent	9,879	16,131	21,077	18,312
Injury Pay	5,438	821	2,958	—
Longevity	65,500	59,950	54,050	68,600
Wage Settlements	147,219	—	16,227	—
Vacation Conversion	—	—	6,057	—
Separation Payments	120,916	69,284	78,890	63,800
Overtime	1,422,761	1,226,373	1,325,365	504,502
	\$ 9,649,805	\$ 9,346,948	\$ 10,025,327	\$ 10,506,653
Benefits				
Hospitalization	\$ 1,744,879	\$ 1,771,882	\$ 1,967,520	\$ 2,051,895
Prescription	270,114	326,324	343,799	377,353
Dental	93,684	87,241	92,046	111,877
Vision Care	8,888	8,990	9,626	12,134
Public Employees Retire System	1,323,078	1,289,782	1,378,399	1,509,247
Fica-Medicare	130,142	129,002	139,224	151,899
Workers' Compensation	660,802	769,174	839,565	1,086,101
Life Insurance	7,426	6,476	6,294	10,618
Unemployment Compensation	21,158	62,230	22,042	65,000
Clothing Allowance	72,050	70,075	72,217	82,400
Clothing Maintenance	23,979	22,575	22,200	26,550
	\$ 4,356,199	\$ 4,543,750	\$ 4,892,932	\$ 5,485,074
Other Training & Professional Dues				
Travel	\$ —	\$ 16,943	\$ 7,511	\$ 8,000
Tuition & Registration Fees	150	820	150	1,000
Mileage (Priv Auto) Trng Prps	—	—	—	90
Professional Dues & Subscript	2,576	—	3,685	270
	\$ 2,726	\$ 17,763	\$ 11,346	\$ 9,360
Utilities				
Brokered Gas Supply	\$ 145,438	\$ 105,416	\$ 73,208	\$ 102,495
Gas	56,492	44,726	43,330	60,662
Electricity - Cpp	280,314	224,524	198,798	220,000
	\$ 482,244	\$ 374,665	\$ 315,336	\$ 383,157
Contractual Services				
Professional Services	\$ 80,328	\$ 77,604	\$ 75,595	\$ 81,300
Referee Services	—	—	—	250
Waste Disposal	5,286,812	4,188,888	6,324,277	6,343,875



DIVISION OF WASTE COLLECTION AND DISPOSAL

Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Security Services	3,224	485	—	1,024
Janitorial Services	4,790	699	—	2,060
Medical Services	—	—	—	3,500
Waste Disposal Fee - Ohio EPA	1,283,349	1,454,718	1,419,671	1,553,593
Advertising And Public Notice	3,995	295	—	15,000
Program Promotion	3,415	11,466	—	10,000
Parking In City Facilities	1,504	2,079	—	1,100
Special Assessment	120	750	471	4,000
Other Contractual	4,191	6,000	10,074	—
Credit Card Processing Fees	20,404	23,135	26,324	26,480
	\$ 6,692,132	\$ 5,766,121	\$ 7,856,413	\$ 8,042,182
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 1,000
Postage	—	215	225	10,000
Computer Supplies	390	477	—	800
Hardware & Small Tools	1,656	2,810	—	2,000
Fence, Posts & Bars	—	945	—	1,000
Hygiene And Cleaning Supplies	1,021	4,280	3,669	4,500
Other Supplies	14,264	5,318	15,433	12,500
Sporting Goods Supplies	509	—	—	—
Safety Equipment	1,500	2,972	4,678	4,000
Just In Time Office Supplies	4,309	3,200	1,222	3,000
	\$ 23,649	\$ 20,217	\$ 25,226	\$ 38,800
Maintenance				
Maintenance Misc. Equipment	\$ 25,031	\$ 20,000	\$ 132,593	\$ 25,000
Maintenance Building	5,506	4,840	12,118	15,000
Repair Of Overhead Doors	9,982	5,000	—	5,000
	\$ 40,520	\$ 29,840	\$ 144,711	\$ 45,000
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 6,140	\$ 4,225	\$ 8,150	\$ 8,000
	\$ 6,140	\$ 4,225	\$ 8,150	\$ 8,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 21,735	\$ 44,158	\$ 52,070	\$ 47,815
Charges From Radio Comm System	49,517	89,005	88,149	85,000
Charges From W.P.C.	1,537	769	2,150	800



DIVISION OF WASTE COLLECTION AND DISPOSAL

Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Charges From Print & Repro	72,425	24,269	21,717	25,000
Charges From Central Storeroom	1,249	1,282	769	1,377
Charges From M.V.M.	3,331,995	3,156,651	3,409,241	3,300,000
	\$ 3,478,458	\$ 3,316,134	\$ 3,574,096	\$ 3,459,992
	\$ 24,731,873	\$ 23,419,663	\$ 26,853,537	\$ 27,978,218

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Charges For Services	\$ 14,604,082	\$ 14,879,927	\$ 15,966,950	\$ 15,988,100
Grant Revenue	22,500	(12,500)	—	—
Miscellaneous	2,145	18,203	3,074	500
	\$ 14,628,727	\$ 14,885,630	\$ 15,970,024	\$ 15,988,600





DIVISION OF WASTE COLLECTION AND DISPOSAL

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
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>			
<u>PROFESSIONALS</u>					
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>			
<u>SKILLED CRAFT</u>					
2	2	2	Construction Equipment Operator Group B	42.71	53.59
<u>2</u>	<u>2</u>	<u>2</u>			
<u>SERVICE & MAINTENANCE</u>					
1	0	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
97	78	97	Waste Collection Driver	19.71	23.02
10	7	9	Waste Collection Foreman	21.32	23.32
4	5	5	Waste Collection Foreman I	23.36	25.36
108	83	108	Waste Collector	16.86	18.86
<u>224</u>	<u>177</u>	<u>224</u>			
<u>TECHNICIANS</u>					
2	2	2	Radio Operator	19.28	21.28
<u>2</u>	<u>2</u>	<u>2</u>			
<u>237</u>	<u>187</u>	<u>237</u>	TOTAL FULL TIME		
<u>36</u>	<u>17</u>	<u>36</u>	TOTAL SEASONAL (Average) *		
<u>1</u>	<u>1</u>	<u>1</u>	TOTAL PART TIME		
<u>274</u>	<u>205</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

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,625,388	\$ 1,703,042	\$ 1,767,984	\$ 1,907,492
Injury Pay	—	—	1,213	—
Longevity	12,625	9,450	8,875	9,175
Wage Settlements	9,759	—	—	—
Vacation Conversion	—	—	15,247	—
Separation Payments	95,774	—	2,653	50,000
Bonus Incentive	—	—	5,000	—
Overtime	77,069	87,792	84,594	93,000
	\$ 1,820,615	\$ 1,800,283	\$ 1,885,567	\$ 2,059,667
Benefits				
Hospitalization	\$ 289,492	\$ 279,291	\$ 312,197	\$ 339,352
Prescription	62,763	58,804	53,928	66,405
Dental	16,284	14,871	15,634	18,765
Vision Care	1,751	1,750	1,858	2,245
Public Employees Retire System	250,041	251,724	258,704	288,989
Fica-Medicare	21,516	24,324	25,390	22,120
Workers' Compensation	513	39,330	51,614	27,590
Life Insurance	1,122	1,095	997	1,648
Unemployment Compensation	—	2,453	—	2,453
Clothing Allowance	17,460	21,678	18,325	18,325
Clothing Maintenance	5,250	6,750	5,400	5,250
	\$ 666,191	\$ 702,069	\$ 744,047	\$ 793,142
Utilities				
Brokered Gas Supply	\$ 10,800	\$ 8,078	\$ 6,975	\$ 9,800
Telephone-Ohio Bell	25	—	—	—
Gas	3,013	4,000	3,189	4,480
Electricity - Cpp	241,844	280,580	272,623	300,000
Electricity - Other	234,350	264,369	263,026	290,000
	\$ 490,032	\$ 557,027	\$ 545,814	\$ 604,280
Contractual Services				
Professional Services	\$ 704	\$ 914	\$ 1,135	\$ —
Waste Disposal Fee - Ohio EPA	650	—	—	—
Parking In City Facilities	4,524	2,537	1,546	5,000
Other Contractual	35,477	30,000	28,750	30,000
	\$ 41,355	\$ 33,450	\$ 31,430	\$ 35,000
Materials & Supplies				
Clothing	\$ —	\$ 424	\$ —	\$ 1,500
Hardware & Small Tools	5,465	9,288	5,388	10,000



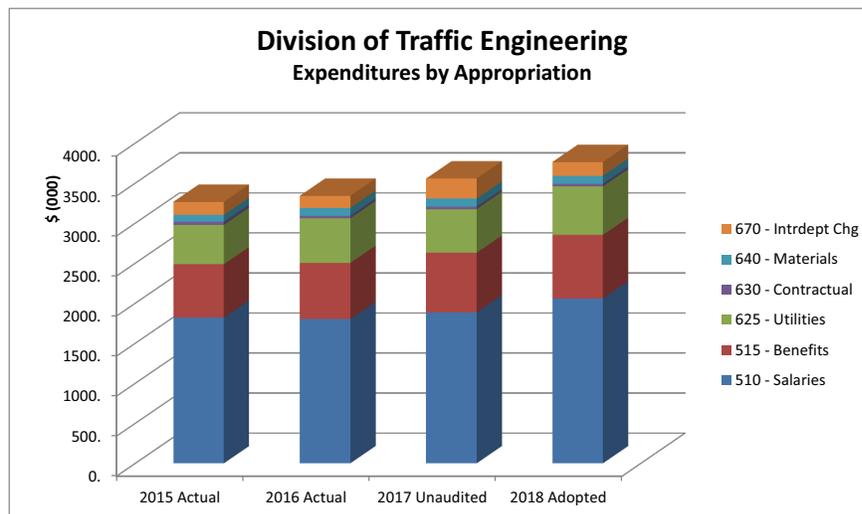
DIVISION OF TRAFFIC ENGINEERING

Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Electrical Supplies	873	1,256	534	1,000
Hygiene And Cleaning Supplies	—	—	—	500
Other Supplies	77,588	85,893	92,636	85,000
Just In Time Office Supplies	525	416	181	1,000
	\$ 84,451	\$ 97,278	\$ 98,739	\$ 99,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 28,380	\$ 18,101	\$ 21,698	\$ 20,000
Charges From Radio Comm System	8,872	15,571	15,679	15,767
Charges From Light And Power	—	1,146	4,416	—
Charges From W.P.C.	6,383	—	—	—
Charges From Print & Repro	1,764	1,970	1,650	1,994
Charges From Central Storeroom	30	34	37	50
Charges From M.V.M.	117,807	114,082	208,082	135,000
	\$ 163,236	\$ 150,904	\$ 251,561	\$ 172,811
	\$ 3,265,880	\$ 3,341,011	\$ 3,557,157	\$ 3,763,900

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Charges For Services	\$ —	\$ (100)	\$ 664	\$ 2,000
Licenses & Permits	7,900	8,100	8,900	6,000
Miscellaneous	33,141	7,731	3,200	55,800
	\$ 41,041	\$ 15,731	\$ 12,764	\$ 63,800





DIVISION OF TRAFFIC ENGINEERING

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		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	21.54
1	1	1			
<u>PROFESSIONALS</u>					
1	1	1	Consulting Engineer	36,000.00	104,888.34
1	1	1	Engineer	22.78	37.29
2	2	2			
<u>SKILLED CRAFT</u>					
8	8	8	Low Tension Lineman	29.58	30.15
1	0	0	Low Tension Trouble Lineman	33.10	33.67
1	1	1	Sign Painter	23.23	34.60
1	1	1	Sign Painter Unit Leader	24.23	37.27
11	10	10			
<u>SERVICE & MAINTENANCE</u>					
0	1	1	Line Helper Driver	19.95	26.23
2	3	3	Traffic Sign Process Operator	13.28	27.16
12	10	11	Traffic Sign & Marking Technician	16.57	18.59
14	14	15			
<u>TECHNICIANS</u>					
1	1	1	Chief of Traffic Signal Unit	18.60	40.64
2	1	2	Traffic Sign Marking Supervisor	13.28	27.13
1	1	1	Traffic Signal Control Technician	35.03	35.61
4	3	4			
33	31	33	TOTAL FULL TIME		
33	31	33	TOTAL DIVISION		



COMMUNITY DEVELOPMENT DIRECTOR'S OFFICE

Tania Menesse, 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

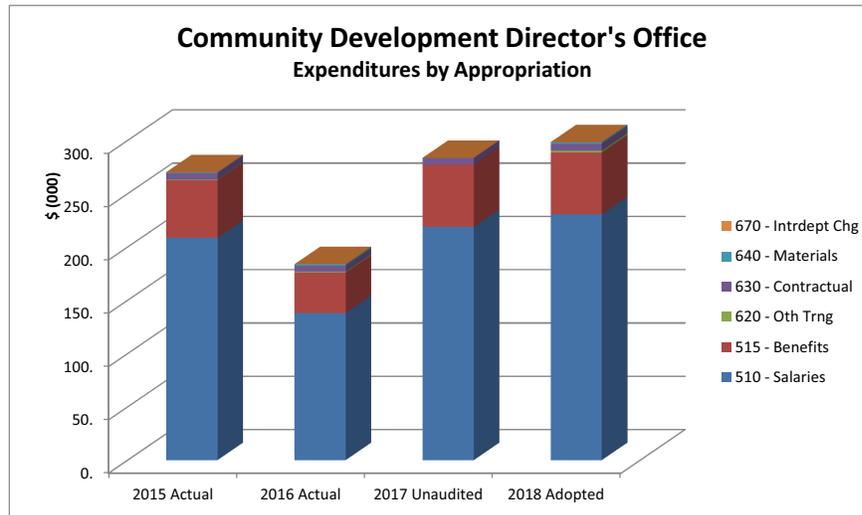
	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 170,463	\$ 108,646	\$ 188,430	\$ 190,171
Board Members	29,100	28,800	28,800	36,580
Longevity	600	600	600	775
Wage Settlements	752	—	—	—
Separation Payments	7,796	—	—	3,143
Bonus Incentive	—	—	1,000	—
	\$ 208,712	\$ 138,046	\$ 218,830	\$ 230,669
Benefits				
Hospitalization	\$ 14,857	\$ 11,216	\$ 18,099	\$ 14,730
Prescription	3,688	2,579	3,416	3,447
Dental	766	574	788	810
Vision Care	186	117	(1,111)	310
Public Employees Retire System	28,835	19,085	29,613	32,109
Fica-Medicare	2,955	1,957	3,088	3,301
Workers' Compensation	2,629	2,293	4,390	3,114
Life Insurance	155	78	114	200
	\$ 54,072	\$ 37,899	\$ 58,398	\$ 58,021
Other Training & Professional Dues				
Travel	\$ —	\$ 159	\$ 24	\$ 1,100
Tuition & Registration Fees	355	725	—	400
Mileage (Priv Auto) Trng Prps	—	—	—	200
	\$ 355	\$ 884	\$ 24	\$ 1,700
Contractual Services				
Travel- Non-Training	\$ 24	\$ —	\$ —	\$ —
Mileage (Private Auto)	362	197	24	200
Advertising And Public Notice	4,958	5,357	5,706	5,800
Parking In City Facilities	124	105	470	200
Other Contractual	835	—	224	250
	\$ 6,303	\$ 5,659	\$ 6,424	\$ 6,450
Materials & Supplies				
Postage	\$ 111	\$ —	\$ —	\$ —
Other Supplies	300	1,193	—	—
Just In Time Office Supplies	—	—	—	1,500
	\$ 411	\$ 1,193	\$ —	\$ 1,500
Interdepart Service Charges				
Charges From Telephone Exch	\$ 356	\$ 108	\$ 12	\$ 12
	\$ 356	\$ 108	\$ 12	\$ 12
	\$ 270,208	\$ 183,789	\$ 283,689	\$ 298,352



COMMUNITY DEVELOPMENT DIRECTOR'S OFFICE

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Charges For Services	\$ 150	\$ —	\$ —	\$ —
	\$ 150	\$ —	\$ —	\$ —



COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	Budget 2017	Budget 2018		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
1	1	1	Administrative Manager	27,193.55	115,424.36
1	1	1			
PROFESSIONALS					
1	1	1	Assistant Administrator	20,800.00	72,000.00
2	2	2	Consumer Protection Specialist	10.00	19.76
3	3	3			
4	4	4	TOTAL FULL TIME		
BOARD MEMBERS					
1	0	1	Member of Fair Housing Board-Chair	5,075.00	5,075.00
4	4	4	Member of Fair Housing Board-Member	4,500.00	5,075.00
5	4	5	TOTAL BOARD MEMBERS		
9	8	9	TOTAL DIVISION		



BUILDING AND HOUSING DIRECTOR'S OFFICE

Ayonna Blue 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

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,041,019	\$ 1,095,203	\$ 1,146,745	\$ 1,356,054
Seasonal	—	—	3,387	—
Part-Time Permanent	—	—	—	21,106
Longevity	9,075	8,150	9,025	8,450
Wage Settlements	1,635	—	—	—
Vacation Conversion	—	—	12,383	—
Separation Payments	30,977	2,971	16,039	10,000
Bonus Incentive	—	—	4,000	—
Overtime	47,525	70,801	60,034	—
	\$ 1,130,230	\$ 1,177,124	\$ 1,251,613	\$ 1,395,610
Benefits				
Hospitalization	\$ 169,068	\$ 197,951	\$ 214,377	\$ 235,134
Prescription	33,530	41,257	37,798	48,081
Dental	9,377	10,313	10,511	12,831
Vision Care	1,198	1,261	1,353	1,622
Public Employees Retire System	152,920	163,947	169,542	196,410
Fica-Medicare	14,341	15,700	16,610	19,441
Workers' Compensation	12,791	15,289	29,889	25,082
Life Insurance	818	774	761	1,242
Unemployment Compensation	—	—	—	11,408
	\$ 394,043	\$ 446,490	\$ 480,841	\$ 551,251
Other Training & Professional Dues				
Travel	\$ 3,022	\$ 2,611	\$ —	\$ 2,500
Tuition & Registration Fees	375	30	4,894	1,500
Other Training Supplies	100	1,003	—	200
Mileage (Priv Auto) Trng Prps	368	1,174	202	100
Professional Dues & Subscript	370	370	370	2,060
	\$ 4,235	\$ 5,188	\$ 5,466	\$ 6,360
Contractual Services				
Professional Services	\$ 116,000	\$ 81,000	\$ 132,223	\$ 191,000
Court Reporter	—	—	—	124
Travel- Non-Training	41	519	71	138
Mileage (Private Auto)	279	18,863	14,992	405
Medical Services	86	—	—	412
Freight Expense	—	—	—	134
Advertising And Public Notice	—	—	1,763	—
Parking In City Facilities	11,103	7,922	7,425	4,532
Other Contractual	5,005	4,347	78,072	6,500



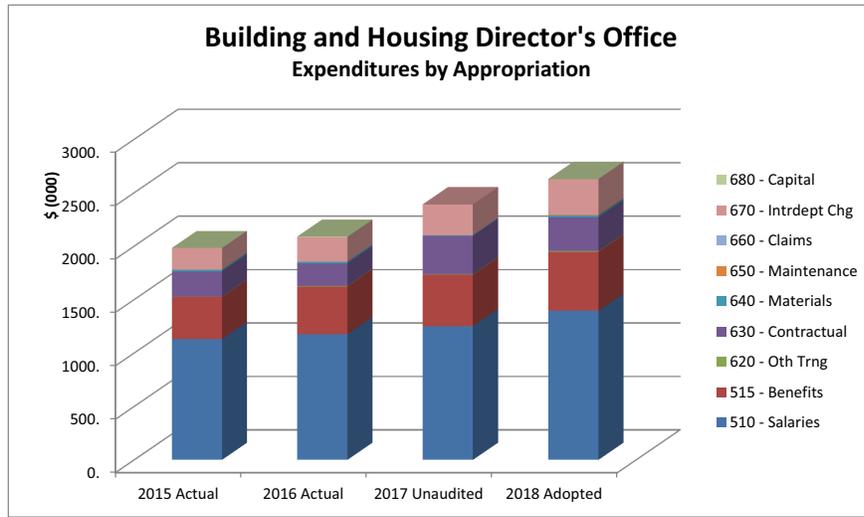
BUILDING AND HOUSING DIRECTOR'S OFFICE

Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
County Aud & Treas Coll Fee	964	223	212	—
Credit Card Processing Fees	102,633	97,739	123,734	115,000
	\$ 236,112	\$ 210,613	\$ 358,492	\$ 318,245
Materials & Supplies				
Office Supplies	\$ 175	\$ 262	\$ 26	\$ 500
Postage	94	468	629	515
Computer Supplies	111	—	61	1,500
Computer Software	—	—	—	2,000
Office Furniture & Equipment	1,508	4,988	238	691
Other Supplies	269	316	193	412
Safety Equipment	664	—	—	—
Batteries	—	—	169	103
Just In Time Office Supplies	12,036	9,198	5,311	9,785
	\$ 14,857	\$ 15,231	\$ 6,626	\$ 15,506
Maintenance				
Maintenance Contracts	\$ —	\$ —	\$ —	\$ 6,000
	\$ —	\$ —	\$ —	\$ 6,000
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ —	\$ —	\$ —	\$ 3,000
	\$ —	\$ —	\$ —	\$ 3,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 25,628	\$ 23,183	\$ 58,356	\$ 53,585
Charges From Print & Repro	66,015	77,245	87,815	100,307
Charges From Central Storeroom	102,707	116,982	128,151	167,804
Charges From M.V.M.	9,074	11,564	14,071	11,520
	\$ 203,424	\$ 228,975	\$ 288,392	\$ 333,216
Capital Outlay				
Small Equipment	\$ —	\$ 6,495	\$ —	\$ —
	\$ —	\$ 6,495	\$ —	\$ —
	\$ 1,982,902	\$ 2,090,117	\$ 2,391,431	\$ 2,629,188
Revenues				
	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Charges For Services	\$ (78)	\$ (2,737)	\$ (9,821)	\$ 650
Licenses & Permits	15,532,142	16,949,477	15,891,703	15,294,369
Miscellaneous	51,793	20,816	16,171	39,670
Other Shared Revenue	—	297	—	—
	\$ 15,583,856	\$ 16,967,853	\$ 15,898,053	\$ 15,334,689



BUILDING AND HOUSING DIRECTOR'S OFFICE





BUILDING AND HOUSING DIRECTOR'S OFFICE

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Director of Building & Housing	50,795.81	191,316.74
1	0	1	Secretary to the Director	36,590.39	154,089.52
<u>2</u>	<u>1</u>	<u>2</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Legal Secretary	20,800.00	50,700.42
2	2	2	Principal Cashier	14.66	25.45
2	2	2	Senior Cashier	12.57	21.65
3	3	3	Senior Clerk	12.47	17.78
<u>8</u>	<u>8</u>	<u>8</u>			
<u>PROFESSIONALS</u>					
1	0	1	Accountant III	15.48	26.36
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	1	1	Demolition Compliance Officer	20,800.00	54,845.04
2	2	1	Financial Systems Coordinator	23,647.11	74,000.47
1	1	2	Fiscal Manager	23,647.11	93,401.98
1	1	1	Project Coordinator	27,325.56	99,702.63
<u>11</u>	<u>10</u>	<u>11</u>			
<u>PARA PROFESSIONALS</u>					
1	1	1	Paralegal	20,800.00	48,254.00
<u>1</u>	<u>1</u>	<u>1</u>			
<u>TECHNICIAN</u>					
2	2	2	Sr Data Conversion Operator	13.47	19.76
<u>2</u>	<u>2</u>	<u>2</u>			



BUILDING AND HOUSING DIRECTOR'S OFFICE

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	Budget 2017	December 2017		Budget 2018	Minimum
<u>NON EEO REPORTING</u>					
1	1	1	Business Process Analyst	55,000.00	108,044.90
1	1	1			
25	23	25	TOTAL FULL TIME		
<u>PARTIME</u>					
1	1	1	<u>Student Aide</u>	10.00	11.94
1	1	1	TOTAL PART TIME		
26	24	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

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 3,708,364	\$ 3,956,035	\$ 4,214,174	\$ 5,652,482
Longevity	32,350	29,250	29,575	30,500
Wage Settlements	3,930	—	—	—
Vacation Conversion	—	—	5,368	—
Separation Payments	67,345	10,565	26,152	20,000
Bonus Incentive	1,500	1,500	29,500	—
Overtime	56,951	38,712	47,291	12,000
	\$ 3,870,440	\$ 4,036,062	\$ 4,352,060	\$ 5,714,982
Benefits				
Hospitalization	\$ 711,306	\$ 769,599	\$ 854,275	\$ 1,195,928
Prescription	147,376	156,519	154,314	248,388
Dental	40,738	42,384	44,987	70,700
Vision Care	5,426	5,507	6,011	8,793
Public Employees Retire System	531,466	559,056	593,869	806,734
Fica-Medicare	53,483	55,933	60,514	79,692
Workers' Compensation	63,288	95,411	378,044	62,650
Life Insurance	2,971	2,847	2,789	5,690
Unemployment Compensation	—	8,069	2,695	42,160
Clothing Maintenance	6,000	1,200	1,200	1,050
Automobile Maintenance Allow	—	—	—	4,200
	\$ 1,562,054	\$ 1,696,525	\$ 2,098,699	\$ 2,525,985
Other Training & Professional Dues				
Travel	\$ 348	\$ 180	\$ 370	\$ —
Tuition & Registration Fees	4,563	505	4,323	10,400
Other Training Supplies	244	4,331	732	11,000
Mileage (Priv Auto) Trng Prps	3,092	3,583	1,734	1,500
Professional Dues & Subscript	6,100	7,300	16,030	6,500
	\$ 14,347	\$ 15,899	\$ 23,190	\$ 29,400
Contractual Services				
Professional Services	\$ —	\$ —	\$ 26,000	\$ —
Travel- Non-Training	1,020	376	690	4,150
Mileage (Private Auto)	140,131	133,026	134,224	195,000
Freight Expense	—	—	30	—
Parking In City Facilities	11,595	7,515	11,440	15,500
Other Contractual	7,054	—	—	25,000
	\$ 159,800	\$ 140,917	\$ 172,385	\$ 239,650



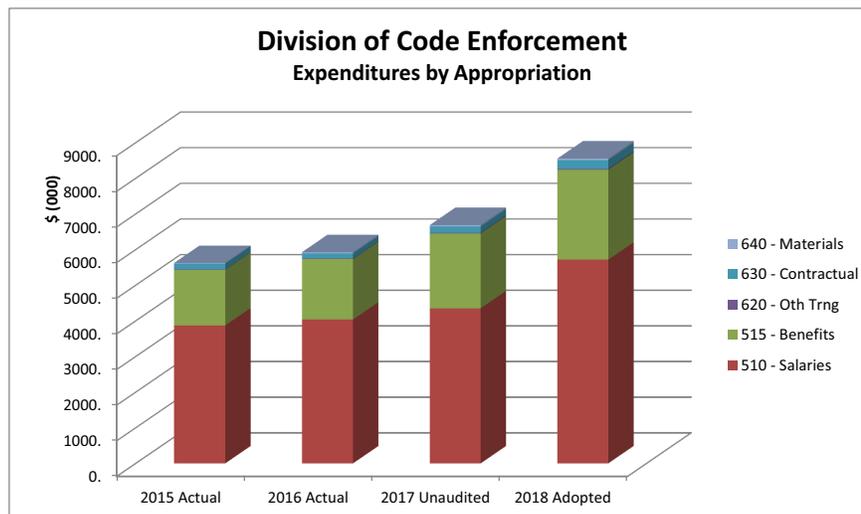
DIVISION OF CODE ENFORCEMENT

Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ 4	\$ 1,545
Computer Supplies	—	—	—	2,575
Clothing	3,699	19,200	13,947	14,217
Hardware & Small Tools	982	—	—	—
Photographic Supplies	730	1,368	3,148	2,060
Other Supplies	—	—	—	100
Safety Equipment	7,691	8,237	8,074	13,600
Just In Time Office Supplies	5,342	6,993	12,535	7,000
	\$ 18,444	\$ 35,798	\$ 37,707	\$ 41,097
	\$ 5,625,085	\$ 5,925,202	\$ 6,684,040	\$ 8,551,114

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Licenses & Permits	\$ 120	\$ —	\$ 55,374	\$ —
Miscellaneous	419,910	910	423,510	—
	\$ 420,030	\$ 910	\$ 478,884	\$ —





DIVISION OF CODE ENFORCEMENT

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		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	0	1	Principal Clerk	14.88	21.54
2	2	4	Legal Secretary	20,800.00	50,700.42
3	2	5			
<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
1	0	1	Chief Plumbing Inspector	20,800.00	58,396.41
1	0	1	Chief Heating Inspector	20,800.00	75,084.85
7	5	7			
<u>PROFESSIONALS</u>					
2	2	2	Paralegal	20,800.00	48,254.00
2	2	2			
<u>TECHNICIAN</u>					
1	0	1	Building Inspector Trainee	18.60	21.79
6	6	6	Chief Building Inspector	20,800.00	75,084.85
8	5	8	Elevator Inspector	14.23	26.38
1	1	1	Environmental Compliance Specialist III	17.90	33.56
39	23	38	Residential Building Inspector	17.69	21.79
0	6	1	Residential Building Inspc Interim	15.75	18.09
9	8	8	Senior Data Conversion Operator	13.47	19.76
64	49	63			



DIVISION OF CODE ENFORCEMENT

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
<u>NON EEO REPORTING</u>					
13	11	13	Building Inspector 1	14.08	26.38
2	0	2	Building Inspector 2	14.89	27.87
1	2	1	Building Inspector 3	15.70	29.35
1	1	1	Building Inspector 4	26.35	30.88
2	2	2	Building Inspector Interim	19.00	21.82
6	2	6	Electrical Safety Inspector 1	14.83	26.38
1	2	1	Electrical Safety Inspector 2	15.66	27.87
0	1	0	Electrical Safety Inspector 3	16.49	29.35
4	4	4	Mechanical Inspector 1	14.08	26.38
1	1	1	Mechanical Inspector 2	14.89	27.87
1	1	1	Mechanical Inspector 3	15.70	29.35
2	0	1	Plumbing Inspector 1	29,286.40	49,670.40
3	4	4	Plumbing Inspector 2	15.66	27.87
37	31	37			
114	90	115	TOTAL FULL TIME		
114	90	115	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

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 941,774	\$ 950,055	\$ 1,033,291	\$ 1,201,090
Longevity	7,050	7,875	7,525	7,825
Wage Settlements	405	—	—	—
Separation Payments	—	20,145	1,828	10,000
Bonus Incentive	—	—	5,000	—
Overtime	11,667	26,937	3,475	—
	\$ 960,896	\$ 1,005,012	\$ 1,051,119	\$ 1,218,915
Benefits				
Hospitalization	\$ 152,969	\$ 175,612	\$ 187,661	\$ 210,011
Prescription	25,897	31,824	31,511	41,226
Dental	7,668	8,175	8,863	11,177
Vision Care	1,123	1,148	1,251	1,545
Public Employees Retire System	133,475	137,926	145,431	170,616
Fica-Medicare	12,086	12,635	14,236	15,101
Workers' Compensation	10,290	10,090	23,789	13,719
Life Insurance	690	635	629	1,048
Unemployment Compensation	—	—	—	9,424
	\$ 344,196	\$ 378,046	\$ 413,372	\$ 473,867
Other Training & Professional Dues				
Travel	\$ 809	\$ 105	\$ 133	\$ —
Tuition & Registration Fees	130	325	940	500
Other Training Supplies	161	—	—	1,200
Mileage (Priv Auto) Trng Prps	870	170	143	500
Professional Dues & Subscript	800	—	—	1,000
	\$ 2,770	\$ 600	\$ 1,216	\$ 3,200
Contractual Services				
Professional Services	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,300
Mileage (Private Auto)	402	—	—	—
Freight Expense	14	—	—	100
Parking In City Facilities	—	825	—	—
Other Contractual	5,178	6,000	9,847	8,343
	\$ 15,594	\$ 16,825	\$ 19,847	\$ 18,743



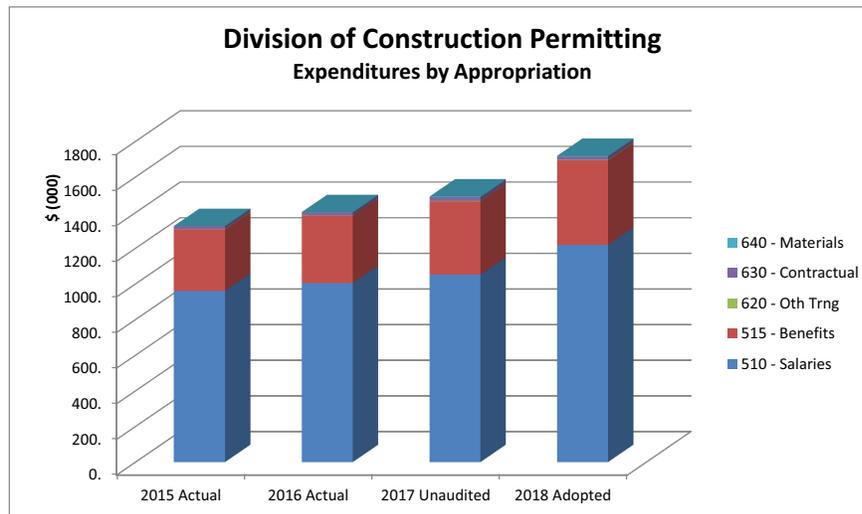
DIVISION OF CONSTRUCTION PERMITTING

Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Materials & Supplies				
Office Supplies	\$ —	\$ 42	\$ —	\$ 400
Computer Supplies	—	—	—	300
Office Furniture & Equipment	—	130	—	—
Other Supplies	—	—	45	—
Just In Time Office Supplies	1,609	2,263	4,148	3,000
	\$ 1,609	\$ 2,436	\$ 4,193	\$ 3,700
	\$ 1,325,065	\$ 1,402,918	\$ 1,489,747	\$ 1,718,425

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Licenses & Permits	\$ —	\$ 170	\$ 310	\$ —
Miscellaneous	—	7	—	—
	\$ —	\$ 177	\$ 310	\$ —





DIVISION OF CONSTRUCTION PERMITTING

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	Budget 2017	Budget 2018		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	0	1	Cust Suprt & Insp Sched Coordi	42,286.40	104,580.04
1	1	1	Customer Support Rep	12.15	18.94
1	1	1	Senior Clerk	12.47	17.78
<u>3</u>	<u>2</u>	<u>3</u>			
PROFESSIONALS					
4	4	4	Assistant Plan Examiner	16.29	24.99
8	7	8	Master Plan Examiner	23,647.11	112,409.91
<u>12</u>	<u>11</u>	<u>12</u>			
TECHNICIANS					
2	2	2	Senior Data Conversion Oper	13.47	19.76
<u>2</u>	<u>2</u>	<u>2</u>			
NON EEO REPORTING					
2	2	2	Residential Plan Examiner	19.56	28.24
<u>2</u>	<u>2</u>	<u>2</u>			
<u>21</u>	<u>19</u>	<u>21</u>	TOTAL FULL TIME		
<u>21</u>	<u>19</u>	<u>21</u>	TOTAL DIVISION		



DEPARTMENT OF ECONOMIC DEVELOPMENT

David M. Ebersole, Interim 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

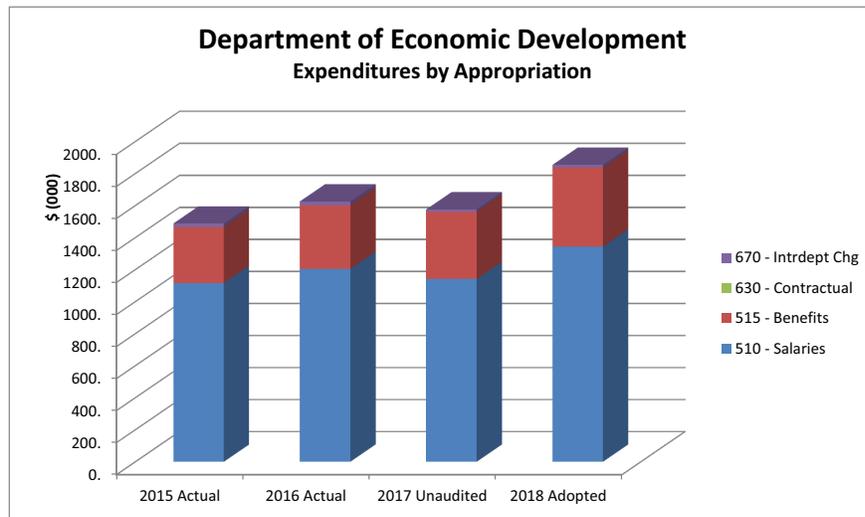
	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,068,682	\$ 1,198,847	\$ 1,079,745	\$ 1,339,706
Longevity	3,300	3,275	3,275	3,875
Wage Settlements	22	—	—	—
Vacation Conversion	—	—	8,090	—
Separation Payments	44,971	2,217	50,995	—
	\$ 1,116,975	\$ 1,204,339	\$ 1,142,105	\$ 1,343,581
Benefits				
Hospitalization	\$ 128,201	\$ 161,851	\$ 172,669	\$ 214,525
Prescription	21,867	32,898	31,013	42,735
Dental	6,742	8,262	8,429	12,139
Vision Care	655	885	962	1,229
Public Employees Retire System	149,976	167,179	153,598	188,101
Fica-Medicare	14,101	15,158	13,891	19,482
Workers' Compensation	19,531	11,493	27,962	14,611
Life Insurance	615	639	572	994
Unemployment Compensation	8,200	—	10,604	—
	\$ 349,889	\$ 398,365	\$ 419,702	\$ 493,816
Interdepart Service Charges				
Charges From Telephone Exch	\$ 3,407	\$ —	\$ —	\$ —
Charges From Print & Repro	14,823	18,245	11,429	13,055
Charges From Central Storeroom	2,635	2,092	2,024	2,651
Charges From M.V.M.	220	2,226	607	848
	\$ 21,085	\$ 22,563	\$ 14,060	\$ 16,554
	\$ 1,487,949	\$ 1,625,267	\$ 1,575,867	\$ 1,853,951

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Licenses & Permits	\$ 102,755	\$ 102,755	\$ 102,961	\$ 102,755
Transfers In	1,692,618	1,616,592	—	—
	\$ 1,795,373	\$ 1,719,347	\$ 102,961	\$ 102,755



DEPARTMENT OF ECONOMIC DEVELOPMENT





DEPARTMENT OF ECONOMIC DEVELOPMENT

COMPARISON OF STAFFING LEVEL

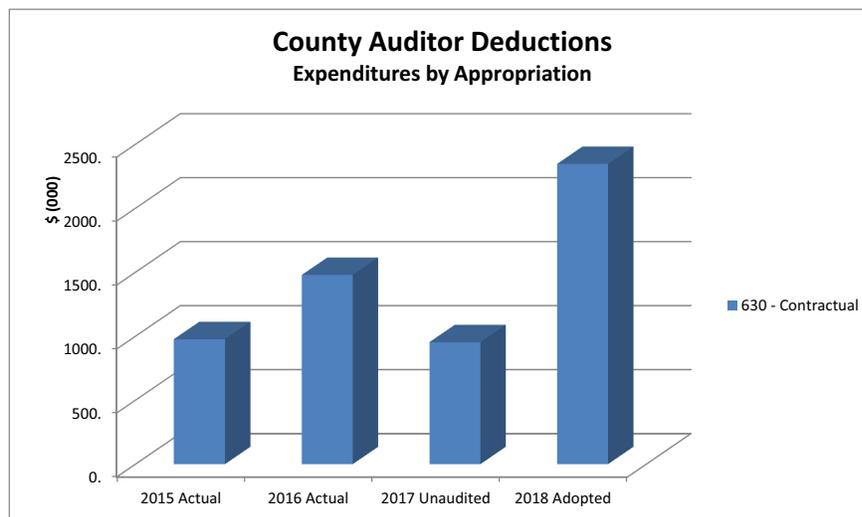
Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	0	1	Assistant Director HR/Economic Development	30,214.95	124,250.14
1	1	1	Budget Administrator	30,214.95	114,691.24
1	1	1	Director of Economic Development	50,795.81	191,316.74
1	1	1	Executive Assistant To The Mayor	50,795.81	191,316.74
4	3	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	0	1	Auditor	20,800.00	65,000.00
1	0	2	Development Finance Analyst I	34,000.00	66,489.84
2	4	3	Development Finance Analyst II	51,043.20	93,856.07
4	3	4	Economic Development Specialist	40,000.00	52,000.00
1	1	1	Office Manager	20,800.00	54,845.04
4	2	3	Project Coordinator	27,325.56	99,702.63
15	12	16			
19	15	20	TOTAL FULL TIME		
19	15	20	TOTAL DIVISION		



COUNTY AUDITOR DEDUCTIONS

Expenditures

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Contractual Services				
Non Productive Land Sales	\$ 8,216	\$ 9,843	\$ 6,036	\$ 10,000
Board Of Election Expense	68,153	712,788	56,056	1,400,000
County Aud & Treas Coll Fee	900,728	754,585	890,305	935,000
Advertising Del Land Sales	—	1,018	903	1,000
	\$ 977,098	\$ 1,478,234	\$ 953,300	\$ 2,346,000
	\$ 977,098	\$ 1,478,234	\$ 953,300	\$ 2,346,000

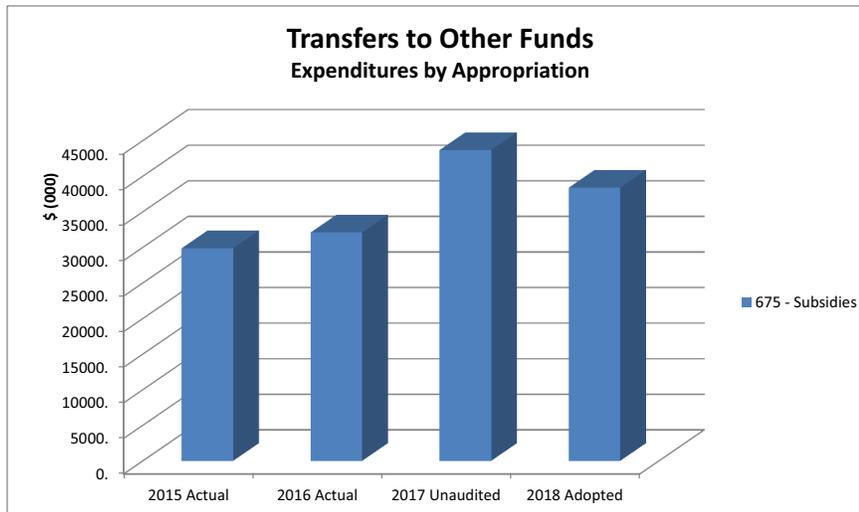




TRANSFERS TO OTHER FUNDS

Expenditures

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Interfund Subsidies				
Transfer To Rainy Day Res Fund	\$ —	\$ —	\$ 7,000,000	\$ —
Transfer To Stadium Fund	9,600,000	9,683,261	9,940,275	10,270,275
Subsidy To St Construction	7,666,121	10,146,325	11,214,387	9,854,678
Transfer to Other SubClasses	2,000,000	2,000,000	2,133,848	5,300,000
Transfer To Debt Service Fund	6,862,190	7,124,144	10,191,852	9,236,443
Transfer To Schools Rec Fund	1,175,000	1,125,000	1,125,000	1,125,000
Transfer to IX Center	137,765	142,228	—	—
Subsidy To Sinking Fund	504,243	602,764	600,000	653,744
Subsidy To Cemetery	113,260	173,352	65,982	217,859
Subsidy to Public Auditorium	1,803,581	1,082,196	1,400,000	1,715,691
	\$ 29,862,159	\$ 32,079,270	\$ 43,671,344	\$ 38,373,690
Capital Outlay				
Transfer To Capital Project	\$ —	\$ —	\$ 21,000,000	\$ 1,842,090
	\$ —	\$ —	\$ 21,000,000	\$ 1,842,090
	\$ 29,862,159	\$ 32,079,270	\$ 64,671,344	\$ 40,215,780





OTHER ADMINISTRATIVE

Expenditures

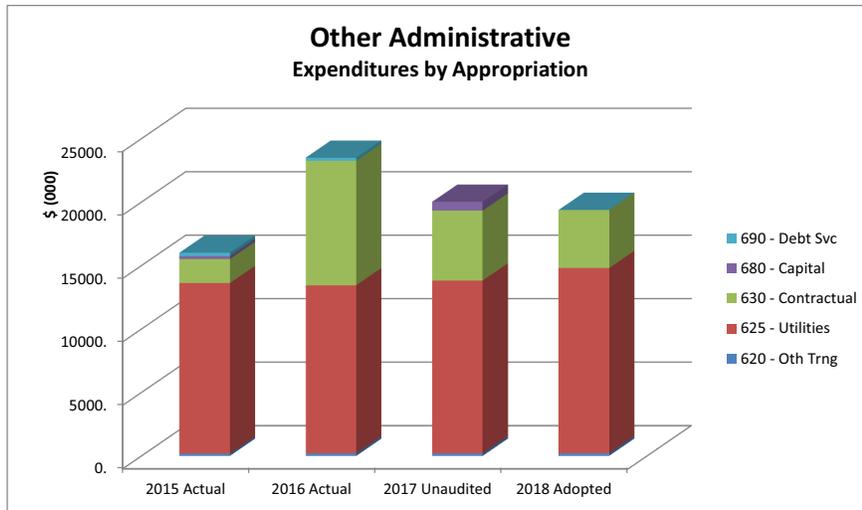
	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Other Training & Professional Dues				
Professional Dues & Subscript	\$ 27,799	\$ 52,919	\$ 3,074	\$ 5,000
Ohio Municipal League	23,441	23,441	23,441	23,441
NOACA	51,304	51,304	51,304	51,304
Mayors & Mgrs Assoc.	15,000	15,000	15,000	15,000
Global Cleveland	—	—	50,000	50,000
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	25,000	25,000	25,000	25,000
	\$ 179,034	\$ 204,154	\$ 204,309	\$ 206,235
Utilities				
Electricity - Cpp	\$ 13,431,753	\$ 13,248,096	\$ 13,610,282	\$ 14,585,206
Electricity - Other	6,669	—	—	—
	\$ 13,438,422	\$ 13,248,096	\$ 13,610,282	\$ 14,585,206
Contractual Services				
Professional Services	\$ 381,520	\$ 215,930	\$ 120,000	\$ 812,000
Advertising And Public Notice	1,173	—	—	—
Insurance And Official Bonds	5,964	—	—	—
Taxes	32,804	—	—	—
Other Contractual	922,280	535,010	466,630	225,000
Justice Center-Tower Maint	390,823	8,898,050	4,775,000	3,388,362
Bank Service Fees	156,260	149,680	149,705	160,000
	\$ 1,890,824	\$ 9,798,670	\$ 5,511,335	\$ 4,585,362
Capital Outlay				
Transfer To Capital Project	\$ 250,000	\$ —	\$ 693,276	\$ —
	\$ 250,000	\$ —	\$ 693,276	\$ —
Debt Service				
Principal	\$ 250,000	\$ 250,000	\$ —	\$ —
	\$ 250,000	\$ 250,000	\$ —	\$ —
	\$ 16,008,280	\$ 23,500,920	\$ 20,019,202	\$ 19,376,803



OTHER ADMINISTRATIVE

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Charges For Services	\$ 1,796,545	\$ 1,772,332	\$ 1,605,624	\$ 1,315,369
Fines, Forfeitures & Settlements	444,910	41,993	120,429	—
Licenses & Permits	300	—	—	—
Miscellaneous	10,552,788	12,989,706	14,855,734	12,877,853
Other Shared Revenue	13,525,248	13,323,010	12,900,162	13,027,383
Property Tax	32,683,851	32,420,754	33,842,251	34,044,446
Sale Of City Assets	—	—	—	1,000,000
State And Local Gov Fund	26,579,767	24,596,372	24,373,866	24,210,539
Transfers In	3,753,880	—	—	11,256,235
Other Tax	3,068,039	2,999,021	2,980,098	—
Income Tax	308,946,753	314,801,176	389,045,794	411,520,999
	\$ 401,352,079	\$ 402,944,365	\$ 479,723,957	\$ 509,252,824



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.



	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget	\$ Change	% Change
RESTRICTED INCOME TAX FUND						
RECEIPTS	\$ 38,638,873	\$ 39,393,710	\$ 48,745,921	\$ 51,560,125	\$ 2,814,204	5%
EXPENDITURES	37,600,482	39,607,690	49,666,707	51,737,512	2,070,805	4%
Net	\$ 1,038,391	\$ (213,980)	\$ (920,785)	\$ (177,387)	\$ 743,398	-81%
Decertifications	15,218	109,573	44,887	—	—	—
Beginning Balance	104,083	1,157,693	1,053,286	177,388	—	—
Ending Balance	\$ 1,157,693	\$ 1,053,286	\$ 177,388	\$ 1	\$ (177,387)	-100%
STREET CONSTRUCTION						
RECEIPTS	\$ 26,469,408	\$ 24,998,501	\$ 25,759,107	\$ 28,474,278	\$ 2,715,171	10%
EXPENDITURES	26,577,317	24,858,648	26,000,448	28,481,060	2,480,612	9%
Net	\$ (107,909)	\$ 139,853	\$ (241,341)	\$ (6,782)	\$ 234,559	-97%
Decertifications	112,469	65,658	35,928	—	—	—
Beginning Balance	2,125	6,685	212,195	6,782	—	—
Ending Balance	\$ 6,685	\$ 212,195	\$ 6,782	\$ 0	\$ (6,782)	-100%
FT Staffing Levels	135	135	138	151	—	—
RAINY DAY RESERVE FUND						
RECEIPTS	\$ 50,858	\$ 94,848	\$ 7,173,496	\$ 300,000	\$ (6,873,496)	-2,291%
EXPENDITURES	—	—	—	—	—	%
Net	\$ 50,858	\$ 94,848	\$ 7,173,496	\$ 300,000	\$ (6,873,496)	-96%
Beginning Balance	18,675,307	18,726,165	18,821,013	25,994,509	—	—
Ending Balance	\$ 18,726,165	\$ 18,821,013	\$ 25,994,509	\$ 26,294,509	\$ 300,000	1%
SCHOOL ACTIVITIES						
RECEIPTS	\$ 1,175,000	\$ 1,125,000	\$ 1,125,000	\$ 1,125,000	\$ —	%
EXPENDITURES	1,175,000	1,125,000	1,125,000	1,125,000	—	%
Net	\$ —	\$ —	\$ —	\$ —	\$ —	%
Beginning Balance	—	—	—	—	—	—
Ending Balance	\$ —	\$ —	\$ —	\$ —	\$ —	%



	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Unaudited</u>	<u>2018 Budget</u>	<u>\$ Change</u>	<u>% Change</u>
CLEVELAND STADIUM						
RECEIPTS	\$ 9,868,062	\$ 9,954,642	\$ 20,634,999	\$ 14,853,608	\$ (5,781,391)	-39%
EXPENDITURES	21,173,672	9,923,809	10,176,226	11,764,375	1,588,149	13%
Net	\$ (11,305,610)	\$ 30,834	\$ 10,458,773	\$ 3,089,233	\$ (7,369,540)	-70%
Beginning Balance	23,811,526	12,505,916	12,536,749	22,995,523	10,458,773	—
Ending Balance	<u><u>\$ 12,505,916</u></u>	<u><u>\$ 12,536,749</u></u>	<u><u>\$ 22,995,523</u></u>	<u><u>\$ 26,084,756</u></u>	<u><u>\$ 3,089,233</u></u>	<u><u>13%</u></u>



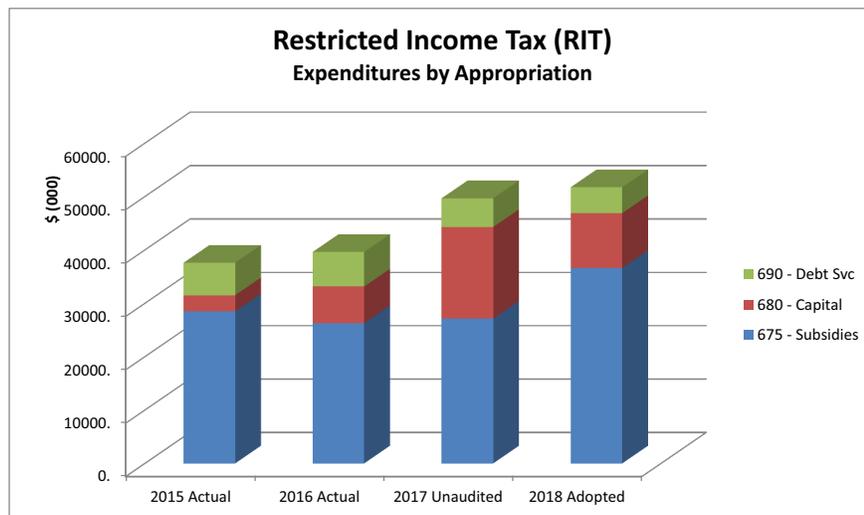
RESTRICTED INCOME TAX

Expenditures

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Interfund Subsidies				
Transfer to Other SubClasses	\$ 28,481,794	\$ 26,294,760	\$ 27,120,879	\$ 36,621,916
	\$ 28,481,794	\$ 26,294,760	\$ 27,120,879	\$ 36,621,916
Capital Outlay				
Transfer To Capital Project	\$ 3,029,196	\$ 6,841,261	\$ 17,173,256	\$ 10,273,931
	\$ 3,029,196	\$ 6,841,261	\$ 17,173,256	\$ 10,273,931
Debt Service				
Principal	\$ 5,150,885	\$ 5,674,362	\$ 4,667,598	\$ 4,210,028
Interest	938,608	797,307	704,974	631,637
	\$ 6,089,492	\$ 6,471,669	\$ 5,372,571	\$ 4,841,665
	\$ 37,600,482	\$ 39,607,690	\$ 49,666,707	\$ 51,737,512

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Income Tax	\$ 38,618,344	\$ 39,350,146	\$ 48,630,724	\$ 51,440,125
Interest Earnings/Investment Income	20,529	43,564	115,197	120,000
	\$ 38,638,873	\$ 39,393,716	\$ 48,745,921	\$ 51,560,125





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

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 7,568,201	\$ 7,574,824	\$ 7,777,692	\$ 8,246,667
Seasonal	2,801,734	2,559,264	3,507,447	3,531,772
Injury Pay	335	4,863	3,896	—
Longevity	58,300	57,900	55,125	55,400
Wage Settlements	25,191	—	—	—
Vacation Conversion	—	—	10,950	—
Separation Payments	24,461	61,259	67,225	—
Overtime	993,950	747,850	682,998	1,000,000
	\$ 11,472,171	\$ 11,005,960	\$ 12,105,332	\$ 12,833,839
Benefits				
Hospitalization	\$ 1,236,929	\$ 1,342,331	\$ 1,369,996	\$ 1,781,972
Prescription	225,756	257,103	250,962	300,756
Dental	66,464	64,585	64,156	80,572
Vision Care	6,309	6,651	7,055	9,078
Public Employees Retire System	1,595,483	1,526,074	1,672,093	1,794,422
Fica-Medicare	160,375	154,118	169,602	185,851
Workers' Compensation	515,451	438,362	686,759	745,823
Life Insurance	5,151	4,757	4,392	7,546
Unemployment Compensation	264,402	263,567	115,971	150,000
Clothing Allowance	42,310	41,775	40,100	42,875
Tool Insurance	2,870	2,870	2,870	3,130
Clothing Maintenance	16,250	15,800	16,550	16,600
	\$ 4,137,749	\$ 4,117,992	\$ 4,400,504	\$ 5,118,625
Other Training & Professional Dues				
Tuition & Registration Fees	\$ 1,520	\$ —	\$ 300	\$ —
	\$ 1,520	\$ —	\$ 300	\$ —
Utilities				
Brokered Gas Supply	\$ 119,533	\$ 82,929	\$ 65,299	\$ 91,419
Water	2,708	5,745	6,581	7,316
Gas	46,601	36,504	35,255	49,357
Electricity - Cpp	119,284	121,659	123,245	135,570
Electricity - Other	28,169	30,629	27,593	30,352
Security & Monitoring System	818	21,133	—	1,200
	\$ 317,112	\$ 298,599	\$ 257,974	\$ 315,214
Contractual Services				
Professional Services	\$ 7,070	\$ 32,920	\$ 297,335	\$ 261,550
Medical Services	170	—	—	2,500
Parking In City Facilities	7,861	7,905	4,065	6,604



STREET CONSTRUCTION, MAINTENANCE & REPAIR

Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Property Rental	114,000	45,449	129,000	88,000
Other Contractual	6,058	24,468	2,606	7,200
	\$ 135,159	\$ 110,742	\$ 433,006	\$ 365,854
Materials & Supplies				
Office Supplies	\$ —	\$ 200	\$ —	\$ —
Purchase Of Tests	107	—	—	200
Salt & De-Icer	3,214,125	3,532,993	918,490	2,000,000
Construction Equipment Parts	—	—	1,039	—
Clothing	4,717	2,345	2,647	2,060
Hardware & Small Tools	2,351	28,040	1,901	10,000
Welding Supplies & Equipment	14,139	6,000	20,000	15,000
Boilers, Heaters & Cool Equip	6,000	10,000	20,000	15,450
Seed, Fertilizer & Herbicide	—	—	185	1,000
Small Equipment	18,649	8,706	695	10,740
Electrical Supplies	5,970	894	73	6,180
Fence, Posts & Bars	—	—	—	1,090
Ammunition	—	—	3,825	—
Hygiene And Cleaning Supplies	8,616	6,538	19,587	11,020
Painting Equipment & Supplies	9,133	10,257	26,684	8,000
Lumber, Glass, And Drywall	4,240	5,657	1,850	5,000
Other Supplies	219,967	130,364	179,079	133,488
Guard Rail Supplies	65,000	—	1,720	30,000
Bridge Maintenance Supplies	79,033	174,821	143,024	723,885
Safety Equipment	10,889	16,446	19,847	11,000
Just In Time Office Supplies	1,381	1,964	1,391	1,600
Building Maintenance Supplies	—	—	—	6,000
Paving Material	292,134	58,297	89,165	120,000
Asphalt	534,677	404,921	303,863	460,000
Cement Sand & Gravel	421,421	385,668	370,969	400,000
Misc Maintenance Supplies	61,264	90,315	173,012	51,500
	\$ 4,973,813	\$ 4,874,426	\$ 2,299,044	\$ 4,023,213
Maintenance				
Maintenance Contracts	\$ —	\$ —	\$ —	\$ 11,120
Maintenance Machinery & Tools	—	—	—	15,450
Repair Parts	45,000	134	50,706	10,300
Repair Of Overhead Doors	20,653	10,479	11,601	15,450
	\$ 65,653	\$ 10,613	\$ 62,307	\$ 52,320



STREET CONSTRUCTION, MAINTENANCE & REPAIR

Expenditures (Continued)

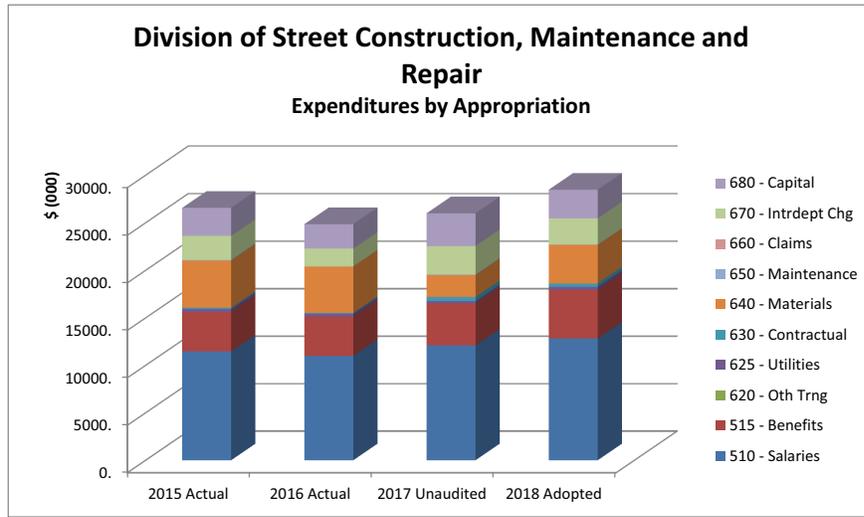
	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 2,400	\$ 2,375	\$ —	\$ 5,000
	\$ 2,400	\$ 2,375	\$ —	\$ 5,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 116,689	\$ 144,888	\$ 175,022	\$ 160,713
Charges From Radio Comm System	71,614	121,106	124,602	110,073
Charges From W.P.C.	2,844	846	4,332	5,000
Charges From Print & Repro	13,248	13,892	17,934	20,486
Charges From Central Storeroom	143	143	253	331
Charges From M.V.M.	2,296,080	1,560,244	2,674,079	2,417,564
Charges From Division Of Maint	—	4,344	—	30,000
Charges From Waste Collection	7,952	7,344	6,192	5,000
	\$ 2,508,570	\$ 1,852,806	\$ 3,002,415	\$ 2,749,167
Capital Outlay				
Local Resurfacing	\$ 2,963,171	\$ 2,584,034	\$ 3,439,567	\$ 3,017,828
Sidewalk Construction	—	1,100	—	—
	\$ 2,963,171	\$ 2,585,134	\$ 3,439,567	\$ 3,017,828
	\$ 26,577,317	\$ 24,858,648	\$ 26,000,448	\$ 28,481,060

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Charges For Services	\$ 41,057	\$ 71,212	\$ 41,249	\$ 35,000
Fines, Forfeitures & Settlements	250,133	—	—	—
Licenses & Permits	1,350,480	1,221,208	879,750	890,200
Miscellaneous	3,673,133	357,574	191,275	4,400,400
Other Shared Revenue	13,485,734	13,199,916	13,428,476	13,290,000
Transfers In	7,666,121	10,146,325	11,214,387	9,854,678
Interest Earnings/Investment Income	1,750	2,265	3,969	4,000
	\$ 26,469,408	\$ 24,998,501	\$ 25,759,107	\$ 28,474,278



STREET CONSTRUCTION, MAINTENANCE & REPAIR





STREET CONSTRUCTION, MAINTENANCE & REPAIR

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		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>					
3	3	3	Asphalt Construction Unit Leader	26.37	39.56
20	15	20	Asphalt Tamper	25.29	37.91
1	1	1	Bridge Oiler	10.20	19.31
2	2	2	Carpenter	39.72	49.65
4	2	2	Construction Equipment Operator Group A	42.83	53.54
5	5	5	Construction Equipment Operator Group B	42.71	53.59
17	16	17	Electric Bridge Operator	10.00	18.80
4	4	4	Electric Bridge Operator Leader	10.00	20.13
2	1	2	Electrical Worker	46.40	58.00
3	3	3	Ironworker	44.17	55.21
1	1	1	Jackhammer Operator	25.29	37.91
1	1	1	Machinist	15.83	23.99
2	2	2	Master Mechanic	43.63	54.54
10	10	12	Paver	25.63	38.46
3	2	2	Paving Unit Leader	26.37	39.56
4	4	4	Street Equipment Maintenance Specialist	24.85	26.11
7	7	7	Street Maintenance District Unit Leader	59,446.40	67,509.31
7	10	8	Street Maintenance Foreman	21.32	23.32
3	3	3	Welder/Fabricator	18.36	26.64
99	92	99			



STREET CONSTRUCTION, MAINTENANCE & REPAIR

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
<u>SERVICE & MAINTENANCE</u>					
1	1	1	Concrete Mixer Driver	23.69	24.89
2	2	2	General Shop Unit Leader	26.97	28.97
12	9	12	Municipal Service Laborer	16.86	18.86
2	2	2	Street Carry-all Driver	24.85	26.11
2	2	2	Tanker Truck Driver	24.85	26.11
24	22	23	Truck Driver	19.99	21.01
43	38	42			
<u>TECHNICIAN</u>					
4	5	5	Radio Operator	19.28	21.28
4	5	5			
151	138	151	TOTAL FULL TIME		
127	119	127	TOTAL SEASONAL (PEAK) *		
278	257	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.



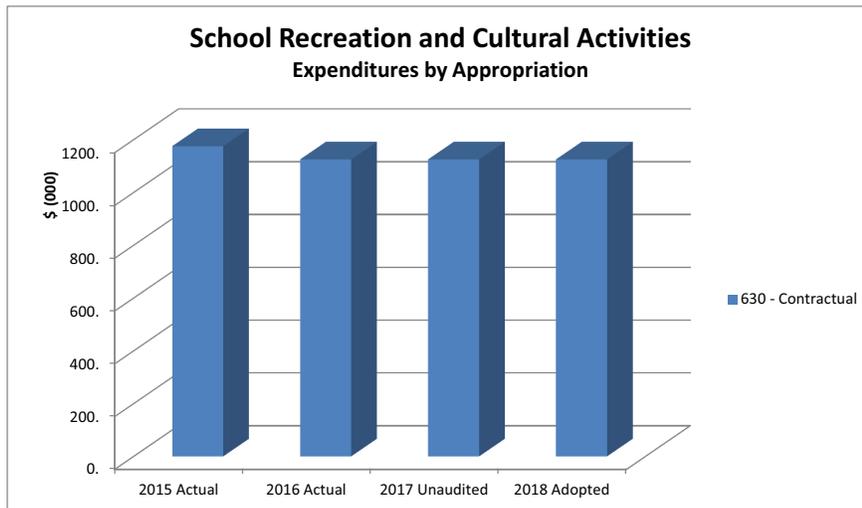
SCHOOLS RECREATION & CULTURAL

Expenditures

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Contractual Services				
Other Contractual	\$ 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	\$ 1,125,000

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Transfers In	\$ 1,175,000	\$ 1,125,000	\$ 1,125,000	\$ 1,125,000
	\$ 1,175,000	\$ 1,125,000	\$ 1,125,000	\$ 1,125,000





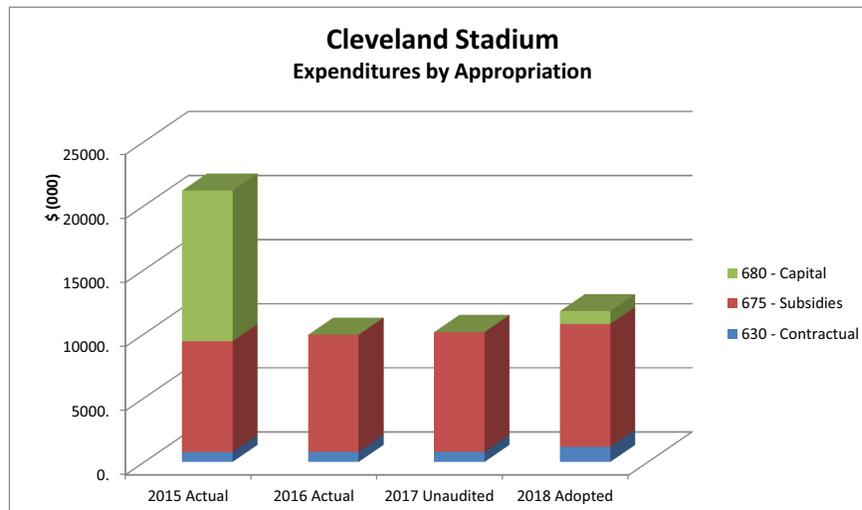
CLEVELAND STADIUM

Expenditures

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Contractual Services				
Professional Services	\$ 14,196	\$ 13,860	\$ 13,860	\$ 75,000
Insurance And Official Bonds	99,100	99,100	99,100	99,100
Stadium Property Tax	669,516	677,588	675,991	1,000,000
	\$ 782,812	\$ 790,548	\$ 788,951	\$ 1,174,100
Interfund Subsidies				
Transfer to Other SubClasses	\$ 75,662	\$ —	\$ —	\$ —
Transfer To Debt Service Fund	8,550,000	9,133,261	9,342,275	9,590,275
	\$ 8,625,662	\$ 9,133,261	\$ 9,342,275	\$ 9,590,275
Capital Outlay				
Transfer to other SubFunds	\$ 11,765,198	\$ —	\$ —	\$ 1,000,000
	\$ 11,765,198	\$ —	\$ —	\$ 1,000,000
Debt Service				
Professional Srvcs-Debt Srvc	\$ —	\$ —	\$ 45,000	\$ —
	\$ —	\$ —	\$ 45,000	\$ —
	\$ 21,173,672	\$ 9,923,809	\$ 10,176,226	\$ 11,764,375

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Charges For Services	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Other Shared Revenue	—	—	10,321,430	4,333,333
Transfers In	9,600,000	9,683,261	9,940,275	10,270,275
Interest Earnings/Investment Income	18,062	21,381	123,294	—
	\$ 9,868,062	\$ 9,954,642	\$ 20,634,999	\$ 14,853,608



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

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget	\$ Change	% Change
UTILITIES ADMINISTRATION						
RECEIPTS	\$ 4,346,344	\$ 5,189,411	\$ 5,270,650	\$ 6,641,220	\$ 1,370,570	26%
EXPENDITURES	4,713,210	4,851,301	5,155,568	6,685,766	1,530,198	30%
Net	\$ (366,866)	\$ 338,110	\$ 115,083	\$ (44,546)	\$ (159,629)	-139%
Decertifications	5,451	200	23,824	—	—	—
Beginning Balance	505,978	144,563	482,873	621,780	—	—
Ending Balance	\$ 144,563	\$ 482,873	\$ 621,780	\$ 577,234	\$ (44,546)	-7%
FT Staffing Levels	42	49	52	63	11	17%
FISCAL CONTROL						
RECEIPTS	\$ 5,393,502	\$ 7,639,401	\$ 7,106,251	\$ 7,573,206	\$ 466,955	7%
EXPENDITURES	5,296,006	7,598,329	6,803,491	7,765,231	961,740	14%
Net	\$ 97,496	\$ 41,072	\$ 302,759	\$ (192,025)	\$ (494,784)	-163%
Decertifications	917	2,894	56,324	—	—	—
Beginning Balance	322,580	420,994	464,959	824,042	—	—
Ending Balance	\$ 420,994	\$ 464,959	\$ 824,042	\$ 632,017	\$ (192,025)	-23%
FT Staffing Levels	69	68	75	81	6	7%
WATER						
RECEIPTS	\$ 295,264,808	\$ 306,753,326	\$ 330,016,447	\$ 298,159,530	\$ (31,856,917)	-10%
EXPENDITURES	308,648,165	285,232,793	318,200,928	361,078,645	42,877,717	13%
Net	\$ (13,383,357)	\$ 21,520,533	\$ 11,815,519	\$ (62,919,115)	\$ (74,734,634)	-633%
Decertifications	2,582,248	37,747	5,211,421	—	—	—
Beginning Balance	180,493,376	169,692,267	191,250,547	208,277,487	—	—
Ending Balance	\$ 169,692,267	\$ 191,250,547	\$ 208,277,487	\$ 145,358,372	\$ (62,919,115)	-30%
FT Staffing Levels	902	870	915	1,169	254	22%
WATER POLLUTION CONTROL						
RECEIPTS	\$ 24,165,066	\$ 26,555,940	\$ 30,219,310	\$ 26,508,356	\$ (3,710,954)	-14%
EXPENDITURES	25,529,519	24,731,979	25,046,928	28,207,685	3,160,757	11%
Net	\$ (1,364,453)	\$ 1,823,961	\$ 5,172,382	\$ (1,699,329)	\$ (6,871,711)	%
Decertifications	151,722	4,942	838,990	—	—	—
Beginning Balance	8,758,702	7,545,971	9,374,873	15,386,245	—	—
Ending Balance	\$ 7,545,971	\$ 9,374,873	\$ 15,386,245	\$ 13,686,916	\$ 15,386,245	100%
FT Staffing Levels	123	122	124	160	36	23%



	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget	\$ Change	% Change
CLEVELAND PUBLIC POWER						
RECEIPTS	\$ 192,475,721	\$ 189,812,300	\$ 187,640,250	\$ 214,994,706	\$ 27,354,456	13%
EXPENDITURES	194,238,499	196,539,429	192,531,885	215,989,237	23,457,352	11%
Net	\$ (1,762,778)	\$ (6,727,130)	\$ (4,891,635)	\$ (994,531)	\$ 3,897,104	%
Decertifications	1,364,235	344,825	7,416,632	—	—	—
Beginning Balance	22,774,954	22,376,412	15,994,108	18,519,104	—	—
Ending Balance	\$ 22,376,412	\$ 15,994,108	\$ 18,519,104	\$ 17,524,573	\$ 18,519,104	100%
FT Staffing Levels	236	238	234	283	49	17%
PORT CONTROL						
RECEIPTS	\$ 148,433,708	\$ 154,954,227	\$ 178,540,238	\$ 168,572,666	\$ (9,967,572)	-6%
EXPENDITURES	148,735,355	159,843,022	162,832,284	168,572,666	5,740,382	3%
Net	\$ (301,647)	\$ (4,888,795)	\$ 15,707,954	\$ —	\$ (15,707,954)	%
Receivables & Adjustments	1,421,405	(2,693,870)	(3,296,197)	—	—	—
Decertifications	585,559	85,220	406,943	—	—	—
Beginning Balance	66,444,225	68,149,542	60,652,097	73,470,797	—	—
Ending Balance	\$ 68,149,542	\$ 60,652,097	\$ 73,470,797	\$ 73,470,797	\$ 73,470,797	100%
FT Staffing Levels	350	350	348	411	63	15%



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

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 2,594,110	\$ 2,700,300	\$ 2,914,578	\$ 3,843,164
Seasonal	—	—	13,696	42,222
Part-Time Permanent	2,139	25,817	—	—
Student Trainees	2,555	—	—	63,328
Longevity	15,425	14,425	14,000	15,800
Wage Settlements	1,162	—	—	—
Separation Payments	43,357	23,207	64,509	32,000
Bonus Incentive	—	—	1,000	—
Overtime	40,042	44,582	55,177	42,000
	\$ 2,698,790	\$ 2,808,331	\$ 3,062,960	\$ 4,038,514
Benefits				
Hospitalization	\$ 429,233	\$ 442,713	\$ 486,266	\$ 627,950
Prescription	89,863	87,645	92,525	126,498
Dental	23,937	22,553	23,534	34,711
Vision Care	2,361	2,366	2,620	3,685
Public Employees Retire System	367,624	385,588	413,567	567,496
Fica-Medicare	35,849	37,317	40,865	55,791
Workers' Compensation	20,396	23,572	69,011	39,186
Life Insurance	1,781	1,643	1,616	2,998
Unemployment Compensation	—	—	—	1,000
	\$ 971,043	\$ 1,003,395	\$ 1,130,003	\$ 1,459,315
Other Training & Professional Dues				
Travel	\$ 3,721	\$ 15,451	\$ 21,773	\$ 37,000
Tuition & Registration Fees	3,096	5,721	6,339	11,000
Professional Dues & Subscript	9,165	8,808	8,548	11,000
	\$ 15,982	\$ 29,980	\$ 36,660	\$ 59,000
Contractual Services				
Professional Services	\$ 13,007	\$ 7,913	\$ 18,598	\$ 38,000
Cable Professional Services	—	5,499	8,729	6,500
Mileage (Private Auto)	1,738	2,065	2,579	2,700
Advertising And Public Notice	2,445	3,300	15,630	10,000
Program Promotion	27,320	13,742	4,800	47,000
Parking In City Facilities	24,318	17,436	17,170	20,800
Insurance And Official Bonds	145	—	—	—
Property Rental	118,728	118,728	118,728	120,700
Other Contractual	195,984	185,737	228,323	225,400
	\$ 383,684	\$ 354,419	\$ 414,556	\$ 471,100



UTILITIES GENERAL ADMINISTRATION

Expenditures (Continued)

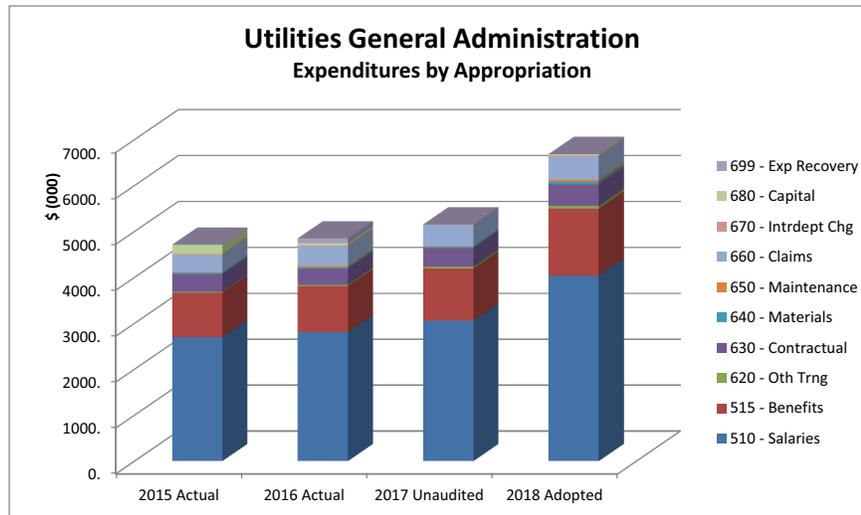
	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Materials & Supplies				
Postage	\$ 115	\$ 214	\$ 356	\$ 1,000
Computer Supplies	—	—	—	1,000
Computer Hardware	113	3,479	2,695	18,000
Computer Software	3,223	4,360	3,404	6,500
Office Furniture & Equipment	—	—	—	3,000
Photographic Supplies	4,744	9,134	9,244	14,000
Other Supplies	22,251	3,050	7,903	3,500
Just In Time Office Supplies	4,390	6,769	4,030	8,100
	\$ 34,835	\$ 27,004	\$ 27,632	\$ 55,100
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 500
Maintenance Contracts	—	—	4,737	12,000
Computer Hardware Maintenance	7,620	—	—	—
Maintenance Utility Systems	1,046	29,756	3,977	35,000
	\$ 8,666	\$ 29,756	\$ 8,714	\$ 47,500
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 1,500	\$ —	\$ —	\$ —
Indirect Cost	373,195	426,493	458,881	500,488
	\$ 374,695	\$ 426,493	\$ 458,881	\$ 500,488
Interdepart Service Charges				
Charges From Telephone Exch	\$ 6,706	\$ 3,596	\$ 3,622	\$ 3,326
Charges From Water	—	334	—	—
Charges From Print & Repro	5,868	6,018	8,090	9,240
Charges From Central Storeroom	575	53	67	76
Charges From M.V.M.	12,366	5,162	4,384	7,107
	\$ 25,515	\$ 15,163	\$ 16,163	\$ 19,749
Capital Outlay				
Other Equipment	\$ —	\$ 48,040	\$ —	\$ 35,000
Transfer To Capital Project	200,000	—	—	—
	\$ 200,000	\$ 48,040	\$ —	\$ 35,000
Expenditure Recovery				
Expenditure Recovery	\$ —	\$ 108,719	\$ —	\$ —
	\$ —	\$ 108,719	\$ —	\$ —
	\$ 4,713,210	\$ 4,851,301	\$ 5,155,568	\$ 6,685,766



UTILITIES GENERAL ADMINISTRATION

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Charges For Services	\$ 2,983,421	\$ 3,883,956	\$ 4,005,569	\$ 5,210,993
Miscellaneous	1,362,923	1,305,455	1,265,082	1,430,227
	\$ 4,346,344	\$ 5,189,411	\$ 5,270,650	\$ 6,641,220





UTILITIES GENERAL ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	Budget 2017	December 2017		Budget 2018	Minimum
<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	Chief Assistant Director of Law	31,500.00	136,692.31
1	1	1	Director of Public Utilities	100,000.00	248,531.48
1	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
1	0	1	Program Manager	30,214.00	90,533.02
0	1	2	Safety Programs Officer I	25,000.00	73,126.73
9	9	11			
<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
3	3	3			
<u>PROFESSIONALS</u>					
4	6	6	Administrative Manager	27,193.55	115,424.36
1	0	0	Administrative Officer	20,800.00	58,499.94
9	7	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
4	3	5	Assistant Manager of Marketing	20,800.00	64,468.16
1	1	1	Assistant Personnel Administrator	20,800.00	61,601.02
1	1	1	Chief Photographer	20,800.00	56,521.12
2	2	2	Civil Service Examiner II	20,800.00	53,765.27
1	1	1	Data Base Coordinator	30,214.00	87,813.65
1	0	1	Desktop Publishing Specialist	20,800.00	64,170.48
1	0	0	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	23.77
2	3	4	Project Coordinator	27,325.56	99,702.63
3	2	3	Reporter/Producer-TV20	20,800.00	75,084.85



UTILITIES GENERAL ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
0	2	2	Safety Program Manager	30,214.95	98,444.95
1	1	1	Senior Graphic Designer	40,000.00	75,000.00
1	1	1	Senior Systems Analyst	20,800.00	87,543.86
2	2	2	Telecommunications Specialist	30,215.00	66,351.39
1	0	1	Web Developer	30,215.00	90,533.02
<u>41</u>	<u>38</u>	<u>46</u>			
TECHNICIANS					
1	0	1	Business Process Analyst	55,000.00	108,044.90
1	0	0	Cable Production Specialist	20,800.00	41,314.46
2	2	2	Senior Computer Operator	10.00	29.36
<u>4</u>	<u>2</u>	<u>3</u>			
<u>57</u>	<u>52</u>	<u>63</u>	TOTAL FULL TIME		
<u>2</u>	<u>0</u>	<u>2</u>	TOTAL SEASONALS		
<u>3</u>	<u>0</u>	<u>9</u>	TOTAL STUDENT ASSISTANT		
<u>62</u>	<u>52</u>	<u>74</u>	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

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 3,387,035	\$ 3,697,260	\$ 3,918,860	\$ 4,381,859
Longevity	27,825	31,100	28,025	31,925
Wage Settlements	16,328	—	—	—
Vacation Conversion	—	—	8,187	—
Separation Payments	13,268	27,455	33,736	30,000
Bonus Incentive	—	—	16,000	—
Overtime	54,878	78,787	87,824	75,000
	\$ 3,499,335	\$ 3,834,602	\$ 4,092,633	\$ 4,518,784
Benefits				
Hospitalization	\$ 524,443	\$ 605,737	\$ 677,323	\$ 754,841
Prescription	105,599	123,190	115,268	146,127
Dental	28,587	30,731	30,942	38,410
Vision Care	4,591	4,253	4,562	5,556
Public Employees Retire System	474,338	532,944	561,349	633,862
Fica-Medicare	48,229	52,864	56,313	64,108
Workers' Compensation	27,107	33,977	96,110	52,448
Life Insurance	2,450	2,486	2,380	3,964
Unemployment Compensation	—	—	114	—
Clothing Allowance	1,080	1,440	1,080	1,680
Clothing Maintenance	900	1,200	900	1,400
	\$ 1,217,325	\$ 1,388,823	\$ 1,546,341	\$ 1,702,396
Other Training & Professional Dues				
Travel	\$ —	\$ 9,754	\$ 14,809	\$ 15,000
Tuition & Registration Fees	1,882	5,455	12,553	10,000
Training	—	2,295	—	—
Other Training Supplies	86	—	—	—
Professional Dues & Subscript	3,135	4,020	7,108	7,000
	\$ 5,102	\$ 21,524	\$ 34,470	\$ 32,000
Contractual Services				
Professional Services	\$ 11,434	\$ 56,847	\$ 125,980	\$ 250,000
Advertising And Public Notice	585	—	—	—
Parking In City Facilities	2,820	2,905	1,980	4,000
Other Contractual	20,926	10,248	34,848	125,000
	\$ 35,766	\$ 70,000	\$ 162,808	\$ 379,000
Materials & Supplies				
Office Supplies	\$ 449	\$ —	\$ 8,954	\$ 6,000
Postage	—	—	—	1,000
Computer Supplies	1,425	—	—	—



UTILITIES FISCAL CONTROL

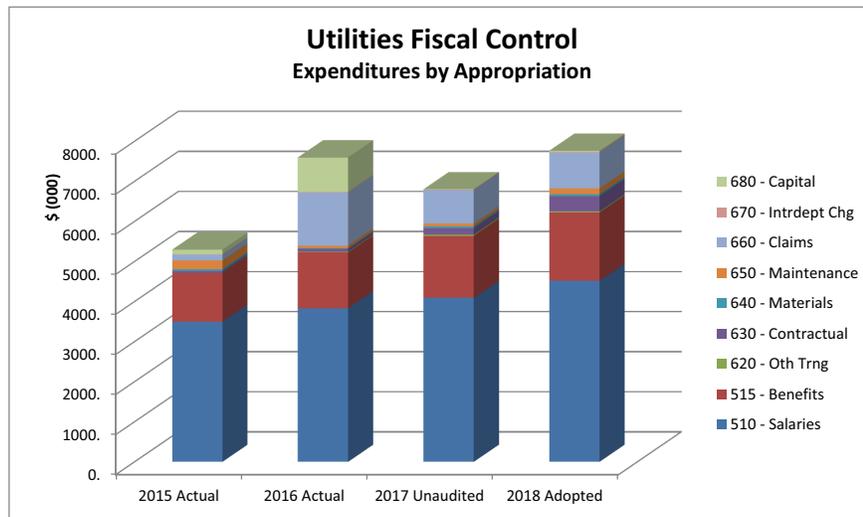
Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Computer Hardware	—	—	—	5,000
Computer Software	—	—	—	4,000
Office Furniture & Equipment	37,717	8,193	20,756	10,000
Other Supplies	569	866	183	2,000
Just In Time Office Supplies	8,327	7,742	12,622	20,000
	\$ 48,487	\$ 16,800	\$ 42,515	\$ 48,000
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 5,000
Maintenance Contracts	46,026	64,450	63,935	125,000
Computer Software Maintenance	174,064	2,721	3,027	12,000
	\$ 220,090	\$ 67,171	\$ 66,962	\$ 142,000
Claims, Refunds, Maintenance				
Indirect Cost	\$ 137,025	\$ 1,322,521	\$ 837,094	\$ 893,422
	\$ 137,025	\$ 1,322,521	\$ 837,094	\$ 893,422
Interdepart Service Charges				
Charges From Water	\$ —	\$ 400	\$ —	\$ —
Charges From Print & Repro	12,876	14,828	17,185	19,629
	\$ 12,876	\$ 15,228	\$ 17,185	\$ 19,629
Capital Outlay				
Computer Software	\$ —	\$ —	\$ —	\$ 30,000
Other Equipment	—	861,660	3,484	—
Transfer To Capital Project	120,000	—	—	—
	\$ 120,000	\$ 861,660	\$ 3,484	\$ 30,000
	\$ 5,296,006	\$ 7,598,329	\$ 6,803,491	\$ 7,765,231

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Charges For Services	\$ 5,389,140	\$ 7,510,108	\$ 6,934,082	\$ 7,565,206
Miscellaneous	—	122,404	158,624	—
Interest Earnings/Investment Income	4,147	6,757	13,249	8,000
Non Operating Other/Other	214	131	296	—
	\$ 5,393,502	\$ 7,639,401	\$ 7,106,251	\$ 7,573,206

UTILITIES FISCAL CONTROL





UTILITIES FISCAL CONTROL

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	Budget 2018	December 2017		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Assistant Director	36,590.39	154,089.52
2	1	1	Budget Administrator	30,214.95	114,691.24
1	0	0	Customer Support Center Manager	65,000.00	105,625.89
1	1	1	Utilities Comptroller	26,273.96	98,678.77
5	3	3			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Chief Clerk	22,050.00	52,504.47
5	5	5	Head Storekeeper	17.85	24.72
1	1	1	Principal Cashier	14.66	25.45
1	1	1	Principal Clerk	14.88	21.54
5	4	4	Senior Cashier	12.57	21.65
1	0	1	Stock Clerk	13.11	19.54
8	8	8	Storekeeper	16.66	22.26
22	20	21			
<u>PROFESSIONALS</u>					
3	3	3	Accountant I	14.39	21.65
4	4	4	Accountant II	14.88	23.77
1	1	1	Accountant III	15.48	26.36
2	3	3	Accountant IV	20,800.00	65,610.28
3	2	2	Accountant Supervisor	23,647.11	80,096.82
3	4	4	Administrative Manager	27,193.55	115,424.36
1	1	1	Administrative Officer	20,800.00	58,499.94
6	6	7	Assistant Administrator	20,800.00	72,000.00
3	2	2	Auditor	20,800.00	65,000.00
1	0	0	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	4	4	Fiscal Manager	23,647.11	93,401.98
1	0	1	Grant Administrator	22,333.40	83,008.39
4	4	4	Personnel Assistant	20,800.00	52,381.41
0	1	1	Project Coordinator	27,325.56	99,702.63
1	1	1	Senior Budget and Management Analyst	26,273.96	88,147.99



UTILITIES FISCAL CONTROL

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
3	3	3	Senior Internal Auditor	23,647.11	74,000.47
3	3	3	Warehouse Inventory Manager	22,333.40	88,646.98
44	44	46			
TECHNICIANS					
9	8	11	Senior Data Conversion Operator	13.47	19.76
9	8	11			
80	75	81	TOTAL FULL TIME		
80	75	81	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

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 46,743,342	\$ 46,505,147	\$ 47,341,568	\$ 55,720,160
Seasonal	30,646	4,499	14,475	—
Military Leave	899	2,404	1,735	—
Part-Time Permanent	54,872	54,496	101,948	136,966
Injury Pay	10,210	1,454	—	—
Student Trainees	16,281	40,264	57,156	213,588
Longevity	421,125	411,075	398,075	396,400
Wage Settlements	245,750	—	—	—
Vacation Conversion	—	—	120,020	—
Separation Payments	614,451	623,830	673,277	700,000
Bonus Incentive	—	27,245	195,894	2,000
Overtime	4,466,985	4,422,634	5,134,961	4,600,000
	\$ 52,604,562	\$ 52,093,048	\$ 54,039,108	\$ 61,769,114
Benefits				
Hospitalization	\$ 8,679,647	\$ 9,125,959	\$ 9,344,681	\$ 11,114,788
Prescription	1,628,772	1,764,163	1,667,234	2,239,170
Dental	475,265	464,518	454,812	611,200
Vision Care	55,231	55,044	55,265	71,026
Public Employees Retire System	7,223,400	7,197,243	7,381,802	8,748,835
Fica-Medicare	692,582	701,293	731,671	855,278
Workers' Compensation	1,658,826	1,327,949	2,163,627	1,427,889
Life Insurance	36,643	33,151	29,908	52,884
Unemployment Compensation	57,677	39,397	40,458	100,000
Clothing Allowance	203,969	188,526	192,451	135,146
Tool Insurance	7,410	6,340	6,080	6,240
Clothing Maintenance	102,955	98,640	100,362	79,507
Automobile Maintenance Allow	—	—	—	600
	\$ 20,822,377	\$ 21,002,222	\$ 22,168,351	\$ 25,442,563
Other Training & Professional Dues				
Travel	\$ 27,086	\$ 61,736	\$ 86,852	\$ 142,525
Tuition & Registration Fees	30,482	26,141	60,862	152,519
Training	—	7,265	2,054	81,195
Other Training Supplies	379	2,482	55,444	28,450
Professional Dues & Subscript	164,574	344,852	252,424	274,202
	\$ 222,521	\$ 442,475	\$ 457,635	\$ 678,891
Utilities				
Brokered Gas Supply	\$ 485,707	\$ 486,433	\$ 288,541	\$ 403,957
Sewer-Other	2,796,387	3,545,310	4,288,549	5,586,100



DIVISION OF WATER

Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Telephone	924,230	1,224,072	1,158,401	1,500,000
Water	66	200,000	100,000	100,000
Gas	554,389	418,833	379,331	531,063
Electricity - Cpp	15,934,438	15,010,496	15,366,808	16,903,489
Electricity - Other	4,722,248	5,444,985	4,700,486	5,170,534
Steam	45,882	20,549	39,391	45,000
	\$ 25,463,347	\$ 26,350,678	\$ 26,321,506	\$ 30,240,143
Contractual Services				
Professional Services	\$ 8,964,915	\$ 6,287,154	\$ 16,566,732	\$ 14,640,778
Mileage (Private Auto)	74	253	1,080	1,525
Advertising And Public Notice	226,797	220,297	271,530	254,503
Program Promotion	—	4,090	41,428	130,000
Parking In City Facilities	2,920	3,238	6,797	6,390
Taxes	128,552	128,313	124,088	131,000
Property Rental	141,904	72,365	123,649	155,336
Equipment Rental	543,458	40,920	26,071	91,170
Other Contractual	2,352,146	3,330,173	5,931,959	5,469,910
State Auditor Examination	64,000	67,000	69,000	69,000
Bank Service Fees	107,441	108,597	248,207	120,000
Credit Card Processing Fees	1,476,828	1,634,504	2,100,943	2,000,000
	\$ 14,009,034	\$ 11,896,904	\$ 25,511,483	\$ 23,069,612
Materials & Supplies				
Office Supplies	\$ 288	\$ —	\$ 145	\$ —
Postage	1,704,717	1,634,675	4,033,681	4,505,940
Computer Supplies	11,620	11,681	12,694	30,380
Computer Hardware	436,420	242,652	459,827	1,146,500
Computer Software	125,637	153,419	705,813	1,732,700
Fuel	75,977	26,700	26,681	172,100
Chemical	4,878,788	8,170,605	5,450,079	7,712,112
Salt & De-Icer	26,443	18,026	18,883	32,194
Clothing	5,484	8,758	10,413	31,900
Hardware & Small Tools	249,364	178,685	239,945	371,290
Small Equipment	202,943	244,815	259,862	493,950
Office Furniture & Equipment	47,983	22,018	36,463	41,800
Electrical Supplies	367,615	306,365	358,271	510,550
Hygiene And Cleaning Supplies	118,280	114,601	154,665	171,500
Motors And Pumps	121,312	34,873	270,511	434,800
Laboratory Supplies	225,510	218,393	199,528	353,000



DIVISION OF WATER

Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Other Supplies	67,397	38,230	64,991	133,050
Safety Equipment	399,384	424,106	531,375	477,814
Just In Time Office Supplies	48,016	66,019	67,912	99,302
Building Maintenance Supplies	89,598	40,126	101,169	119,100
Cement Sand & Gravel	1,921,716	2,064,444	2,276,219	2,252,500
Misc Maintenance Supplies	224,487	181,261	237,648	277,500
	\$ 11,348,980	\$ 14,200,452	\$ 15,516,775	\$ 21,099,982
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 3,400
Maintenance Contracts	285,339	38,277	570,016	531,500
Computer Hardware Maintenance	387,427	359,587	1,199,111	1,680,936
Computer Software Maintenance	2,999,264	2,496,430	2,650,176	5,594,300
Maintenance Machinery & Tools	88,774	127,346	108,238	227,000
Maintenance Vehicles	780,926	124,848	181,937	249,800
Maintenance Utility Systems	19,664,919	18,450,161	23,627,178	20,674,713
Maintenance Misc. Equipment	603,203	954,385	1,030,493	1,179,500
Maintenance Building	733,364	698,126	947,616	1,480,000
	\$ 25,543,217	\$ 23,249,159	\$ 30,314,765	\$ 31,621,149
Claims, Refunds, Maintenance				
Court Costs	\$ 1,632	\$ 555	\$ 455	\$ 2,000
Judgements, Damages, & Claims	501,675	672,665	397,752	600,000
Indirect Cost	4,084,479	4,020,784	3,985,118	4,133,992
	\$ 4,587,786	\$ 4,694,004	\$ 4,383,325	\$ 4,735,992
Interdepart Service Charges				
Charges From General Fund	\$ 2,304	\$ 2,304	\$ 6,405	\$ —
Charges From Telephone Exch	1,302,245	1,397,753	1,302,665	1,196,161
Charges From Utilities Admin	2,142,720	2,793,600	2,880,000	3,749,755
Charges From Fiscal Control	3,880,080	5,407,200	4,991,280	5,446,948
Charges From Radio Comm System	171,777	282,142	301,169	256,355
Charges From W.P.C.	106,270	63,520	111,454	105,500
Charges From Print & Repro	183,184	263,895	245,499	280,423
Charges From M.V.M.	2,406,926	2,636,820	2,692,870	2,287,821
Charges Frm Str Cnst Mnt & Rep	172,833	99,225	42,850	200,000
Charges From Waste Collection	56,936	74,989	76,034	78,000
	\$ 10,425,276	\$ 13,021,449	\$ 12,650,225	\$ 13,600,963
Interfund Subsidies				
Transfer to Other SubClasses	\$ 683	\$ —	\$ —	\$ —
	\$ 683	\$ —	\$ —	\$ —



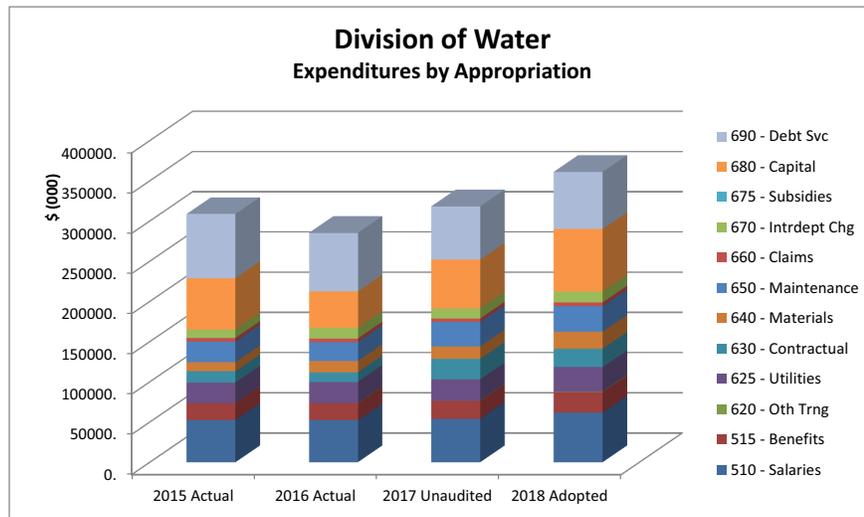
DIVISION OF WATER

Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Capital Outlay				
Infrastructure	\$ —	\$ —	\$ —	\$ 41,500,000
Professional Services	—	—	—	4,000,000
Building Betterments -Existing	—	—	—	17,500,000
Computer Software	—	—	—	2,400,000
Computer Hardware	—	—	—	4,400,000
Motorized Equipment	—	—	—	714,000
Automobiles	—	—	—	264,000
Trucks	—	—	—	3,852,000
Machinery, Tools, Instruments	—	12,810	—	1,000,000
Other Equipment	—	—	—	2,000,000
Transfer To Water Capital Proj	63,844,324	45,507,916	60,557,300	—
	\$ 63,844,324	\$ 45,520,726	\$ 60,557,300	\$ 77,630,000
Debt Service				
Professional Svcs-Debt Srvc	\$ 588,352	\$ 76,353	\$ 173,116	\$ 1,000,000
Principal	48,693,860	51,057,748	43,942,880	44,969,175
Interest	30,493,848	21,627,576	22,158,124	25,221,061
	\$ 79,776,060	\$ 72,761,677	\$ 66,274,120	\$ 71,190,236
Expenditure Recovery				
Expenditure Recovery	\$ —	\$ —	\$ 6,332	\$ —
	\$ —	\$ —	\$ 6,332	\$ —
	\$ 308,648,165	\$ 285,232,793	\$ 318,200,928	\$ 361,078,645
Revenues				
	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Charges For Services	\$ 294,392,332	\$ 302,250,122	\$ 325,160,235	\$ 292,909,530
Fines, Forfeitures & Settlements	—	5,947	—	—
Licenses & Permits	230,515	235,187	264,606	250,000
Miscellaneous	176,934	2,624,174	359,853	—
Sale Of City Assets	12,735	15,630	117,500	—
Transfers In	48,741	—	—	—
Interest Earnings/Investment Income	403,550	1,622,266	4,114,253	5,000,000
	\$ 295,264,808	\$ 306,753,326	\$ 330,016,447	\$ 298,159,530



DIVISION OF WATER





DIVISION OF WATER

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
3	1	1	Administration Bureau Manager	40,314.82	145,820.32
1	1	1	Administrator of Engineering and Planning	30,214.95	124,250.48
0	0	3	Application Delivery Services Manager	65,000.00	105,625.89
2	2	2	Assistant Chief of Water Distribution	23,647.11	95,698.26
2	4	4	Assistant Director	36,590.39	154,089.52
8	3	8	Assistant Manager-App. Dev. and Technical Support	46,224.91	137,831.29
2	2	2	Assistant Water Plant Manager - Parma	10.00	35.56
0	1	1	Chief of Public Utilities Security	60,000.00	100,000.00
0	0	1	Chief of Pumping	26,273.96	85,814.69
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	3	Customer Support Center Manager	65,000.00	105,625.89
2	1	1	General Manager of Administrative Services	26,273.96	100,653.14
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	3	Safety Programs Officer I	25,000.00	73,126.73
8	2	8	Safety Programs Officer II	25,000.00	51,187.74
1	0	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
50	33	54			
<u>ADMINISTRATIVE SUPPORT</u>					
4	2	4	Chief Clerk	22,050.00	52,504.47
0	16	16	Customer Account Associate Billing Service	14.28	18.94
0	26	30	Customer Account Associate Credit and Collections	15.08	20.00
125	29	63	Customer Service Representative - Call Center	12.15	18.94
0	2	7	Customer Support Associate Meter Operations	14.28	18.94
0	1	1	Customer Support Center Manager of Billing Services	65,000.00	105,625.89
0	1	1	Customer Support Manager of Credit and Collections	65,000.00	105,625.89
4	0	0	General Storekeeper	19.25	26.75
0	3	4	Head Storekeeper	17.85	24.72
20	18	19	Principal Clerk	14.88	21.54



DIVISION OF WATER

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
2	1	1	Secretary	10.00	18.96
5	3	3	Senior Clerk	12.47	17.78
8	7	8	Storekeeper	16.66	22.26
2	2	2	Telephone Operator	10.00	18.35
170	111	159			
<u>PROFESSIONALS</u>					
1	1	1	Accountant I	14.39	21.65
1	0	0	Accountant II	14.88	23.77
1	1	1	Accountant Supervisor	23,647.11	80,096.82
1	1	1	Accounts Payable Manager	22,333.40	77,171.05
14	14	16	Administrative Manager	27,193.55	115,424.36
12	5	9	Administrative Officer	20,800.00	58,499.94
1	0	1	AMR Data Analyst	20,800.00	72,883.76
1	1	1	AMR Field Engineer	27,325.56	94,320.17
24	22	29	Assistant Administrator	20,800.00	72,000.00
1	1	1	Assistant Chief of Public Utilities Security	60,000.00	100,000.00
5	4	5	Assistant Director of Law I (s)	26,250.00	93,199.31
0	1	2	Assistant Manager of Marketing	20,800.00	64,468.16
6	3	0	Assistant Security Manager	20,800.00	68,175.93
8	3	8	Associate Engineer	24.04	44.14
4	3	4	Billing Services Analyst	20,800.00	70,000.00
1	0	1	Chief Civil Engineer	23,647.11	93,401.98
2	2	2	Chief Miscellaneous Investigator	10.00	24.99
1	1	1	Chief of Laboratories	23,647.11	88,725.73
7	5	8	Chief Systems Analyst	27,325.56	108,011.58
1	1	1	Chief Training Officer	26,273.96	78,184.48
2	2	2	Construction Technician	12.02	24.99
12	11	12	Consulting Engineer	36,000.00	104,888.34
1	1	1	Contract Compliance Officer	26,273.96	78,184.48
2	2	2	Data Base Administrator	39,937.34	118,853.53
0	0	3	Data Base Analyst	30,214.95	98,444.95
1	1	1	Data Base Coordinator	30,214.00	87,813.65
6	5	5	Deputy Project Director	20,800.00	69,383.29
1	1	1	Desktop Publishing Specialist	20,800.00	64,170.48
1	0	1	Environmental Program Manager	45,000.00	96,330.79
0	1	3	Fiscal Manager	23,647.11	93,401.98



DIVISION OF WATER

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
0	1	1	GIS/IS Coordinator	52,000.00	103,593.76
8	0	7	GIS Technician	20,800.00	52,519.19
5	4	4	Hazardous Materials Specialist	21.63	35.70
2	0	0	Information Systems Coordinator	21,851.00	82,183.44
1	0	1	IT Security Officer	30,215.00	87,471.01
1	1	1	Labor Relations Assistant	20,800.00	59,516.40
2	3	4	Labor Relations Officer	27,325.56	85,577.88
8	0	0	Miscellaneous Investigator	15.35	19.96
1	0	1	Network Analyst I	14.52	37.82
9	7	8	Network Analyst II	30,214.00	97,709.06
3	4	5	Personnel Administrator	26,273.96	91,088.49
8	8	8	Personnel Assistant	20,800.00	52,381.41
14	16	15	Project Coordinator	27,325.56	99,702.63
13	10	11	Project Director	22,333.40	88,646.98
1	2	1	Regulatory Compliance Manager	50,000.00	94,970.71
1	1	1	Safety Programs Manager	30,214.95	98,444.95
1	0	0	Senior Budget and Management Analyst	26,273.96	88,147.99
2	1	1	Senior Personnel Assistant	20,800.00	55,388.98
3	2	2	Senior Systems Analyst	20,800.00	87,543.86
1	1	1	Software Analyst	45,000.00	96,330.79
1	0	0	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
8	5	7	Systems Analyst	20,800.00	68,251.13
2	2	3	Talent Development Specialist	20,800.00	80,386.51
19	14	18	Unit Supervisor	23.06	24.46
1	1	1	Warehouse Inventory Manager	22,333.40	88,646.98
5	4	4	Water Plant Manager	23,647.11	107,738.40
0	14	17	Water Service Investigator	19.08	20.66
2	2	2	Web Developer	30,215.00	90,533.02
241	197	248			
PARA-PROFESSIONALS					
1	1	1	Chief Legal Investigator	23,647.11	74,000.47
1	1	1	Claims Examiner	10.00	24.99
2	2	2			



DIVISION OF WATER

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
<u>PROTECTIVE SERVICES</u>					
0	0	6	Security Manager	23,647.11	100,133.34
56	43	54	Security Officer	14.16	21.96
56	43	60			
<u>SKILLED CRAFT</u>					
1	0	0	Asbestos Worker	46.76	58.45
13	13	13	Assistant Water Plant Manager	10.00	35.56
2	1	2	Bricklayer	40.20	50.25
1	1	1	Bricklayer Foreman	41.45	51.25
2	2	2	Bricklayer Helper	25.96	38.94
3	3	4	Carpenter	39.72	49.65
1	0	1	Carpenter Unit Leader	40.97	50.90
8	8	8	Cement Finisher	39.96	49.95
1	1	1	Cement Finisher Unit Leader	41.21	50.90
2	2	1	Chief Building Stationary Engineer	21.43	28.93
14	13	13	Construction Equipment Operator Group A	42.83	53.54
2	2	2	Construction Equipment Operator Group B	42.71	53.59
13	14	14	Electrical Worker	46.40	58.00
1	1	1	Ironworker	44.17	55.21
24	21	27	Machinist	15.83	23.99
2	1	1	Machinist Helper	13.72	20.11
7	6	7	Machinist Unit Leader	14.28	27.62
3	3	3	Painter	35.29	43.55
1	0	1	Painter Foreman	36.54	44.55
2	3	3	Pipefitter	48.86	61.07
4	4	4	Plumber	48.12	60.15
2	2	2	Sheet Metal Worker	49.71	62.14
1	0	1	Small Equipment Repair Worker	12.26	21.02
46	49	53	Water Plant Operator I	20.09	23.51
10	2	3	Water Plant Operator II	22.68	27.54
1	1	1	Water System Construction Inspector Supervisor	20,800.00	69,078.99
1	1	1	Welder Fabricator	18.36	26.64
168	154	170			



DIVISION OF WATER

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
<u>SERVICE & MAINTENANCE</u>					
12	11	12	Custodial Worker	11.83	15.74
2	2	2	Custodial Worker Supervisor	19.78	21.78
2	2	2	Ground Maintenance Man	16.86	18.86
9	9	10	Labor Foreman	21.32	23.32
55	52	56	Municipal Service Laborer	16.86	18.86
30	27	30	Truck Driver	19.99	21.01
13	8	13	Water Hydraulic Repairman	18.16	20.66
1	1	1	Water Hydraulic Supervisor	24.93	26.53
7	4	7	Water Hydraulic Unit Leader	22.11	23.53
4	4	0	Water Meter Department Supervisor	24.93	26.53
20	9	0	Water Meter Department Unit Leader	22.11	23.53
64	1	0	Water Meter Repairman	16.18	20.66
15	12	15	Water Pipe Repair Supervisor	25.85	27.51
30	26	31	Water Pipe Repair Unit Leader	22.49	23.94
103	82	102	Water Pipe Repairman	16.77	22.11
17	7	17	Water System Construction Inspector	18.97	25.82
384	257	298			
<u>TECHNICIANS</u>					
1	1	1	Access Control Specialist	60,700.00	90,000.00
5	5	7	Business Process Analyst	55,000.00	108,044.90
5	4	5	Chemist	18.49	28.77
2	2	2	Chief Radio Dispatcher	23.34	24.78
1	1	1	Computer Operator	10.00	24.99
0	0	1	Environmental Compliance Specialist I	14.95	24.90
0	6	8	Inspector of Permits and Sales	20.55	24.27
6	3	6	Instrumentation Technician II	22.81	25.63
3	3	4	Laboratory Assistant	10.00	20.68
17	0	0	Meter Reader	15.53	20.66
14	0	0	Meter Reader Collections	15.53	19.27
5	0	0	Meter Reader Commercial	15.53	19.27
2	0	0	Meter Reader Investigation	15.53	19.27
3	1	0	Meter Reader Machine	15.53	19.27
5	5	0	Meter Reader Supervisor	23.03	24.44
0	65	87	Meter Technician	18.05	20.66
0	0	9	Meter Technicain Supervisor	23.03	24.44



DIVISION OF WATER

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
0	0	17	Meter Technician Unit Leader	22.11	23.53
22	15	22	Radio Dispatcher	17.33	22.49
3	3	3	Senior Chemist	17.61	24.99
3	2	2	Senior Draftsman	11.69	21.25
1	1	1	Senior Programmer Analyst	23,647.11	76,592.09
2	1	2	Telecommunications Analyst I	14.53	45.49
100	118	178			
1,171	915	1,169	TOTAL FULL TIME		
2	2	2	TOTAL PART TIME		
0	1	0	TOTAL SEASONAL		
5	1	17	TOTAL STUDENT ASSISTANT		
1,178	919	1,188	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.



WATER POLLUTION CONTROL

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.

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 reelawn and investigate sewer connections from test tee excavation to the main sewer.

WATER POLLUTION CONTROL

Expenditures

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 5,927,621	\$ 6,099,022	\$ 6,319,062	\$ 7,540,367
Seasonal	17,512	64,136	2,762	—
Part-Time Permanent	22,905	—	—	35,672
Injury Pay	1,542	12,453	—	—
Student Trainees	—	—	2,760	10,558
Longevity	51,225	51,200	49,275	51,800
Wage Settlements	28,054	—	—	—
Vacation Conversion	—	—	2,019	—
Separation Payments	42,542	25,191	30,466	32,500
Bonus Incentive	800	400	26,200	200
Overtime	228,595	256,393	239,211	250,000
	\$ 6,320,796	\$ 6,508,794	\$ 6,671,755	\$ 7,921,097
Benefits				
Hospitalization	\$ 1,150,216	\$ 1,192,143	\$ 1,207,459	\$ 1,508,740
Prescription	195,366	226,501	219,365	307,626
Dental	60,367	58,864	56,538	82,316
Vision Care	6,919	7,865	7,662	10,352
Public Employees Retire System	883,312	906,995	922,238	1,106,160
Fica-Medicare	87,833	92,064	94,066	111,298
Workers' Compensation	404,584	503,022	476,742	444,757
Life Insurance	4,949	4,485	3,992	7,402
Unemployment Compensation	—	12,879	13,331	13,068
Clothing Allowance	24,040	32,971	21,950	45,622
Tool Insurance	2,690	2,690	2,690	3,665
Clothing Maintenance	37,693	32,960	39,213	47,706
	\$ 2,857,969	\$ 3,073,437	\$ 3,065,247	\$ 3,688,712
Other Training & Professional Dues				
Travel	\$ 5,298	\$ 6,893	\$ 15,218	\$ 14,300
Tuition & Registration Fees	2,035	3,475	8,562	4,375
Training	—	355	—	—
Other Training Supplies	116	38	—	—
Professional Dues & Subscript	10,835	4,475	4,892	7,410
	\$ 18,284	\$ 15,235	\$ 28,672	\$ 26,085
Utilities				
Brokered Gas Supply	\$ 53,325	\$ 50,087	\$ 31,680	\$ 44,352
Sewer-Other	591	577	5,517	5,150
Telephone	1,809	7,123	7,771	57,060
Water	22,027	14,570	15,412	20,089



WATER POLLUTION CONTROL

Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Gas	19,577	21,355	20,374	28,524
Electricity - Cpp	240,938	217,810	218,552	240,407
Electricity - Other	48,316	21,181	14,419	15,861
	\$ 386,583	\$ 332,702	\$ 313,725	\$ 411,443
Contractual Services				
Professional Services	\$ 478,723	\$ 333,344	\$ 2,066,379	\$ 1,864,300
Mileage (Private Auto)	8	1,586	1,857	—
Advertising And Public Notice	1,068	7,965	1,833	15,000
Program Promotion	37,012	37,544	37,286	80,000
Parking In City Facilities	3,195	1,518	2,038	3,500
Property Rental	107	107	—	4,000
Equipment Rental	61,200	213,000	100,000	120,000
Special Assessment	—	7,542	8,793	—
Other Contractual	67,805	1,040,872	136,672	224,500
State Auditor Examination	14,000	15,000	16,000	16,000
Bank Service Fees	1,811	1,707	1,447	2,500
Credit Card Processing Fees	1,305	1,715	3,306	2,200
	\$ 666,234	\$ 1,661,899	\$ 2,375,610	\$ 2,332,000
Materials & Supplies				
Computer Supplies	\$ 1,847	\$ —	\$ 141	\$ 2,500
Computer Hardware	—	25,546	15,000	42,500
Computer Software	—	—	—	2,500
Clothing	—	—	—	5,000
Hardware & Small Tools	30,506	20,218	41,129	40,000
Small Equipment	4,751	662	—	5,000
Office Furniture & Equipment	5,879	9,931	7,466	7,500
Hygiene And Cleaning Supplies	5,193	5,836	—	5,000
Other Supplies	25,681	47,968	38,807	30,000
Safety Equipment	91,579	121,146	137,606	133,000
Just In Time Office Supplies	2,396	5,314	4,973	5,000
Building Maintenance Supplies	229,619	358,324	413,042	97,500
Misc Maintenance Supplies	180	—	213	—
	\$ 397,631	\$ 594,945	\$ 658,377	\$ 375,500
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ 4,000	\$ —
Computer Hardware Maintenance	5,879	14,090	1,000	5,000
Computer Software Maintenance	49,603	150,085	85,636	100,000
Maintenance Machinery & Tools	—	1,225	—	1,250
Maintenance Vehicles	440,284	590,118	487,948	450,000



WATER POLLUTION CONTROL

Expenditures (Continued)

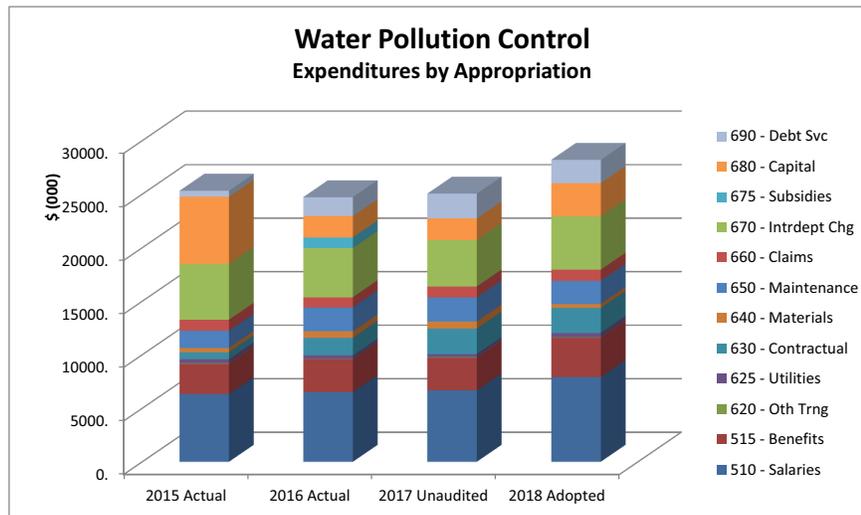
	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Maintenance Utility Systems	1,089,516	1,484,062	1,669,049	1,600,000
Maintenance Misc. Equipment	5,000	—	54	—
	\$ 1,590,281	\$ 2,239,580	\$ 2,247,687	\$ 2,156,250
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 9,370	\$ 36,387	\$ 73,796	\$ 66,000
Indirect Cost	1,021,267	917,780	945,077	968,739
	\$ 1,030,637	\$ 954,167	\$ 1,018,873	\$ 1,034,739
Interdepart Service Charges				
Charges From General Fund	\$ 10,345	\$ —	\$ —	\$ —
Charges From Telephone Exch	25,915	27,047	41,582	38,183
Charges From Utilities Admin	297,600	388,000	400,000	520,799
Charges From Fiscal Control	538,900	751,000	693,400	756,521
Charges From Radio Comm System	32,962	59,492	57,021	55,884
Charges From Water	3,912,258	3,046,068	2,806,487	3,300,000
Charges From Print & Repro	23,164	26,619	27,022	30,866
Charges From M.V.M.	295,212	242,908	277,841	247,463
Charges Frm Str Cnst Mnt & Rep	81,100	41,025	21,750	40,833
Charges From Waste Collection	4,451	2,663	2,496	6,000
	\$ 5,221,908	\$ 4,584,821	\$ 4,327,598	\$ 4,996,549
Interfund Subsidies				
Transfer to Other SubClasses	\$ —	\$ 1,000,000	\$ —	\$ —
	\$ —	\$ 1,000,000	\$ —	\$ —
Capital Outlay				
Infrastructure	\$ —	\$ —	\$ —	\$ 500,000
Professional Services	—	—	—	1,443,000
Computer Hardware	—	—	—	107,000
Automobiles	—	—	—	36,000
Trucks	—	—	—	613,000
Other Equipment	—	—	—	400,000
Transfer To Wpc Capital Proj	6,270,690	1,990,154	2,026,275	—
	\$ 6,270,690	\$ 1,990,154	\$ 2,026,275	\$ 3,099,000
Debt Service				
Professional Srvcs-Debt Srvc	\$ —	\$ —	\$ —	\$ 10,000
Principal	514,814	573,305	730,235	594,060
Interest	39,624	1,202,938	1,582,876	1,562,250
	\$ 554,438	\$ 1,776,244	\$ 2,313,110	\$ 2,166,310
Expenditure Recovery				
Expenditure Recovery	\$ 214,069	\$ —	\$ —	\$ —
	\$ 214,069	\$ —	\$ —	\$ —
	\$ 25,529,519	\$ 24,731,979	\$ 25,046,928	\$ 28,207,685



WATER POLLUTION CONTROL

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Charges For Services	\$ 23,898,629	\$ 26,100,280	\$ 29,573,859	\$ 25,878,306
Licenses & Permits	213,562	269,607	359,608	278,824
Miscellaneous	1,209	1,195	20,439	1,226
Interest Earnings/Investment Income	51,665	184,859	265,404	350,000
	\$ 24,165,066	\$ 26,555,940	\$ 30,219,310	\$ 26,508,356





WATER POLLUTION CONTROL

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	Budget 2017	December 2017		Budget 2018	Minimum
<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	0	Safety Programs Officer I	25,000.00	73,126.73
1	1	1	Superintendent of Sewer Maintenance	20,800.00	82,388.18
7	5	6			
<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	18.94
2	1	2	Data Control Clerk	10.00	18.20
1	1	1	Senior Clerk	12.47	17.78
8	7	8			
<u>PROFESSIONALS</u>					
2	1	1	Administrative Manager	27,193.55	115,424.36
1	1	1	Administrative Officer	20,800.00	58,499.94
2	1	2	Assistant Administrator	20,800.00	72,000.00
9	3	8	Associate Engineer	24.04	44.14
1	1	1	Chief Civil Engineer	23,647.11	93,401.98
1	1	1	Construction Technician	12.02	24.99
2	3	3	Consulting Engineer	36,000.00	104,888.34
1	1	1	Project Coordinator	27,325.56	99,702.63
1	0	0	Safety Program Manager	30,214.95	98,444.95
2	1	2	Unit Supervisor	23.06	24.46
22	13	20			
<u>SKILLED CRAFT</u>					
2	2	2	Bricklayer	40.20	50.25
2	2	2	Bricklayer Helper	25.96	38.94
5	2	5	Const. Equipment Operator Group A	42.83	53.54
1	1	1	Const. Equipment Operator Group B	42.71	53.59
1	1	1	Electrical Worker	46.40	58.00



WATER POLLUTION CONTROL

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
2	2	2	Heavy Duty Mechanic	15.75	26.65
1	1	1	Heavy Duty Unit Leader	23.85	33.07
4	3	4	Machinist	15.83	23.99
2	2	2	Machinist Unit Leader	14.28	27.62
20	16	20			
<u>SERVICE & MAINTENANCE</u>					
2	1	2	Custodial Worker	11.83	15.74
1	0	1	Custodial Worker Supervisor	19.78	21.78
6	6	6	House Connection Inspector	15.39	20.24
4	4	5	Municipal Service Laborer	16.86	18.86
5	5	5	Sewer Construction & Maint. Operations Supervisor	25.45	27.08
15	8	12	Sewer Maintenance Unit Leader	22.06	23.53
13	9	16	Sewer Maintenance Unit Leader Operator	23.18	24.66
56	47	56	Sewer Service Man	18.16	20.66
102	80	103			
<u>TECHNICIANS</u>					
3	3	3	Radio Dispatcher WPC	17.33	22.49
3	3	3			
162	124	160	TOTAL FULL TIME		
3	0	2	TOTAL PART TIME		
0	0	1	TOTAL STUDENTS		
165	124	163	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

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 15,786,392	\$ 14,904,475	\$ 14,836,657	\$ 16,921,791
Seasonal	5,679	—	—	—
Injury Pay	8,045	8,037	—	—
Student Trainees	166,247	191,878	195,718	237,490
Longevity	117,600	111,675	110,375	120,025
Wage Settlements	73,868	—	96,200	—
Vacation Conversion	—	—	10,933	—
Separation Payments	235,302	219,236	183,543	225,000
Bonus Incentive	800	—	15,200	—
Overtime	1,809,137	1,654,714	1,644,553	1,600,000
	\$ 18,203,070	\$ 17,090,016	\$ 17,093,178	\$ 19,104,306
Benefits				
Hospitalization	\$ 2,410,936	\$ 2,389,490	\$ 2,496,804	\$ 2,939,832
Prescription	544,967	480,107	439,540	598,407
Dental	137,866	121,558	119,677	168,119
Vision Care	14,614	13,643	13,552	17,819
Public Employees Retire System	2,538,078	2,363,517	2,347,117	2,673,364
Fica-Medicare	239,242	232,373	233,461	277,004
Workers' Compensation	479,796	359,664	714,216	456,832
Life Insurance	10,339	8,892	8,042	13,964
Unemployment Compensation	5,595	3,821	665	12,900
Clothing Allowance	147,150	120,780	122,150	137,800
Tool Insurance	3,300	2,200	2,750	3,000
Clothing Maintenance	74,900	89,720	90,485	95,001
	\$ 6,606,782	\$ 6,185,766	\$ 6,588,458	\$ 7,394,042
Other Training & Professional Dues				
Travel	\$ 13,779	\$ 25,186	\$ 29,994	\$ 33,750
Tuition & Registration Fees	37,304	51,076	36,821	68,950
Professional Dues & Subscript	44,708	69,590	51,353	54,400
	\$ 95,791	\$ 145,852	\$ 118,168	\$ 157,100
Utilities				
Brokered Gas Supply	\$ 130,976	\$ 392,057	\$ 64,627	\$ 90,477
Sewer-Other	—	12,426	13,491	10,000
Telephone	28,059	31,577	39,468	50,000
Water	25,100	57,724	50,575	26,523
Gas	90,299	72,872	38,038	53,253
Electricity - Other	1,719,741	1,596,238	1,407,822	1,775,000



CLEVELAND PUBLIC POWER

Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Steam	51,048	38,055	35,152	72,057
	\$ 2,045,223	\$ 2,200,948	\$ 1,649,172	\$ 2,077,310
Contractual Services				
Professional Services	\$ 2,246,821	\$ 2,078,053	\$ 3,038,534	\$ 2,197,005
Court Reporter	57	514	—	—
Waste Disposal	54,955	—	—	—
Waste Disposal Fee - Ohio EPA	—	—	172	—
Advertising And Public Notice	27,747	6,420	6,260	20,000
Program Promotion	61,356	93,572	123,146	125,000
Parking In City Facilities	1,655	875	605	2,000
Insurance And Official Bonds	669,336	649,046	775,018	775,000
Taxes	46	13	—	100
Property Rental	268,884	292,253	320,055	318,300
Equipment Rental	15,040	61,840	—	—
Other Contractual	6,354,955	587,417	459,565	838,000
State Auditor Examination	17,000	20,000	21,000	21,000
Bank Service Fees	33,159	36,182	47,873	40,000
Credit Card Processing Fees	694,816	813,825	826,239	875,000
	\$ 10,445,826	\$ 4,640,011	\$ 5,618,466	\$ 5,211,405
Materials & Supplies				
Postage	\$ 456,647	\$ 460,000	\$ 439,096	\$ 460,000
Computer Hardware	76,076	41,668	49,692	74,000
Computer Software	2,892	—	—	—
Fuel	120,249	16,217	67,340	75,000
Purchased Power	80,916,155	91,523,073	96,949,656	102,578,395
Power Transmission Costs	14,482,732	17,527,853	19,896,394	19,923,712
CapacityCharges	21,834,446	16,704,226	10,096,246	19,725,559
Heavy Truck Parts	16,171	12,240	—	—
Clothing	7,251	—	5,208	7,500
Hardware & Small Tools	140,479	257,137	145,531	100,000
Small Equipment	145,145	31,823	3,304	25,000
Office Furniture & Equipment	6,537	200	11,088	—
Electrical Supplies	383,991	279,652	81,594	700,000
Hygiene And Cleaning Supplies	23,349	27,348	24,544	20,400
Other Supplies	100,304	99,976	125,292	73,960
Safety Equipment	248,366	409,704	269,767	200,000
Batteries	172	—	—	—



CLEVELAND PUBLIC POWER

Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Capital Improvement Inventory	3,513,205	4,954,108	3,948,648	5,056,672
Just In Time Office Supplies	14,803	16,295	17,118	16,250
Paving Material	6,083	—	22,823	25,000
Misc Maintenance Supplies	2,935	—	—	—
	\$ 122,497,989	\$ 132,361,519	\$ 132,153,340	\$ 149,061,448
Maintenance				
Maintenance Office Equipment	\$ 10,637	\$ 7,020	\$ 10,161	\$ 10,000
Maintenance Contracts	40,839	51,818	55,780	—
Computer Hardware Maintenance	10,895	1,591	—	127,000
Computer Software Maintenance	241,932	293,997	142,733	539,239
Maintenance Electrical Equip	—	49,882	—	—
Maintenance Vehicles	562,542	570,952	417,977	610,000
Maintenance Utility Systems	2,584,113	1,182,579	162,178	1,700,000
Maintenance Misc. Equipment	8,000	3,500	—	—
Maintenance Building	244,970	360,950	357,671	170,000
	\$ 3,703,928	\$ 2,522,289	\$ 1,146,500	\$ 3,156,239
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 12,404	\$ 116,556	\$ 529,577	\$ 60,000
Indirect Cost	1,739,291	1,776,457	1,669,695	1,670,004
	\$ 1,751,695	\$ 1,893,013	\$ 2,199,272	\$ 1,730,004
Interdepart Service Charges				
Charges From General Fund	\$ 1,900	\$ 7,819	\$ 4,478	\$ —
Charges From Telephone Exch	2,166,877	3,145,910	2,242,869	2,059,495
Charges From Utilities Admin	535,680	698,400	720,000	937,439
Charges From Fiscal Control	970,020	1,351,800	1,249,320	1,361,737
Charges From Radio Comm System	75,196	126,967	132,855	119,076
Charges From Water	1,555,437	509,635	243,371	450,730
Charges From W.P.C.	9,780	3,861	6,173	24,100
Charges From Print & Repro	52,181	51,478	78,227	91,355
Charges From M.V.M.	394,329	353,464	474,468	392,115
Charges From Waste Collection	29,548	32,873	30,146	30,000
	\$ 5,790,948	\$ 6,282,208	\$ 5,181,906	\$ 5,466,047
Capital Outlay				
Land Expenses	\$ —	\$ —	\$ 6,070	\$ —
Infrastructure	—	—	—	4,201,000
Professional Services	—	—	—	500,000
Building Betterments -Existing	—	—	—	300,000
Computer Hardware	—	—	—	121,000



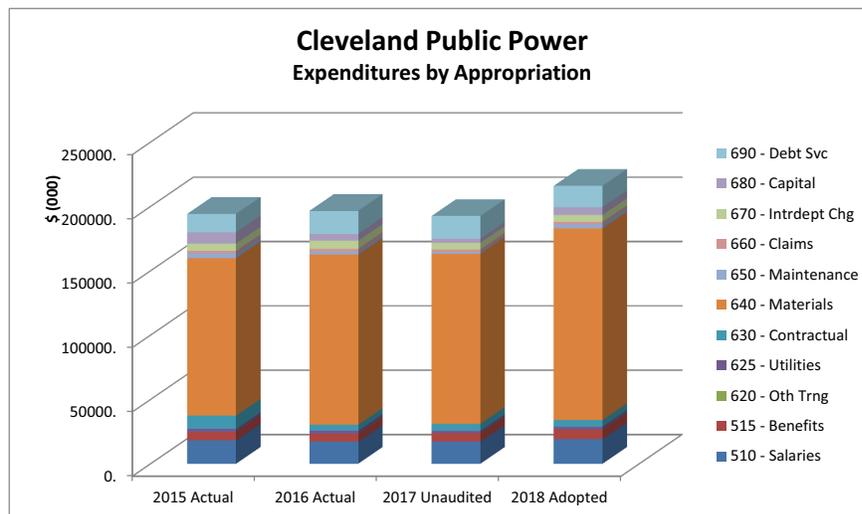
CLEVELAND PUBLIC POWER

Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Automobiles	—	—	—	99,000
Trucks	—	—	—	520,000
Other Equipment	—	—	—	284,000
Trans To Light&Power Cap Proj	8,657,458	5,304,000	3,111,951	—
	\$ 8,657,458	\$ 5,304,000	\$ 3,118,021	\$ 6,025,000
Debt Service				
Professional Srvcs-Debt Srvc	\$ —	\$ —	\$ 14,400	\$ 15,000
Principal	6,342,500	8,121,667	8,659,000	7,765,000
Interest	8,097,289	9,792,144	8,992,004	8,826,336
	\$ 14,439,789	\$ 17,913,811	\$ 17,665,404	\$ 16,606,336
	\$ 194,238,499	\$ 196,539,429	\$ 192,531,885	\$ 215,989,237

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Charges For Services	\$ 194,534,416	\$ 191,539,208	\$ 189,534,475	\$ 208,639,776
Fines, Forfeitures & Settlements	—	—	30	—
Miscellaneous	209,527	287,225	42,351	4,930
Other Tax	3,068,039	2,999,021	2,980,097	6,000,000
Interest Earnings/Investment Income	71,171	237,492	314,495	350,000
Non Operating Other/Other	(5,407,432)	(5,250,648)	(5,231,198)	—
	\$ 192,475,721	\$ 189,812,300	\$ 187,640,250	\$ 214,994,706





CLEVELAND PUBLIC POWER

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
2	1	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	4	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	1	2	Deputy Commissioner of Cleveland Public Power	46,224.91	143,228.70
1	0	0	Safety Programs Officer I	25,000.00	73,126.73
4	4	5	Supt. of Electrical Transmission and Distribution	50,000.00	109,687.67
1	0	0	Superintendent of Electric Trouble Operations	27,325.56	85,577.88
21	16	20			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Chief Clerk	22,050.00	52,504.47
23	22	23	Customer Service Representative - Call Center	12.15	18.94
2	2	2	Principal Clerk	14.88	21.54
1	1	1	Senior Clerk	12.47	17.78
27	26	27			
<u>PARA-PROFESSIONALS</u>					
3	2	2	Junior Electric Switchboard Operator	25.17	25.76
3	2	2			
<u>PROFESSIONALS</u>					
1	0	0	Accountant IV	20,800.00	65,610.28
7	4	5	Administrative Manager	27,193.55	115,424.36
3	1	2	Administrative Officer	20,800.00	58,499.94
3	3	3	Assistant Administrator	20,800.00	72,000.00
1	1	1	Assistant Manager of Marketing	20,800.00	64,468.16
2	0	2	Associate Engineer	24.04	44.14
5	4	4	Chief Electric Transmission Operator	22,333.40	88,335.12
6	3	6	Consulting Engineer	36,000.00	104,888.34
1	1	1	Energy Marketing Manager	30,214.95	123,259.31
1	1	1	Electric Transmission SCADA Engineer	30,215.00	102,789.00



CLEVELAND PUBLIC POWER

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
6	5	6	Project Coordinator	27,325.56	99,702.63
1	0	0	Project Director	22,333.40	88,646.98
1	0	0	Safety Program Manager	30,214.95	98,444.95
1	1	1	Transmissions Operations Manager	30,215.00	117,900.21
2	2	2	Unit Supervisor	23.06	24.46
41	26	34			

SKILLED CRAFT

0	2	3	Apprentice Cable Splicer III	25.01	26.94
4	4	4	Apprentice Lineman	25.20	27.14
10	6	5	Apprentice Lineman II	30,971.20	52,148.93
1	6	4	Apprentice Lineman III	34,798.40	52,148.93
0	4	9	Apprentice Lineman IV	30,971.20	52,148.93
2	2	2	Cement Finisher	39.96	49.95
1	1	1	Cement Finisher Unit Leader	41.21	50.90
1	2	2	Construction Equipment Operator Group A	42.83	53.54
1	0	0	Construction Equipment Operator Group B	42.71	53.59
4	4	4	Electric Transmission and Distribution Inspector	33.38	34.47
9	9	9	Electric Worker	46.40	58.00
1	1	1	Electrical Worker Foreman	47.65	59.56
6	5	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
6	6	6	Line Foreman	35.78	36.35
6	6	7	Lineman Leader	34.48	35.06
7	5	6	Low Tension Lineman	29.58	30.15
1	1	1	Painter	35.29	43.55
21	14	21	Senior Lineman	33.38	33.96
12	10	12	Trouble Line Worker	34.52	35.09
96	91	106			

SERVICE & MAINTENANCE

1	1	1	Cable Foreman	35.78	36.35
3	2	3	Cable Splicer Helper II	12.62	24.24
5	5	5	Custodial Worker	11.83	15.74
1	1	1	Electric Meter Industrial Installer	31.59	32.16
1	2	2	Electric Meter Instrument Specialist and General Tester	31.94	32.52



CLEVELAND PUBLIC POWER

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
2	2	2	Electric Meter Service Foreman	35.78	36.35
2	0	2	Electric Meter Service Installer I	29.43	30.57
7	4	4	Electric Meter Service Installer II	27.42	27.99
1	2	2	Electric Meterman Apprentice 1st	24.66	26.54
2	1	1	Gas Turbine Mechanic	29.43	30.57
0	0	1	Gas Turbine Mechanic Apprentice	25.01	26.94
2	1	2	General Construction Foreman	33.41	35.41
10	2	9	Intern Apprentice	14.86	15.62
17	16	17	Line Helper Driver	19.95	26.23
13	8	13	Line Helper Driver II	20.80	23.72
3	3	3	Line Switchman	35.33	35.90
6	6	6	Municipal Service Laborer	16.86	18.86
5	4	4	Senior Cable Splicer	33.38	33.96
1	1	1	Transformer Repair Foreman	35.78	36.35
2	1	2	Underground Conduit Foreman	35.78	36.35
84	62	81			
TECHNICIANS					
5	5	5	Dispatcher Electric System Operator	30.70	31.27
5	3	5	Meter Reader	15.53	20.66
1	0	0	Meter Reader Supervisor	23.03	24.44
3	3	3	Senior Draftsman	11.69	21.25
14	11	13			
286	234	283	TOTAL FULL TIME		
1	0	0	TOTAL PART TIME		
14	9	15	TOTAL STUDENTS		
301	243	298	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.

PROGRAM NAME: DIRECTOR'S OFFICE

OBJECTIVES: To provide general oversight and direction to the Department.



AIRPORT GENERAL OPERATIONS

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

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 18,099,456	\$ 18,476,788	\$ 19,107,858	\$ 22,127,496
Seasonal	665,572	957,741	806,048	806,422
Military Leave	2,804	2,118	2,793	—
Part-Time Permanent	145,361	102,032	95,624	139,142
Injury Pay	3,496	3,654	—	—
Longevity	136,050	138,050	128,125	136,350
Wage Settlements	140,276	—	1,549	—
Vacation Conversion	—	—	93,544	—
Separation Payments	204,079	228,887	347,755	100,000
Bonus Incentive	2,400	1,600	35,600	—
Overtime	1,343,256	1,948,703	1,526,266	1,000,000
	\$ 20,742,750	\$ 21,859,574	\$ 22,145,162	\$ 24,309,410
Benefits				
Hospitalization	\$ 3,231,059	\$ 3,388,138	\$ 3,577,400	\$ 4,249,812
Prescription	702,101	701,701	680,788	862,362
Dental	179,738	175,913	174,796	235,705
Vision Care	18,578	19,058	19,725	26,140
Public Employees Retire System	2,827,557	3,014,487	3,010,577	3,343,095
Fica-Medicare	283,314	302,839	306,895	333,996
Workers' Compensation	539,253	541,775	837,018	1,489,546
Life Insurance	13,679	12,762	11,789	20,612
Unemployment Compensation	69,362	147,367	101,206	—
Clothing Allowance	117,556	94,475	99,940	162,380
Tool Insurance	5,500	7,150	6,655	—
Clothing Maintenance	43,750	45,725	44,775	91,225
	\$ 8,031,448	\$ 8,451,389	\$ 8,871,563	\$ 10,814,873
Other Training & Professional Dues				
Travel	\$ 80,580	\$ 44,316	\$ 69,862	\$ 66,200
Tuition & Registration Fees	37,920	23,955	35,622	44,950
Training	—	—	1,027	—
Other Training Supplies	10,533	—	—	—
Professional Dues & Subscript	338,466	126,680	114,183	147,130
	\$ 467,499	\$ 194,951	\$ 220,694	\$ 258,280
Utilities				
Brokered Gas Supply	\$ 395,725	\$ 328,408	\$ 258,094	\$ 407,597
Telephone	—	21	21	—
Water	641,856	1,317,301	1,666,006	920,834
Gas	202,992	541,112	139,279	209,082



AIRPORT GENERAL OPERATIONS

Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Electricity - Cpp	255,580	256,053	253,462	263,247
Electricity - Other	4,153,719	4,135,637	4,414,053	4,901,388
	\$ 5,649,872	\$ 6,578,532	\$ 6,730,914	\$ 6,702,148
Contractual Services				
Professional Services	\$ 3,617,460	\$ 3,931,157	\$ 3,636,891	\$ 3,526,718
Travel- Non-Training	32,270	28,766	21,111	17,000
Waste Disposal	3,209,737	3,342,175	3,233,304	570,000
Medical Services	230	—	—	3,000
Advertising And Public Notice	1,015	—	370	2,800
Program Promotion	132,718	105,455	84,186	120,000
Parking In City Facilities	4,137	455	1,974	4,000
Insurance And Official Bonds	919,323	892,844	835,918	953,000
Taxes	5,431,989	5,055,617	5,212,532	5,343,000
Parking Tax	1,583,011	1,836,695	2,218,536	2,482,516
Equipment Rental	199,488	200,472	36,800	150,000
Other Contractual	6,942,570	6,239,355	8,503,896	8,957,574
Indigent Relief	70	—	—	—
State Auditor Examination	33,000	30,000	31,000	45,000
Transfer To Other Airport Fnd	4,200,000	7,800,000	10,000,000	12,000,000
Customized	172,963	188,414	262,161	232,681
Bank Service Fees	440,568	21,683	18,226	20,000
Credit Card Processing Fees	232,657	71,887	23,636	70,000
	\$ 27,153,206	\$ 29,744,975	\$ 34,120,540	\$ 34,497,289
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ 46	\$ —
Postage	11,608	9,219	9,161	11,000
Computer Hardware	167,894	25,435	249,226	646,246
Computer Software	8,100	7,418	256,167	35,326
Chemical	1,291,746	2,001,692	1,962,441	2,024,000
Clothing	63,825	79,903	95,569	68,617
Hardware & Small Tools	7,695	5,966	10,619	15,000
Boilers, Heaters & Cool Equip	21,654	20,266	30,243	20,000
Seed, Fertilizer & Herbicide	10,000	5,000	13,000	45,000
Small Equipment	74,584	48,390	89,295	71,300
Office Furniture & Equipment	—	—	23,101	6,000
Electrical Supplies	—	—	—	175,000
Fence, Posts & Bars	50,000	29,038	27,196	85,000
Hygiene And Cleaning Supplies	372,502	354,653	605,123	306,050



AIRPORT GENERAL OPERATIONS

Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Medical Supplies	39,209	23,265	107,230	53,000
Food	16,130	24,058	38,154	48,700
Photographic Supplies	—	—	1,725	—
Other Supplies	854,096	680,594	606,450	904,737
Safety Equipment	101,245	146,000	76,000	65,000
Special Events Supplies	6,247	1,315	2,326	5,000
Just In Time Office Supplies	37,086	43,151	38,533	35,000
Building Maintenance Supplies	293,768	239,842	358,509	334,500
Cement Sand & Gravel	131,000	69,990	80,000	240,000
	\$ 3,558,390	\$ 3,815,194	\$ 4,680,113	\$ 5,194,476
Maintenance				
Maintenance Office Equipment	\$ —	\$ 115	\$ —	\$ 4,000
Computer Hardware Maintenance	233,214	145,813	316,233	344,200
Computer Software Maintenance	302,570	1,120,967	893,035	698,540
Maintenance Machinery & Tools	1,264,595	1,405,292	1,280,557	1,281,107
Maintenance Fire Apparatus	19,989	22,533	17,000	18,500
Maintenance Vehicles	1,080,990	899,620	716,311	868,000
Maintenance Misc. Equipment	1,053,024	1,091,580	977,053	882,500
Maintenance Building	—	—	11,753	—
	\$ 3,954,381	\$ 4,685,920	\$ 4,211,943	\$ 4,096,847
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 109,635	\$ 496,002	\$ 218,196	\$ 100,000
Indirect Cost	1,416,226	3,219,380	3,219,380	3,219,380
	\$ 1,525,861	\$ 3,715,382	\$ 3,437,576	\$ 3,319,380
Interdepart Service Charges				
Charges From General Fund	\$ 6,936,683	\$ 7,182,419	\$ 6,848,304	\$ 7,669,077
Charges From Telephone Exch	983,804	880,436	1,042,331	817,085
Charges From Utilities Admin	2,088	170	2,088	2,100
Charges From Radio Comm System	204,131	294,048	332,103	208,000
Charges From W.P.C.	—	233	—	2,000
Charges From Print & Repro	59,670	66,523	74,021	84,000
Charges From Central Storeroom	1,531	508	519	—
Charges From M.V.M.	156,447	168,436	165,695	157,915
Charges From Division Of Maint	8,693	8,658	—	35,000
Charges From Waste Collection	60,047	64,907	59,741	73,420
	\$ 8,413,092	\$ 8,666,338	\$ 8,524,802	\$ 9,048,597
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



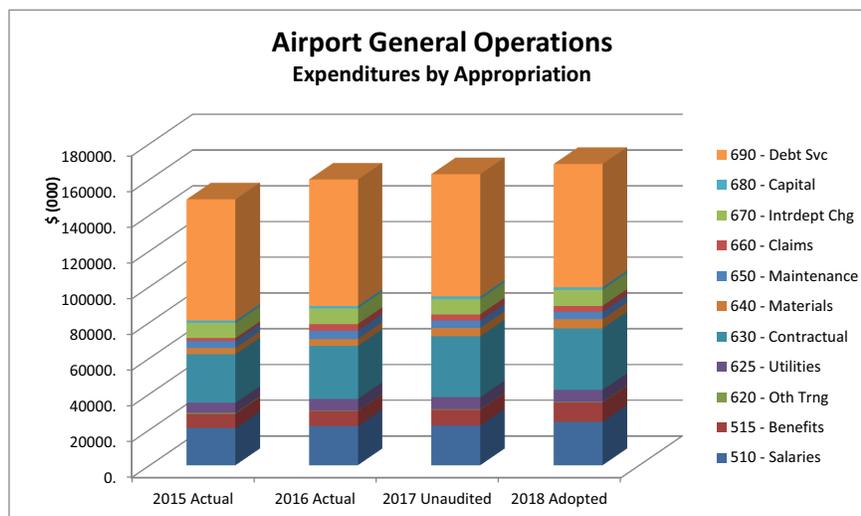
AIRPORT GENERAL OPERATIONS

Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Debt Service				
Principal	\$ 34,415,000	\$ 39,765,000	\$ 38,535,000	\$ 39,970,000
Interest	33,416,858	30,958,768	29,946,978	28,954,366
	\$ 67,831,858	\$ 70,723,768	\$ 68,481,978	\$ 68,924,366
	\$ 148,735,356	\$ 159,843,023	\$ 162,832,284	\$ 168,572,666

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Charges For Services	\$ 131,325,073	\$ 131,289,765	\$ 155,291,452	\$ 148,339,818
Fines, Forfeitures & Settlements	278,031	36,074	—	—
Grant Revenue	785,437	557,760	6,099,034	2,408,618
Miscellaneous	16,235,254	16,072,919	16,772,762	17,549,229
Sale Of City Assets	—	10,500	—	—
Interest Earnings/Investment Income	94,543	192,225	376,928	275,000
Non Operating Other/Other	—	11,921	62	—
	\$ 148,718,337	\$ 148,171,163	\$ 178,540,237	\$ 168,572,665





AIRPORT GENERAL OPERATIONS

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		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	2	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	0	Commissioner of Cleve. Hopkins Int. Airport	42,758.15	163,046.16
3	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	1	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
20	18	19			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Chief Clerk	22,050.00	52,504.47
5	5	5	Principal Clerk	14.88	21.54
1	1	1	Private Secretary	10.00	22.73
1	1	1	Private Secretary to the Director	20,800.00	52,504.47
2	2	2	Head Storekeeper	17.85	24.72
			Messenger	10.00	16.33
1	1	1	Network/Data Center Operations Manager	55,000.00	117,737.72
1	1	1	Secretary	10.00	18.96
2	2	2	Stock Clerk	13.11	19.54
2	0	2	Storekeeper	16.66	22.26
16	14	16			
<u>PROFESSIONALS</u>					
1	1	1	Accountant I	14.39	21.65
1	1	1	Accountant III	15.48	26.36
4	4	4	Accountant IV	20,800.00	65,610.28
13	11	13	Administrative Manager	27,193.55	115,424.36
4	4	4	Administrative Officer	20,800.00	58,499.94



AIRPORT GENERAL OPERATIONS

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
1	0	1	Airport Chief Engineer	30,214.95	124,250.48
1	1	1	Airport Comptroller	30,214.95	124,250.48
5	5	5	Airport Maintenance Manager	26,273.96	98,678.77
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	0	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
			Budget Analyst	20,800.00	58,534.37
1	1	1	Chief Civil Engineer	23,647.11	93,401.98
			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	0	1	Office Manager	20,800.00	54,845.04
1	1	1	Network Analyst II	30,214.00	97,709.06
2	1	2	Personnel Administrator	26,273.96	91,088.49
22	21	22	Project Coordinator	27,325.56	99,702.63
1	1	1	Project Director	22,333.40	88,646.98
			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
2	2	2	Systems Analyst	20,800.00	68,251.13
1	1	1	Warehouse Inventory Manager	22,333.40	88,646.98
93	84	93			

SKILLED CRAFT

3	2	3	Carpenter	39.72	49.65
9	9	9	Electrical Worker	46.40	58.00
1	1	1	Electrical Worker Foreman	47.65	59.56
11	9	11	Heavy Duty Mechanic	15.75	26.65
2	2	4	Heavy Duty Unit Leader	23.85	33.07



AIRPORT GENERAL OPERATIONS

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
3	3	3	Painter	35.29	43.55
1	1	1	Painter Foreman	36.54	44.55
2	2	2	Plumber	48.12	60.15
32	29	34			
<u>SERVICE & MAINTENANCE</u>					
16	12	20	Airport Field Foreman	21.32	23.32
55	53	64	Airport Maintenance Man	19.09	20.06
0	0	1	Building Stationary Engineer	20.05	27.55
50	43	52	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
5	5	5	Window Washer	14.40	21.73
135	120	151			
<u>TECHNICIANS</u>					
3	1	6	Airport Information Representative	12.14	18.20
7	5	7	Airport Operations Agent I	17.13	22.49
8	7	8	Airport Operations Agent II	21.52	26.48
6	5	5	Airport Operations Agent III	20,800.00	61,601.02
3	1	3	Airport Operations Superintendent	53,682.00	114,986.00
12	12	12	Airport Safety Supervisor	38,762.61	58,144.74
4	2	4	Airport Security Coordinator	23,333.40	70,234.84
5	5	5	Engineering & Construction Inspector	20.12	22.12
0	1	2	Environmental Assistant	20,800.00	56,521.12
1	0	0	Env Compl Specialist I	14.95	24.90
2	2	2	Radio Dispatcher	17.33	22.49
51	41	54			



AIRPORT GENERAL OPERATIONS

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
<u>PROTECTIVE SERVICE</u>					
40	39	41	Airport Safety Man	17.19	24.73
3	3	3	Airport Safety Shift Commander	20,800.00	79,225.56
43	42	44			
390	348	411	TOTAL FULL TIME		
10	5	10	TOTAL PART TIME		
53	46	49	TOTAL SEASONAL		
12	0	12	TOTAL STUDENT TRAINEES		
465	399	482	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.



	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget	\$ Change	% Change
CEMETERIES						
RECEIPTS	\$ 1,543,376	\$ 1,673,986	\$ 1,559,050	\$ 1,708,652	\$ 149,602	10%
EXPENDITURES	1,591,821	1,656,654	1,511,821	1,798,105	286,284	19%
Net	\$ (48,445)	\$ 17,332	\$ 47,229	\$ (89,453)	\$ (136,682)	-289%
Decertifications	4,325	25	4,198	—	—	—
Beginning Balance	64,790	20,670	38,027	89,453	—	—
Ending Balance	\$ 20,670	\$ 38,027	\$ 89,453	\$ 0	\$ (89,453)	-100%
FT Staffing Levels	15	16	14	18	4	29%
GOLF COURSES						
RECEIPTS	\$ 35,741	\$ 23,370	\$ 12,873	\$ 24,000	\$ 11,127	86%
EXPENDITURES	22,965	18,141	120,062	18,381	(101,681)	-85%
Net	\$ 12,776	\$ 5,230	\$ (107,189)	\$ 5,619	\$ 112,808	-105%
Beginning Balance	126,466	139,242	144,472	37,283	—	—
Ending Balance	\$ 139,242	\$ 144,472	\$ 37,283	\$ 42,902	\$ 5,619	15%
MUNICIPAL PARKING FACILITIES						
RECEIPTS	\$ 9,262,467	\$ 9,672,803	\$ 10,045,194	\$ 10,434,952	\$ 389,758	4%
EXPENDITURES	8,866,789	10,642,316	9,607,481	10,460,314	852,833	9%
Net	\$ 395,678	\$ (969,513)	\$ 437,713	\$ (25,362)	\$ (463,075)	-106%
Decertifications	25,166	10,440	25,069	—	—	—
Beginning Balance	1,695,576	2,116,420	1,157,347	1,620,128	—	—
Ending Balance	\$ 2,116,420	\$ 1,157,347	\$ 1,620,128	\$ 1,594,766	\$ (25,362)	-2%
FT Staffing Levels	15	14	13	17	4	31%
EAST SIDE MARKET						
RECEIPTS	\$ 40,000	\$ 32,804	\$ —	\$ —	\$ —	%
EXPENDITURES	40,000	32,830	—	—	—	%
Net	\$ —	\$ (26)	\$ —	\$ —	\$ —	%
Decertifications	—	—	—	—	—	—
Beginning Balance	26	26	0	0	—	—
Ending Balance	\$ 26	\$ 0	\$ 0	\$ 0	\$ —	%



	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Unaudited</u>	<u>2018 Budget</u>	<u>\$ Change</u>	<u>% Change</u>
PUBLIC AUDITORIUM						
RECEIPTS	\$ 2,885,249	\$ 2,588,024	\$ 2,423,766	\$ 2,805,007	\$ 381,241	16%
EXPENDITURES	2,881,545	2,583,103	2,402,069	2,838,403	436,334	18%
Net	\$ 3,704	\$ 4,921	\$ 21,697	\$ (33,396)	\$ (55,093)	-254%
Decertifications	321	19	1,695	—	—	—
Beginning Balance	1,039	5,064	10,004	33,396	—	—
Ending Balance	<u>\$ 5,064</u>	<u>\$ 10,004</u>	<u>\$ 33,396</u>	<u>\$ 0</u>	<u>\$ (33,396)</u>	<u>-100%</u>
FT Staffing Levels	9	9	8	10	2	25%
WEST SIDE MARKET						
RECEIPTS	\$ 1,290,084	\$ 1,223,728	\$ 1,485,577	\$ 1,571,000	\$ 85,423	6%
EXPENDITURES	1,374,884	1,424,790	1,579,961	1,712,599	132,638	8%
Net	\$ (84,800)	\$ (201,062)	\$ (94,384)	\$ (141,599)	\$ (47,215)	50%
Decertifications	17,013	1,381	5,948	—	—	—
Beginning Balance	1,371,080	1,303,293	1,103,612	1,015,176	—	—
Ending Balance	<u>\$ 1,303,293</u>	<u>\$ 1,103,612</u>	<u>\$ 1,015,176</u>	<u>\$ 873,577</u>	<u>\$ (141,599)</u>	<u>-14%</u>
FT Staffing Levels	5	6	6	6	—	%



CEMETERIES

Expenditures

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 748,977	\$ 762,072	\$ 660,135	\$ 818,008
Longevity	8,200	7,750	7,375	8,150
Wage Settlements	1,392	—	—	—
Separation Payments	1,509	20,305	23,301	—
Bonus Incentive	—	—	500	—
Overtime	34,487	30,705	31,094	48,068
	\$ 794,565	\$ 820,832	\$ 722,406	\$ 874,226
Benefits				
Hospitalization	\$ 194,007	\$ 202,550	\$ 179,825	\$ 253,371
Prescription	26,992	37,335	37,392	46,149
Dental	10,373	10,314	8,868	12,839
Vision Care	880	956	873	1,247
Public Employees Retire System	112,044	111,330	99,013	126,906
Fica-Medicare	10,309	11,229	10,135	14,844
Workers' Compensation	17,535	14,004	6,942	9,325
Life Insurance	656	615	498	1,052
Unemployment Compensation	—	—	385	—
Clothing Allowance	5,750	5,350	4,549	6,800
Tool Insurance	550	550	550	550
Clothing Maintenance	2,100	1,950	1,650	2,550
	\$ 381,195	\$ 396,182	\$ 350,678	\$ 475,633
Other Training & Professional Dues				
Professional Dues & Subscript	\$ —	\$ 26	\$ —	\$ 52
	\$ —	\$ 26	\$ —	\$ 52
Utilities				
Brokered Gas Supply	\$ 6,087	\$ 4,583	\$ 4,345	\$ 6,085
Sewer-Other	—	55	—	120
Gas	5,738	3,554	2,878	4,035
Electricity - CPP	39,067	38,842	39,440	45,000
Electricity - Other	7,303	5,419	5,073	5,860
Security & Monitoring System	3,840	—	536	3,479
	\$ 62,035	\$ 52,453	\$ 52,272	\$ 64,579



CEMETERIES

Expenditures (Continued)

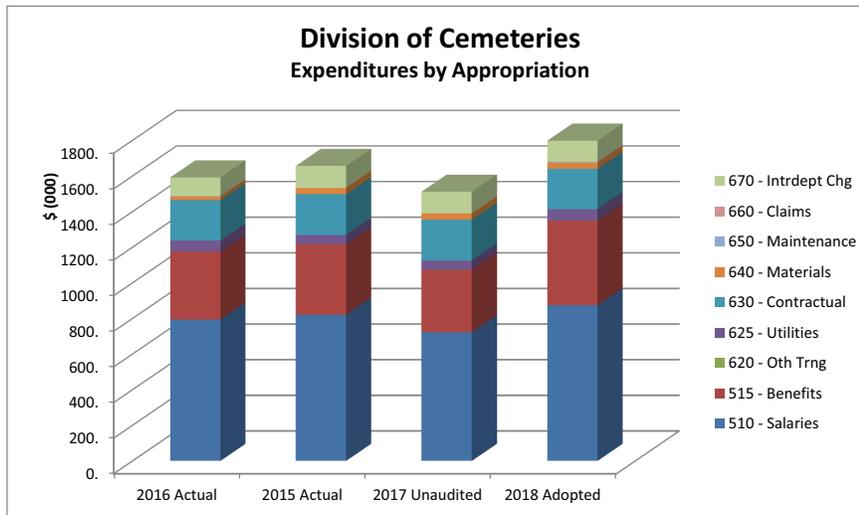
	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Contractual Services				
Professional Services	\$ —	\$ —	\$ —	\$ 515
Medical Services	—	—	—	309
Freight Expense	—	73	—	—
Other Contractual	209,305	208,568	208,568	208,568
Bank Service Fees	2,018	1,897	2,381	2,060
Credit Card Processing Fees	14,425	17,413	18,312	13,650
	\$ 225,748	\$ 227,951	\$ 229,261	\$ 225,102
Materials & Supplies				
Hardware & Small Tools	\$ 1,097	\$ 797	\$ 1,456	\$ 1,030
Seed, Fertilizer & Herbicide	4,778	8,056	2,600	8,240
Small Equipment	—	5,444	2,498	4,000
Hygiene And Cleaning Supplies	1,473	753	1,000	1,000
Clay, Soil & Turf	3,832	3,096	2,895	3,708
Lumber, Glass, And Drywall	7,321	8,331	13,900	8,500
Other Supplies	2,623	8,020	8,609	7,765
Safety Equipment	363	688	386	600
Just In Time Office Supplies	490	820	934	824
	\$ 21,978	\$ 36,004	\$ 34,277	\$ 35,667
Maintenance				
Maintenance Contracts	\$ —	\$ —	\$ —	\$ 103
Maintenance Machinery & Tools	—	—	—	1,000
Maintenance Fire Apparatus	—	—	—	258
Maintenance Building	1,196	—	598	1,258
	\$ 1,196	\$ —	\$ 598	\$ 2,619
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ —	\$ —	\$ —	\$ 1,751
	\$ —	\$ —	\$ —	\$ 1,751
Interdepart Service Charges				
Charges From Telephone Exch	\$ 13,377	\$ 10,991	\$ 11,835	\$ 11,105
Charges From W.P.C.	922	1,230	2,824	1,000
Charges From Print & Repro	3,357	5,321	4,480	5,386
Charges From Central Storeroom	623	756	750	985
Charges From M.V.M.	76,712	97,101	101,700	85,000
Charges From Division Of Maint	6,469	—	—	5,000
Charges From Waste Collection	3,645	7,807	740	10,000
	\$ 105,105	\$ 123,206	\$ 122,330	\$ 118,476
	\$ 1,591,822	\$ 1,656,654	\$ 1,511,821	\$ 1,798,105



CEMETERIES

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Charges For Services	\$ 921,533	\$ 995,508	\$ 933,532	\$ 933,150
Miscellaneous	215	100	—	12,643
Property Tax	4,803	—	—	—
Sale Of City Assets	495,315	476,018	500,634	490,000
Transfers In	113,260	173,352	65,982	217,859
Interest Earnings/Investment Income	8,249	28,946	58,464	55,000
Non Operating Other/Other	—	63	438	—
	\$ 1,543,376	\$ 1,673,987	\$ 1,559,050	\$ 1,708,652





CEMETERIES

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	Budget 2017	Budget 2018		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	17.78
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	5	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	10	14			
<u>SKILLED CRAFT</u>					
1	1	1	Automobile Repair Worker	12.60	22.26
1	1	1			
18	14	18	TOTAL FULL TIME		
20	0	20	TOTAL SEASONAL *		
38	14	38	TOTAL DIVISION		

* Seasonals are reflected during peak periods, May - September



GOLF COURSE

Expenditures

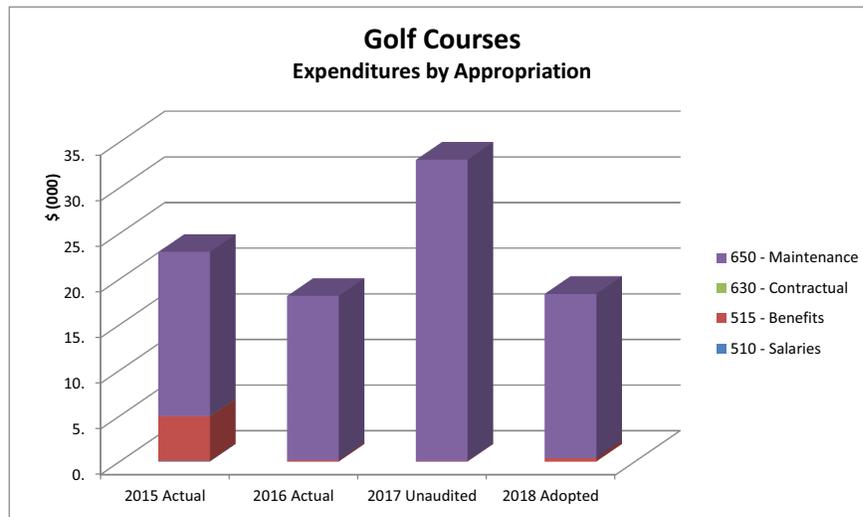
	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Seasonal	\$ 32	\$ —	\$ —	\$ —
	\$ 32	\$ —	\$ —	\$ —
Benefits				
Public Employees Retire System	\$ 4	\$ —	\$ —	\$ —
Fica-Medicare	0	—	—	—
Workers' Compensation	4,986	100	—	140
Life Insurance	41	41	41	41
Unemployment Compensation	(137)	—	—	200
	\$ 4,895	\$ 141	\$ 41	\$ 381
Contractual Services				
Bank Service Fees	\$ 38	\$ —	\$ —	\$ —
	\$ 38	\$ —	\$ —	\$ —
Maintenance				
Maintenance Misc. Equipment	\$ —	\$ —	\$ 15,022	\$ —
Maintenance Building	18,000	18,000	18,000	18,000
	\$ 18,000	\$ 18,000	\$ 33,022	\$ 18,000
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ —	\$ —	\$ 87,000	\$ —
	\$ —	\$ —	\$ 87,000	\$ —
	\$ 22,965	\$ 18,141	\$ 120,062	\$ 18,381

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Miscellaneous	\$ 35,741	\$ 23,370	\$ 12,873	\$ 24,000
	\$ 35,741	\$ 23,370	\$ 12,873	\$ 24,000



GOLF COURSE





PARKING LOTS GENERAL OPERATIONS

Expenditures

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 603,737	\$ 657,791	\$ 577,015	\$ 742,843
Part-Time Permanent	154,343	111,587	95,547	150,104
Longevity	7,350	6,250	5,800	6,600
Wage Settlements	3,330	—	—	—
Vacation Conversion	—	—	2,108	—
Separation Payments	54,076	3,034	21,483	—
Bonus Incentive	—	—	4,500	—
Overtime	36,667	39,402	40,596	59,280
	\$ 859,503	\$ 818,064	\$ 747,049	\$ 958,827
Benefits				
Hospitalization	\$ 140,294	\$ 159,905	\$ 165,266	\$ 175,635
Prescription	28,603	32,012	29,160	40,809
Dental	7,767	8,197	7,983	10,718
Vision Care	898	918	938	1,240
Public Employees Retire System	109,978	115,892	100,584	134,121
Fica-Medicare	10,472	10,475	10,517	13,913
Workers' Compensation	8,687	11,436	19,001	10,000
Life Insurance	537	534	474	844
Unemployment Compensation	3,618	398	221	5,000
Clothing Allowance	2,500	2,575	2,900	2,900
Clothing Maintenance	450	600	600	600
	\$ 313,805	\$ 342,942	\$ 337,643	\$ 395,780
Other Training & Professional Dues				
Professional Dues & Subscript	\$ 1,596	\$ 920	\$ 1,515	\$ 1,515
	\$ 1,596	\$ 920	\$ 1,515	\$ 1,515
Utilities				
Electricity - Cpp	\$ 206,813	\$ 199,144	\$ 186,849	\$ 215,380
Electricity - Other	9,360	9,450	8,476	10,000
	\$ 216,173	\$ 208,595	\$ 195,325	\$ 225,380
Contractual Services				
Professional Services	\$ 1,813,595	\$ 1,812,000	\$ 2,062,000	\$ 2,050,000
Security Services	—	2,440	2,440	15,000
Janitorial Services	—	—	10,865	—
Taxes	229,378	239,111	238,547	240,000
Parking Tax	558,194	539,884	611,998	606,186
Property Rental	99,612	99,612	99,612	100,000
Equipment Rental	9,999	9,999	9,999	18,000
Special Assessment	—	—	4,155	4,350

PARKING LOTS GENERAL OPERATIONS

Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Other Contractual	25,032	17,900	6,450	54,000
Bank Service Fees	31,644	30,665	28,365	78,000
Credit Card Processing Fees	64,271	118,817	207,261	250,000
	\$ 2,831,725	\$ 2,870,428	\$ 3,281,692	\$ 3,415,536
Materials & Supplies				
Clothing	\$ 5,999	\$ —	\$ 5,000	\$ 5,000
Hardware & Small Tools	489	80	—	2,000
Welding Supplies & Equipment	—	200	200	200
Electrical Supplies	16,999	30,000	—	20,000
Hygiene And Cleaning Supplies	—	374	—	1,350
Medical Supplies	—	—	—	100
Other Supplies	10,922	16,629	13,402	31,000
Special Events Supplies	—	—	—	13,500
Batteries	11,189	15,525	17,175	15,000
Just In Time Office Supplies	3,319	1,606	1,856	3,100
	\$ 48,917	\$ 64,414	\$ 37,633	\$ 91,250
Maintenance				
Maintenance Contracts	\$ 35,544	\$ 148,580	\$ 114,000	\$ 250,000
Repair Parts	5,300	17,740	20,000	20,000
Car Washes	996	—	900	1,000
Maintenance Building	—	—	600	—
	\$ 41,840	\$ 166,320	\$ 135,500	\$ 271,000
Claims, Refunds, Maintenance				
Indirect Cost	\$ 123,098	\$ 222,697	\$ 211,960	\$ 193,560
	\$ 123,098	\$ 222,697	\$ 211,960	\$ 193,560
Interdepart Service Charges				
Charges From Telephone Exch	\$ 15,558	\$ 23,900	\$ 22,361	\$ 24,182
Charges From W.P.C.	678	—	—	—
Charges From Print & Repro	8,507	7,672	5,707	7,859
Charges From Central Storeroom	305	265	542	500
Charges From M.V.M.	10,601	8,492	28,601	12,500
Charges From Division Of Maint	4,079	220	—	8,000
Charges From Waste Collection	1,020	1,120	1,040	1,500
Charges From Parks Maintenance	22,160	34,627	41,855	75,000
	\$ 62,906	\$ 76,296	\$ 100,107	\$ 129,541
Interfund Subsidies				
Transfer to Other SubClasses	\$ 1,090,552	\$ 2,109,574	\$ 1,536,710	\$ 645,000
	\$ 1,090,552	\$ 2,109,574	\$ 1,536,710	\$ 645,000



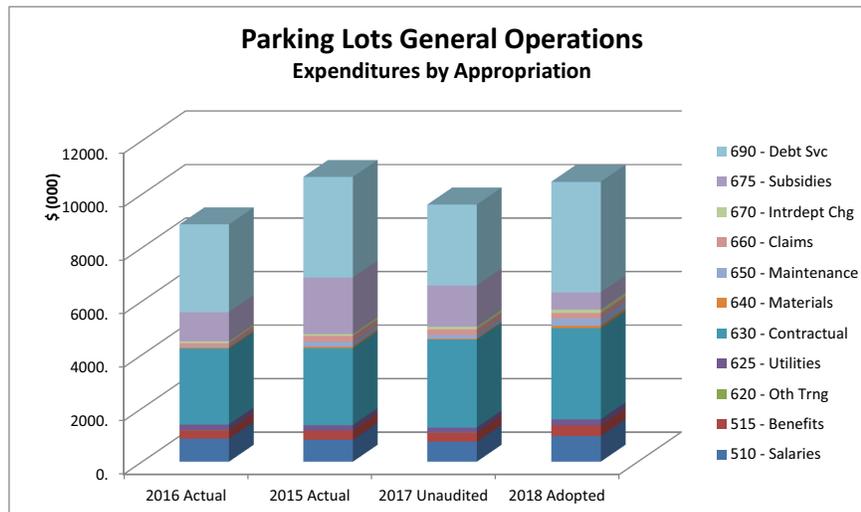
PARKING LOTS GENERAL OPERATIONS

Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Debt Service				
Principal	\$ 2,076,635	\$ 2,989,131	\$ 2,954,441	\$ 3,200,000
Interest	1,200,038	772,937	67,906	932,925
	\$ 3,276,673	\$ 3,762,068	\$ 3,022,347	\$ 4,132,925
	\$ 8,866,789	\$ 10,642,316	\$ 9,607,481	\$ 10,460,314

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Charges For Services	\$ 8,625,911	\$ 9,076,090	\$ 9,395,242	\$ 9,153,400
Miscellaneous	80,929	43,188	36,353	666,366
Other Tax	558,194	539,884	611,998	606,186
Interest Earnings/Investment Income	933	6,642	9,601	9,000
	\$ 9,265,967	\$ 9,665,804	\$ 10,053,194	\$ 10,434,952





PARKING LOTS GENERAL OPERATIONS

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	Budget 2017	December 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	17.78
2	2	2			
<u>PROFESSIONALS</u>					
1	1	1	Accountant IV	20,800.00	65,610.28
1	0	1	Budget Analyst	20,800.00	58,534.37
2	1	2			
<u>SERVICE & MAINTENANCE</u>					
4	4	4	Parking Coordinator	10.00	17.52
3	2	3	Parking Attendant	10.00	17.55
7	6	7			
<u>TECHNICIANS</u>					
3	2	3	Parking Meter Collector	22.50	24.50
3	2	3			
17	13	17	TOTAL FULL TIME		
19	13	19	TOTAL PART TIME		
36	26	36	TOTAL DIVISION		



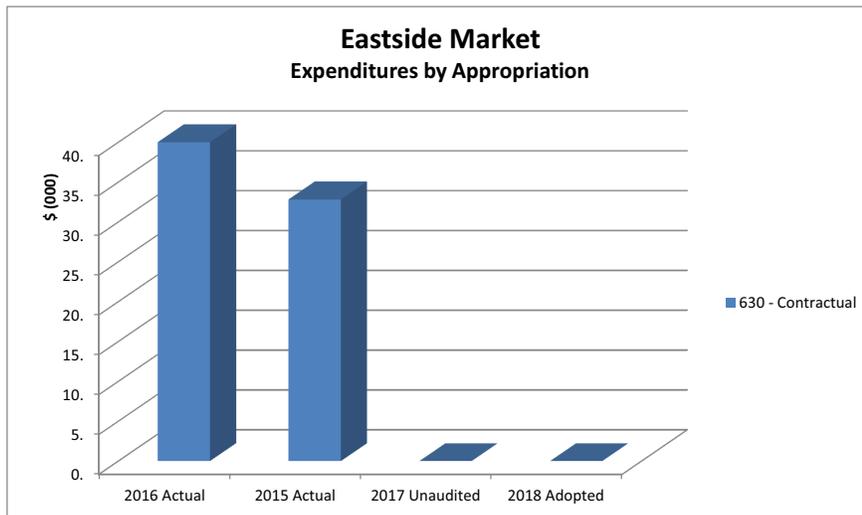
EASTSIDE MARKET

Expenditures

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Contractual Services				
Security Services	\$ 40,000	\$ 32,830	\$ —	\$ —
	\$ 40,000	\$ 32,830	\$ —	\$ —
	\$ 40,000	\$ 32,830	\$ —	\$ —

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Transfers In	\$ 40,000	\$ 32,804	\$ —	\$ —
	\$ 40,000	\$ 32,804	\$ —	\$ —





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

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 464,854	\$ 440,377	\$ 432,886	\$ 523,746
Part-Time Permanent	480,223	506,932	339,204	480,000
School Guards	2,903	1,995	1,470	—
Longevity	5,200	4,500	4,300	4,600
Wage Settlements	2,214	—	—	—
Separation Payments	3,334	45,895	26,909	—
Bonus Incentive	—	—	1,000	—
Overtime	120,830	131,043	79,786	100,000
	\$ 1,079,558	\$ 1,130,741	\$ 885,556	\$ 1,108,346
Benefits				
Hospitalization	\$ 71,475	\$ 82,416	\$ 81,037	\$ 89,512
Prescription	17,128	16,655	15,522	19,181
Dental	3,933	3,873	3,025	4,148
Vision Care	439	500	496	645
Public Employees Retire System	151,182	151,366	120,522	157,884
Fica-Medicare	14,145	14,929	12,261	16,425
Workers' Compensation	14,899	11,071	22,387	19,958
Life Insurance	355	344	287	498
Unemployment Compensation	2,047	3,071	816	5,000
Clothing Allowance	1,022	1,155	1,050	2,030
Tool Insurance	150	150	—	150
Clothing Maintenance	1,250	1,250	1,625	1,725
Union Welfare Payment	21,536	26,794	15,090	25,000
	\$ 299,561	\$ 313,575	\$ 274,117	\$ 342,156
Other Training & Professional Dues				
Professional Dues & Subscript	\$ 50	\$ 50	\$ —	\$ 250
	\$ 50	\$ 50	\$ —	\$ 250
Utilities				
Brokered Gas Supply	\$ 2,351	\$ 2,354	\$ 1,742	\$ 2,445
Gas	2,742	3,051	1,218	2,000
Electricity - Cpp	478,337	459,680	451,225	497,145
Steam	601,729	421,458	521,515	575,000
	\$ 1,085,159	\$ 886,542	\$ 975,700	\$ 1,076,590
Contractual Services				
Professional Services	\$ 1,622	\$ 500	\$ 500	\$ 575
Parking In City Facilities	2,302	2,264	2,412	2,000
Equipment Rental	—	—	—	2,500
Other Contractual	62,658	67,770	69,462	71,500



PUBLIC AUDITORIUM

Expenditures (Continued)

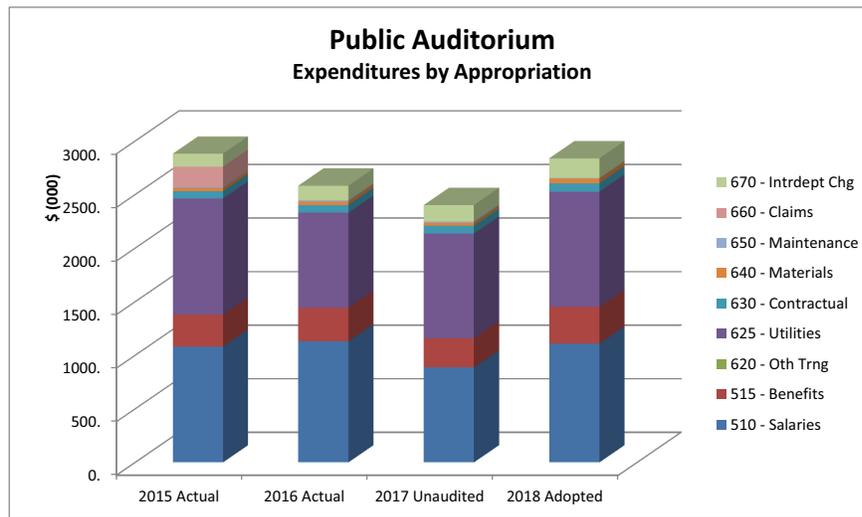
	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Credit Card Processing Fees	1,751	1,656	1,074	2,250
	\$ 68,333	\$ 72,190	\$ 73,448	\$ 78,825
Materials & Supplies				
Electrical Supplies	\$ 12,803	\$ 7,672	\$ 19,121	\$ 20,000
Hygiene And Cleaning Supplies	12,685	7,497	6,639	12,000
Painting Equipment & Supplies	499	—	—	500
Plumbing Supplies And Equip	1,407	—	1,198	2,000
Motors And Pumps	—	15,566	—	3,000
Other Supplies	914	552	54	1,000
Safety Equipment	—	—	—	500
Batteries	—	—	—	200
Just In Time Office Supplies	753	1,393	1,421	1,000
Building Maintenance Supplies	1,465	—	—	2,690
	\$ 30,526	\$ 32,680	\$ 28,432	\$ 42,890
Maintenance				
Maintenance Machinery & Tools	\$ —	\$ —	\$ —	\$ 400
Maintenance Fire Apparatus	—	5,215	950	1,000
Maintenance Utility Systems	5,037	—	—	—
Maintenance Misc. Equipment	478	—	—	—
Maintenance Building	5,188	4,930	9,091	4,120
	\$ 10,703	\$ 10,145	\$ 10,041	\$ 5,520
Claims, Refunds, Maintenance				
Indirect Cost	\$ 185,949	\$ —	\$ —	\$ —
	\$ 185,949	\$ —	\$ —	\$ —
Interdepart Service Charges				
Charges From Telephone Exch	\$ 97,389	\$ 96,935	\$ 124,191	\$ 136,920
Charges From Radio Comm System	6,172	23,656	14,785	11,290
Charges From Print & Repro	1,689	3,584	1,380	2,000
Charges From Central Storeroom	194	127	323	425
Charges From M.V.M.	16,263	12,876	11,149	10,690
Charges From Division Of Maint	—	—	—	500
Charges From Waste Collection	—	—	—	12,000
Charges From Parks Maintenance	—	—	2,947	10,000
	\$ 121,707	\$ 137,178	\$ 154,775	\$ 183,825
	\$ 2,881,545	\$ 2,583,103	\$ 2,402,069	\$ 2,838,402



PUBLIC AUDITORIUM

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Charges For Services	\$ 652,212	\$ 1,053,680	\$ 590,432	\$ 650,000
Grant Revenue	—	2,195	—	—
Miscellaneous	429,376	449,892	429,713	439,316
Transfers In	1,803,581	1,082,196	1,400,000	1,715,691
Interest Earnings/Investment Income	81	62	670	—
	\$ 2,885,249	\$ 2,588,024	\$ 2,420,815	\$ 2,805,007





PUBLIC AUDITORIUM

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Deputy Commissioner	26,273.96	91,088.19
1	1	1			
<u>PROFESSIONALS</u>					
0	1	1	Building Stationary Engineer	20.05	27.55
0	1	1			
<u>SERVICE & MAINTENANCE</u>					
3	3	3	Custodial Worker	11.83	15.74
2	1	2	Guard	17.64	18.64
1	1	1	Municipal Service Laborer	16.86	18.86
6	5	6			
<u>SKILLED CRAFT</u>					
1	0	0	Chief Building Stationary Engineer	21.43	28.93
1	1	1	Electrical Worker	46.40	58.00
1	0	1	Plumber	48.12	60.15
3	1	2			
10	8	10	TOTAL FULL TIME		
48	31	48	TOTAL PART TIME		
58	39	58	TOTAL DIVISION		

WESTSIDE MARKET GENERAL OPERATIONS

Expenditures

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 188,710	\$ 261,977	\$ 278,938	\$ 285,000
Part-Time Permanent	24,939	28,381	29,387	29,000
Longevity	1,625	1,625	2,450	2,575
Wage Settlements	702	—	—	—
Overtime	6,142	13,459	21,510	20,000
	\$ 222,118	\$ 305,443	\$ 332,285	\$ 336,575
Benefits				
Hospitalization	\$ 51,743	\$ 76,707	\$ 91,592	\$ 84,912
Prescription	12,582	15,706	15,335	16,020
Dental	2,868	3,882	3,739	4,588
Vision Care	227	319	350	390
Public Employees Retire System	30,258	41,951	46,810	48,719
Fica-Medicare	3,133	4,284	4,644	5,056
Workers' Compensation	16,305	14,861	6,539	10,535
Life Insurance	169	212	207	300
Clothing Allowance	1,230	1,230	1,260	1,230
Tool Insurance	150	150	300	300
Clothing Maintenance	400	400	350	400
	\$ 119,065	\$ 159,701	\$ 171,126	\$ 172,450
Other Training & Professional Dues				
Professional Dues & Subscript	\$ —	\$ 50	\$ 65	\$ 1,640
	\$ —	\$ 50	\$ 65	\$ 1,640
Utilities				
Brokered Gas Supply	\$ 40,520	\$ 33,739	\$ 32,211	\$ 45,100
Gas	15,872	22,225	13,922	19,495
Electricity - Cpp	245,843	220,289	241,627	265,795
Security & Monitoring System	—	2,579	1,655	7,000
	\$ 302,236	\$ 278,832	\$ 289,414	\$ 337,390
Contractual Services				
Professional Services	\$ 35,000	\$ 35,000	\$ 10,262	\$ 38,000
Mileage (Private Auto)	451	238	274	500
Security Services	86,000	—	79,000	89,000
Janitorial Services	201,600	237,750	224,400	227,940
Other Contractual	207,565	185,553	190,969	199,000
	\$ 530,616	\$ 458,541	\$ 504,905	\$ 554,440
Materials & Supplies				
Chemical	\$ 167	\$ —	\$ 1,563	\$ 1,600
Fire/Ems Apparatus Parts	—	1,694	—	450
Salt & De-Icer	907	1,000	957	1,000



WESTSIDE MARKET GENERAL OPERATIONS

Expenditures (Continued)

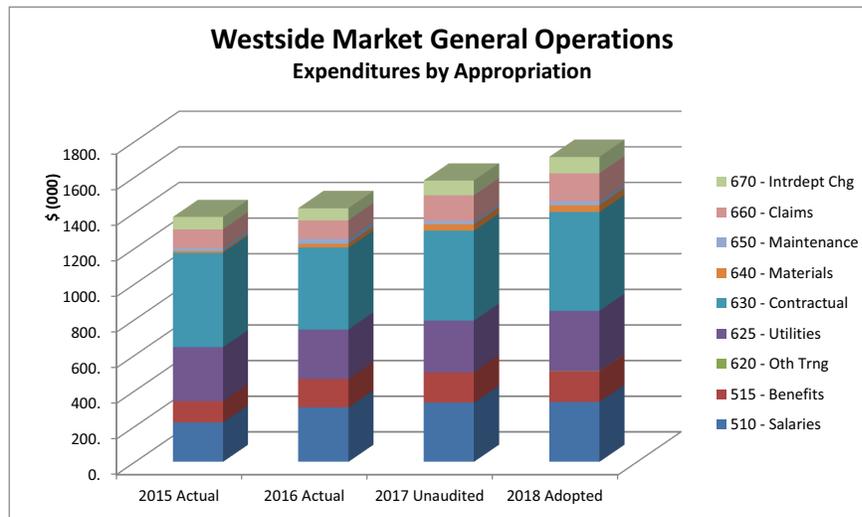
	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Boilers, Heaters & Cool Equip	4,179	12,477	28,768	16,500
Small Equipment	—	—	—	2,000
Electrical Supplies	943	5,531	2,705	6,000
Hygiene And Cleaning Supplies	—	—	—	1,000
Doors, Shutters And Windows	—	—	—	4,600
Plumbing Supplies And Equip	219	—	—	2,800
Medical Supplies	—	—	—	450
Other Supplies	628	863	1,183	1,350
Just In Time Office Supplies	1,018	1,170	1,049	1,183
	\$ 8,061	\$ 22,735	\$ 36,226	\$ 38,933
Maintenance				
Maintenance Machinery & Tools	\$ —	\$ 600	\$ —	\$ —
Maintenance Fire Apparatus	—	750	800	900
Maintenance Utility Systems	—	8,465	—	—
Maintenance Building	18,207	16,846	17,345	20,800
	\$ 18,207	\$ 26,661	\$ 18,145	\$ 21,700
Claims, Refunds, Maintenance				
Indirect Cost	\$ 105,937	\$ 105,062	\$ 144,474	\$ 157,171
	\$ 105,937	\$ 105,062	\$ 144,474	\$ 157,171
Interdepart Service Charges				
Charges From Telephone Exch	\$ 9,284	\$ 14,932	\$ 24,919	\$ 22,885
Charges From W.P.C.	—	—	—	500
Charges From Print & Repro	1,565	1,719	2,680	2,780
Charges From Central Storeroom	—	—	—	135
Charges From M.V.M.	15,404	7,578	7,602	8,000
Charges From Division Of Maint	—	—	—	16,000
Charges From Waste Collection	42,391	39,187	37,917	40,000
Charges From Parks Maintenance	—	4,350	10,204	—
Charges From Community Develop	—	—	—	2,000
	\$ 68,644	\$ 67,765	\$ 83,322	\$ 92,300
	\$ 1,374,884	\$ 1,424,790	\$ 1,579,961	\$ 1,712,599

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Charges For Services	\$ 1,285,002	\$ 1,214,336	\$ 1,470,447	\$ 1,571,000
Miscellaneous	600	1,950	4,221	—
Interest Earnings/Investment Income	4,482	7,442	10,909	—
	\$ 1,290,084	\$ 1,223,728	\$ 1,485,577	\$ 1,571,000



WESTSIDE MARKET GENERAL OPERATIONS



COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	Budget 2017	December 2017		Budget 2018	Minimum
ADMINISTRATORS & OFFICIALS					
1	1	1	Manager of Markets	23,647.11	86,215.32
1	1	1			
PROFESSIONALS					
1	1	1	Supervisor of Markets	20,800.00	49,942.38
1	1	1	Assistant Administrator	20,800.00	72,000.00
2	1	2	Building Stationary Engineer	20.05	27.55
4	3	4			
SERVICE & MAINTENANCE					
1	1	1	Municipal Service Laborer	16.86	18.86
1	1	1			
6	5	6	TOTAL FULL TIME		
1	1	1	TOTAL PART TIME		
7	6	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>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Unaudited</u>	<u>2018 Budget</u>	<u>\$ Change</u>	<u>% Change</u>
DEBT SERVICE						
RECEIPTS	\$ 106,065,934	\$ 62,206,079	\$ 66,882,928	\$ 90,203,023	\$ 23,320,095	35%
EXPENDITURES	97,140,978	65,749,293	65,607,631	93,272,493	27,664,862	42%
Net	\$ 8,924,956	\$ (3,543,214)	\$ 1,275,297	\$ (3,069,470)	\$ (4,344,767)	-341%
Beginning Balance	15,449,596	24,374,552	20,831,338	22,106,635	1,275,297	6%
Ending Balance	<u>\$ 24,374,552</u>	<u>\$ 20,831,338</u>	<u>\$ 22,106,635</u>	<u>\$ 19,037,165</u>	<u>\$ (3,069,470)</u>	<u>-14%</u>
FT Staffing Levels	2	2	2	2	—	%



2017 ACTIVITY

Effective June 13, 2017, the City issued \$65,400,000 Subordinate Lien Income Tax Improvement and Refunding Bonds, Series 2017A. A portion of the proceeds of these bonds (\$51,223,550) 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 \$14,970,000 of outstanding Series 2008 and Series 2012 Subordinate Lien Income Tax Bonds. As a result of this refunding, the City realized \$1,186,000 of net present value debt service savings or 7.9%.

On September 7, 2017, Water Revenue Bonds, Series BB, 2017, were issued in the amount of \$15,760,000. The bonds were issued to advance refund \$16,835,000 of outstanding Series X Water Revenue Bonds, 2012. As a result of this refunding, the City realized net present value debt service savings of \$1,367,000 or 8.1%. At the same time the City sold the Series BB Bonds, the City also sold \$54,730,000 Water Revenue Bonds, Series CC, on a forward delivery basis. The Series CC Bonds were ultimately issued effective October 3, 2017 to refund \$70,325,000 of outstanding Water Revenue Bonds, Series P, 2005. The City realized present value savings of \$10,760,000 or 15.3% from this refunding.

Effective October 10, 2017, the City issued \$43,095,000 Water Revenue Bonds, Second Lien Series B, 2017. These bonds provided funds to advance refund \$45,850,000 of outstanding Second Lien Series A Bonds, 2012. As a result of this refunding, the City achieved net present value debt service savings of \$3,103,000 or 6.8%.

On December 28, 2017, the City issued \$77,450,000 Subordinate Lien Income Tax Refunding Bonds, Series 2017B. These bonds were issued to advance refund \$80,330,000 of outstanding public facilities improvement and bridge and roadway improvement Subordinate Lien Income Tax Bonds issued in 2013, 2014 and 2015. The City decided to refund these bonds at this time due to a provision in the new federal tax laws that eliminates tax-exempt advance refunding bonds after December 31, 2017. As a result of this refunding, the City achieved \$3,483,000 of net present value debt service savings or 4.3%.

2018 ACTIVITY

In 2018, the City is planning or reviewing the feasibility of the following financings:

- Issuance of approximately \$35 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 or extension of the 2010B Stadium Certificates of Participation Direct Placement when it expires in March 2018;
- Replacement of the Water Series AA Direct Placement when it expires in May 2018;
- Replacement of the 2013A Taxable Economic & Community Development Bonds (Core City) Direct Placement when it expires in May 2018; 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, 2017 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.)

*Outlook revised to positive from stable on June 23, 2017.

**On May 24, 2017, S&P Global Ratings raised its rating on the City's General Obligation Bonds and Subordinate Lien Income Tax Bonds to AA+ from AA.

***On August 9, 2017, S&P Global Ratings raised its rating on the City's Water Revenue Bonds to AA+ and its rating on Subordinate Lien Water Revenue Bonds to AA.

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 \$496,560,480 and unvoted debt limit (5.5%) is \$260,103,109. At January 1, 2018, the City had capacity under the indirect debt limitation calculation per the Ohio Revised Code to issue approximately \$100 million in additional unvoted debt. However, the debt limitations are not expected to affect the financing of any currently planned facilities or services.



	<u>2016 Actual</u>	<u>2017 Unaudited</u>	<u>2018 Budget</u>
Water Revenue Bonds + EXPENDITURES:			
Principal	\$ 42,110,000	\$ 44,720,000	\$ 36,405,000
Interest	27,699,214	25,863,375	22,788,164
Total Expenditures	\$ 69,809,214	\$ 70,583,375	\$ 59,193,164
RECEIPTS			
Utility Reimbursement	\$ 69,809,214	\$ 70,583,375	\$ 59,193,164
Total Receipts	\$ 69,809,214	\$ 70,583,375	\$ 59,193,164
Airport System Revenue Bonds + EXPENDITURES:			
Principal	\$ 34,415,000	\$ 39,765,000	\$ 38,535,000
Interest	31,644,052	30,168,424	29,634,421
Total Expenditures	\$ 66,059,052	\$ 69,933,424	\$ 68,169,421
RECEIPTS			
Enterprise Reimbursement	\$ 66,059,052	\$ 69,933,424	\$ 68,169,421
Total Receipts	\$ 66,059,052	\$ 69,933,424	\$ 68,169,421
Ohio Water Development Authority Loans - Water + EXPENDITURES:			
Principal	\$ 7,422,097	\$ 7,661,466	\$ 7,909,175
Interest	2,414,840	2,404,039	2,190,392
Total Expenditures	\$ 9,836,937	\$ 10,065,505	\$ 10,099,567
RECEIPTS			
Utility Reimbursement	\$ 9,836,937	\$ 10,065,505	\$ 10,099,567
Total Receipts	\$ 9,836,937	\$ 10,065,505	\$ 10,099,567
+ 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	\$ 570,000
Interest	928,547	1,584,250	1,562,250
Total Expenditures	\$ 928,547	\$ 2,134,250	\$ 2,132,250
RECEIPTS			
Utility Reimbursement	\$ 928,547	\$ 2,134,250	\$ 2,132,250
Total Receipts	\$ 928,547	\$ 2,134,250	\$ 2,132,250



	2016 Actual	2017 Unaudited	2018 Budget
Ohio Water Development Authority Loans - Water Pollution Control + EXPENDITURES:			
Principal	\$ 481,639	\$ 176,901	\$ 24,060
Interest	10,350	2,293	—
Total Expenditures	\$ 491,989	\$ 179,194	\$ 24,060
RECEIPTS			
Utility Reimbursement	\$ 491,989	\$ 179,194	\$ 24,060
Total Receipts	\$ 491,989	\$ 179,194	\$ 24,060
Public Power System - Revenue Bonds + EXPENDITURES:			
Principal	\$ 8,055,000	\$ 8,785,000	\$ 7,705,000
Interest	9,859,269	9,116,666	8,885,119
Total Expenditures	\$ 17,914,269	\$ 17,901,666	\$ 16,590,119
RECEIPTS			
Utility Reimbursement	\$ 17,914,269	\$ 17,901,666	\$ 16,590,119
Total Receipts	\$ 17,914,269	\$ 17,901,666	\$ 16,590,119
Parking Facilities Revenue Refunding Bonds + EXPENDITURES:			
Principal	\$ 2,880,000	\$ 3,040,000	\$ 3,200,000
Interest	1,234,996	1,092,525	932,925
Total Expenditures	\$ 4,114,996	\$ 4,132,525	\$ 4,132,925
RECEIPTS			
Enterprise Reimbursement	\$ 4,114,996	\$ 4,132,525	\$ 4,132,925
Total Receipts	\$ 4,114,996	\$ 4,132,525	\$ 4,132,925

+ 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.



	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Unaudited</u>	<u>2018 Budget</u>
PROPERTY TAXES	\$ 17,558,419	\$ 17,421,584	\$ 17,630,470	\$ 17,747,374
INTERGOVERNMENTAL REVENUE	4,621,017	4,578,765	4,558,138	1,602,433
RESTRICTED INCOME TAX	28,481,794	28,294,760	27,120,879	36,621,916
GENERAL FUND INCOME TAX	5,690,240	5,305,264	5,909,729	5,662,760
INVESTMENT EARNINGS	21,345	77,929	263,711	250,000
BOND FEES & SERVICES	119,500	116,502	84,920	75,000
NOTE / BOND PROCEEDS	45,178,737	3,262,406	4,446,565	22,210,000
TRANSFERS FROM OTHER SUBFUNDS	1,791,374	1,607,323	1,679,979	1,558,128
TIF / DEVELOPER RECEIPTS	461,142	523,168	508,103	510,000
GENERAL FUND TRANSFER	2,277,196	2,421,644	3,882,123	4,229,521
FEDERAL SUBSIDY	505,908	508,637	492,168	474,729
DRAW/(ADD) OF FUND BALANCE	505,908	4,360,445	(1,266,622)	3,078,470
TOTAL RECEIPTS	<u>\$ 97,787,460</u>	<u>\$ 66,478,427</u>	<u>\$ 66,310,163</u>	<u>\$ 94,020,331</u>



	2016 Actual	2017 Unaudited	2018 Budget
Unvoted Tax Supported General Obligation Bonds			
Bonds Redeemed	\$ 22,345,000	\$ 22,500,000	\$ 24,700,000
Interest on Bonds	11,282,696	10,982,025	11,141,076
Transfer to Escrow Agent	709,841	—	—
	\$ 34,337,537	\$ 33,482,025	\$ 35,841,076
Subordinated Income Tax Bonds (Police & Fire Pension)			
Bonds Redeemed	\$ 3,610,000	\$ 2,315,000	\$ 3,985,000
Interest on Bonds	1,841,927	1,705,875	1,548,375
Other	29,668	—	—
	\$ 5,481,595	\$ 4,020,875	\$ 5,533,375
2013A Core City Fund			
Bonds Redeemed	\$ 750,000	\$ 800,000	\$ 850,000
Interest on Bonds	280,728	398,958	500,000
Transfer to Escrow Agent			
Other			
	\$ 1,030,728	\$ 1,198,958	\$ 23,560,000
Lower Euclid TIF Bonds			
Bonds Redeemed	\$ 191,000	\$ 208,000	\$ 194,000
Interest on Bonds	140,038	135,163	151,260
	\$ 331,038	\$ 343,163	\$ 345,260
Nontax Revenue Refunding Bonds - Stadium			
Bonds Redeemed	\$ 1,325,000	\$ 1,365,000	\$ 1,420,000
Interest on Bonds	302,400	262,650	208,050
	\$ 1,627,400	\$ 1,627,650	\$ 1,628,050
2014 Core City Bonds			
Bonds Redeemed	\$ 1,235,000	\$ 1,250,000	\$ 1,270,000
Interest on Bonds	317,077	304,728	284,728
Transfer to Other Subclass	825,000	—	—
	\$ 2,377,077	\$ 1,554,728	\$ 1,554,728
2015 Core City Bonds			
Interest on Bonds	\$ 505,632	\$ 505,632	\$ 505,633
	\$ 505,632	\$ 505,632	\$ 505,633
Subordinate Lien Income Tax Bonds			
Bonds Redeemed	\$ 6,960,000	\$ 8,535,000	\$ 10,915,000
Interest on Bonds	10,856,955	11,031,112	11,653,139
Transfer to Other Subclass	—	985,989	—
	\$ 17,816,955	\$ 20,552,101	\$ 22,568,139



	<u>2016 Actual</u>	<u>2017 Unaudited</u>	<u>2018 Budget</u>
Subordinate Lien Inc. Tax Bonds (2014A)			
Bonds Redeemed	\$ 875,000	\$ 890,000	\$ 925,000
Interest on Bonds	1,366,331	1,348,831	811,232
Transfer to Other Subclass	—	83,667	—
	<u>\$ 2,241,331</u>	<u>\$ 2,322,498</u>	<u>\$ 1,736,232</u>
Sinking Fund Operations			
Personnel	\$ 191,931	\$ 196,513	\$ 196,619
Other	537,203	506,020	551,270
	<u>\$ 729,134</u>	<u>\$ 702,533</u>	<u>\$ 747,889</u>
Total Expenditures	<u><u>\$ 66,478,427</u></u>	<u><u>\$ 66,310,163</u></u>	<u><u>\$ 94,020,382</u></u>



PURPOSE	MONTH DUE	ISSUE DATE	MATURITY DATE	INTEREST RATE	12/31/17 BALANCE	2018 PRINCIPAL	2018 INTEREST	TOTAL DUE
BRIDGES & ROADS	JUNE/DEC.	2009	2018	VAR	565,000	565,000	18,363	583,363
BRIDGES & ROADS	JUNE/DEC.	2011	2029	VAR	2,435,000	690,000	120,775	810,775
BRIDGES & ROADS	JUNE/DEC.	2012	2030	VAR	15,665,000	920,000	734,700	1,654,700
BRIDGES & ROADS	JUNE/DEC.	2016A	2033	VAR	22,655,000	1,075,000	818,550	1,893,550
CEMETERY IMPROVEMENT	JUNE/DEC.	2009	2018	VAR	80,000	80,000	2,600	82,600
CEMETERY IMPROVEMENT	JUNE/DEC.	2011	2031	VAR	205,000	30,000	9,819	39,819
CEMETERY IMPROVEMENT	JUNE/DEC.	2012	2032	VAR	410,000	20,000	19,500	39,500
CONVENTION CENTER	JUNE/DEC.	2009	2018	VAR	25,000	25,000	813	25,813
FINAL JUDGMENT	MAY/NOV	2008	2018	VAR	310,000	310,000	17,050	327,050
NEIGHBORHOOD DEVELOP.	JUNE/DEC.	2009	2018	VAR	180,000	180,000	5,850	185,850
PARKS & RECREATION	JUNE/DEC.	2009	2018	VAR	400,000	400,000	13,000	413,000
PARKS & RECREATION	JUNE/DEC.	2011	2031	VAR	825,000	30,000	38,531	68,531
PARKS & RECREATION	JUNE/DEC.	2012	2032	VAR	3,225,000	155,000	153,000	308,000
PARKS & RECREATION	JUNE/DEC.	2016A	2027	VAR	620,000	55,000	24,200	79,200
PUBLIC FACILITIES	JUNE/DEC.	2009	2018	VAR	175,000	175,000	5,688	180,688
PUBLIC FACILITIES	JUNE/DEC.	2011	2029	VAR	2,285,000	645,000	113,331	758,331
PUBLIC FACILITIES	JUNE/DEC.	2012	2030	VAR	11,135,000	655,000	522,150	1,177,150
PUBLIC FACILITIES	JUNE/DEC.	2016A	2026	VAR	4,700,000	465,000	176,900	641,900
REFUNDING JUDGMENT BONDS	JUNE/DEC.	2016B	2033	VAR	4,260,000	0	207,882	207,882
SERIES 2005 REFUNDING	APR/OCT	2005	2023	VAR	36,390,000	9,190,000	2,001,450	11,191,450
SERIES 2007C REFUNDING	MAY/NOV	2007C	2027	VAR	13,520,000	2,340,000	709,800	3,049,800
SERIES 2009 REFUNDING	JUNE/DEC.	2009	2018	VAR	630,000	630,000	20,475	650,475
SERIES 2012 REFUNDING	JUNE/DEC.	2012A	2021	VAR	11,120,000	2,615,000	444,800	3,059,800
SERIES 2015 REFUNDING	JUNE/DEC.	2015	2029	VAR	60,165,000	3,430,000	2,938,250	6,368,250
SERIES 2016 REFUNDING	JUNE/DEC.	2016A	2032	VAR	19,420,000	20,000	823,600	843,600
Total					211,400,000	24,700,000	9,941,075	34,641,075

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.



	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget	\$ Change	% Change
SINKING FUND						
RECEIPTS	\$ 640,745	\$ 736,903	\$ 693,858	\$ 746,744	\$ 52,886	8%
EXPENDITURES	646,481	729,133	702,533	747,889	45,356	6%
Net	\$ (5,736)	\$ 7,770	\$ (8,675)	\$ (1,145)	\$ 7,530	-87%
Decertifications	—	2,050	—	—	—	—
Beginning Balance	5,736	—	9,820	1,145	—	—
Ending Balance	\$ —	\$ 9,820	\$ 1,145	\$ —	\$ (1,145)	%
FT Staffing Levels	2	2	2	2	—	%
TELEPHONE EXCHANGE						
RECEIPTS	\$ 7,210,653	\$ 7,581,535	\$ 7,219,718	\$ 8,026,248	\$ 806,530	11%
EXPENDITURES	7,336,355	7,335,784	7,300,486	8,198,814	898,328	12%
Net	\$ (125,702)	\$ 245,751	\$ (80,768)	\$ (172,566)	\$ (91,798)	114%
Decertifications	1,575	501	1,625	—	—	—
Beginning Balance	129,584	5,457	251,709	172,566	—	—
Ending Balance	\$ 5,457	\$ 251,709	\$ 172,566	\$ 0	\$ (172,566)	-100%
FT Staffing Levels	18	18	16	18	2	13%
RADIO						
RECEIPTS	\$ 2,060,378	\$ 3,380,247	\$ 3,539,221	\$ 2,966,693	\$ (132,916)	-4%
EXPENDITURES	2,800,264	2,936,583	3,226,503	3,805,377	836,642	28%
Net	(739,886)	443,664	312,718	(838,684)	\$ (969,558)	-219%
Decertifications	19,944	48,580	72	—	—	—
Beginning Balance	753,593	33,651	525,895	838,685	—	—
Ending Balance	\$ 33,651	\$ 525,895	\$ 838,685	\$ 1	\$ (525,894)	-100%
FT Staffing Levels	7	6	8	8	2	25%
MOTOR VEHICLE MAINTENANCE						
RECEIPTS	\$ 16,360,421	\$ 15,472,936	\$ 18,512,465	\$ 15,457,494	\$ (3,054,971)	-17%
EXPENDITURES	16,771,465	15,253,739	16,194,408	18,216,831	2,022,423	12%
Net	\$ (411,044)	\$ 219,197	\$ 2,318,057	\$ (2,759,337)	\$ (5,077,394)	-219%
Decertifications	30,795	65,988	89,326	—	—	—
Beginning Balance	447,019	66,769	351,954	2,759,338	—	—
Ending Balance	\$ 66,769	\$ 351,954	\$ 2,759,338	\$ 1	\$ (2,759,337)	-100%
FT Staffing Levels	72	70	75	78	3	4%



	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget	\$ Change	% Change
PRINTING & REPRODUCTION						
RECEIPTS	\$ 2,128,227	\$ 2,208,257	\$ 2,372,123	\$ 2,245,229	\$ (126,894)	-5%
EXPENDITURES	2,161,773	2,178,547	2,151,372	2,554,398	403,026	19%
Net	\$ (33,546)	\$ 29,710	\$ 220,751	\$ (309,169)	\$ (529,920)	-240%
Decertifications	109	620	1,226	—	—	—
Beginning Balance	90,299	56,862	87,192	309,169	—	—
Ending Balance	\$ 56,862	\$ 87,192	\$ 309,169	\$ 0	\$ (309,169)	-100%
FT Staffing Levels	11	12	12	14	2	17%
STOREROOM						
RECEIPTS	\$ 468,046	\$ 497,592	\$ 487,895	\$ 532,676	\$ 44,781	9%
EXPENDITURES	438,270	508,019	485,752	584,677	98,925	20%
Net	\$ 29,776	\$ (10,427)	\$ 2,143	\$ (52,001)	\$ (54,144)	2,526 %
Decertifications	518	—	—	—	—	—
Beginning Balance	29,991	60,285	49,858	52,001	—	—
Ending Balance	\$ 60,285	\$ 49,858	\$ 52,001	\$ 0	\$ (52,001)	-100%
FT Staffing Levels	2	1	1	2	1	100%
HEALTH SELF INSURANCE FUND						
RECEIPTS	\$ 62,128,607	\$ 73,366,931	\$ 79,775,357	\$ 89,509,773	\$ 9,734,416	12%
EXPENDITURES	62,869,171	67,801,693	74,441,262	89,146,773	14,705,511	20%
Net	\$ (740,564)	\$ 5,565,238	\$ 5,334,095	\$ 363,000	\$ (4,971,095)	-93%
Decertifications	3,811	120	3,202	—	—	—
Beginning Balance	5,717,027	4,980,274	10,545,632	15,882,929	—	—
Ending Balance	\$ 4,980,274	\$ 10,545,632	\$ 15,882,929	\$ 16,245,929	\$ 363,000	2%
PRESCRIPTION SELF INSURANCE FUND						
RECEIPTS	\$ 15,029,542	\$ 15,338,964	\$ 14,616,978	\$ 17,795,214	\$ 3,178,236	22%
EXPENDITURES	13,968,934	13,980,940	13,621,819	17,795,214	4,173,395	31%
Net	\$ 1,060,608	\$ 1,358,024	\$ 995,159	\$ —	\$ (995,159)	-100%
Decertifications	—	—	—	—	—	—
Beginning Balance	248,328	1,308,936	2,666,960	3,662,120	—	—
Ending Balance	\$ 1,308,936	\$ 2,666,960	\$ 3,662,120	\$ 3,662,120	\$ —	%

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, income tax collections, 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.

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



SINKING FUND GENERAL OPERATIONS

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

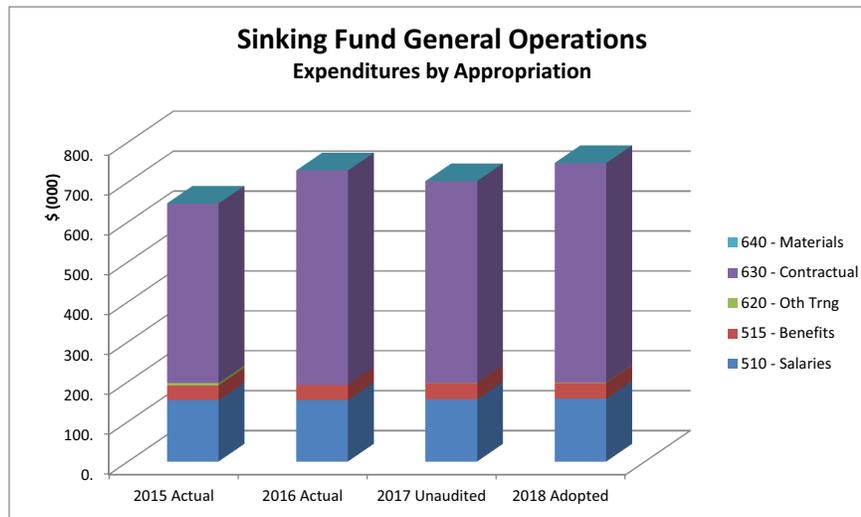
	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 152,695	\$ 153,013	\$ 153,992	\$ 156,698
Longevity	475	575	575	875
Vacation Conversion	—	—	1,265	—
	\$ 153,170	\$ 153,588	\$ 155,833	\$ 157,573
Benefits				
Hospitalization	\$ 9,015	\$ 10,091	\$ 10,530	\$ 9,820
Prescription	2,459	2,389	2,101	2,298
Dental	450	453	453	488
Vision Care	103	112	117	130
Public Employees Retire System	21,418	21,509	21,646	22,183
Fica-Medicare	2,180	2,170	2,185	2,272
Workers' Compensation	1,726	1,544	3,580	1,755
Life Insurance	81	75	69	100
	\$ 37,431	\$ 38,343	\$ 40,680	\$ 39,046
Other Training & Professional Dues				
Travel	\$ 6,097	\$ —	\$ —	\$ 800
Professional Dues & Subscript	—	—	261	270
	\$ 6,097	\$ —	\$ 261	\$ 1,070
Contractual Services				
Professional Services	\$ 75,911	\$ 208,229	\$ 175,455	\$ 150,000
Parking In City Facilities	24	—	—	—
County Aud & Treas Coll Fee	373,539	328,940	330,216	400,000
	\$ 449,474	\$ 537,170	\$ 505,670	\$ 550,000
Materials & Supplies				
Postage	\$ 158	\$ 33	\$ 89	\$ 200
Office Furniture & Equipment	150	—	—	—
	\$ 308	\$ 33	\$ 89	\$ 200
	\$ 646,481	\$ 729,134	\$ 702,533	\$ 747,889

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Miscellaneous	\$ 119,500	\$ 116,502	\$ 84,920	\$ 75,001
Other Shared Revenue	17,002	17,637	8,939	18,000
Transfers In	504,243	602,764	600,000	653,744
	\$ 640,745	\$ 736,903	\$ 693,858	\$ 746,745



SINKING FUND GENERAL OPERATIONS



COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	Budget 2017	Budget 2018		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

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 938,310	\$ 935,720	\$ 963,157	\$ 1,001,264
Longevity	6,700	6,700	4,450	4,625
Wage Settlements	142	—	—	—
Vacation Conversion	—	—	5,713	—
Separation Payments	1,296	23,241	868	86,000
Bonus Incentive	—	—	2,500	—
Overtime	97	11,356	4,029	—
	\$ 946,544	\$ 977,017	\$ 980,718	\$ 1,091,889
Benefits				
Hospitalization	\$ 170,001	\$ 167,457	\$ 175,567	\$ 189,395
Prescription	34,575	33,204	33,524	37,791
Dental	9,263	8,583	8,577	10,215
Vision Care	1,063	992	995	1,147
Public Employees Retire System	132,022	133,293	136,461	156,294
Fica-Medicare	11,707	12,396	13,123	15,169
Workers' Compensation	10,306	9,620	22,864	13,537
Life Insurance	635	613	563	898
Clothing Allowance	5,250	4,500	4,500	4,500
Clothing Maintenance	2,625	3,375	3,375	2,625
	\$ 377,448	\$ 374,034	\$ 399,550	\$ 431,571
Other Training & Professional Dues				
Tuition & Registration Fees	\$ —	\$ 2,503	\$ —	\$ 2,800
Professional Dues & Subscript	—	24	—	—
	\$ —	\$ 2,526	\$ —	\$ 2,800
Utilities				
Cellular Servicess	\$ 426,495	\$ 505,442	\$ 547,601	\$ 682,500
At&T Equipment	—	95,640	176,453	325,000
Telephone-Ohio Bell	4,763,283	4,634,738	4,471,573	4,725,000
Telephone-Long Distance	58,120	20,000	50,000	61,950
Telephone	461,601	513,583	486,822	535,500
Data Communication (Telephone)	40,000	10,000	—	51,450
Security & Monitoring System	29,325	21,869	38,771	52,500
	\$ 5,778,824	\$ 5,801,272	\$ 5,771,221	\$ 6,433,900
Contractual Services				
Professional Services	\$ 18,625	\$ 28,637	\$ 27,236	\$ 30,000
Advertising And Public Notice	—	—	—	1,500
Parking In City Facilities	20,000	—	13,644	11,000
Pager Rental	2,871	2,433	1,785	3,154



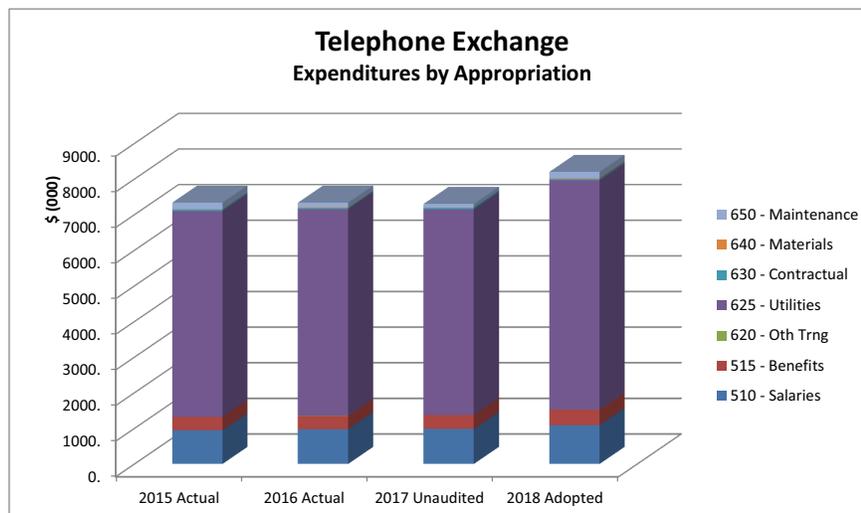
TELEPHONE EXCHANGE

Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Other Contractual	75	—	—	—
	\$ 41,571	\$ 31,070	\$ 42,665	\$ 45,654
Materials & Supplies				
Computer Supplies	\$ —	\$ 2,099	\$ 130	\$ —
Computer Hardware	4,394	9,358	776	3,000
Hardware & Small Tools	1,198	—	—	1,000
Other Supplies	131	—	—	11,000
Just In Time Office Supplies	49	—	—	3,000
	\$ 5,772	\$ 11,457	\$ 906	\$ 18,000
Maintenance				
Maintenance Contracts	\$ 9,500	\$ —	\$ —	\$ 25,000
Computer Hardware Maintenance	6,075	—	—	—
Computer Software Maintenance	170,622	123,107	68,423	150,000
Maintenance Electrical Equip	—	—	37,004	—
Maintenance Building	—	15,300	—	—
	\$ 186,197	\$ 138,407	\$ 105,426	\$ 175,000
	\$ 7,336,355	\$ 7,335,784	\$ 7,300,487	\$ 8,198,814

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Charges For Services	\$ 33,775	\$ 60,909	\$ 100,479	\$ 50,000
Miscellaneous	7,176,365	7,516,189	7,111,339	7,976,249
Interest Earnings/Investment Income	513	4,438	7,899	—
	\$ 7,210,653	\$ 7,581,535	\$ 7,219,718	\$ 8,026,249





TELEPHONE EXCHANGE

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	Budget 2017	Budget 2018		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	17.54
5	4	5	Telephone Operator	10.00	18.35
<u>7</u>	<u>6</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	45.49
5	4	5	Telecommunications Tech	33.10	33.67
<u>6</u>	<u>5</u>	<u>6</u>			
<u>18</u>	<u>16</u>	<u>18</u>	TOTAL FULL TIME		
<u>18</u>	<u>16</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

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 393,132	\$ 343,180	\$ 387,836	\$ 436,435
Longevity	2,875	2,125	2,250	2,550
Wage Settlements	930	—	—	—
Separation Payments	5,495	—	—	15,000
Bonus Incentive	—	—	2,500	—
Overtime	5,645	15,760	196	5,000
	\$ 408,078	\$ 361,065	\$ 392,782	\$ 458,985
Benefits				
Hospitalization	\$ 73,910	\$ 69,521	\$ 86,074	\$ 103,331
Prescription	15,528	14,603	14,248	19,869
Dental	3,874	3,576	4,048	5,491
Vision Care	480	413	458	641
Public Employees Retire System	56,548	51,069	53,440	61,997
Fica-Medicare	5,216	5,128	5,557	6,375
Workers' Compensation	3,518	4,151	9,133	5,211
Life Insurance	304	263	255	400
Clothing Allowance	2,675	2,230	2,730	450
Clothing Maintenance	1,100	920	920	200
	\$ 163,153	\$ 151,875	\$ 176,865	\$ 203,965
Other Training & Professional Dues				
Travel	\$ 5,312	\$ 4,164	\$ 6,941	\$ 10,000
Tuition & Registration Fees	—	—	4,647	15,000
	\$ 5,312	\$ 4,164	\$ 11,588	\$ 25,000
Utilities				
Brokered Gas Supply	\$ 33	\$ 35	\$ 237	\$ 332
Telephone	—	—	75,420	75,500
Gas	3,775	3,967	3,862	5,407
Electricity - Cpp	15,068	15,294	16,242	17,866
Electricity - Other	73,382	72,505	69,830	76,813
	\$ 92,257	\$ 91,801	\$ 165,591	\$ 175,918
Contractual Services				
Professional Services	\$ 540	\$ 420	\$ 240	\$ 10,800
Parking In City Facilities	1,410	1,095	1,045	1,302
Taxes	2,506	2,415	2,412	2,750
Property Rental	323,143	301,325	310,868	316,688
Other Contractual	427	—	—	—
	\$ 328,026	\$ 305,255	\$ 314,564	\$ 331,540



OFFICE OF RADIO COMMUNICATIONS

Expenditures (Continued)

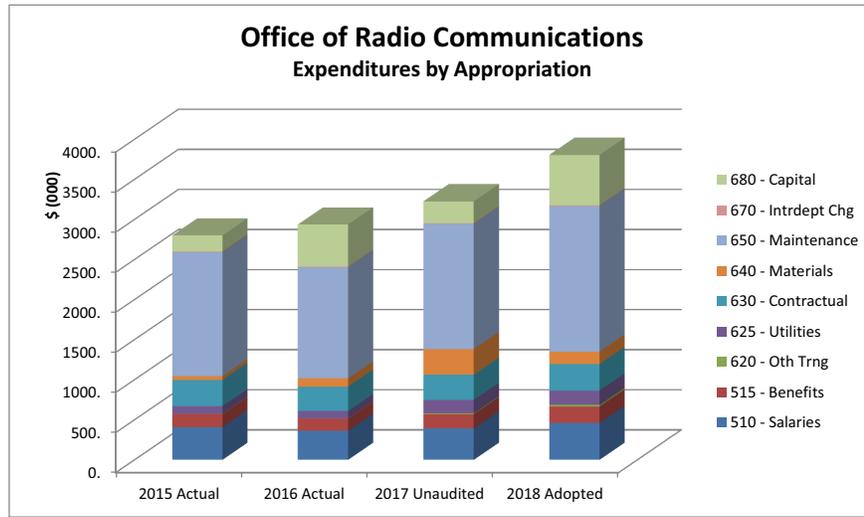
	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 500
Computer Hardware	—	—	—	10,000
Computer Software	—	—	250,000	—
Hardware & Small Tools	13,456	—	1,417	10,000
Small Equipment	5,000	34,989	25,102	35,000
Other Supplies	29,241	67,255	44,841	100,000
	\$ 47,697	\$ 102,244	\$ 321,359	\$ 155,500
Maintenance				
Maintenance Contracts	\$ 1,444,445	\$ 1,209,465	\$ 1,452,288	\$ 1,495,461
Computer Software Maintenance	—	—	—	30,000
Maintenance Utility Systems	100,842	175,160	107,761	290,000
	\$ 1,545,286	\$ 1,384,625	\$ 1,560,049	\$ 1,815,461
Interdepart Service Charges				
Charges From Telephone Exch	\$ 7,151	\$ 6,210	\$ 7,221	\$ 6,631
Charges From Print & Repro	82	2,103	82	94
Charges From Central Storeroom	—	—	—	12
Charges From M.V.M.	3,977	1,365	2,138	2,271
	\$ 11,210	\$ 9,678	\$ 9,441	\$ 9,008
Capital Outlay				
Radio Equipment	\$ 103,042	\$ 330,742	\$ 262,066	\$ 375,000
Other Equipment	96,202	163,906	12,197	255,000
Transfer To Water Capital Proj	—	31,229	—	—
	\$ 199,244	\$ 525,877	\$ 274,263	\$ 630,000
	\$ 2,800,264	\$ 2,936,583	\$ 3,226,503	\$ 3,805,377

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Charges For Services	\$ 304,929	\$ 338,227	\$ 300,403	\$ 296,954
Miscellaneous	1,749,126	3,033,544	3,222,015	2,649,739
Interest Earnings/Investment Income	6,323	8,476	16,803	20,000
	\$ 2,060,378	\$ 3,380,247	\$ 3,539,221	\$ 2,966,693



OFFICE OF RADIO COMMUNICATIONS



COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	Budget 2017	Budget 2018		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
1	1	1	Supervisor of Radio Services	24.86	26.38
1	1	1			
PROFESSIONALS					
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			
TECHNICIANS					
5	5	5	Radio Technician	19.85	22.05
5	5	5			
8	8	8	TOTAL FULL TIME		
8	8	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

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 3,557,692	\$ 3,655,486	\$ 3,685,965	\$ 3,970,747
Longevity	32,900	33,175	32,925	31,150
Wage Settlements	13,379	—	—	—
Vacation Conversion	—	—	7,692	—
Separation Payments	15,973	36,570	7,351	—
Bonus Incentive	3,000	2,400	4,400	—
Overtime	58,414	63,761	73,879	75,000
	\$ 3,681,358	\$ 3,791,393	\$ 3,812,212	\$ 4,076,897
Benefits				
Hospitalization	\$ 689,571	\$ 791,697	\$ 822,679	\$ 887,761
Prescription	137,476	157,330	147,424	177,545
Dental	39,896	42,576	41,504	47,820
Vision Care	3,477	3,960	4,073	4,931
Public Employees Retire System	506,419	525,677	527,669	570,766
Fica-Medicare	44,371	45,522	46,748	59,115
Workers' Compensation	104,086	42,564	97,752	58,691
Life Insurance	2,758	2,652	2,436	3,884
Unemployment Compensation	4,881	774	63	—
Clothing Allowance	830	9,610	8,763	10,020
Tool Insurance	28,600	29,150	29,700	33,000
Clothing Maintenance	200	200	200	200
	\$ 1,562,566	\$ 1,651,712	\$ 1,729,012	\$ 1,853,733
Other Training & Professional Dues				
Tuition & Registration Fees	\$ 1,074	\$ 810	\$ 2,266	\$ 2,060
Professional Dues & Subscript	3,810	2,579	2,528	4,120
	\$ 4,884	\$ 3,389	\$ 4,794	\$ 6,180
Utilities				
Brokered Gas Supply	\$ 126,702	\$ 73,146	\$ 54,123	\$ 75,772
Gas	42,006	31,885	29,129	40,781
Electricity - Cpp	23,868	20,952	18,958	20,854
Electricity - Other	621	1,724	2,257	2,483
Security & Monitoring System	3,293	6,179	—	6,592
	\$ 196,491	\$ 133,887	\$ 104,467	\$ 146,482
Contractual Services				
Professional Services	\$ 5,000	\$ 1,800	\$ —	\$ 3,090
Medical Services	—	—	—	750
Parking In City Facilities	25,127	24,646	25,379	24,800
Towing	146,942	125,000	105,180	154,500



MOTOR VEHICLE MAINTENANCE

Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Special Assessment	19,000	22,000	18,000	20,000
Other Contractual	12,932	19,383	6,476	12,750
	\$ 209,001	\$ 192,829	\$ 155,035	\$ 215,890
Materials & Supplies				
Computer Supplies	\$ —	\$ —	\$ —	\$ 500
Computer Software	—	—	—	500
Fuel	4,947,513	3,382,872	3,625,466	5,625,000
Fuel Tax	771,408	733,421	773,005	721,000
Chemical	7,500	5,000	7,500	7,500
Air Compressor Parts	45,000	60,000	75,000	50,000
Fire/Ems Apparatus Parts	129,997	209,902	159,970	180,220
Auto & Light Truck Parts	1,022,773	902,557	946,944	1,030,000
Heavy Truck Parts	1,321,213	1,820,505	1,911,603	1,350,000
Construction Equipment Parts	170,000	90,000	150,000	120,000
Snow Removal Equipment Parts	70,000	18,000	5,000	96,000
Clothing	28,214	24,964	25,993	23,600
Sweeper Parts	267,607	89,909	387,125	400,000
Welding Supplies & Equipment	—	3,099	5,099	3,000
Hygiene And Cleaning Supplies	6,779	6,257	10,883	6,000
Painting Equipment & Supplies	2,500	14,998	10,000	15,450
Shop Supplies	683	50,504	19,339	1,000
Other Supplies	2,746	1,150	27,238	1,000
Anti-Freeze	25,000	25,000	25,000	25,000
Motor Oil & Lubricants	304,979	170,000	155,816	300,000
Batteries	99,518	100,000	100,000	100,000
Tires	684,000	619,736	730,000	669,500
Just In Time Office Supplies	3,550	1,706	2,994	3,708
Building Maintenance Supplies	458	—	—	1,000
	\$ 9,911,437	\$ 8,329,579	\$ 9,153,974	\$ 10,729,978
Maintenance				
Computer Hardware Maintenance	\$ 8,632	\$ —	\$ 10,225	\$ 10,000
Computer Software Maintenance	14,570	19,024	24,635	18,000
Maintenance Machinery & Tools	15,000	1,000	52,699	20,000
Fuel Pump Repair & Maintenance	55,000	89,998	103,438	50,000
Generator Repair	42,000	90,000	5,000	51,500
Accident Repair-Other Vehicles	102,133	115,597	91,304	103,000
Accident Repair-Safety Vehicles	97,598	123,696	126,571	128,750
Heavy Truck Repair	69,986	40,000	30,000	85,000



MOTOR VEHICLE MAINTENANCE

Expenditures (Continued)

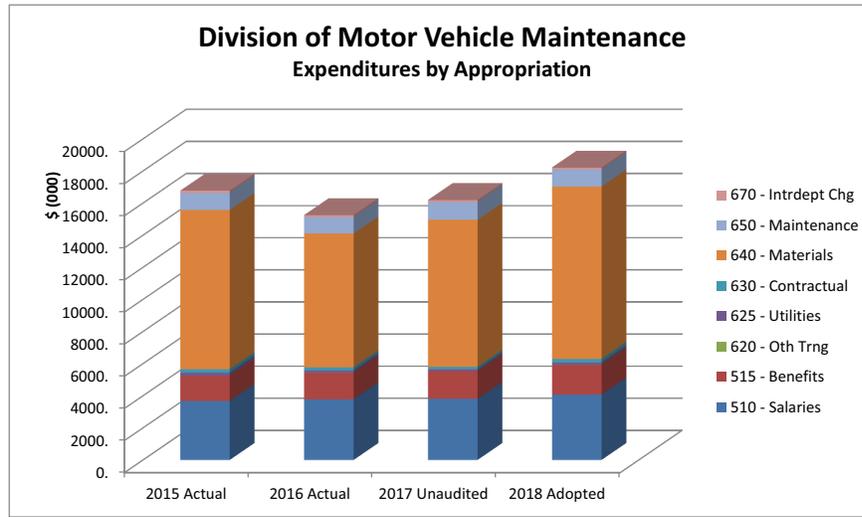
	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Frame Repair & Alignment	98,946	—	—	51,500
Hydraulic Repair Cyl Pmps Mtrs	150,000	100,000	50,000	100,000
Glass Repair	29,935	19,856	19,671	10,000
Radiator & Gas Tank Repair	34,950	20,000	10,000	51,500
Maintenance Building	6,841	26,235	12,880	10,300
Repair Of Overhead Doors	15,400	1,647	39,892	15,450
Spring Repair	188,002	231,327	330,041	225,980
Tire Repair Road Service	66,545	96,393	104,077	51,500
Transmission Repair	80,000	60,000	100,000	80,000
Cushman Repair	—	—	—	2,500
	\$ 1,075,538	\$ 1,034,773	\$ 1,110,434	\$ 1,064,980
Interdepart Service Charges				
Charges From Telephone Exch	\$ 90,869	\$ 68,315	\$ 83,795	\$ 76,944
Charges From Radio Comm System	2,502	8,969	6,052	4,967
Charges From W.P.C.	1,995	1,077	—	1,500
Charges From Print & Repro	8,029	11,353	8,068	9,216
Charges From Central Storeroom	89	63	49	64
Charges From Division Of Maint	7,515	1,168	—	10,000
Charges From Waste Collection	19,193	25,234	26,516	20,000
	\$ 130,191	\$ 116,177	\$ 124,480	\$ 122,691
	\$ 16,771,465	\$ 15,253,739	\$ 16,194,408	\$ 18,216,831

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Charges For Services	\$ 85,619	\$ 7,270	\$ 33,442	\$ 26,000
Miscellaneous	16,268,028	15,451,323	18,437,663	15,381,494
Interest Earnings/Investment Income	6,773	14,343	41,360	50,000
	\$ 16,360,421	\$ 15,472,936	\$ 18,512,465	\$ 15,457,494



MOTOR VEHICLE MAINTENANCE





MOTOR VEHICLE MAINTENANCE

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	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
5	5	5			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	General Storekeeper	19.25	26.75
1	1	1	Principal Clerk	14.88	21.54
4	4	4	Storekeeper	16.66	22.26
6	6	6			
<u>PROFESSIONALS</u>					
1	0	0	Administrative Manager	27,193.55	115,424.36
3	4	4	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	19	21	Automobile Repair Worker	12.60	22.26
4	4	4	Automobile Repairman Unit Leader	17.78	27.01
2	3	3	Heavy Duty Auto Body Repair Worker	15.73	23.56
26	26	26	Heavy Duty Mechanic	15.75	26.65
4	3	4	Heavy Duty Unit Leader	23.85	33.07
1	1	1	Welder/Fabricator	18.36	26.64
58	56	59			
<u>SERVICE & MAINTENANCE</u>					
1	1	1	Tanker Truck Driver	24.85	26.11
1	1	1	Tire Repair Worker	14.08	20.56
2	2	2			
77	75	78	TOTAL FULL TIME		
77	75	78	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

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 550,144	\$ 576,531	\$ 594,230	\$ 685,279
Longevity	5,725	4,575	4,925	4,925
Wage Settlements	3,269	—	—	—
Vacation Conversion	—	—	3,087	—
Separation Payments	5,289	—	—	—
Bonus Incentive	—	—	3,000	—
Overtime	592	1,844	1,154	5,500
	\$ 565,018	\$ 582,951	\$ 606,396	\$ 695,704
Benefits				
Hospitalization	\$ 83,006	\$ 102,562	\$ 107,774	\$ 125,110
Prescription	17,297	21,458	22,432	27,105
Dental	4,736	5,498	5,693	7,557
Vision Care	680	735	755	972
Public Employees Retire System	78,432	80,976	83,837	97,631
Fica-Medicare	7,969	8,192	8,551	10,017
Workers' Compensation	35,123	21,563	13,775	8,037
Life Insurance	453	443	414	696
Clothing Allowance	—	810	698	1,000
Clothing Maintenance	1,770	—	2,426	3,000
	\$ 229,466	\$ 242,238	\$ 246,355	\$ 281,125
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ —	\$ 2,500
Tuition & Registration Fees	407	350	1,777	2,500
Other Training Supplies	—	—	—	1,500
Professional Dues & Subscript	1,488	1,488	3,131	2,000
	\$ 1,895	\$ 1,838	\$ 4,908	\$ 8,500
Utilities				
Brokered Gas Supply	\$ —	\$ —	\$ 725	\$ —
Gas	3,245	1,039	572	1,605
Electricity - Cpp	39,336	31,332	33,680	33,158
Security & Monitoring System	2,025	2,358	2,358	3,000
	\$ 44,606	\$ 34,729	\$ 37,334	\$ 37,763
Contractual Services				
Professional Services	\$ 792	\$ 34,917	\$ —	\$ 2,000
Janitorial Services	15,000	15,000	15,000	15,000
Parking In City Facilities	160	118	225	250
Taxes	23,450	—	—	—
Photocopy Machine Rental	691,294	572,939	590,637	600,000

PRINTING & REPRODUCTION

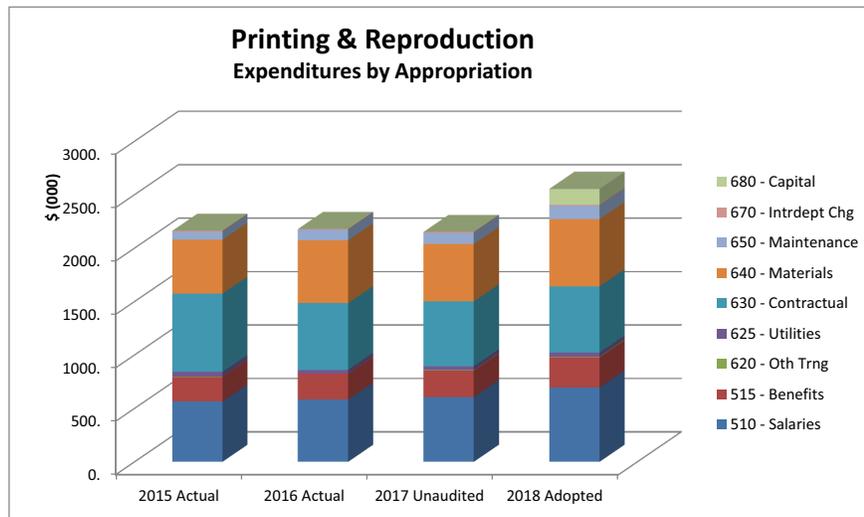
Expenditures (Continued)

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Other Contractual	2,351	—	—	1,500
	\$ 733,046	\$ 622,974	\$ 605,863	\$ 618,750
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 1,000
Computer Hardware	7,274	5,928	5,644	7,000
Computer Software	2,500	4,174	6,249	7,000
Small Equipment	—	—	—	10,000
Electrical Supplies	—	—	—	750
Hygiene And Cleaning Supplies	—	—	—	1,000
Paper And Other Printing Suppl	492,563	574,480	521,813	600,000
Other Supplies	195	—	—	500
Just In Time Office Supplies	1,922	3,068	3,193	3,000
	\$ 504,454	\$ 587,650	\$ 536,899	\$ 630,250
Maintenance				
Maintenance Contracts	\$ 74,147	\$ 99,942	\$ 105,761	\$ 120,000
Maintenance Machinery & Tools	954	—	—	3,000
Car Washes	—	—	—	150
Repair Of Overhead Doors	—	—	—	500
	\$ 75,101	\$ 99,942	\$ 105,761	\$ 123,650
Interdepart Service Charges				
Charges From Telephone Exch	\$ 3,973	\$ 3,302	\$ 3,784	\$ 3,336
Charges From M.V.M.	2,073	2,923	4,072	2,320
Charges From Division Of Maint	2,141	—	—	3,000
	\$ 8,187	\$ 6,224	\$ 7,856	\$ 8,656
Capital Outlay				
Transfer To Capital Project	\$ —	\$ —	\$ —	\$ 150,000
	\$ —	\$ —	\$ —	\$ 150,000
	\$ 2,161,774	\$ 2,178,547	\$ 2,151,372	\$ 2,554,398

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Charges For Services	\$ 3,673	\$ 3,387	\$ 3,301	\$ —
Miscellaneous	2,123,078	2,194,809	2,362,430	2,245,229
Interest Earnings/Investment Income	1,477	3,061	6,392	—
	\$ 2,128,227	\$ 2,201,257	\$ 2,372,123	\$ 2,245,229

PRINTING & REPRODUCTION





PRINTING & REPRODUCTION

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	Budget 2017	December 2017		Budget 2018	Minimum
ADMINISTRATORS & OFFICIALS					
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>			
ADMINISTRATIVE SUPPORT					
2	2	2	Principal Clerk	14.88	21.54
<u>2</u>	<u>2</u>	<u>2</u>			
PROFESSIONALS					
1	1	1	Desktop Publishing Specialist	20,800.00	64,170.48
<u>1</u>	<u>1</u>	<u>1</u>			
SERVICE AND MAINTENANCE					
2	1	1	Mailing Specialist	20,800.00	55,734.65
2	2	0	Print Shop Helper	12.85	16.03
<u>4</u>	<u>3</u>	<u>1</u>			
SKILLED CRAFT					
2	1	5	Copy Center Operator	10.00	20.09
<u>2</u>	<u>1</u>	<u>5</u>			
TECHNICIANS					
1	1	1	First Press Operator	12.00	23.85
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

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 54,062	\$ 61,925	\$ 45,995	\$ 76,293
Longevity	300	1,050	475	475
Wage Settlements	380	—	—	—
Bonus Incentive	—	—	500	—
Overtime	402	280	—	500
	\$ 55,144	\$ 63,255	\$ 46,970	\$ 77,268
Benefits				
Hospitalization	\$ 7,587	\$ 11,985	\$ 6,128	\$ 18,841
Prescription	1,842	2,615	1,050	3,813
Dental	375	674	257	1,026
Vision Care	97	129	81	150
Public Employees Retire System	7,274	9,242	6,496	10,935
Fica-Medicare	770	880	656	1,116
Workers' Compensation	514	556	1,267	610
Life Insurance	47	60	34	98
Clothing Allowance	—	—	—	220
Clothing Maintenance	—	—	—	400
	\$ 18,506	\$ 26,142	\$ 15,970	\$ 37,209
Contractual Services				
Equipment Rental	\$ 14,517	\$ 14,517	\$ 20,139	\$ 25,000
Other Contractual	103	—	—	10,000
	\$ 14,619	\$ 14,517	\$ 20,139	\$ 35,000
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ 2,673	\$ 200
Postage	350,000	400,000	400,000	435,000
Computer Supplies	—	4,105	—	—
	\$ 350,000	\$ 404,105	\$ 402,673	\$ 435,200
	\$ 438,270	\$ 508,019	\$ 485,752	\$ 584,677

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Miscellaneous	\$ 467,821	\$ 497,220	\$ 487,142	\$ 532,676
Interest Earnings/Investment Income	225	372	753	—
	\$ 468,046	\$ 497,592	\$ 487,895	\$ 532,676



STOREROOM & WAREHOUSE



COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	Budget 2017	December 2017		Budget 2018	Minimum
ADMINISTRATIVE SUPPORT					
1	0	1	Messenger	10.00	16.33
1	1	1	Storekeeper	16.66	22.26
2	1	2	TOTAL FULL TIME		
2	1	2	TOTAL DIVISION		



HEALTH SELF INSURANCE FUND

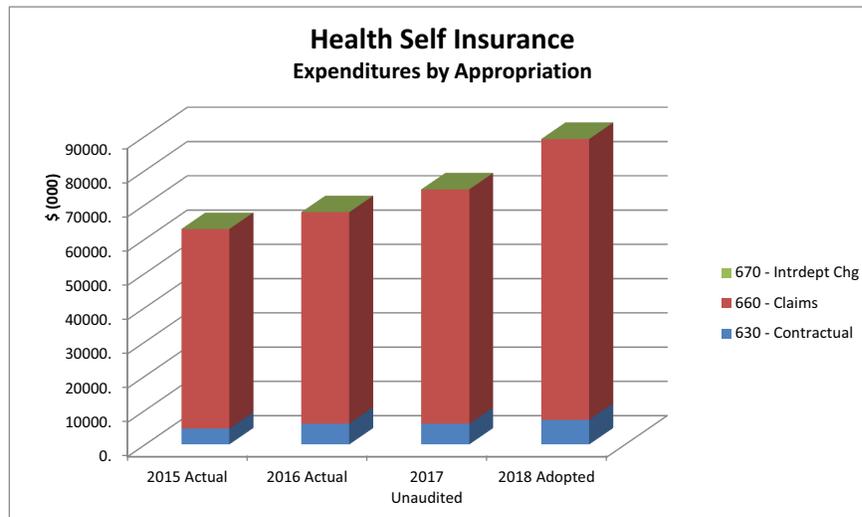
Expenditures

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Contractual Services				
Professional Services	\$ —	\$ 335,950	\$ 35,950	\$ —
Stop Loss Insurance Med Mutal	1,161,205	1,595,631	1,792,386	1,843,194
Admin Fee Med Mutual	1,888,889	1,916,615	1,958,787	2,145,484
Admin Fee Anthem	683,603	1,026,039	928,256	1,290,650
Stop Loss Insurance Anthem	629,709	1,139,632	1,064,880	1,464,350
Program Promotion	50	—	—	—
Wellness Expense Anthem	32,822	42,407	65,295	100,000
Wellness Expense Medical Mutual	34,977	42,464	50,391	100,000
Wellness Expense Healthspan	4,990	—	—	—
Healthcare Consulting	—	—	—	75,000
Other Contractual	170,000	—	104,517	175,000
	\$ 4,606,247	\$ 6,098,739	\$ 6,000,462	\$ 7,193,678
Claims, Refunds, Maintenance				
Health Care Reform Tax	\$ 7,665	\$ —	\$ —	\$ —
Claims Healthcare Med Mut	42,839,959	39,020,908	45,059,152	52,068,136
Claims Healthcare Anthem	14,226,121	22,127,480	22,957,950	29,841,960
ACA Reinsurance Fee	1,186,484	549,983	420,094	37,000
	\$ 58,260,229	\$ 61,698,371	\$ 68,437,196	\$ 81,947,096
Interdepart Service Charges				
Charges From Print & Repro	\$ 2,697	\$ 4,586	\$ 3,605	\$ 6,000
	\$ 2,697	\$ 4,586	\$ 3,605	\$ 6,000
	\$ 62,869,172	\$ 67,801,695	\$ 74,441,263	\$ 89,146,774

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Charges For Services	\$ 62,110,735	\$ 73,326,066	\$ 79,740,043	\$ 89,509,772
Miscellaneous	17,873	40,866	35,313	—
	\$ 62,128,608	\$ 73,366,932	\$ 79,775,356	\$ 89,509,772

HEALTH SELF INSURANCE FUND





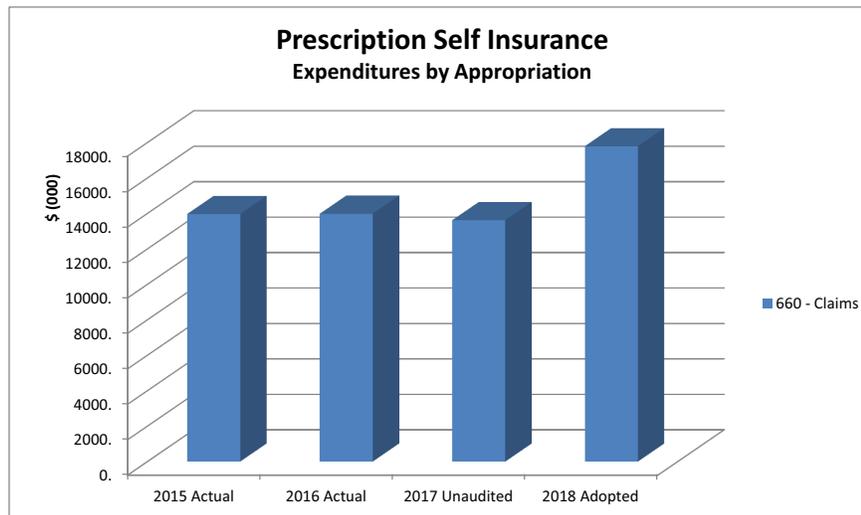
PRESCRIPTION SELF INSURANCE FUND

Expenditures

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Claims, Refunds, Maintenance				
Claims Health Care	\$ 13,968,934	\$ 13,980,941	\$ 13,621,819	\$ 17,795,214
	\$ 13,968,934	\$ 13,980,941	\$ 13,621,819	\$ 17,795,214
	\$ 13,968,934	\$ 13,980,941	\$ 13,621,819	\$ 17,795,214

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Charges For Services	\$ 15,029,529	\$ 15,313,237	\$ 14,616,979	\$ 17,795,214
Miscellaneous	—	25,727	—	—
	\$ 15,029,529	\$ 15,338,964	\$ 14,616,979	\$ 17,795,214



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>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Unaudited</u>	<u>2018 Budget</u>	<u>\$ Change</u>	<u>% Change</u>
CENTRAL COLLECTION AGENCY						
RECEIPTS	\$ 9,337,772	\$ 9,244,179	\$ 9,654,345	\$ 12,780,143	\$ 3,125,798	32%
EXPENDITURES	9,302,487	9,273,918	10,142,165	12,780,143	2,637,978	26%
Net	\$ 35,285	\$ (29,739)	\$ (487,820)	\$ —	\$ 487,820	-100%
Decertifications	46,010	4,737	501,052	—		—
Beginning Balance	397,248	478,543	453,541	466,773		—
Ending Balance	<u>\$ 478,543</u>	<u>\$ 453,541</u>	<u>\$ 466,773</u>	<u>\$ 466,773</u>	<u>\$ 487,820</u>	<u>105%</u>
FT Staffing Levels	79	76	82	109	27	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

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Salaries and Wages				
Full Time Permanent	\$ 3,875,711	\$ 3,884,143	\$ 4,077,291	\$ 5,496,605
Part-Time Permanent	268,975	295,656	267,080	351,806
Longevity	29,000	30,700	34,775	35,850
Wage Settlements	38,536	—	—	—
Vacation Conversion	—	—	25,464	—
Separation Payments	2,409	8,448	15,149	20,000
Bonus Incentive	—	—	20,000	—
Overtime	206,162	173,052	215,983	250,000
	\$ 4,420,793	\$ 4,391,998	\$ 4,655,742	\$ 6,154,261
Benefits				
Hospitalization	\$ 642,864	\$ 703,157	\$ 737,696	\$ 1,075,963
Prescription	131,787	142,374	130,794	222,501
Dental	34,427	35,658	35,606	60,519
Vision Care	4,668	4,922	4,987	7,456
Public Employees Retire System	609,115	614,188	639,144	836,427
Fica-Medicare	60,417	60,046	63,580	81,927
Workers' Compensation	42,281	45,118	106,585	71,684
Life Insurance	3,116	2,930	2,703	5,460
Unemployment Compensation	220	—	2,423	—
	\$ 1,528,895	\$ 1,608,392	\$ 1,723,518	\$ 2,361,937
Other Training & Professional Dues				
Travel	\$ 3,146	\$ 1,840	\$ 6,600	\$ 6,000
Tuition & Registration Fees	1,461	1,806	1,585	2,000
Professional Dues & Subscript	26,454	13,750	14,840	34,100
	\$ 31,061	\$ 17,395	\$ 23,024	\$ 42,100
Utilities				
Electricity - Cpp	\$ 32,952	\$ 31,959	\$ 32,307	\$ 35,538
Steam	111,285	143,595	150,550	165,605
	\$ 144,237	\$ 175,554	\$ 182,857	\$ 201,143
Contractual Services				
Professional Services	\$ 942,106	\$ 1,196,713	\$ 1,211,137	\$ 1,282,500
Mileage (Private Auto)	8,782	8,336	11,298	16,000
Freight Expense	—	—	625	—
Advertising And Public Notice	2,250	1,994	2,447	5,000
Parking In City Facilities	2,833	2,300	1,320	3,200
Insurance And Official Bonds	—	580	—	800
Property Rental	22,913	24,059	34,177	23,000
Other Contractual	38,538	24,318	25,170	50,000

CCA INCOME TAX ADMINISTRATION

Expenditures (Continued)

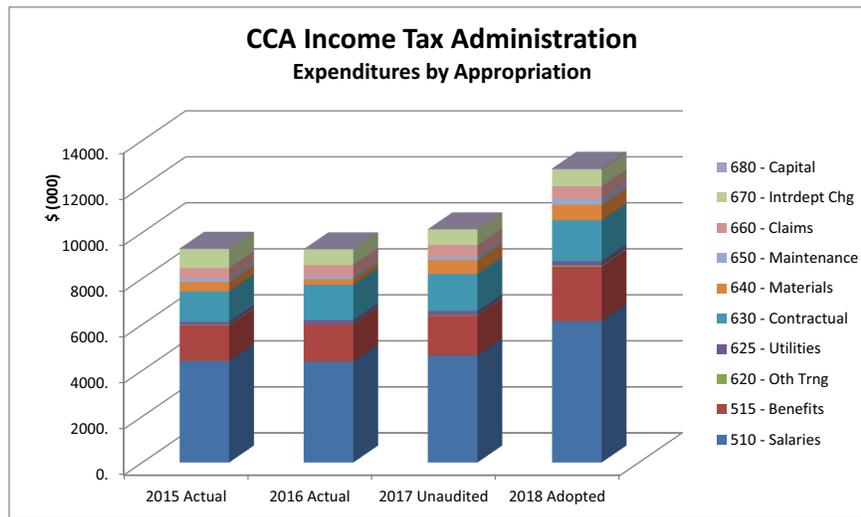
	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
State Auditor Examination	36,000	36,000	37,000	50,000
Bank Service Fees	100,460	85,726	107,518	160,000
Credit Card Processing Fees	164,423	158,949	174,996	180,000
	\$ 1,318,305	\$ 1,538,975	\$ 1,605,687	\$ 1,770,500
Materials & Supplies				
Office Supplies	\$ 4,160	\$ 2,668	\$ 4,723	\$ 7,000
Postage	290,550	193,109	280,229	460,000
Computer Supplies	—	—	—	4,600
Computer Hardware	34,130	17,411	186,922	120,000
Computer Software	37,192	8,668	112,478	40,000
Office Furniture & Equipment	3,288	4,087	—	5,000
Other Supplies	993	594	151	2,000
Batteries	—	—	—	500
Just In Time Office Supplies	30,345	15,290	25,475	40,000
	\$ 400,658	\$ 241,827	\$ 609,978	\$ 679,100
Maintenance				
Maintenance Office Equipment	\$ 7,468	\$ 13,706	\$ 7,066	\$ 91,800
Maintenance Contracts	3,280	2,336	2,340	5,000
Computer Hardware Maintenance	74,085	13,193	31,152	70,000
Computer Software Maintenance	67,004	74,940	98,661	90,000
Car Washes	—	192	240	400
	\$ 151,838	\$ 104,366	\$ 139,458	\$ 257,200
Claims, Refunds, Maintenance				
Court Costs	\$ 11,489	\$ 11,381	\$ 12,017	\$ 23,000
Indirect Cost	447,025	499,550	496,296	526,099
	\$ 458,514	\$ 510,931	\$ 508,313	\$ 549,099
Interdepart Service Charges				
Charges From Telephone Exch	\$ 159,944	\$ 51,289	\$ 51,306	\$ 47,111
Charges From Print & Repro	235,168	201,580	208,868	238,582
Charges From M.V.M.	7,934	6,611	8,413	9,110
Charges From Division Of Maint	425,000	425,000	425,000	425,000
	\$ 828,046	\$ 684,479	\$ 693,587	\$ 719,803
Capital Outlay				
Office Equipment	\$ —	\$ —	\$ —	\$ 10,000
Automobiles	20,139	—	—	35,000
	\$ 20,139	\$ —	\$ —	\$ 45,000
	\$ 9,302,487	\$ 9,273,918	\$ 10,142,165	\$ 12,780,143



CCA INCOME TAX ADMINISTRATION

Revenues

	2015 Actual	2016 Actual	2017 Unaudited	2018 Budget
Charges For Services	\$ 25,283	\$ —	\$ —	\$ —
Miscellaneous	2,790,908	2,760,866	2,856,346	3,993,143
Due To Member Municipalities	1,950	1,800	1,800	2,000
Income Tax	6,510,000	6,440,000	6,650,000	8,785,000
Interest Earnings/Investment Income	9,632	41,513	146,199	—
	\$ 9,337,772	\$ 9,244,179	\$ 9,654,345	\$ 12,780,143





CCA INCOME TAX ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	Budget 2018	December 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	2	2	Accountant Clerk II	10.00	18.95
2	0	2	Customer Service Rep-Call Center	12.15	18.94
19	13	21	Income Tax Tracer	12.60	20.22
3	2	3	Junior Cashier	11.14	18.19
4	1	3	Junior Clerk	11.97	15.16
1	1	1	Principal Cashier	14.66	25.45
1	1	1	Principal Clerk	14.88	21.54
1	1	1	Private Secretary to the Director	20,800.00	52,504.47
1	1	1	Stock Clerk	13.11	19.54
34	22	35			
<u>PROFESSIONALS</u>					
1	1	1	Accountant IV	20,800.00	65,610.28
3	4	4	Administrative Manager	27,193.55	115,424.36
5	6	12	Assistant Administrator	20,800.00	72,000.00
3	3	3	Assistant Director of Law	26,250.00	93,199.31
11	9	9	Auditor	20,800.00	65,000.00
1	1	1	Fiscal Manager	23,647.11	93,401.98
3	2	2	Income Tax Supervisor	20,800.00	72,000.00
1	1	1	Personnel Administrator	26,273.96	91,088.49
0	1	1	Project Leader / Applications	45,000.00	101,400.83
7	5	7	Senior Tax Auditor	20,800.00	65,000.00
4	4	4	Supervising Tax Auditor	20,800.00	67,000.00
11	9	12	Tax Auditor I	14.39	21.18
10	7	10	Tax Auditor II	15.48	23.30
60	53	67			



CCA INCOME TAX ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2017	No. of Employees		Position	Salary Schedule	
	December 2017	Budget 2018		Minimum	Maximum
PARA-PROFESSIONALS					
2	2	2	Paralegal	20,800.00	48,254.00
2	2	2			
TECHNICIANS					
1	1	1	Citizens Info Representative	10.00	20.68
1	1	1			
101	82	109	TOTAL FULL TIME		
PART TIME					
1	1	1	Administrative Manager	27,193.55	115,424.36
4	1	3	Assistant Administrator	20,800.00	72,000.00
2	1	2	Auditor	20,800.00	65,000.00
1	1	1	Income Tax Tracer	12.60	20.22
11	5	11	Student Aide	10.00	11.94
19	9	18	TOTAL PART TIME		
120	91	127	TOTAL DIVISION		



Legislative Branch		\$ 7,507,118
Judicial Branch		\$ 41,120,864
Executive Branch		
General Government		22,549,112
Department of Aging		1,410,780
Department of Human Resources		2,943,005
Department of Law		13,516,507
Department of Finance		19,563,622
Department of Public Health		8,760,321
Department of Public Safety		355,138,165
Department of Public Works		74,860,690
Department of Community Development		298,352
Department of Building and Housing		12,898,727
Department of Economic Development		1,853,951
Nondepartmental		61,938,583
Total Executive Branch		575,731,815
TOTAL GENERAL FUND		624,359,797
Special Revenue Funds		93,107,947
Internal Service Funds		141,049,973
Enterprise Funds		805,127,031
Agency Funds		12,780,143
Debt Service Funds		93,272,493
TOTAL APPROPRIATIONS FOR 2018		<u><u>\$ 1,769,697,384</u></u>

GENERAL FUND

LEGISLATIVE BRANCH

Council and Clerk of Council		\$ 7,507,118
I Personnel and Related Expenses	\$	5,218,970
II Other Expenses		2,288,148

TOTAL LEGISLATIVE BRANCH **\$ 7,507,118**

JUDICIAL BRANCH

Municipal Court - Judicial Division		\$ 24,200,439
I Personnel and Related Expenses	\$	20,955,280
II Other Expenses		3,245,159
 Municipal Court - Clerk's Division		 \$ 12,062,372
I Personnel and Related Expenses	\$	10,528,738
II Other Expenses		1,533,634



Appropriation Ordinance

Municipal Court - Housing Division		\$	4,858,053
I Personnel and Related Expenses	\$	4,530,881	
II Other Expenses		327,172	

TOTAL JUDICIAL BRANCH \$ 41,120,864

EXECUTIVE BRANCH

GENERAL GOVERNMENT

Office of the Mayor		\$	3,232,072
I Personnel and Related Expenses	\$	3,119,435	
II Other Expenses		112,637	

Office of Capital Projects		\$	6,465,768
I Personnel and Related Expenses	\$	5,905,161	
II Other Expenses		560,607	

Office of Quality Ctrl & Perf Mgmt		\$	1,489,400
I Personnel and Related Expenses	\$	1,127,135	
II Other Expenses		362,265	

Landmarks Commission		\$	205,074
I Personnel and Related Expenses	\$	193,134	
II Other Expenses		11,940	

Board of Building Standards and Appeals		\$	126,527
I Personnel and Related Expenses	\$	116,957	
II Other Expenses		9,570	

Board of Zoning Appeals		\$	250,019
I Personnel and Related Expenses	\$	226,879	
II Other Expenses		23,140	

Civil Service Commission		\$	1,908,435
I Personnel and Related Expenses	\$	914,262	
II Other Expenses		994,173	

Community Relations Board		\$	3,700,742
I Personnel and Related Expenses	\$	1,844,539	
II Other Expenses		1,856,203	



City Planning Commission		\$	2,316,295
I Personnel and Related Expenses	\$		1,976,026
II Other Expenses			340,269
Boxing and Wrestling Commission		\$	25,892
I Personnel and Related Expenses	\$		25,892
Office of Sustainability		\$	1,066,237
I Personnel and Related Expenses	\$		693,762
II Other Expenses			372,475
Office of Equal Opportunity		\$	887,256
I Personnel and Related Expenses	\$		742,411
II Other Expenses			144,845
Office of Budget & Management		\$	875,395
I Personnel and Related Expenses	\$		828,264
II Other Expenses			47,131
TOTAL GENERAL GOVERNMENT		\$	22,549,112
DEPARTMENT OF AGING			
Department of Aging		\$	1,410,780
I Personnel and Related Expenses	\$		1,151,350
II Other Expenses			259,430
TOTAL DEPARTMENT OF AGING		\$	1,410,780
DEPARTMENT OF HUMAN RESOURCES			
Department of Human Resources		\$	2,943,005
I Personnel and Related Expenses	\$		1,492,838
II Other Expenses			1,450,167
TOTAL DEPARTMENT OF HUMAN RESOURCES		\$	2,943,005
DEPARTMENT OF LAW			
Department of Law		\$	13,516,507
I Personnel and Related Expenses	\$		7,489,862
II Other Expenses			6,026,645
TOTAL DEPARTMENT OF LAW		\$	13,516,507



Appropriation Ordinance

DEPARTMENT OF FINANCE

Finance Administration		\$	1,496,534
I Personnel and Related Expenses	\$	1,004,035	
II Other Expenses		492,499	
Division of Accounts		\$	2,180,741
I Personnel and Related Expenses	\$	1,343,927	
II Other Expenses		836,814	
Division of Assessments and Licenses		\$	4,643,228
I Personnel and Related Expenses	\$	3,376,609	
II Other Expenses		1,266,619	
Division of Treasury		\$	900,480
I Personnel and Related Expenses	\$	778,881	
II Other Expenses		121,599	
Division of Purchases and Supplies		\$	762,859
I Personnel and Related Expenses	\$	732,036	
II Other Expenses		30,823	
Bureau of Internal Audit		\$	1,262,402
I Personnel and Related Expenses	\$	613,025	
II Other Expenses		649,377	
Division of Financial Reporting and Control		\$	1,496,489
I Personnel and Related Expenses	\$	1,470,494	
II Other Expenses		25,995	
Information Systems Services		\$	6,820,889
I Personnel and Related Expenses	\$	3,230,356	
II Other Expenses		3,590,533	
TOTAL DEPARTMENT OF FINANCE		\$	19,563,622

DEPARTMENT OF PUBLIC HEALTH

Public Health Administration		\$	1,655,722
I Personnel and Related Expenses	\$	1,170,559	
II Other Expenses		485,163	



Division of Health		\$	4,147,212
I Personnel and Related Expenses	\$		2,468,929
II Other Expenses			1,678,283
Division of Environment		\$	1,999,909
I Personnel and Related Expenses	\$		1,473,500
II Other Expenses			526,409
Division of Air Quality		\$	957,478
I Personnel and Related Expenses	\$		634,378
II Other Expenses			323,100
TOTAL DEPARTMENT OF PUBLIC HEALTH		\$	8,760,321

DEPARTMENT OF PUBLIC SAFETY

Public Safety Administration		\$	6,783,416
I Personnel and Related Expenses	\$		3,713,058
II Other Expenses			3,070,358
Division of Police		\$	201,327,425
I Personnel and Related Expenses	\$		190,051,077
II Other Expenses			11,276,348
Division of Fire		\$	90,236,985
I Personnel and Related Expenses	\$		86,366,882
II Other Expenses			3,870,103
Division of Emergency Medical Services		\$	30,656,897
I Personnel and Related Expenses	\$		27,214,308
II Other Expenses			3,442,589
Division of Animal Control Services		\$	2,777,188
I Personnel and Related Expenses	\$		2,146,513
II Other Expenses			630,675
Division of Correction		\$	14,123,855
I Personnel and Related Expenses	\$		10,591,195
II Other Expenses			3,532,660



Appropriation Ordinance

Office of Professional Standards		\$	2,260,480
I Personnel and Related Expenses	\$	1,204,079	
II Other Expenses		1,056,401	
Police Review Board		\$	164,050
I Personnel and Related Expenses	\$	147,170	
II Other Expenses		16,880	
Community Police Commission		\$	777,181
I Personnel and Related Expenses	\$	396,169	
II Other Expenses		381,012	
Police Inspector General		\$	228,302
I Personnel and Related Expenses	\$	217,602	
II Other Expenses		10,700	
Department of Justice		\$	5,802,386
I Personnel and Related Expenses	\$	3,037,272	
II Other Expenses		2,765,114	
TOTAL DEPARTMENT OF PUBLIC SAFETY		\$	355,138,165

DEPARTMENT OF PUBLIC WORKS

Division of Public Works Administration		\$	3,267,744
I Personnel and Related Expenses	\$	3,056,372	
II Other Expenses		211,372	
Division of Recreation		\$	15,044,904
I Personnel and Related Expenses	\$	10,669,938	
II Other Expenses		4,374,966	
Division of Parking Facilities-On Street		\$	1,230,471
I Personnel and Related Expenses	\$	1,174,288	
II Other Expenses		56,183	
Division of Property Management		\$	7,898,619
I Personnel and Related Expenses	\$	5,671,571	
II Other Expenses		2,227,048	
Division of Park Maintenance and Properties		\$	15,676,834
I Personnel and Related Expenses	\$	10,036,866	
II Other Expenses		5,639,968	



Division of Waste		\$	27,978,218
I Personnel and Related Expenses	\$		15,991,727
II Other Expenses			11,986,491
Division of Traffic Engineering		\$	3,763,900
I Personnel and Related Expenses	\$		2,852,809
II Other Expenses			911,091
TOTAL DEPARTMENT OF PUBLIC WORKS		\$	74,860,690

DEPART OF COMM DEVELMT DIRECTOR'S OFFICE

Department of Comm Development Director's Office		\$	298,352
I Personnel and Related Expenses	\$		288,690
II Other Expenses			9,662
TOTAL DEPARTMENT OF COMMUNITY DEVELOPMENT		\$	298,352

DEPARTMENT OF BUILDING AND HOUSING

Building and Housing Dir Office		\$	2,629,188
I Personnel and Related Expenses	\$		1,946,861
II Other Expenses			682,327
Division of Code Enforcement		\$	8,551,114
I Personnel and Related Expenses	\$		8,240,967
II Other Expenses			310,147
Division of Construction Permit		\$	1,718,425
I Personnel and Related Expenses	\$		1,692,782
II Other Expenses			25,643
TOTAL DEPARTMENT OF BUILDING AND HOUSING		\$	12,898,727

DEPARTMENT OF ECONOMIC DEVELOPMENT

Economic Development		\$	1,853,951
I Personnel and Related Expenses	\$		1,837,397
II Other Expenses			16,554
TOTAL DEPARTMENT OF ECONOMIC DEVELOPMENT		\$	1,853,951



Appropriation Ordinance

NONDEPARTMENTAL

County Auditor Deductions		\$ 2,346,000
II Other Expenses	\$ 2,346,000	
Other Administrative		\$ 19,376,803
II Other Expenses	\$ 19,376,803	
Transfers to Other Funds		\$ 40,215,780
II Other Expenses	\$ 40,215,780	

TOTAL NONDEPARTMENTAL \$ 61,938,583

TOTAL EXECUTIVE BRANCH \$ 575,731,815

TOTAL GENERAL FUND \$ 624,359,797

SPECIAL REVENUE FUND

Restricted Income Tax Fund		\$ 51,737,512
II Other Expenses	\$ 51,737,512	
Street Construction, Maintenance & Repair Fund		\$ 28,481,060
I Personnel and Related Expenses	\$ 17,952,464	
II Other Expenses	10,528,596	
Schools Recreation & Cultural Activities Fund		\$ 1,125,000
II Other Expenses	\$ 1,125,000	
Division of Public Auditorium & Stadium-Stadium		\$ 11,764,375
II Other Expenses	\$ 11,764,375	

TOTAL SPECIAL REVENUE FUNDS \$ 93,107,947

DEBT SERVICE FUND

Sinking Fund Commission		\$ 93,272,493
III Debt Service	\$ 93,272,493	

TOTAL DEBT SERVICE FUNDS \$ 93,272,493



INTERNAL SERVICE FUND

Sinking Fund Commission		\$	747,889
I Personnel and Related Expenses	\$		196,619
II Other Expenses	\$		551,270
Information Systems Services-Telephone Exchange		\$	8,198,814
I Personnel and Related Expenses	\$		1,523,460
II Other Expenses			6,675,354
Radio		\$	3,805,377
I Personnel and Related Expenses	\$		662,950
II Other Expenses			3,142,427
Division of Motor Vehicle Maintenance		\$	18,216,831
I Personnel and Related Expenses	\$		5,930,630
II Other Expenses			12,286,201
Division of Printing and Reproduction		\$	2,554,398
I Personnel and Related Expenses	\$		976,829
II Other Expenses			1,577,569
City Storeroom and Central Warehouse		\$	584,677
I Personnel and Related Expenses	\$		114,477
II Other Expenses			470,200
Health Self Insurance		\$	89,146,773
II Other Expenses	\$		89,146,773
Prescription Self Insurance		\$	17,795,214
II Other Expenses	\$		17,795,214
TOTAL INTERNAL SERVICE FUNDS		\$	141,049,973

ENTERPRISE FUNDS

DEPARTMENT OF PUBLIC UTILITIES

Utilities Administration		\$	6,685,766
I Personnel and Related Expenses	\$		5,497,829
II Other Expenses			1,187,937



Appropriation Ordinance

Division of Fiscal Control		\$	7,765,231
I Personnel and Related Expenses	\$	6,221,180	
II Other Expenses		1,544,051	
Division of Water		\$	361,078,645
I Personnel and Related Expenses	\$	87,211,677	
II Other Expenses		273,866,968	
Division of Water Pollution Control		\$	28,207,685
I Personnel and Related Expenses	\$	11,609,809	
II Other Expenses		16,597,876	
Division of Cleveland Public Power		\$	215,989,237
I Personnel and Related Expenses	\$	26,498,348	
II Other Expenses		189,490,889	
TOTAL DEPARTMENT OF PUBLIC UTILITIES		\$	<u>619,726,564</u>

DEPARTMENT OF PORT CONTROL

Divisions of Cleveland Hopkins & Burke Lakefront			
Airports - Operations		\$	168,572,666
I Personnel and Related Expenses	\$	35,124,283	
II Other Expenses		133,448,383	
TOTAL DEPARTMENT OF PORT CONTROL		\$	<u>168,572,666</u>

DEPARTMENT OF PUBLIC WORKS

Division of Cemeteries		\$	1,798,105
I Personnel and Related Expenses	\$	1,349,859	
II Other Expenses		448,246	
Golf Course Fund		\$	18,381
I Personnel and Related Expenses	\$	381	
II Other Expenses		18,000	
Division of Parking Facilities-Off Street Parking		\$	10,460,314
I Personnel and Related Expenses	\$	1,354,607	
II Other Expenses		9,105,707	



Division of Public Auditorium		\$	2,838,402
I Personnel and Related Expenses	\$		1,450,502
II Other Expenses			1,387,900

Division of West Side Market		\$	1,712,599
I Personnel and Related Expenses	\$		509,025
II Other Expenses			1,203,574

TOTAL DEPARTMENT OF PUBLIC WORKS		\$	16,827,801
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TOTAL ENTERPRISE FUNDS		\$	805,127,031
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AGENCY FUND

Central Collection Agency		\$	12,780,143
I Personnel and Related Expenses	\$		8,516,198
II Other Expenses			4,263,945

TOTAL AGENCY FUND		\$	12,780,143
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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.



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.



Alphabetic Listing

A	
Airport General Operations	415
B	
Board of Building Standards and Appeals	105
Board of Zoning Appeals	108
Boxing and Wrestling Commission	126
Building and Housing Director's Office	336
Bureau of Internal Audit	199
C	
CCA Income Tax Administration	493
Cemeteries	428
City Planning Commission	121
Civil Service Commission	111
Cleveland Municipal Court - Clerk's Division	144
Cleveland Municipal Court - Housing Division	149
Cleveland Municipal Court - Judicial Division	135
Cleveland Public Power	407
Cleveland Stadium	371
Community Development Director's Office	333
Community Police Commission	288
Community Relations Board	115
Council and Clerk of Council	82
County Auditor Deductions	355
D	
Department of Aging	157
Department of Economic Development	351
Department of Human Resources	164
Department of Justice	294
Department of Law	169
Division of Accounts	179
Division of Air Quality	237
Division of Animal Care and Control	270
Division of Assessments and Licenses	183
Division of Code Enforcement	342
Division of Construction Permitting	347
Division of Correction	276
Division of Emergency Medical Service	264
Division of Environment	230
Division of Financial Reporting and Control	203
Division of Fire	257
Division of Health	222
Division of Park Maintenance and Properties	317
Division of Parking Facilities	308
Division of Police	248
Division of Property Management	311
Division of Public Health Administration	217
Division of Public Works Administration	299
Division of Purchases and Supplies	195
Division of Recreation	303
Division of Traffic Engineering	329
Division of Treasury	191
Division of Waste Collection and Disposal	323
Division Of Water	387
E	
Eastside Market	438
F	
Finance Administration	175
G	
Golf Course	432
H	
Health Self Insurance Fund	488
I	
Information Systems Services	208
L	
Landmarks Commission	101
M	
Mayor's Office of Quality Control and Performance Management	97
Mayor's Office of Sustainability	128
Motor Vehicle Maintenance	475
O	
Office of Budget and Management	214
Office of Capital Projects	91
Office of Equal Opportunity	132
Office of Professional Standards	282
Office of Radio Communications	470
Office of the Mayor	87
Other Administrative	357
P	
Parking Lots General Operations	434
Police Inspector General	291
Police Review Board	285
Prescription Self Insurance Fund	490
Printing & Reproduction	481
Public Auditorium	439
Public Safety Administration	241
R	
Restricted Income Tax	362
S	
Schools Recreation & Cultural	370
Sinking Fund General Operations	463
Storeroom & Warehouse	486
Street Construction, Maintenance & Repair	363
T	
Telephone Exchange	467
Transfers to Other Funds	356
U	
Utilities Fiscal Control	381
Utilities General Administration	375
W	
Water Pollution Control	399
Westside Market General Operations	445



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REFERENCE DOCUMENTS

* Current statistical community and consumer data was pulled from a number of sources including the following:

2016 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.