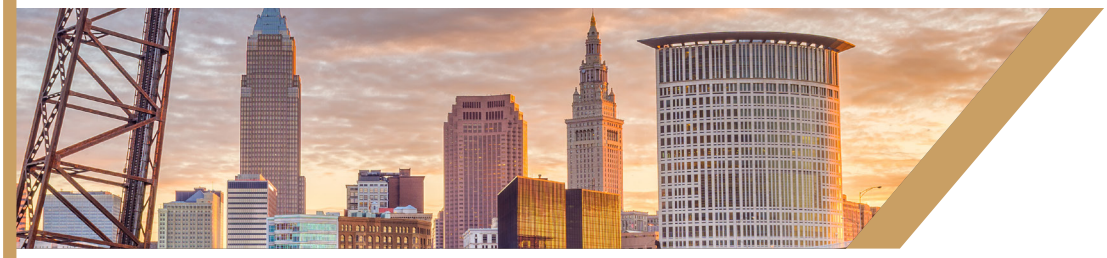
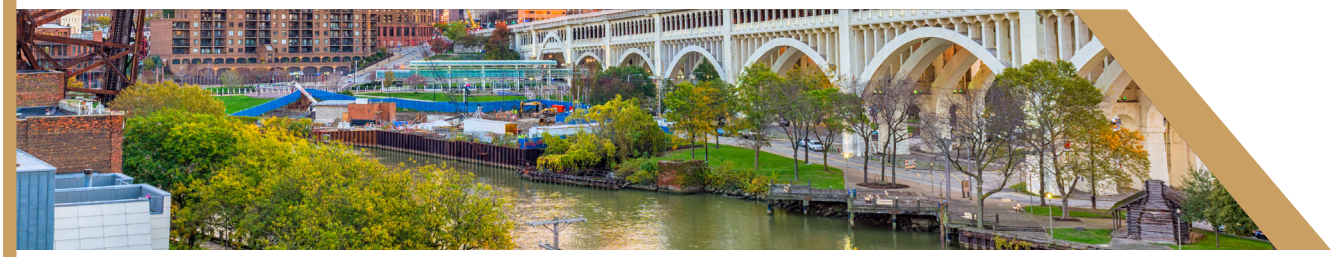
CITY OF CLEVELAND
Mayor Frank G. Jackson

2020 MAYOR'S ESTIMATE





CITY OF CLEVELAND, OHIO

FRANK G. JACKSON
MAYOR

KEVIN J. KELLEY
COUNCIL PRESIDENT

COMMITTEE ON FINANCE

KEVIN J. KELLEY
CHAIR

MATTHEW ZONE
VICE CHAIR

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ANTHONY BRANCATELLI

KEVIN CONWELL
BRIAN KAZY
KERRY MCCORMICK

PHYLLIS CLEVELAND
BLAINE GRIFFIN

FEBRUARY 1, 2020

CITY OF CLEVELAND

Mayor Frank G. Jackson

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, 2019

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, 2019.

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, 2017, 2018 and 2019. Prior to the year 2000, the City also received 15 other awards, for a total of 27 years.

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

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

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

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

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

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

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

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

Mayor's Letter of Transmittal

FEBRUARY 1, 2020

Since I became Mayor of Cleveland in 2006, I have worked toward eliminating disparities and building a city that creates equity and opportunity for all. Through this work we are securing our city's future and moving from being a successful city towards being a great city. Each strategic investment made by my administration aims to further Cleveland's long-term growth by creating opportunities to increase existing revenue and create greater, more equitable progress.

The City of Cleveland is a $1.8 billion municipal corporation which includes, but is not limited to the General Fund, as well as Public Utilities, Airport Operations, Cemeteries, Parking Facilities and other Enterprise Funds. Of that, slightly over one-third is General Fund. Historically, we have carried over the previous year's balance to fill the gap between incoming revenue and costs. However, with the passage of Issue 32 in 2016, we became structurally balanced, meaning that the amount of annual revenue now covers our annual costs. As a result, not only have we been able to enhance services, but we are also able to increase staff.

In this budget, fiscal year 2020, I have integrated strategies to hedge against a potential economic downturn that would impact revenues. Our purpose is to maintain an enhanced level of service without the need for potential layoffs or reduction of services.

The City is well-positioned for the future as we continue to make investments that create increased service delivery, economic development and expanded opportunities in all neighborhoods. During 2019, we directed $14 million to enhance our demolition program, $13 million for the 2020 street resurfacing program, $8 million for vehicle acquisition and $3 million for information technology. We directed $5 million for the lead initiative and $1 million for gap financing. This will help to strengthen the health and economic impact within our neighborhoods. Lastly, we directed $5 million to the Rainy Day Fund to help safeguard the City from an economic downturn as a result of volatility at the global, national and state levels.

In 2019, Cleveland Public Power began replacing existing streetlights with new, energy efficient light-emitting diode (LED) technology. When this project is complete, approximately 61,000 streetlights across the City of Cleveland will be upgraded, providing brighter, cleaner light and improved visibility for our residents. Cleveland Water spent more than $68 million upgrading the critical infrastructure necessary to provide a reliable supply of safe drinking water to more than 1.4 million people across Northeast Ohio. During 2019, the Department of Port Control had over 10 million enplanements and deplanements. This is the first time Hopkins International Airport achieved this many passengers since 2008.

The Department of Public Works will continue using its enhanced budget to improve city services such as street sweeping, pothole repair, waste collection and more. We've restored leaf pick-up, tree-trimming, tree planting and removal services as well as other enhancements.

In the Department of Building & Housing, we are continuing to demolish blighted and abandoned structures through our Safe Routes to Schools program which eliminated 651 structures within 1,000 feet of walking routes to schools in 2019. We also demolished an additional 159 properties throughout the city.

In 2019, the Cleveland Division of Police graduated 182 new officers. The 2020 budget supports increased staffing levels in the Domestic Violence and Crisis Intervention Teams. We are also looking to complete the police headquarters in the next two to three years. EMS graduated 19 trainees in 2019 and has a class of 19 more who will graduate in the first half of 2020 to maintain increased ambulance service and respond to high volume activity. The Division of Fire graduated 21 firefighters to support deployment activities.

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 2020, representing a General Fund operating budget of $670,650,748 and a total citywide budget of $1,838,267,898.

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)

Cleveland at a Glance

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.

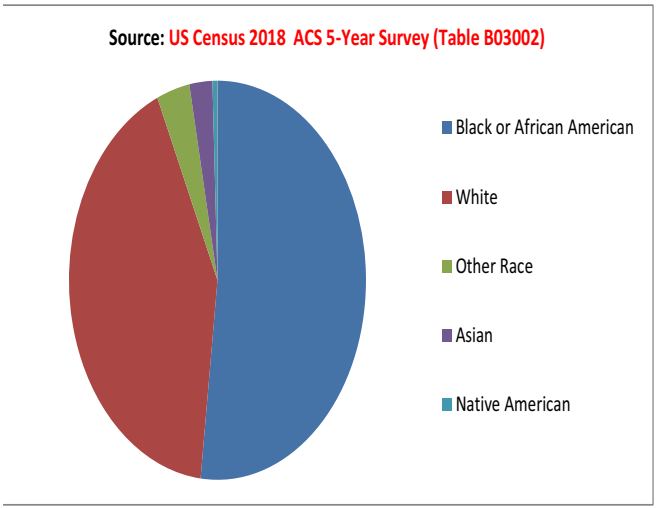
STRATEGIC LOCATION

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 update estimates for 2018, the racial composition of Cleveland is 50% African American, 40% White American, 4% two or more races, 3% some other race and 2% Asian.



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.

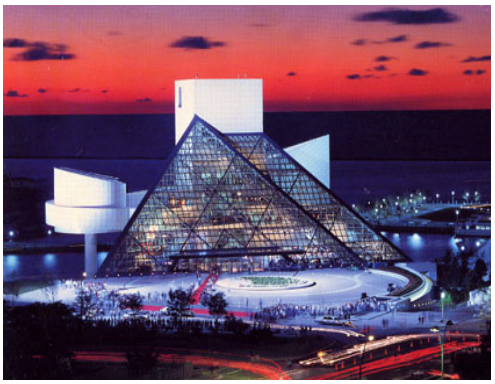
SPORTS

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

The Cleveland Cavaliers basketball team has been a part of the National Basketball Association since 1970. The Cleveland Indians baseball team was established in 1901 in the Major League. The Cleveland Monsters are the American Hockey League for the city. The 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 Greater Cleveland Aquarium, which opened in January 2012, 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 MGM Northfield Park opened its doors in December 2013.

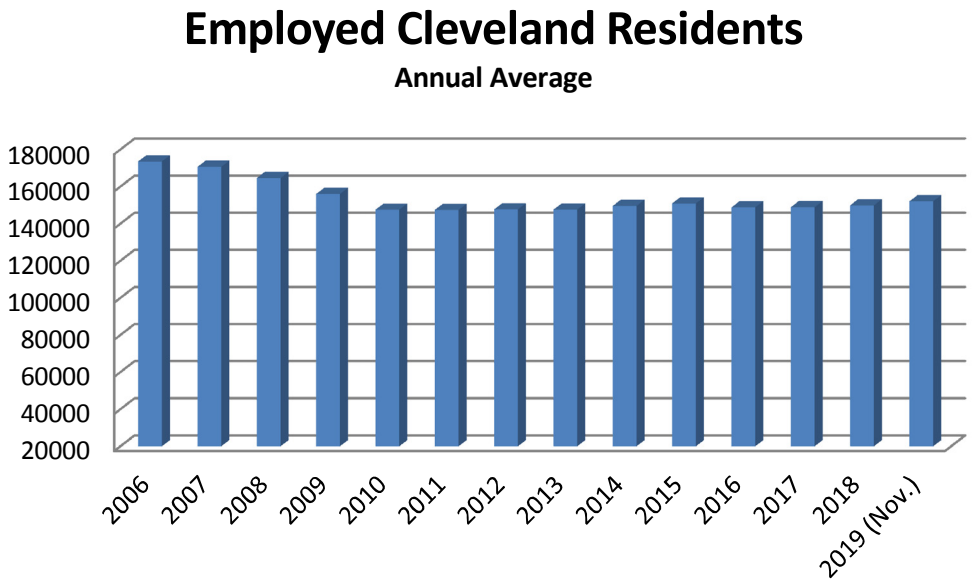
INTERNATIONAL

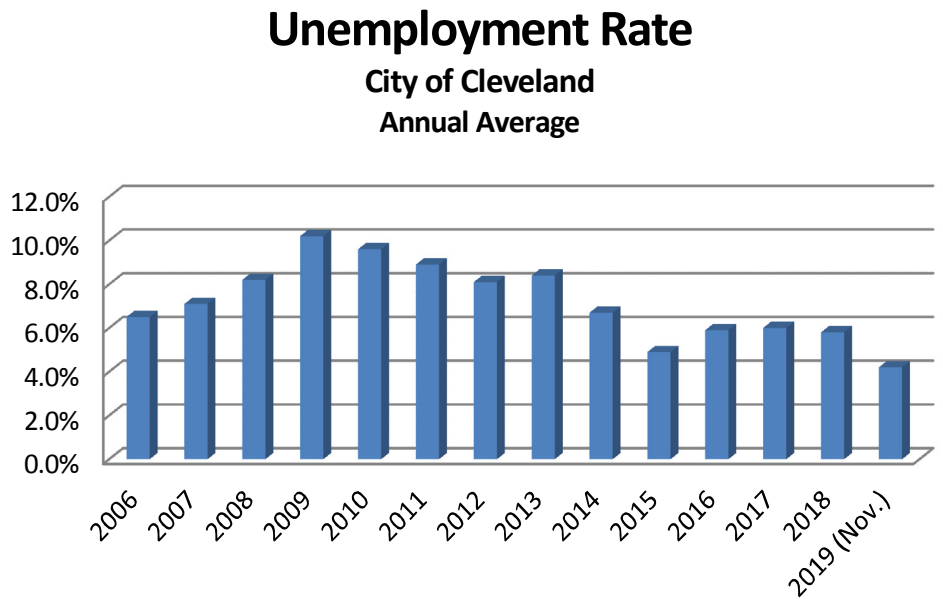
Cleveland, historically known as a hub for American manufacturing, has continued to build strong service-sector industries such as healthcare, banking/financial services, insurance, legal services, and tourism, among others.

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

Cleveland has long been famous as a durable goods manufacturing hub. Following the national trend, however, Cleveland has been shifting to a more services-based economy. Cleveland's major industries include health care, bio-science, and technology. Median household income is $29,008. Median family income is $35,191. The overall median age of a Cleveland resident is 36. Overall median age for males is 34.9 and for females is 37. The mean travel time to work is 24 minutes. The rate of home ownership is 41.3% while the rate of renting is 58.7%. The percentage of Cleveland's population in the civilian labor force is 58.8% (225,670).





MAJOR EMPLOYERS

Company	Number of Employees
Cleveland Clinic Foundation	35,934
University Hospitals	17,125
U.S. Office of Personnel Management	13,038
Cuyahoga County	7,368
MetroHealth System	6,978
City of Cleveland	6,947
Cleveland Metropolitan School District	6,259
KeyCorp	4,740
Case Western Reserve University	4,470
Sherwin-Williams Company	4,427

SOURCE: Crain's 2020 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	80,128
•Taxi/Commuter Commercial	29,660
•General Aviation	6,716
•Cargo Commercial Airline Operations	3,558
•Military Flights	254

Landings per day:

•General Aviation	100
•Commercial Departures	147
•Commercial Arrivals	147

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:

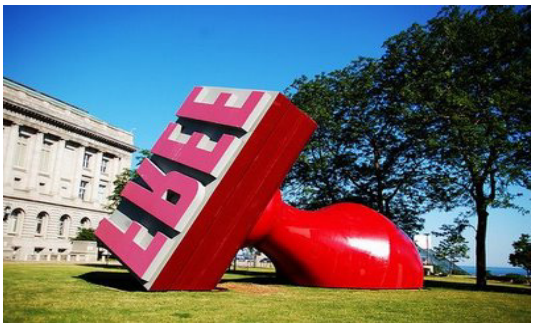
•General Aviation Based Aircraft	29
•Passenger Airlines	12
•All-Cargo Airlines	4

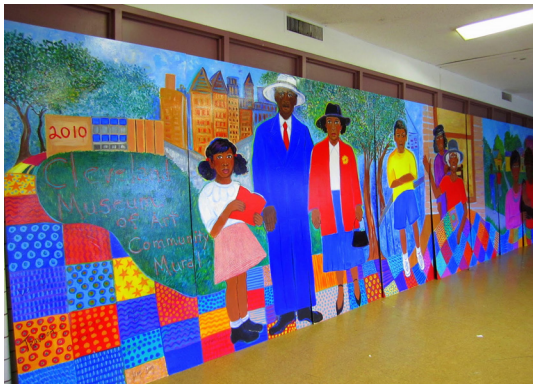
POLICE QUICK FACTS

•911 Calls Per Year	427,787
•Investigated Cases	65,370
•Vehicles	704
•Motorcycles	34
•Canine Teams	10
•Stations	5
•Helicopters	2
•Public Safety Communications Center	1
•Police Headquarters	1

FIRE & EMS QUICK FACTS

•EMS Incoming Calls Per Year	123,364
•Fire Unit Responses	83,230
•EMS Medical Runs Per Year Dispatched	109,663
•Patients Transported to Hospitals by EMS	80,602
•Fire/Emergency Incidents	70,053
•Fire Stations	26
•Engine Companies	23
•EMS Units	25 Days/21 Nights
•Ladder Companies	11
•Rescue Squads	2
•Fire Boats	2





PARKS & RECREATION QUICK FACTS

•Park Acreage	1,895
•Park Sites	172
•Ball Fields	129
•Tennis Courts	86
•Basketball Courts	102
•Playgrounds	109
•Swimming Pools	39
•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

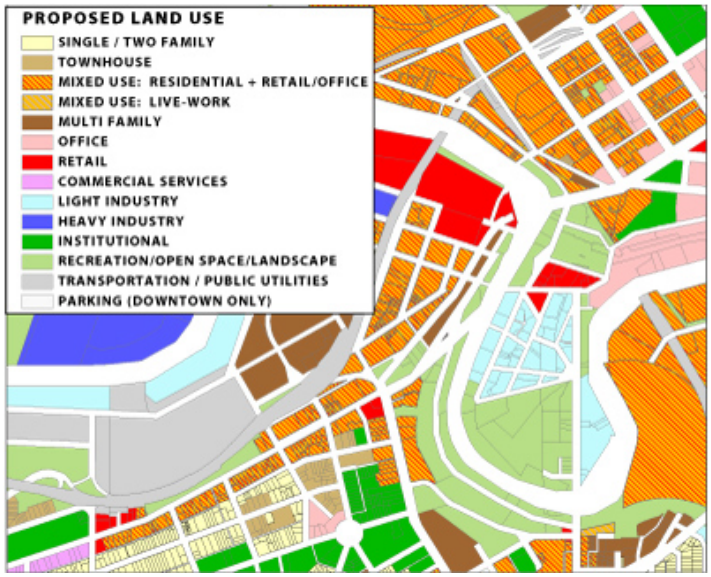
•Parking Meters	2,509
•Coin & Debit/Credit Meters	24
•Parking Lots	4
•Parking Garages	2

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

LAND USE	*ACRES*	*PERCENT*
• 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

LAND USE	ACRES	PERCENT
• 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

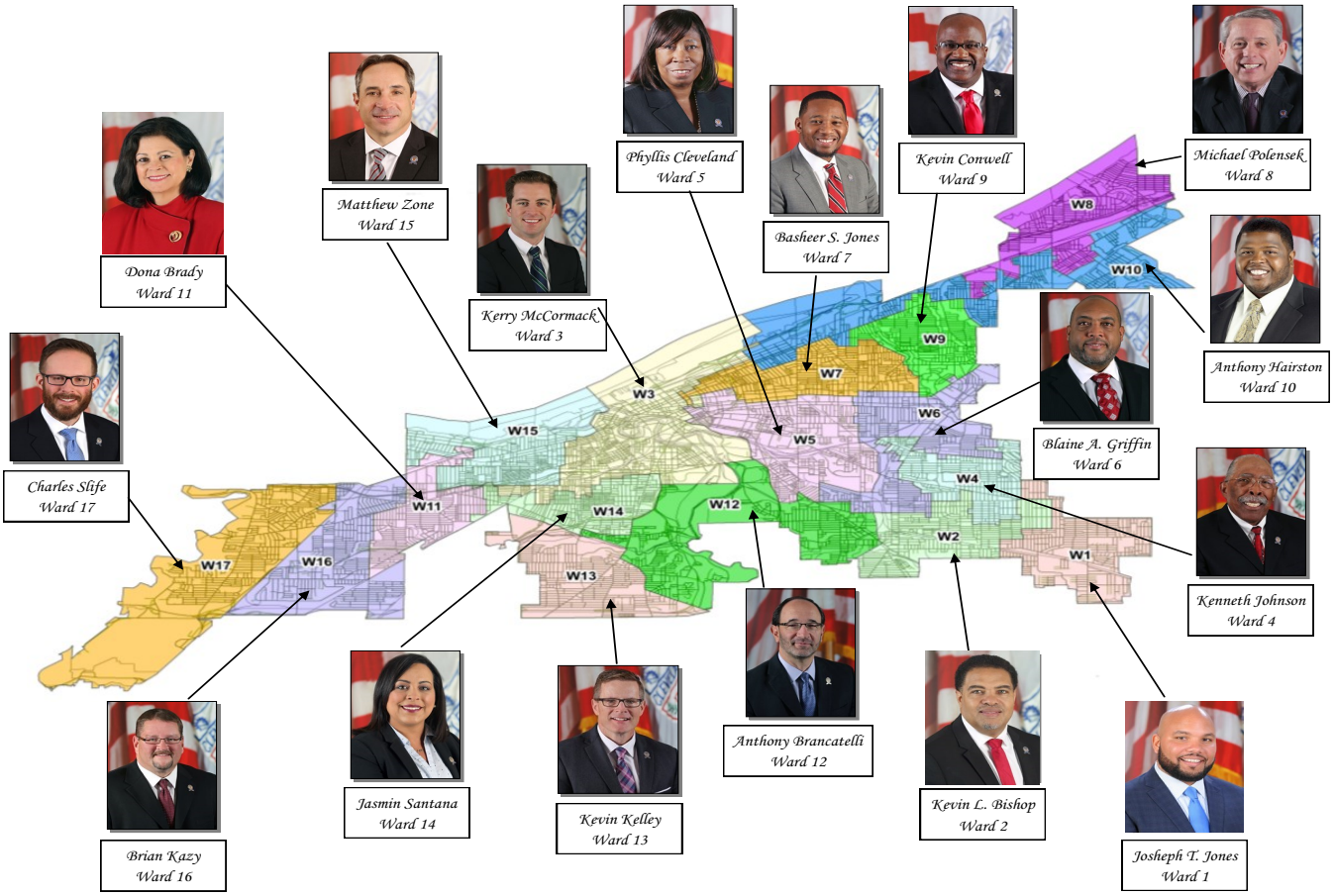
Eight Ideas for Vacant Land Reuse in Cleveland: "Sustainable Land Reuse Strategies"

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	664-4743	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
Charles Slife	17	664-4239	cslife@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 Seigel 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.

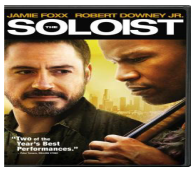
Superman, the sole survivor of the planet Krypton, came to Earth when his father, knowing Krypton would explode, put him in a starcraft. He landed on the farm of the Kent's in Smallville, Kansas. Super powers not yet apparent, the Kent's named him Clark and raised him as their own son; and, as time went 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.

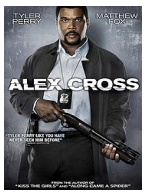
This blue-tighted, red-caped superhero may be the most famous comic book character ever and his fight for "Truth, Justice and the American Way," began right here in Cleveland. He has starred in every medium from comic strips to cartoons, books, movies, and television shows. Superman is an icon in Cleveland, 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)	Air Force One (1997)
American Splendor (2003)	Antwone Fisher (2002)	Welcome to Collinwood (2002)
25 Hill (2011)	Spiderman 3 (2007)	The Soloist (2009)
Falling Backwards (2011)	Boot Tracks (2011)	Take Shelter (2011)
Alex Cross (2012)	The Avengers (2012)	Fun Size (2012)
Captain America 2 (2013)	Bad Grandpa (2013)	Jenny's Wedding (2013)
Captain America - The Winter Soldier (2014)		Draft Day (2014)
Dog Eat Dog (2016)	White Boy Rick (2018)	Cherry (2019)
Queen and Slim (2019)		





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

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"

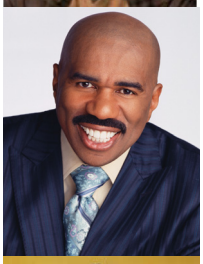
Arsenio Hall- Host of his own late night television show The Arsenio Hall Show from 1989 to 1994 and winner of Donald Trump's Celebrity Apprentice in 2012.

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."

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.

Colson Baker- known professionally as Machine Gun Kelly, is an American rapper, singer, songwriter and actor.



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

Stipe Miocic-American professional mixed martial artist and firefighter-paramedic who is the two-time and current UFC Heavyweight Champion.

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

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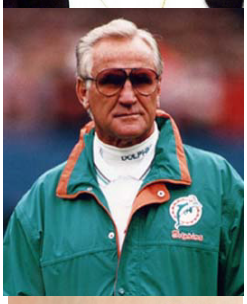


The Following Are Notable Sports Figures From Cleveland

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 populary 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 lead 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.

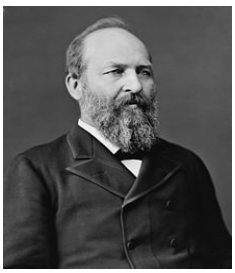
James A. Garfield- 20th president of the United States whose term only lasted 200 days because he was assassinated in July 1881.

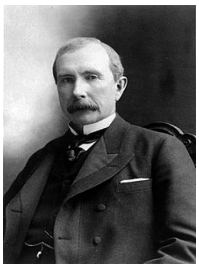
Patricia Heaton- Actress best known for her work in *Everybody Loves Raymond.*

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

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.

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

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

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

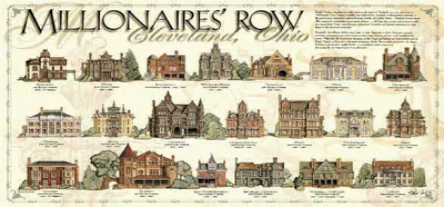
The first Monday Night was held on September 21, 1970 in which the Cleveland Browns defeated the New York Jets.

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 it's 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.

SEPTEMBER

- 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.

OCTOBER

- Office of Budget & Management (OBM) reviews budget submissions.
- Budget submissions are reviewed by the Director of Finance and the Mayor.

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

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

Mayor Frank G. Jackson's Art in Everything Initiative invites residents of the City of Cleveland, as well as visitors, an opportunity to experience the rich artistic and cultural diversity of our city. The Art in Everything program includes but is not limited to: Annual Holiday and Cultural Parades, Cultural Heritage Month Celebrations, Beats & Eats, Food Truck Friday, Annual Children's Christmas play, Art Exhibits, Youth Performances of music and spoken word and the Mayor's Holiday Gala & Food Basket Give-Away.

Automated Waste Collection Program

The Division of Waste Collection services weekly approximately 150,000 households, and, in 2018 disposed of 240,644 tons of landfill debris; in addition to 10,838 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 2018, Cleveland has processed 10,838 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 2017, the City was reimbursed for 25,282 tons of recyclables processed! The overall results from this year's program are as follows:

- In 2018 Recycling revenue decreased $21,415.98.
- Landfill Diversion (Disposal cost savings): $310,403.76
- Total Savings and Revenue: $331,819.74
- 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 to help close the Digital Divide. The project offers residents of the Ward free wireless internet access. In 2018 The City of Cleveland initiated a project to upgrade the current network in Ward 13 that has been in operation since April 2011. In addition, the project provided the City of Cleveland the opportunity to collaborate with local community non-profit organizations to continue providing training in the following areas: computer applications (email & word processing), internet access and browsing.

To solve immediate, specific, operational needs in a more cost-efficient way, the City of Cleveland has completed a survey of its entire wireless infrastructure to develop ways of collaborating with other departments within the city. The survey will reduce the possibility of having duplicate wireless systems serving similar purposes, by redirecting cost and standardizing systems.

Based on the results of the wireless infrastructure survey the City of Cleveland developed a strategy and has installed wireless internet access in City owned and leased buildings including Recreation centers during 2017/18. Additionally in 2019 the City of Cleveland embarked upon a project to expanding its ability to monitor parks and neighborhoods by increasing cameras around the City.

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

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

Clean Cleveland Initiative

The kick-off of the 2019 Clean Cleveland program happened in April. The program-a series of proactive efforts to clean, repair, and upgrade city neighborhoods is a collaboration between various city departments to deliver services one subsection at a time. The Clean Cleveland program is in addition to existing services.

In 2006, Mayor Frank G. Jackson instituted Clean Cleveland to tackle issues head on. Clean Cleveland was a systematic delivery system designed to deliver service more efficiently and improve quality of service to Cleveland neighborhoods without spending more money. In 2017- after the passage of Issue 32- the program was re-launched involving numerous city departments to deliver services with an even greater impact.

The Healthy Neighborhoods Impact Team staffs the Clean Cleveland crews and consists of Public Works, Public Utilities, Building & Housing, Public Health, Public Safety and the Environmental Crimes Task Force. Teams are comprised of 30 crews, 60+ employees, 20+ trucks and 12+ miscellaneous machines

Department	Service
Building and Housing	Housing Inspections, Board Ups, Demolitions
Health	Health Inspections
Public Works	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

The administration recognizes the potential this approach impacts the quality of life.

The 3-1-1 calling system captures citizen service requests through one location and ensures they are addressed within a specified service level and time communicated to the resident.

These methods increase accountability and transparency of services.

Department	Service
Building and Housing	• The City demolished 810 condemned structures in 2019. • Building & Housing estimates that the City will demolish at least 1,000 structures in 2020. • The City issued over 3,379 board-up permits in 2019. Up from 2,235 issued in 2018. These permits were for boarding unsecured structures that were a public safety hazard.
Health	• Nuisance ticketing issued for 2019 was 1,214. • Citizen complaints totaled 10,515 in 2019. • Clean Cleveland Inspections totaled 1,154 in 2019.
Public Utilities	• Cleaned 13,176 catch basins in 2019.

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 postsecondary 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 a postsecondary education and financial support is paramount as students begin selecting their higher education institutions. 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 the Cleveland Metropolitan School District (CMSD) schools, interested in pursuing a full-time postsecondary education. Moreover, 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. Finally, through financial, programmatic, and in-kind resources, Mayor Jackson has supported the Say Yes To Education tuition scholarship and support services for eligible student scholars, graduating from the CMSD.

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

- Be a current City of Cleveland resident;
- 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 and maintain a 2.5 GPA, score an 18 or higher on the ACT, or 960 or higher on the SAT critical reading and math tests;
- Have met College Now's income criteria as defined by Federal guidelines for Pell grant eligibility and have financial need of at least $1000;
- Maintain his/her full-time enrollment status (12 credits per semester or 24 credits per year) at a college or university; and
- Submit all paperwork to College Now by the required deadline

Cleveland City Planning Commission 2020 Major Initiatives

Form Based Zoning a New Approach to Zoning:

For more than 80 years, the Cleveland zoning code has served the city and its residents well. The zoning code responded to the challenges of its time by protecting and separating residential areas from the ill effects of neighboring factories, managing the reality of a populace in love with the automobile and providing for greenspace in a rapidly developing city. The city has moved on from some of these issues, some remain relevant and some challenges are entirely new. Through noble attempts to respond to changing patterns of development since its adoption in 1929, the zoning code has become layered and cumbersome to navigate. In many ways, the zoning code is at odds with the vision of what Cleveland will be in the 21st century.

In response to the mixed signals being sent by the current zoning code, the Cleveland City Planning Commission has endeavored to realign its zoning regulations with this new vision. The goal is an entirely new zoning code that embodies the Mayor's mantra of Health, Sustainability and Equity - this new approach to zoning is called Form-Based Code. The Cleveland Form-Based Code will be piloted in a few geographies to start - the City Planning Commission has identified sections of the Detroit Shoreway and Cudell neighborhoods as the first areas for implementation of this tool. Additional target areas will include the Opportunity Corridor, and Hough area.

Vision for the Valley:

The Vision for the Valley initiative symbolizes Mayor Frank Jackson's vision for "One Cleveland", linking east to west at the point where both sides of the city come together making Cleveland a seamless and more sustainable city.

Cuyahoga River Valley: "Cleveland's Other Waterfront" Since the founding of the City of Cleveland over 200 years ago, the Cuyahoga River valley has served as the geographic center of the city and a catalyst for economic growth. The river has been known as a place of commerce connecting Cleveland to national and international trade markets. However, the future of the Cuyahoga River is becoming more dynamic. The Cuyahoga River represents an opportunity to integrate its commercial history with a future that includes recreation, housing, and transportation all converging along a transportation corridor that features maritime, bike, pedestrian, and rail transportation. This convergence creates new challenges and new opportunities.

The Cleveland Waterfront: Over the past decade we have planned and implemented development projects that have allowed us to reimagine and repurpose our 8 miles of shoreline. Our collective efforts over this time have helped to create economic, environmental, and programmatic improvements resulting in projects such as improvements to Edgewater Park, The West Shoreway, investments at the Inner North Coast Harbor, and preparation for future opportunities such as the now vacant First Energy site. Cleveland however has two waterfronts; not only the 8-mile stretch of land that flanks our North coast, but also the Cuyahoga River Valley. If Cleveland is to realize its full potential as a waterfront City, we must leverage both water front assets.

- **Economic Investment:** The Cuyahoga River Valley has experienced significant investment over the past 15 years with additional development being planned. These investments include but are not limited to The Flats East Bank, Canal Basin Park, The Towpath Trail, Irishtown Bend, Scranton Road Peninsula, Wendy Park, The Foundry, Merwin's Wharf, and The Lake Link Trail. Opportunities such as the Coast Guard Station and other untapped assets await.
- **Rich History:** The Industrial heritage of the Cuyahoga River Valley is rich. The Great Lakes will continue to play a significant role in maritime transportation and shipping that supports our national economy. This rich history and vibrant future also creates unique challenges that must be addressed to realize the full potential of the Cuyahoga River Valley.
- **Vibrant Future:** Recreational boating activity will only continue to increase as investment continues within the Valley. While we desire to see investment continue, our economic heritage with respect to utilitarian maritime transportation will continue to remain viable for the near future. The River Valley is where our past and our future meet. This project creates a unique opportunity to address a growing challenge of the coexistence of divergent maritime and land based uses.
- **Partnerships:** The Vision for the Valley initiative will be a unique opportunity for the "big four" of local agencies to unify our city through the creation of a comprehensive vision for one of our region's greatest assets. The City of Cleveland, The Cleveland Metroparks, The Port Authority, and the Northeast Ohio Areawide Coordinating Agency (NOACA) will lead a cross section of community and agency stakeholders to realize a unifying vision that addresses transportation (maritime and land), land uses, public spaces and other key investments.

Shared Mobility Scooters and Bikeshare:

The Cleveland Planning Commission is spearheading the advancement of Shared Mobility devices in the City of Cleveland. Shared mobility' refers to individual transportation devices like scooters and bikes that are available to rent from vendors for short rides around the city. The scooters and bikes are parked on the sidewalk, lock to themselves rather than a bike rack or a dock, and are activated through a smartphone app and user account.

The City is currently issuing shared mobility permits to private businesses (vendors) for a six month demonstration period. After receiving a permit, vendors may offer scooters or bikes for rent in Cleveland. The purpose of the demonstration period is to ensure safety and evaluate impacts of shared mobility use. Since the launch of the program in August 2019. There have been over 200,000 trips with over 2.4 million minutes. This is an example of how Cities will need to evolve to accommodate mobility options in the 21st Century.

Vision Zero:

Traffic Fatalities have become an "all too common" occurrence in many cities throughout the world. As more people move to urban centers and technology transforms our urban environments into living laborites that demonstrate options for how people move, the issues of safety and well-being become challenging. To address the issues, many have adopted a "Vision Zero" policy. This is a call to action for cities to reach a goal of zero traffic fatalities. Although not realistic, it's this high level value proposition that will force us to address the issues of traffic safety with a level of focus, rigor, and tenacity that it deserves.

The Cleveland Planning Commission is part of a diverse group of agencies, citizens, and stakeholders who are taking action to change the environment we move people through and ensure that we can reduce injuries, boost bicycle ridership and healthy modes of transportation, positively impact the quality of life in the city - and SAVE LIVES. It will come through the thoughtful redesign of streets, lower speeds, improved driver education and behavior,

Vision Zero is a multidisciplinary approach, bringing together diverse and necessary stakeholders to address this complex problem. Cleveland has put together a Vision Zero Taskforce that meets quarterly. The Taskforce is broken into 5 focus areas that have subcommittees that meet monthly. The subcommittees and the co-chairs include:

- **Design/Engineering Subcommittee:** Balance our transportation network as one that is built for people to create more diverse, safe, and equitable transportation options with zero traffic fatalities and severe injuries.
    - Co-Chairs: Rob Mavec (rmavec@city.cleveland.oh.us), Commissioner, Traffic, Department of Public Works & Freddy Collier (fcollier@city.cleveland.oh.us), Director, City Planning Commission
- **Enforcement Subcommittee:** Create fair and equitable enforcement strategies in an effort to foster a safer transportation system and a healthy relationship between community and police. Determine a staffing and deployment strategy that works for all people in transit as well as law enforcement.
    - Co-Chairs: Ashley Shaw (ashaw@ohiocity.org), Community Advocate & James Muhic (jmuhic@city.cleveland.oh.us), Commissioner, Bureau of Traffic, Department of Public Safety
- **Education and Engagement Subcommittee:** Raise awareness and develop buy-in for Vision Zero through amplifying existing efforts; developing education activities and accessible materials capable of promoting initiative goals among diverse audiences, and directing equitable campaigns that transform participants into champions for the cause.
    - Co-Chairs: Wayne Mortensen (wmortensen@clevelandnp.org), Director of Design and Development, Cleveland Neighborhood Progress & Jessica Jurcak (JJurcak@city.cleveland.oh.us), Health Promotion Coordinator, Cleveland Department of Public Health
- **Maintenance and Vehicle Fleet Subcommittee:** Determine best practices for vehicle fleet safety and systematic methods for maintenance of multimodal assets inclusive of service levels.
    - Co-Chairs: Ken Knabe (ken@klfohio.com), Partner, Knabe, Brown, and Szaller Co. & Terrell Cole (tcole@city.cleveland.oh.us), Deputy Chief of Operations, Office of the Mayor
- **Data and Evaluation Subcommittee:** Define critical issues through data analysis. Create baselines and assess impact of factors like crashes, population density, economic development, and health outcomes.
    - Co-Chairs: Jacob VanSickle (jacob@bikecleveland.org), Executive Director, Bike Cleveland & Kerry McCormack (kmccormack@clevelandcitycouncil.org), Ward 3 Council Member, Cleveland City Council

Collectively this initiative will help to ensure that Cleveland can become a leader in transportation safety. The Cleveland Planning Commission will initiate the City of Cleveland's first Vision Zero Action Plan. This strategy will inform the Cleveland Mobility plan that will be part of the Update of Cleveland's Comprehensive Plan.

Building the 21st Century City: The Future is Now!! (Conference October 2020)

Technology and innovation continues to evolve at a rapid pace. The pace of change is happening faster than our ability to respond to those changes. This scenario begs the question, should cities lead change? Or should we accommodate it? Regardless of how you may answer this question, the fact is, the future is now!

Innovations in transportation, the economy, and technology are changing how we move, how we spend, and how we live in our communities. New modes of transportation that range from high speed rail to connect long distance travelers to destinations in a quarter of the time it would normally take; to the practicality of Scooters providing transportation options to residents and employees to move from one block to the next. Our approaches to spending and investing is evolving as we become more of a paperless society given how technologies such as the square, crypto currency, and Blockchain technology will impact the way we exchange resources and transact businesses. These innovations will redefine economic development in cities.

What will this mean for Cities like Cleveland? How will we adapt our ecosystem to be nimble and adaptable to a constantly changing world? ULI and the City of Cleveland seeks to explore these and other questions that will challenge Cities like Cleveland in the 21st Century. In 2014 ULI and the City of Cleveland partnered to advance the City's efforts to update its current zoning code. The conference held in 2015 began the process to move Cleveland into the 21st Century with respect to addressing our regulatory environment to ensure that we create development projects that promote walkable communities. We are now embarking on a new initiative that will continue to make Cleveland a competitive City in the 21st century.

The Midway Protected Bicycle Facility:

Developing the infrastructure necessary to ensure that our streets are a place for multiple road users and ensuring their safety will require innovative approaches to how we design our streets. Midway Cycle Track TLCI: The goal of the Midway Cycle Track & Protected Bike Facilities effort is to implement a dedicated cycle track and protected bike facilities within the City of Cleveland. In 2017 a plan was initiated an examine the function, cost, design standards, and engineering requirements necessary to evaluate the implementation of a successful multi-phase build-out. We received The City of Cleveland will receive $8.3 million in resources for implementation. Further resources are being identified to construct this innovation in local transportation. The construction of the Midway will 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.

Mayors Neighborhood Transformation Initiative:

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, Economic Development, Community Development, and Building and Housing, the development cluster is committed to transforming that statement into actions 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 City Planning Commission continues to examine strategies that will guide public, private, philanthropic, and institutional investments in Glenville, Buckeye Woodhill, Clark Fulton, and the Opportunity Corridor.

Clark Fulton Master Planning:

The Office of Ward 14 Councilwoman Jasmine Santana is partnering with the City of Cleveland, Metro Health System, The Cleveland Foundation, and Metro West Development Corporation to solicit proposals to produce a neighborhood masterplan for the Clark Metro Neighborhood in the City of Cleveland. The Plan will focus on improving neighborhood conditions while reshaping land use and development to foster economic opportunities for neighborhood revitalization. Key to this effort will be the inclusion of City, nonprofit, and Stakeholder objectives designed to guide limited public, private, and Philanthropic resources. Metro Health System Medical Center will serve as a key community anchor and has gone beyond its campus walls to deal with the human element of neighborhood revitalization. The City of Cleveland has been focused on strategic investment in underserved communities through the Mayors Neighborhood Transformation Initiative with a focus on wealth creation and the restoration of value in neighborhoods, The Cleveland Foundation is committed to strengthening the fabric of the Clark-Fulton neighborhood through strategic investments and mission driven collaboration, and Metro West Development Corporation seeks to unify several neighborhoods in Cleveland's Near Westside while continuing to build agency capacity. The collective actions of these organizations can have positive implications for the prospects of residents in the Clark Metro neighborhood. This effort will be guided by the principles of Health, Equity, and Sustainability.

Thrive 105/93:

With grant funds from the US Department of Transportation (USDOT) Tiger program and its own matching contribution, the City of Cleveland set out to define a collective vision for the neighborhoods connected by the # 10 Bus route. This corridor follows E 105th Street south from Bratenahl through St. Clair/Superior, then through Glennville, University Circle, then south to Fairfax where it connects to Woodhill Rd via Quincy Street. The corridor then connects southward through Woodhill, Buckeye, Kinsman, and Union Miles. Overall the one bus route covers 7 miles in length. It crosses 9 high volume bus routes, 2 rapid lines and the health line. Each of these neighborhoods have their own story, their own context, and many have charted their own course forward into the 21st century independently.

This plan seeks to unite the aspirations of each community into a coordinated playbook that each can follow, work towards and benefit from. The plan identifies ways in which communities along route #10 can work together to attract new investment and foster a renewed spirit of entrepreneurship all while emphasizing their neighborhood's unique citizens, attributes, and history. We are currently implementing the initiative and have obtained resources from State, local, and Federal sources to begin its construction and implementation. Transportation will be an important component of our efforts to ensure that all Clevelanders have access to the jobs and other amenities throughout our City. North/South transportation connections will be critical to link residents in some of Cleveland's most challenged communities to opportunities that are a walk, bus ride, or bike ride away. Strategic investments along the Thrive East 105th /East 93rd Street corridor will help to establish nodes of activity. Each of the Target Zones identified as part of the Thrive 105-93 Initiative contains physical assets such as land, view sheds, transit investments, proximity to park amenities, and significant institutional expansion. These assets will serve as the building blocks for reinvestment along the corridor and will provide the demand for improved transportation access connecting the many neighborhoods along the corridor.

Opportunity Corridor:

The Opportunity Corridor project is a 331 million dollar investment in a transportation corridor. The departments of City Planning, Economic Development, and OEO have worked with Community, Agency, and Philanthropic stakeholders to ensure that investments in land resources provide the conditions for economic development. The City is aggressively pursuing companies to locate along the new corridor and the Planning Commission is facilitating the advancement of plans by ensuring the infrastructure and regulations exist that will make investment easier and more predictable for potential investors.

Woodland Hills Choice:

The Cuyahoga Metropolitan Housing Authority and the City of Cleveland are finishing a two-year HUD-funded Choice Neighborhoods Planning grant resulting in a comprehensive Transformation Plan for the Woodhill Buckeye Neighborhood, centered on the reconstruction of the Woodhill Homes (a public housing site constructed in 1939). The initiative aims to revitalize the neighborhood through a coordinated approach to new housing, the provision of supportive social services and the creation of new spaces that support connectivity, accessibility and increased safety. Woodhill Homes currently includes 487 units on 28.8 acres. The greater neighborhood planning area boundaries are East 93rd Street to the west, Buckeye Road to the south, East 116th Street and MLK Jr. Drive to the east and the railroad tracks to the north, which represents an area of 512 acres and 2,333 households.

Lakefront Development:

The City of Cleveland is continuing its efforts to develop a waterfront that connects residents to the greatest natural asset in our region. The Waterfront District Plan is being realized through infrastructure, residential, and commercial investments the western and central waterfront has seen the majority of investments over the past decade. We are now focusing efforts on our eastern waterfront. Several development projects mark a shift in development intensity that will introduce trail projects, park improvements, and new residential investments to the eastern portion of the Lake Erie Waterfront.

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. 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. The Cleveland Planning Commission is integrating population health into its Planning and Neighborhood Development activity.

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

TOGETHER, WE'RE BUILDING A THRIVING GREEN CITY ON A BLUE LAKE

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 Summit. Working groups emerge from the annual Sustainable Cleveland 2019 summits and focus on different topics to build a brighter future for Cleveland.

The Office of Sustainability has two action plans that guide its work: The Cleveland Climate Action Plan (CAP) and the Sustainable Cleveland Municipal Action Plan (SC-MAP). 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 Municipal 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 environmental footprint of our buildings and fleets, we are implementing Complete and Green Streets to create a walkable, bikeable, and public transportation-friendly city while incorporating green infrastructure.

2019 Sustainability accomplishments include:

- Convened more than 300 stakeholders to join in the Cuyahoga50 celebration, celebrating Cleveland's progress since the infamous Cuyahoga River fire and charting a path forward to continue to preserve and protect our clean water resources;
- Hosted Mayor Jackson's 11th Annual Sustainable Cleveland Summit and celebrated the Year of People throughout 2019;
- Continued implementation of the Cleveland Climate Action Plan, which includes 107 actions throughout six focus areas.;
- Continued implementation of the Cleveland Tree Plan, including a focus on policy, governance of the Cleveland Tree Coalition, and making progress on community-wide tree goals;
- Supported coordination of Garden Walk Cleveland in seven neighborhoods- Kamm's Corners/ Westpark, Slavic Village, Old Brooklyn, Detroit Shoreway, Fairfax, Little Italy and Collinwood;

- Continued outreach through the "Don't Break the Lake" and "Skip the Straw" campaigns aimed at reducing plastic waste in our waters, especially from disposable plastic bags, water bottles, and straws;
- Secured or managed the following grants:
  - $100,000 from the U.S. Forest Service to plant more than 200 trees in the Cudell and Buckeye-Shaker neighborhoods;
  - $250,000 from the Northeast Ohio Regional Sewer District to install a rain collection cistern at the new City Kennel;
  - $100,000 from Partners for Places and Gund Foundation to support Cleveland's 100% renewable electricity goal, while also supporting job growth and reducing energy burdens among disadvantaged populations;
  - $5,000 from the Cuyahoga County Solid Waste District;
  - $5,000 from the Urban Sustainability Directors Network (USDN) to support racial equity training for 75 City of Cleveland employees; and
  - $80,000 from the U.S. Forest Service to plant approximately 150 trees in the Bellaire-Puritas and St. Clair-Superior neighborhoods.
  - $45,000 from the Ohio Development Services Agency (ODSA) Local Government Innovation Fund (LGIF) for completing a comprehensive alternative fuel vehicle fleet and infrastructure analysis for municipal operations and a couple of local partners.
- Managed and reported on utility and energy data for all City facilities- since 2010, the City's energy consumption is down 4% on a weather normalized basis and City buildings are using 9% less energy per square foot, saving approximately $4 million per year in utility costs;
- Installed and activated two (2) dedicated Fleet Electric Vehicle Charging stations, one each at the Willard Garage/City Hall and Cleveland Hopkins Airport.
- Supported addition of 15 more miles of bike infrastructure, including trails, bike lanes and sharrows;
- Distributed more than 350 rain barrels to Cleveland residents at nine community rain barrel workshops;
- Completed the 2018-2019 Youth Sustainability Leadership Program;
- Installed 12 water bottle filling stations at City facilities and procured an additional 20 stations for installation in 2020;
- Supported new electricity aggregation agreement with Northeast Ohio Public Energy Council (NOPEC) resulting in cost savings, rate stability, and 100% renewable energy for residents and small businesses; and
- Supported NOACA's 2019 Commuter Choice Challenge and encouraged employee participation in the Gohio Commute online tracking platform.

The Future of Public Safety

The Department of Public Safety consists of the Divisions of Police, Fire, Emergency Medical Service, Animal Care & Control, Office of Professional Standards, the Civilian Police Review Board, Office of Emergency Management, Information Technology specific to Public Safety, Grant Management, Public Safety Forces Recruitment, and additional Public Safety Administration functions designed to support the Department of Public Safety.

Community engagement, a diverse group of qualified public safety personnel, updated policies, improved training, new facilities, new technology, new programs and units enable to the Department of Public Safety the ability to adhere to its mission to effectively provide a wide range of services which protect the life and property of the community.

In 2019, the Division of Police (CPD) began a full software update of their report management system, Law Enforcement Report Management System (LERMS). This upgrade enables our officers to better utilize the program, combing multiple programs, allowing for a more seamless process.

Since January 2019, the Division of Police has had 182 recruits graduate from the Police Academy, with another 77 recruits slated to graduate in early 2020. These new officers will result in improved response times to calls for service and more interaction with the community. The influx of new officers has allowed the Division to increase staffing levels in vital units, such as the Homicide Unit and Sex Crimes Unit.

Over the past year the Division of Police Domestic Violence Unit has worked closely with their partnered social workers and advocates to develop a Division-wide plan to reduce domestic violence-related homicides. Officers were trained on the Danger Assessment-Law Enforcement (DALE) form. This questionnaire was prudently crafted and thoroughly vetted in order to quickly identify victims that are at a higher risk of being killed or sustaining a serious, near death injury. With this process the Domestic Violence Unit has been able to take a more direct approach, getting advocates and the prosecutor's office to work closely with the high-risk victim. This team approach creates a multi-layered support system, which reduces re-victimization.

The CPD has upgraded its prestigious crisis intervention program, utilizing Specialized Crisis Intervention Officers to follow up with individuals that are the subject of a crisis intervention incident. These specially trained officers work hard to divert individuals in crisis from the criminal justice system, foster relationships with mental health and social service agencies, and participate in community engagement, awareness, and education.

The CPD annual in-service training continues to highlight bias-free policing training, ensuring those philosophies and actions are part of our daily duties and a critical cornerstone for upholding professional ethics in law enforcement and strengthening the public's trust and confidence in the Division's ability to protect and serve. In addition, training continued in Community and Problem Oriented Policing (CPOP), built on previous CPOP courses, adding intensive scenario-based training. The CPOP approach to community problems, coupled with the police districts community engagement officers, will enable the Division to further their relationship with the community, and effectively identify and resolving long term issues.

In 2019 CPD implemented the Real Time Crime Center (RTTC), designed as a critical component of Cleveland's Violence Reduction Strategy to provide timely intelligence and information to Investigators and other responders to violent crime scenes. They also provide the most up to date actionable intelligence available to decision makers affording them the ability to make well informed decisions during times of crisis. The RTCC's primary mission is investigative case support for violent crime reduction efforts. With the anticipated technology enhancements it will provide an increased level of analytical support for the Division which serves as a form of intelligence led policing. The technology, policies, and practices are respectful of civil rights and civil liberties which offers a transparent and behavior driven approach to resource deployment in our neighborhoods.

The Division of Police has been and will continue to self-evaluate in order to improve in areas of training, efficient and effective delivery of services, officer safety, and community engagement. The accomplishments outlined above allow the Division to have a positive impact on the Cleveland community we are sworn to protect.

The Division of Fire (CFD) continues to improve with an eye on lowering our ISO Rating to 1, resulting in lower insurance rates and making Cleveland more attractive to prospective businesses.

In 2019 new Self Contained Breathing Apparatus (SCBAs) we distributed throughout the CFD. The state of the art SCBAs feature a 45-minute air bottle, increasing Cleveland Firefighters' ability to work in dangerous atmospheres for longer periods of time. Additionally, each member was issued a custom-fitted face piece to ensure the effectiveness of the new SCBAs.

2019 saw the CFD Fire Investigation Unit issued new ballistic vests. The Unit has been relocated to Station 21 at 1801 Carter Road in the Flats and reinvigorated with new officers and staff. The roof of Station 23 was replaced in 2019 and the roof of Station 10 is scheduled for replacement in 2020.

CFD anticipates two new Rescue Squads, three new pumpers, a new tower truck and a spare aerial in 2020. Additionally, CFD has been awarded a $900,000 Port Security Grant toward the purchase of a new Fire Boat.

All CFD aerial devices and ground ladders were tested and certified in 2019. All CFD fire hose was also tested and any hose not meeting current NFPA Standards was removed from service. All apparatus pumps are scheduled to be tested by Motor Vehicle Maintenance in 2020.

In 2019, the accredited Cleveland Fire Training Academy (FTA) trained 21 new cadets and 44 newly promoted officers. The FTA expanded its EMT Training Collaboration with CEMS and initiated the Rescue Task Force Training collaboration between CFD, CPD and CEMS. That training prepares all agencies for their role in an Active Shooter Scenario.

The FTA also received a Driving Simulator in 2019 to hone the skills of our apparatus drivers. In 2020, CFD anticipates the arrival of a Fire Ground Survival Training Trailer to help members stay safe in their dangerous work environment.

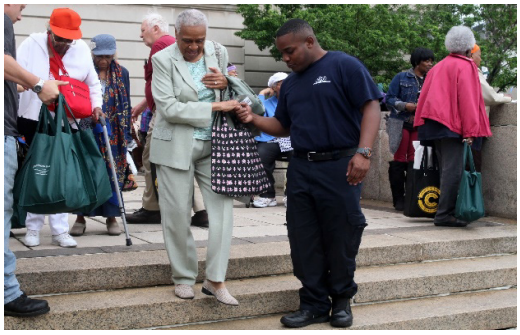
From an IT perspective, 2019 brought new mobile computing units for all suppression apparatus, an upgraded Computer Aided Dispatching system in the Fire Dispatch Center, the implementation of an upgraded Kronos payroll software and the transition of CFD from Windows 7 to Windows 10 operating system platform.

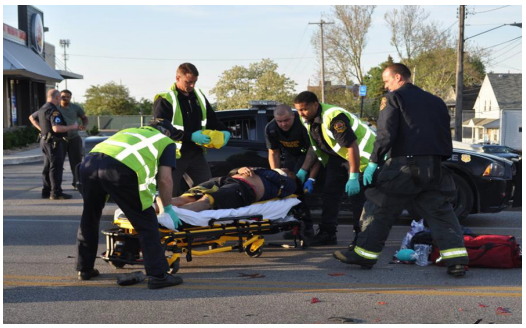
Plans for 2020 include implementation of replacement records management system (RMS); Electronic Patient Reporting Software (ePCR) in Advanced Life Support response units; and planned replacement of the Knox Box Secure Key Entry System in the suppression fleet.

The Division of Emergency Medical Service continues to partner with our local hospital systems to identify opportunities to establish programs to meet the increasing medical needs of the community. The collaborative efforts include the agreement with the four hospital systems to have the emergency departments remain open to EMS traffic at all times. 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, Fire and Police. As part of the MetroHealth EMS Fellowship, the Division of Emergency Medical Service provides training to the fellow in EMS Operations, Communications, Event Medicine, Disaster Medicine, Special Operations, Quality Improvement, Education, Critical Care Transport and EMS Administration. The first EMS Fellow, Dr. Brian Miller, completed the EMS Fellowship in 2019. Dr. Jennifer DeMarco started the fellowship in 2019 and will graduate in 2020.

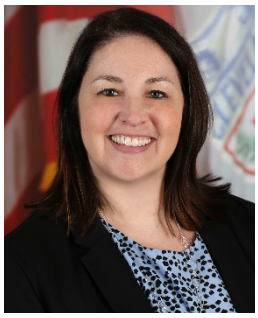
The Division of Emergency Medical Service continues to partner with the Department of Aging through multiple programs including the File of Life. The File of Life is an emergency preparedness magnetic file that promotes safety and peace of mind by having important information about medical history, emergency contacts and medications all in one place in the event of an emergency. The File of Life is designed to hang on the outside of a refrigerator and is available to responders when seconds matter.





The Division of Emergency Medical Service became an accredited EMT training facility in 2018. Since that time, EMS has provided EMT training for two fire cadet training academy classes with a 100% pass rate. The Division of Emergency Medical Service started the first EMT training academy on December 23, 2019; the class will graduate late spring. This is the first time in the Division's history that EMT training has been provided for an academy class.

In 2020, the Division of Emergency Medical Service will begin operating under the Cuyahoga County Medical Protocols. The Division of Emergency Medical Service was part of the collaborative effort by the County Fire Chiefs and the hospital systems to have one common pre-hospital medical protocol. The County Medical Protocols will ensure that the pre-hospital medical care is up to date with the current medical practices for out of hospital settings and consistent for all patients in the county ensuring a better continuity of care both pre-hospital and in the emergency departments. The Division of Emergency Medical Service will enhance the training that is received by all employees of the division with an increased focus on collaborative training within the Department of Public Safety to ensure that all first responders are prepared for the daily emergency calls as well as preparedness for isolated instances that may occur within the City.



The Division of Animal Care and Control opened the brand new, state-of-the-art kennel in March 2019. The 15,500 square foot facility embodies the current best practice standards for kennels and meets the City of Cleveland's goal of LEED Silver Energy and Environmental Design Standards. The innovative design provides a safe, clean, healthy environment to support staff and volunteers in the care of animals and the promotion of animal adoption. Additional staff was hired to meet the approved budgeted levels, including a full time veterinarian and kennel manager. The new kennel has also enhanced volunteer involvement to permit more dogs to be exercised outside for fresh air and enrichment.

We received a certification that the City of Cleveland has been named a Certified City in the BETTER CITIES FOR PETS program. This program celebrates cities that value pets and commit to being more pet-friendly. The Kennel has increased the hours to stay open to the public longer. This has helped to increase adoption opportunities and also to return dogs to their owners.

The Animal Control Officers began wearing body cams this year to better protect them out in the field. All employees have taken part in several training classes geared to enhance their skills and knowledge on various topics such as Fear Free Handling, A.L.I.C.E training, Humane Society of the United States classes, Medical and Legal training classes.

Animal Care and Control partnered with Marion C. Seltzer School to start a program where once a month the students come to the kennel and read to the dogs. The program is called "Marion C. Seltzer School Pup Star Readers" and it has been a huge success!

Animal Care and Control also partnered with Cleveland Municipal Court to start a program for individuals who have committed animal-related offenses. The program has been named "A ROC" (Animal Related Offenses Class) and the goal is to help educate and create more responsible pet owners. The class is taught by two Animal Control Officers.

As we move into 2020 our goals are focused on doing more surgeries and medical treatments in-house for cost savings. We are also applying for grant funding to be able to provide basic supplies to low-income pet owners in the City of Cleveland that are in need.

The Office of Professional Standards (OPS) and the Civilian Police Review Board have focused on moving through cases efficiently without compromising the public's opportunity to have its complaints heard and understood, and to ensure that citizen complaints involving sworn and civilian employees of the Division of Police are thoroughly investigated and resolved.

Under direct supervision of the OPS Administrator, the Office of Professional Standards is staffed by civilian personnel to include a General Manager, full-time Investigators, Research Analyst and more recently a Community Engagement Coordinator. OPS provides on-line access to the complaint process, free parking for complainants, the installation of audio and video cameras in the lobby of every police district, and body cameras issued to each of the OPS Investigators to ensure effective, transparent, and timely investigation of citizen complaints.

The Office of Emergency Management (OEM) maintains the City's Emergency Operations Center (EOC), and upon request, OEM will activate, organize, and operate the City of Cleveland Emergency Operations Center (EOC) to support incident management activities of unplanned or pre-planned events.

In 2019, the Cleveland Emergency Operations Center (EOC) activated for seven separate events/incidents, all of them pre-planned events. These events included: St. Patrick's Day, Rite-Aid Cleveland Marathon, July 4th Festivities, MLB All-Star Week, Tall Ships Festival, USA Triathlon, and Winterfest. The EOC was activated for a total of 14 days and 149 operational hours during these events. OEM developed a comprehensive Standard Operation Guideline (SOG) that documents how the Emergency Operations Center is activated and describes how the EOC operates in response to emergencies and pre-planned events.

OEM conducted a Cyber Intrusion Tabletop Exercise in partnership with the Federal Bureau of Investigation (FBI) in October, 2019. The following training classes were presented by Texas A&M Engineering Extension Service (TEEX): 1) MGT 412 - Sport and Special Event Evacuation Training and Exercise; 2) MGT 315 - Critical Asset Risk Management; and 3) MGT 414 - Advanced Critical Infrastructure Protection). A multitude of training classes were held in the EOC for a variety of departments and divisions including the Department of Finance and the Division of Police.

This City's Emergency Operations Plan (EOP) consists of multiple sections, including the Basic Plan, which provides a general overview of the City's preparedness and response strategies. Also included in the EOP are various Functional Annexes, which describe the actions, roles and responsibilities of participating agencies. Examples include: Public Safety & Security, Public Utilities and Health & Medical. The EOP also includes various Hazard-Specific Appendices which provide a detailed overview of hazard-specific roles and responsibilities for specific incidents, including Terrorism, Inclement Weather and Improvised Explosive Devices. This plan is updated periodically and the most recent update was approved by the Mayor's Cabinet on March 13, 2019.

The following plans were newly developed and included in the EOP in 2019: 1) The Family Reunification Center Tab, the Family Assistance Center Tab and the Resiliency Center Tab, which were added to the Mass Fatality Appendix; 2) The Neighborhood Evacuation Appendix, which also documents the process for evacuating Downtown Cleveland; 3) The Sheltering Annex, which outlines the coordination primarily between the City and the American Red Cross (ARC) to open and operate shelters throughout the City and which identifies City-owned facilities that may be utilized as shelters as well as privately-owned facilities throughout the City; and 4) The Terrorism Appendix which identifies legal guidelines for jurisdictional authority and federal guidance towards investigations that may commence as a result of a suspected terrorist attack and which outlines the coordination primarily between the City and the FBI.

Major revisions were made to the many parts of the EOP in 2019, including the Basic Plan, which added Essential Employees language and formalized the overall plan review process. The IED Appendix now contains additional information regarding capabilities of responders; the Inclement Weather Appendix combined three previous documents and included revisions to the previous Appendix; and Tab A of this document, Warming/Cooling Centers, is newly developed and outlines the process through which the City opens and operates these centers. A County-wide operations guide and checklist developed by the Community Organizations Active in a Disaster (COAD) regarding Warming/Cooling Centers is also included for reference.

Other major revisions were made to the Port Control Annex which now includes a comprehensive Repatriation Plan. The Public Health and Medical Services Annex and the Public Utilities Annex were updated regarding capabilities and situational awareness measures; the Public Works and Engineering Annex now contains organizational charts; the Rail Incident Appendix was revised to include both freight rail and passenger rail service; and the Snow Emergency Appendix was updated with major formatting/informational flow modifications and incorporates maps which outline Snow Ban Parking Restrictions and Potential Snow Disposal Sites.

Standard updates and revisions include updating EOC activation language, revising Office of Emergency Management roles and responsibilities, modifying document maintenance and training language, including additional references for easy reference, and updating Lead and Support agency information. These types of changes were applied to the following parts of the EOP: CBRNE Annex, Direction & Control Annex, Emergency Management

Annex, Firefighting Annex, HAZMAT Annex, Mass Casualty Appendix, Public Information Annex, Public Safety and Security Annex, Resource Support and Logistics Annex, and the Technical Search and Rescue Annex.

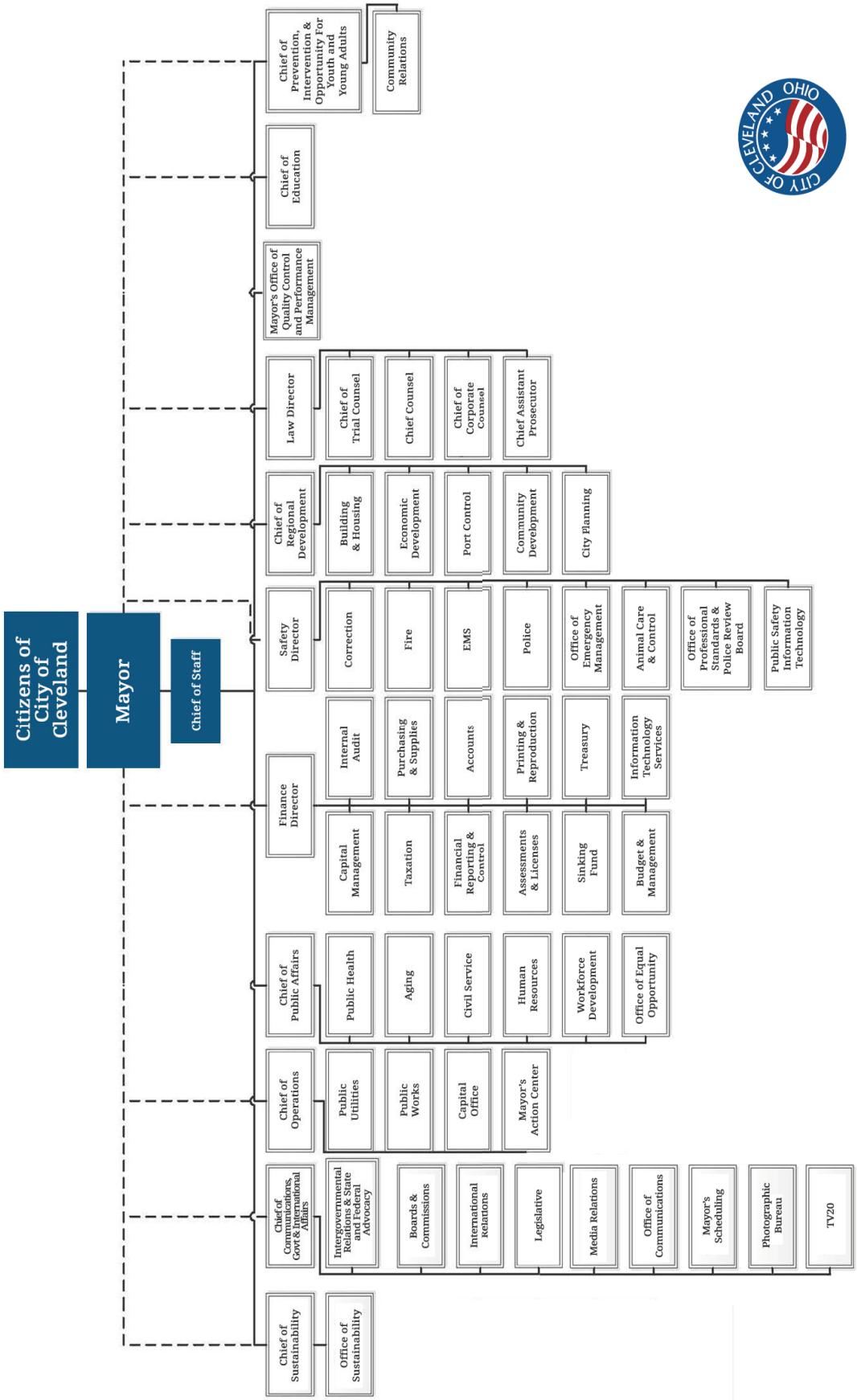
Moving forward in 2020, for the Office of Emergency Management goals are to develop the following plans: City Department & Division Continuity of Operations Plans (COOP), Neighborhood Evacuation Appendix to include University Circle Evacuation and Re-Entry Tab, Information Technology Annex, Donations Management Annex, Volunteer Management Annex, and Special Events Appendix.

In the category of EOC Activations for Pre-Planned Events, OEM's goals are to activate the EOC to manage the following pre-planned events in 2020: St. Patrick's Day, Rock n' Roll Hall of Fame Induction Ceremony, Rite Aid Cleveland Marathon, July 4th Fireworks, Winterfest, and other events as deemed appropriate. Included in this category of goals is the preparation required in 2020 for the NFL Draft in 2021 as well as the development of a presentation for the National Homeland Security Conference Executive Committee in preparation for the City's hosting of this event in 2021 or 2022.

In the category of Tabletop Exercise development, OEM's goals are to develop and host two tabletop exercises in 2020. One tabletop exercise under consideration is the coordination between CMSD and the EOC in the event of a school shooting.

Other areas of focus will include the continuation of the River Safety Task Force docking program, development of the Public Safety aerial drone initiative and continued partnership on a variety of inter-agency organizations including the Ohio Homeland Security Advisory Committee, Downtown Business Security Group, Cuyahoga County Emergency Services Advisory Board, Metropolitan Medical Response System and many others

Organizational Summary



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. Local Government Fund revenue distribution decreased by an additional 7% or $1.7 million in fiscal 2016. Commercial Activity Tax and Tangible Personal Property Tax were reduced by an additional 50% from 2012 to 2013 and will remain at this level until 2030.

In 2016, the citizens of Cleveland supported Issue 32, passing a half percent municipal income tax increase from 2.0% to 2.5%. The income tax increase will generate an estimated additional $83.5 million for the City's General Fund and additional funds for Restricted Income Tax (RIT) in the amount of $9.3 million, which is restricted for debt service/capital expenditures. With the passage of the income tax increase it will produce a structurally balanced budget and restoration and enhancement of city services.

CURRENT FINANCIAL ENVIRONMENT

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 five years, particularly with the addition of the publicly funded 600 room Hilton Cleveland Downtown at the convention center. In 2019, the City hosted Major League Baseballs All-Star Game. This weeklong event resulted in approximately 35,000 attendees at each of the four All-Star Game events, the City also had 149,513 fans attend the MLB Play Ball Park in downtown.

Income tax revenue, which represents 64% of operating revenue, at year end fiscal 2019 was $441,753,856 compared to $413,157,521 at year end fiscal 2018. The unemployment rate in the Cleveland area in November 2019 is currently 4.2% compared to 5.8% in 2018. 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 2020 budget maintains an enhanced level of service, including street sweeping, pothole repair, restoration of leaf pick-up, tree trimming, planting and removal services. We will continue to demolish blighted and abandoned structures. Also, the Division of Police will have increased staffing in the Domestic Violence and Crisis Intervention Teams.

For fiscal 2020, the City has conservatively developed a budget, which reflects revenue estimates of $672,938,938 and anticipated expenditures of $670,650,748, 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:

Mayor's Goals:
- Quality Service
- Customer Service
- Efficiency through technology

Finance Goal:
- 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.

OBM Financial Management Goal:
- To have fully developed, for management review, a formal 3 Year "Long Term Financial Plan" that is used to identify opportunities for achieving financial sustainability.
- *OBM Structurally Balanced Budget Objective*
  - *To have developed and implemented a Structurally Balanced Budget Policy for the City of Cleveland eliminating YOY deficits.*

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.

Expense Forecast

	2020 BUDGET	2021 ESTIMATE	2022 ESTIMATE	2023 ESTIMATE	2024 ESTIMATE	2025 ESTIMATE
SALARIES	356,468,807	357,029,804	357,650,119	357,650,119	357,650,119	357,650,119
EMPLOYEE BENEFITS	145,123,062	150,100,340	154,515,657	158,991,314	163,735,510	168,764,357
TOTAL PERSONNEL & RELATED EXPENSES	501,591,869	507,130,144	512,165,776	516,641,433	521,385,629	526,414,477
OTHER TRAINING & PROFESSIONAL DUES	1,798,272	1,834,237	1,870,922	1,908,341	1,946,507	1,985,438
UTILITIES	24,647,091	25,386,504	26,148,099	26,932,542	27,740,518	28,572,734
CONTRACTUAL SERVICES	58,793,372	59,969,239	61,168,624	62,391,997	63,639,837	64,912,633
MATERIALS & SUPPLIES	7,275,012	7,420,512	7,568,922	7,720,301	7,874,707	8,032,201
MAINTENANCE	7,351,475	7,498,505	7,648,475	7,801,444	7,957,473	8,116,622
CLAIMS, REFUNDS, MAINTENANCE	3,403,800	3,471,876	3,541,314	3,612,140	3,684,383	3,758,070
INTERDEPARTMENTAL SERVICE CHARGES	23,284,816	23,750,512	24,225,523	24,710,033	25,204,234	25,708,318
INTERFUND SUBSIDIES	39,496,041	50,598,072	51,424,838	51,756,793	52,095,388	52,440,755
CAPITAL	3,009,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
TOTAL OTHER	169,058,879	182,929,457	186,596,717	189,833,591	193,143,047	196,526,771
TOTAL GENERAL FUND	670,650,748	690,059,601	698,762,493	706,475,024	714,528,676	722,941,248

Revenue Forecast

	2020 BUDGET	2021 ESTIMATE	2022 ESTIMATE	2023 ESTIMATE	2024 ESTIMATE	2025 ESTIMATE
CHARGES FOR SERVICES	36,164,218	36,164,218	36,164,218	36,164,218	36,164,218	36,164,218
FINES, FORFEITURES & SETTLEMENTS	10,916,757	10,916,757	10,916,757	10,916,757	10,916,757	10,916,757
GRANT REVENUE	416,666	416,666	416,666	416,666	416,666	416,666
LICENSES & PERMITS	19,658,389	19,658,389	19,658,389	19,658,389	19,658,389	19,658,389
MISCELLANEOUS	28,016,825	28,016,825	28,016,825	28,016,825	28,016,825	28,016,825
OTHER SHARED REVENUE	13,728,125	13,986,148	14,249,330	14,517,777	14,791,593	15,070,884
PROPERTY TAX	38,749,265	39,524,250	40,314,735	41,121,030	41,943,451	42,782,320
SALE OF CITY ASSETS	4,200,000	-	-	-	-	-
STATE & LOCAL GOVERNMENT FUND	26,288,527	27,077,183	27,889,498	28,726,183	29,587,969	30,475,608
TRANSFERS IN	5,340,000	5,446,800	5,555,736	5,666,851	5,780,188	5,895,791
OTHER TAXES	40,829,999	41,646,599	42,479,531	43,329,122	44,195,704	45,079,618
INCOME TAX	444,330,167	453,216,770	462,281,106	471,526,728	480,957,262	490,576,408
INTEREST EARNING/INVESTMENT INCOME	4,300,000	4,300,000	4,300,000	4,300,000	4,300,000	4,300,000
TOTAL GENERAL FUND	672,938,938	680,370,605	692,242,791	704,360,546	716,729,022	729,353,484

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 2020 Three Year Capital Improvement Program represents our Fourteenth annual installment since I took office in 2006. We are proposing to issue approximately $54.1 million in new bond debt in 2020, 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 2020 will be our seventh straight year of major road repair. Our 2014 bonds leveraged $32 million of road improvements, our 2015 bonds leveraged $74 million, the 2016 bond amount was $60 million, with our 2017 bonds we leveraged $85 Million, and we leveraged $80.4 Million in 2018. 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 provided updated data for continuing to systematically repair our worst streets first. The city has also updated 1/3 of this pavement management study each of the last three years. With a focus on neighborhoods, the City of Cleveland will continue to invest approximately $12 million per year on residential resurfacing. This will be supplemented in 2020 by adding several Fix-it-First strategies for street maintenance. To demonstrate the impact of this investment; in 2016 the City of Cleveland resurfaced 94 streets, and in 2019 the City of Cleveland resurfaced 132. This shows continued efficiency for the City of Cleveland.

Sustainability
The City of Cleveland completed the Mayors Sustainability Summit in the 2020. However, the work to ensure the viability of our environment and the success of our people never stops. The City of Cleveland looks to expand the investments made in Bicycle infrastructure to include multimodal options. The introduction of scooters and e-bikes makes this work more vital to prepare for the future. This investment will be expanded in 2020 with the addition of the piloting of protected bike lanes to better segment vehicle traffic and protect users of other modes of transit-bicycles and scooters.

Facilities
The City of Cleveland has assessed and evaluated the City owned parks, Recreation Facilities, and Safety Facilities. In 2020, the City of Cleveland will complete the assessment of all remaining facilities. The assessments will allow for a comprehensive approach to directing capital investment for maximum impact. We started this approach with our Parks and Recreation Centers. In 2020, we will continue our focus on recreation, the City of Cleveland is in year 2 of a 5 year program to improve our recreation centers in collaboration with the fourth-year of programming to upgrade our City parks and playgrounds.

As Cleveland continues its planning 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 continue its master planning process started in 2018 to meet rising expectation of the aviation market while improving the airport in the near term.

Our entire 2020 Three 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.

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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 three 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 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 2019-2023 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 three 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 2020 and the Division of Water is planning a project for the same street in 2021, 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, RTA) cannot exceed 10 mills;
- 10 mills is the maximum aggregate millage that can be levied without voter approval on any single piece of property;
- Only the City, County, 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 Three 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 3 Year Capital Improvements Program shows the following project needs in future years of the Plan:

- $189 million in year 2021;
- $191 million in year 2022;
- $197 million in year 2023; and

Accordingly, for years 2021-2023 assume that the City will only be able to fund less than one-third of the listed projects.

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

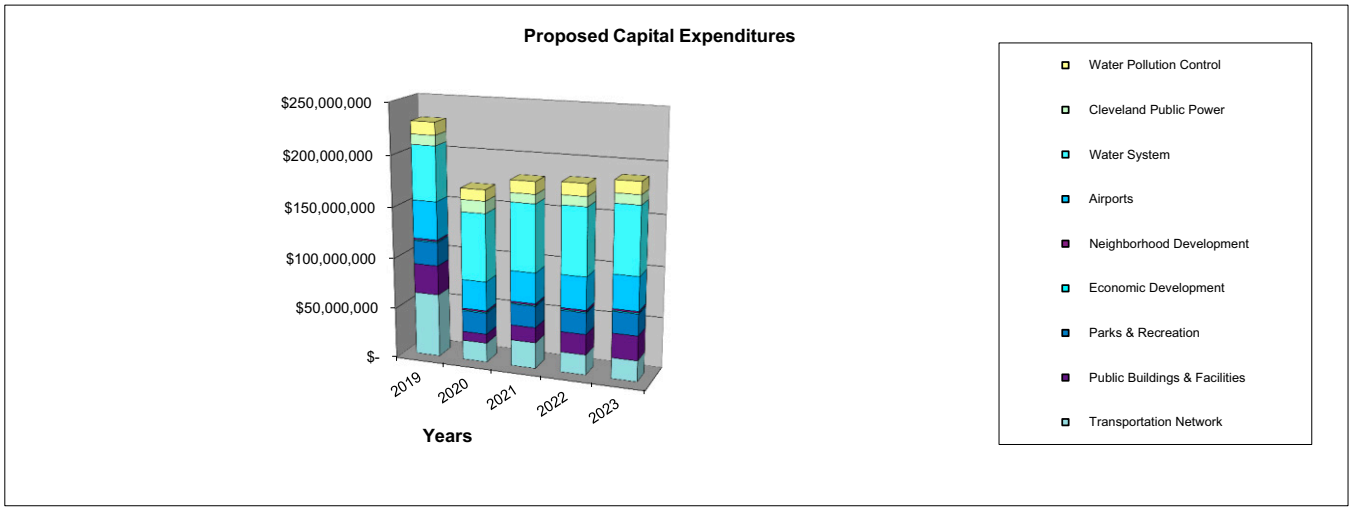
State and Federal Stimulus Moneys: We do not think we have seen the last of federal and state injections of stimulus moneys. Assuming these opportunities arise, we want to be ready to respond with well-conceived, shovel-ready projects. We will have to take some risks in paying for designs of projects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

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

If we prepared a ten year capital improvement program, we might be able to list all the needed projects in a way that roughly matches the City's annual funding capacity. However, since we are limited to three 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.

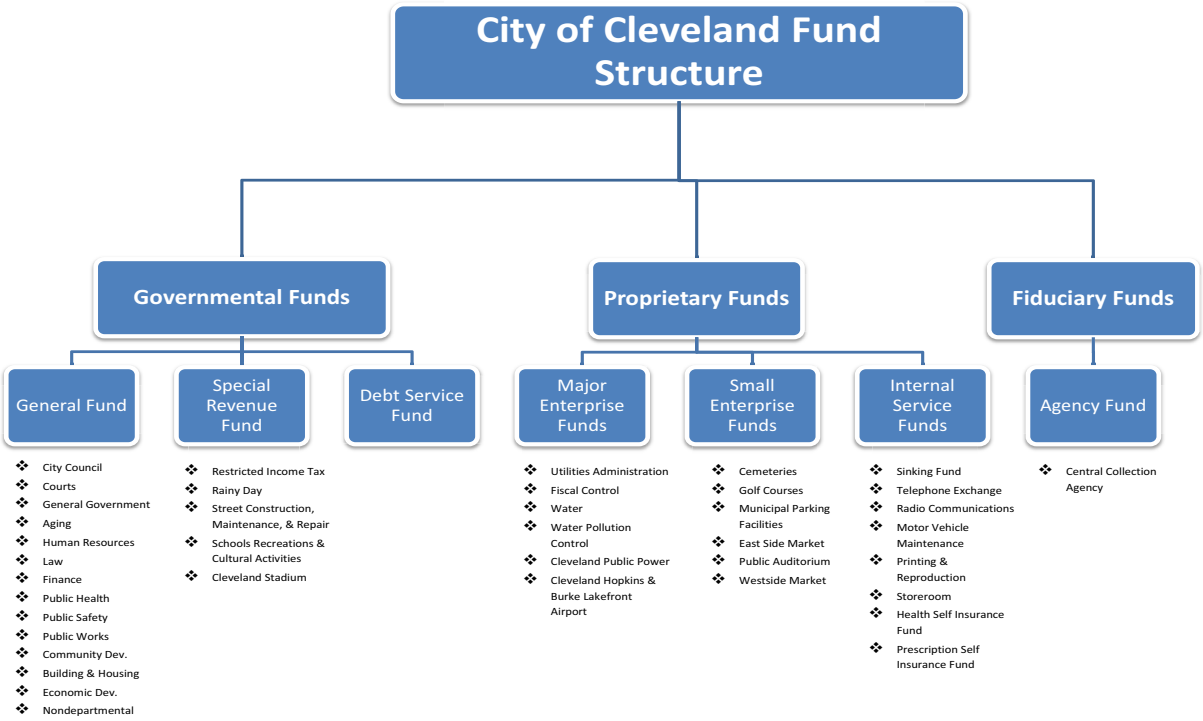
SUMMARY OF 2019 - 2023 CITY-WIDE DEVELOPMENT PROGRAM BY PROJECT TYPE

PROJECT TYPE	2019	2020	2021	2022	2023	5 YEAR TOTAL
BASIC SERVICES						
Transportation Network	$ 62,440,457	$ 19,230,500	$ 25,772,135	$ 20,023,337	$ 20,624,037	$ 148,090,466
Public Buildings & Facilities	$ 28,980,000	$ 9,000,000	$ 15,000,000	$ 20,000,000	$ 24,000,000	$ 96,980,000
Vehicles & Major Equipment	$ 8,000,000	$ 8,000,000	$ 8,000,000	$ 8,000,000	$ 8,000,000	$ 32,000,000
Parks & Recreation	$ 23,137,000	$ 21,131,262	$ 21,131,262	$ 21,131,262	$ 21,131,262	$ 86,530,785
Total Basic Services	**$ 122,557,457**	**$ 57,361,762**	**$ 69,903,397**	**$ 69,154,599**	**$ 73,755,299**	**$ 363,601,251**
DEVELOPMENT						
Economic Development	$ 1,046,048	$ 1,046,048	$ 1,046,048	$ 1,046,048	$ 1,046,048	$ 4,184,192
Neighborhood Development	$ 1,500,000	$ 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**	**$ 2,546,048**	**$ 10,184,192**
MAJOR ENTERPRISES						
Airports	$ 37,415,009	$ 28,650,000	$ 30,000,000	$ 32,000,000	$ 32,960,000	$ 161,025,009
Water System	$ 53,600,000	$ 66,500,000	$ 66,000,000	$ 66,000,000	$ 66,000,000	$ 252,100,000
Cleveland Public Power	$ 9,932,500	$ 11,950,000	$ 8,950,000	$ 9,500,000	$ 9,500,000	$ 40,332,500
Water Pollution Control	$ 12,443,000	$ 10,900,000	$ 12,000,000	$ 12,000,000	$ 12,000,000	$ 47,343,000
Total Major Enterprises	**$ 113,390,509**	**$ 118,000,000**	**$ 116,950,000**	**$ 119,500,000**	**$ 120,460,000**	**$ 500,800,509**
TOTAL CITYWIDE CAPITAL PROGRAM	**$ 238,494,014**	**$ 177,907,810**	**$ 189,399,445**	**$ 191,200,647**	**$ 196,761,347**	**$ 797,001,915**



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 82-136, pp 218-220
	Municipal Courts	pp 137-160
	Department of Aging	pp 161-167
	Department of Human Resources	pp 168-172
	Department of Law	pp 173-178
	Department of Finance	pp 179-217
	Department of Public Health	pp 221-244
	Department of Public Safety	pp 245-305
	Department of Public Works	pp 306-339
	Department of Community Development	pp 340-343
	Department of Building and Housing	pp 344-358
	Department of Economic Development	pp 359-361
	Non-Departmental	pp 362-365
Special Revenue	Restricted Income Tax	pg 369
	Division of Street Construction, Maintenance & Repair	pp 370-376
	Schools, Recreation & Cultural	pg 377
	Cleveland Stadium	pg 378
Major Enterprise Funds	Department of Public Utilities	pp 382-420
	Department of Port Control	pp 421-429
Small Enterprise Funds	Cemeteries	pp 433-436
	Golf	pp 437-438
	Parking Facilities	pp 439-442
	East Side Market	pg 443
	Public Auditorium	pp 444-449
	West Side Market	pp 450-452
Debt Service Fund	Sinking Fund Commission	pp 455-462
Internal Service Funds	Sinking Fund General Operations	pp 468-472
	Telephone Exchange	pp 463-475
	Radio	pp 476-480
	Motor Vehicle Maintenance	pp 481-487
	Printing & Reproduction	pp 488-492
	Storeroom & Warehouse	pp 493-494
	Health Self Insurance Fund	pg 495-496
	Prescription Self Insurance Fund	pg 497
Agency	CCA Income Tax Administration	pp 500-505

CITY OF CLEVELAND FUND STRUCTURE

The fund structure makes it difficult to define the City's budget because 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 are 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.

	REVENUE	EXPENDITURES	EXCESS/ (DEFICIENCY) OF REVENUE OVER EXPENDITURES	BALANCE BEGINNING	ENDING
GENERAL FUND					
General Fund	$ 672,938,938	$ 670,650,748	$ 2,288,190	$ 43,801,554	$ 46,089,744
SPECIAL REVENUE FUNDS					
Street Maint & Construction *	$ 27,368,504	$ 40,368,504	$ (13,000,000)	$ 13,053,816	$ 53,816
Cleveland Stadium*	15,099,546	13,515,313	1,584,233	29,760,171	$ 31,344,404
	$ 42,468,050	$ 53,883,817	$ (11,415,767)	$ 42,813,986	$ 31,398,219
ENTERPRISES					
MAJOR					
Water	$ 319,934,500	$ 358,603,442	$ (38,668,942)	$ 199,250,511	$ 160,581,569
Water Pollution Control	29,846,523	31,246,734	(1,400,211)	23,486,603	$ 22,086,392
Cleveland Public Power	216,147,522	216,147,522	-	26,495,863	$ 26,495,863
Airport-General Operations	170,119,271	170,119,271	-	80,368,172	$ 80,368,172
	$ 736,047,816	$ 776,116,969	$ (40,069,153)	$ 329,601,150	$ 289,531,997
SMALL					
Cemeteries*	$ 1,802,941	$ 1,804,262	$ (1,321)	$ 1,321	$ 0
Golf*	1,418,917	1,420,036	(1,119)	1,120	$ 1
Parking Facilities	10,457,734	10,740,039	(282,305)	940,188	$ 657,883
Public Auditorium*	3,021,070	3,022,190	(1,120)	1,120	$ 0
West Side Market	1,360,000	1,837,257	(477,257)	496,995	$ 19,738
	$ 18,060,662	$ 18,823,784	$ (763,122)	$ 1,440,745	$ 677,623
AGENCY FUND					
Central Collection Agency	$ 12,672,653	$ 12,594,043	$ 78,610	$ 1,368,847	$ 1,447,457
Less: Interfund Subsidies from GF	$ 21,272,478	$ 21,272,478	$ -	$ -	$ -
NET CITY OF CLEVELAND OPERATING BUDGET FOR 2019	$ 1,460,915,641	$ 1,510,796,883	$ (49,881,242)	$ 419,026,282	$ 369,145,040

* 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		
	2018 Actual	2019 Unaudited	2020 Budget	2018 Actual	2019 Unaudited	2020 Budget	2018 Actual	2019 Unaudited	2020 Budget
Financial Sources									
Charges for Services	$ 36,370,035	$ 38,600,845	$ 36,164,218	$ 284,454	$ 291,461	$ 285,000	$ -	$ -	
Fines, Forfeitures & Settlements	11,258,998	11,015,522	10,916,757	-	-	-	-	-	
Grant Revenue	620,918	912,538	416,666	-	-	-	-	-	
Licenses & Permits	18,908,644	19,518,635	19,658,389	860,367	1,045,823	895,200	-	-	
Miscellaneous	31,135,161	42,382,264	28,016,825	171,635	165,969	400	474,729	456,179	432,370
Other Shared Revenue									
CAT Tax	-	-	-	-	-	-	-	-	
Property Tax- State Subsidy	3,062,213	3,191,438	3,185,894	-	-	-	1,595,270	1,662,590	1,656,834
Cigarette & Liquor Tax	760,248	816,964	822,000	-	-	-	-	-	-
Sin Tax	-	-	-	4,641,052	4,698,948	4,333,333	-	-	-
Casino	9,186,950	9,416,043	9,715,231	-	-	-	-	-	-
Other	10,574	16,139	5,000	13,490,855	15,123,464	18,664,000	-	-	-
	$ 13,019,985	$ 13,440,584	$ 13,728,125	$ 18,131,907	$ 19,822,412	$ 22,997,333	$ 1,595,270	$ 1,662,590	$ 1,656,834
Property Tax	$ 34,627,861	$ 37,905,311	$ 38,749,263	-	-	-	$ 18,036,711	$ 19,674,512	$ 20,137,530
Sale of City Assets	9,248,500	-	4,200,000	-	-	-	-	-	-
State and Local Government Fund	25,007,191	26,072,779	26,288,527	-	-	-	-	-	-
Transfers In	-	3,731,113	5,340,000	34,705,275	44,398,052	19,315,117	22,494,616	11,568,833	11,165,543
Income Tax	413,157,521	441,753,856	444,330,167	51,644,690	55,219,230	55,541,271	42,284,675	42,186,338	41,469,808
Investment Income	3,998,801	5,495,262	4,300,000	1,128,160	1,612,851	1,250,000	699,092	1,156,576	888,550
Other Taxes									
Admission Tax	19,700,829	18,939,819	17,005,000	-	-	-	-	-	-
Motor Vehicle License Tax	3,264,475	3,504,427	3,099,999	-	-	-	-	-	-
Parking Tax	15,274,598	15,348,019	14,400,000	-	-	-	-	-	-
Electric Excise Tax	-	-		-	-	-	-	-	-
Hotel Tax	6,972,234	7,006,596	6,300,000	-	-	-	-	-	-
Other	28,737	24,374	25,000	-	-	-	-	-	-
	$ 45,240,873	$ 44,823,235	$ 40,829,999	$ -	$ -	$ -	$ -	$ -	$ -
Premiumn on Bond	-		-	-	-	-	-	-	-
Proceeds From Sale of Debt	-		-	-	-	-	-	-	-
Total Financial Sources	**$ 642,594,488**	**$ 685,651,944**	**$ 672,938,936**	**$ 106,926,488**	**$ 122,555,798**	**$ 100,284,321**	**$ 85,585,093**	**$ 76,705,028**	**$ 75,750,635**
Financial Uses									
Salaries and Wages	$ 317,226,543	$ 331,387,322	$ 356,468,807	$ 13,298,722	$ 14,119,197	$ 14,073,102	$ -	$ -	$ -
Benefits	127,607,274	134,860,885	145,123,062	4,564,822	4,655,821	4,624,630	-	-	-
Other Training and Professional Dues	987,369	1,301,707	1,798,272	7,700	12,389	-	-	-	-
Utilities	23,126,852	22,524,058	24,647,091	281,184	331,187	303,340	-	-	-
Contractural Services	47,656,063	56,453,509	58,793,372	2,525,094	2,506,666	2,756,954	-	-	-
Materials & Supplies	5,311,878	5,848,488	7,275,012	3,707,141	5,309,776	6,338,405	-	-	-
Maintenance	5,228,638	6,133,430	7,351,475	50,617	41,451	45,450	-	-	-
Claims, Refunds Maintenance	3,561,862	8,049,005	3,403,800	125	-	5,000	-	-	-
Interdepartmental Service Charges	20,430,396	22,852,934	23,284,816	2,839,826	3,480,938	3,122,642	-	-	-
Transfers Out	53,188,994	65,855,173	39,496,041	46,117,190	46,375,873	45,670,057	60,959	-	
Capital Outlay	30,557,600	30,460,499	3,009,000	13,970,582	23,984,240	33,835,388	-	-	
Debt Service	-	-		4,861,315	3,736,142	2,477,707	72,091,249	78,050,324	79,278,350
Expenditure Recovery	53,822	7,032		-	-	-	-	-	
Total Financial Uses	**$ 634,937,291**	**$ 685,734,042**	**$ 670,650,748**	**$ 92,224,318**	**$ 104,553,680**	**$ 113,252,675**	**$ 72,152,208**	**$ 78,050,324**	**$ 79,278,350**
Decertifications	2,804,342	571,069	-	155,852	105,415	-	-	-	-
Change in Receivables	-	-	-	-	-	-	-	-	-
Beginning Balance	$ 32,851,044	$ 43,312,583	$ 43,801,554	$ 49,174,200	$ 64,032,222	$ 82,139,755	$ 22,106,635	$ 35,539,520	$ 34,194,224
Ending Balance	$ 43,312,583	$ 43,801,554	$ 46,089,742	$ 64,032,222	$ 82,139,755	$ 69,171,401	$ 35,539,520	$ 34,194,224	$ 30,666,509
Change in Balance	$ 10,461,539	$ 488,971	$ 2,288,188	$ 14,858,022	$ 18,107,533	$ (12,968,354)	$ 13,432,885	$ (1,345,296)	$ (3,527,715)
% Change	**31.8%**	**1.1%**	**5.2%**	**30.2%**	**28.3%**	**-15.8%**	**60.8%**	**-3.8%**	**-10.3%**

Proprietary Funds						Fiduciary Fund			Total		
Enterprise Funds			Internal Service Funds			Agency Fund			All Funds		
2018 Actual	2019 Unaudited	2020 Budget	2018 Actual	2019 Unaudited	2020 Budget	2018 Actual	2019 Unaudited	2020 Budget	2018 Actual	2019 Unaudited	2020 Budget
$ 712,830,366	$ 726,846,905	$ 723,865,980	$ 92,934,400	$ 100,574,683	$ 110,763,476	$ -	$ -	$ -	$ 842,419,255	$ 866,313,894	$ 871,078,674
307	23,966		-	-	-	-	-	-	11,259,305	11,039,488	10,916,757
3,219,343	2,507,910	2,424,047	-	-	-	-	-	-	3,840,261	3,420,448	2,840,713
809,822	896,974	882,021	-	-	-	-	-	-	20,578,833	21,461,432	21,435,610
20,894,774	21,694,216	21,398,036	31,711,297	35,606,569	36,713,648	3,232,746	3,024,323	3,800,653	87,620,342	103,329,520	90,361,932
-			-	-	-	-	-	-	-	-	-
-			-	-	-	-	-	-	4,657,483	4,854,028	4,842,728
-			-	-	-	-	-	-	760,248	816,964	822,000
-			-	-	-	-	-	-	4,641,052	4,698,948	4,333,333
-			-	-	-	-	-	-	9,186,950	9,416,043	9,715,231
-			-	-	-	1,650	1,650	2,000	13,503,079	15,141,253	18,671,000
$ -			$ -	$ -	$ -	$ 1,650	$ 1,650	$ 2,000	$ 32,748,812	$ 34,927,236	$ 38,384,292
$ -			$ -	$ -	$ -	$ -	$ -		$ 52,664,572	$ 57,579,823	$ 58,886,793
491,120	466,374	490,000	-	-	-	-	-		9,739,620	466,374	4,690,000
			-	-	-	-	-		25,007,191	26,072,779	26,288,527
3,200,000	2,530,620	3,082,361	770,000	518,002	796,562	-	-		61,169,891	62,746,620	39,699,583
			-	-	-	7,280,000	6,895,000	8,870,000	514,366,886	546,054,424	550,211,246
11,239,899	13,396,132	11,228,041	162,042	184,303	170,000	380,629	529,174	-	17,608,623	22,374,298	17,836,591
					-	-	-	-	19,700,829	18,939,819	17,005,000
			-	-	-	-	-	-	3,264,475	3,504,427	3,099,999
568,102	675,661	602,334	-	-	-	-	-	-	15,842,700	16,023,680	15,002,334
6,231,972	6,009,172	6,000,000	-	-	-	-	-	-	6,231,972	6,009,172	6,000,000
			-	-	-	-	-	-	6,972,234	7,006,596	6,300,000
(5,476,343)	(5,268,795)		-	-	-	-	-	-	(5,447,606)	(5,244,421)	25,000
$ 1,323,731	$ 1,416,038	$ 6,602,334	$ -	$ -	$ -	$ -	$ -	$ -	$ 46,564,604	$ 46,239,273	$ 47,432,333
-			-	-	-	-	-	-	-	-	-
-			-	-	-	-	-	-	-	-	-
$ 754,009,362	**$ 769,779,135**	**$ 769,972,820**	**$ 125,577,739**	**$ 136,883,557**	**$ 148,443,686**	**$ 10,895,025**	**$ 10,450,147**	**$ 12,672,653**	**$ 1,725,588,195**	**$ 1,802,025,609**	**$ 1,780,063,051**
$ 119,385,911	$ 122,778,115	$ 129,778,451	$ 6,530,080	$ 6,683,266	$ 6,891,492	$ 5,223,834	$ 5,081,684	$ 6,075,089	$ 461,665,090	$ 480,049,584	$ 513,286,941
44,897,214	46,418,354	51,442,425	2,633,308	2,749,566	3,037,732	1,769,185	1,835,517	2,331,563	181,471,803	190,520,143	206,559,412
800,248	1,176,996	1,269,842	20,473	21,589	42,200	33,819	19,718	48,500	1,849,609	2,532,399	3,158,814
42,232,438	41,823,728	46,608,632	6,762,689	8,025,178	9,928,685	188,253	176,741	200,410	72,591,416	72,880,892	81,688,158
59,624,680	67,010,472	70,717,591	8,364,925	8,920,391	9,159,310	1,617,016	1,172,663	1,649,000	119,787,778	136,063,701	143,076,227
168,616,069	159,387,220	171,055,734	11,552,913	13,490,891	14,339,900	337,090	219,717	689,900	189,525,091	184,256,092	199,698,951
38,803,046	42,056,152	45,351,902	2,879,321	2,104,807	3,267,640	241,857	148,084	260,000	47,203,479	50,483,924	56,276,467
12,794,745	13,446,328	14,147,491	87,874,469	90,639,077	103,104,502	541,890	606,698	599,230	104,773,091	112,741,108	121,260,023
33,307,985	35,400,137	39,345,603	159,314	165,274	165,525	703,893	633,902	695,351	57,441,414	62,533,185	66,613,937
2,423,241	1,748,202	645,000	-	-		-	-	-	101,790,384	113,979,248	85,811,098
89,140,524	78,414,118	83,509,500	464,696	214,408	1,750,000	-	5,199	45,000	134,133,402	133,078,464	122,148,888
157,961,718	154,188,871	156,932,924	-	-		-	-	-	234,914,282	235,975,337	238,688,981
-	(9,621)		-	-		-	-	-	53,822	(2,589)	-
$ 769,987,819	**$ 763,839,072**	**$ 810,805,095**	**$ 127,242,188**	**$ 133,014,447**	**$ 151,686,986**	**$ 10,656,837**	**$ 9,899,923**	**$ 12,594,043**	**$ 1,707,200,661**	**$ 1,775,091,488**	**$ 1,838,267,897**
									-	-	-
8,286,619	9,143,937	-	229,789	340,091	-	106,521	7,140	-	11,583,123	10,167,653	-
(6,446,067)	1,638,382	-	-	-	-	-	-	-	(6,446,067)	1,638,382	-
									-	-	-
$ 319,894,894	$ 318,649,123	$ 332,094,741	$ 23,677,951	$ 22,243,291	$ 26,452,492	$ 466,773	$ 811,482	$ 1,368,846	$ 448,171,497	$ 484,588,221	$ 520,051,613
$ 318,649,123	$ 332,094,741	$ 291,262,466	$ 22,243,291	$ 26,452,492	$ 23,209,192	$ 811,482	$ 1,368,846	$ 1,447,456	$ 484,588,221	$ 520,051,613	$ 461,846,767
$ (1,245,771)	$ 13,445,618	$ (40,832,275)	$ (1,434,660)	$ 4,209,201	$ (3,243,300)	$ 344,709	$ 557,364	$ 78,610	$ 36,416,724	$ 35,463,392	$ (58,204,846)
-0.4%	**4.2%**	**-12.3%**	**-6.1%**	**18.9%**	**-12.3%**	**73.8%**	**68.7%**	**5.7%**	**190.2%**	**117.5%**	**-39.7%**

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 97.62% current & delinquent collection of current levy for previous tax year

Fund	Unencumbered Balance, Jan. 1, 2020	General Property Tax	Local Government	Other Sources	Total
General Fund	$43,801,553.51	$38,829,039.00	$26,091,663.44	605,012,115.56	$713,734,371.51
Fire Pension	-	1,503,060.00	-	-	1,503,060.00
Police Pension	-	1,503,060.00	-	-	1,503,060.00
Total General Fund	43,801,553.51	41,835,159.00	26,091,663.44	$605,012,115.56	716,740,491.51
Restricted Income Tax	2,252,587.05			55,991,271.00	58,243,858.05
Schools Rec & Cult Activities	-			1,125,000.00	1,125,000.00
Rainy Day Fund	37,073,184.70			700,000.00	37,773,184.70
Street Construction, Mtc & Repair	13,053,815.76			27,368,504.00	40,422,319.76
Cleveland Stadium	29,760,170.68			15,099,546.00	44,859,716.68
Debt Service	34,194,224.72	21,794,364.00		53,956,271.00	109,944,859.72
Utilities Administration	573,466.62			7,746,751.00	8,320,217.62
Utilities Radio Communications	1,271,782.01			2,874,812.00	4,146,594.01
Utilities Fiscal Control	479,380.21			8,117,592.00	8,596,972.21
Water	199,250,510.72			319,934,500.00	519,185,010.72
Water Pollution Control	23,486,603.39			29,846,523.00	53,333,126.39
Cleveland Public Power	26,495,863.28			216,147,522.00	242,643,385.28
Airport Operations	80,368,172.14			170,119,271.00	250,487,443.14
Cemetery	1,321.31			1,802,941.00	1,804,262.31
Golf	1,119.77			1,418,917.00	1,420,036.77
Parking Facilities	940,188.40			10,457,734.00	11,397,922.40
Public Auditorium	1,120.03			3,021,070.00	3,022,190.03
West Side Market	496,995.47			1,360,000.00	1,856,995.47
Sinking Fund General Oper	1,076.58			846,562.00	847,638.58
Telephone Exchange	795,236.63			11,174,288.00	11,969,524.63
Health Self Insurance Fund	17,505,369.33			91,711,531.00	109,216,900.33
Prescription Self Insurance Fund	2,705,983.95			18,468,559.00	21,174,542.95
Motor Vehicle Maintenance	4,029,004.43			19,858,034.00	23,887,038.43
Printing	76,949.88			2,910,772.00	2,987,721.88
Storeroom	67,087.65			599,128.00	666,215.65
Central Collection Agency	1,368,847.34			12,672,653.00	14,041,500.34
Total	$ 520,051,615.56	$ 63,629,523.00	$ 26,091,663.44	$ 1,690,341,867.56	$ 2,300,114,669.56

Transfers	
General Fund To:	
Stadium Fund	$ 10,516,213.00
Streets Fund	7,673,904.00
Other Subfunds	6,080,000.00
Debt Service Fund	10,221,563.00
Schools Fund	1,125,000.00
Sinking Fund	797,000.00
Cemetery Fund	296,098.00
Golf Fund	854,509.00
Public Auditorium Fund	1,931,754.00
Capital Projects	3,000,000.00
	$ 42,496,041.00

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 increased the number of Senior Walks in 2019 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 heath-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

- Implemented full on-line 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.

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 though 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.

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.

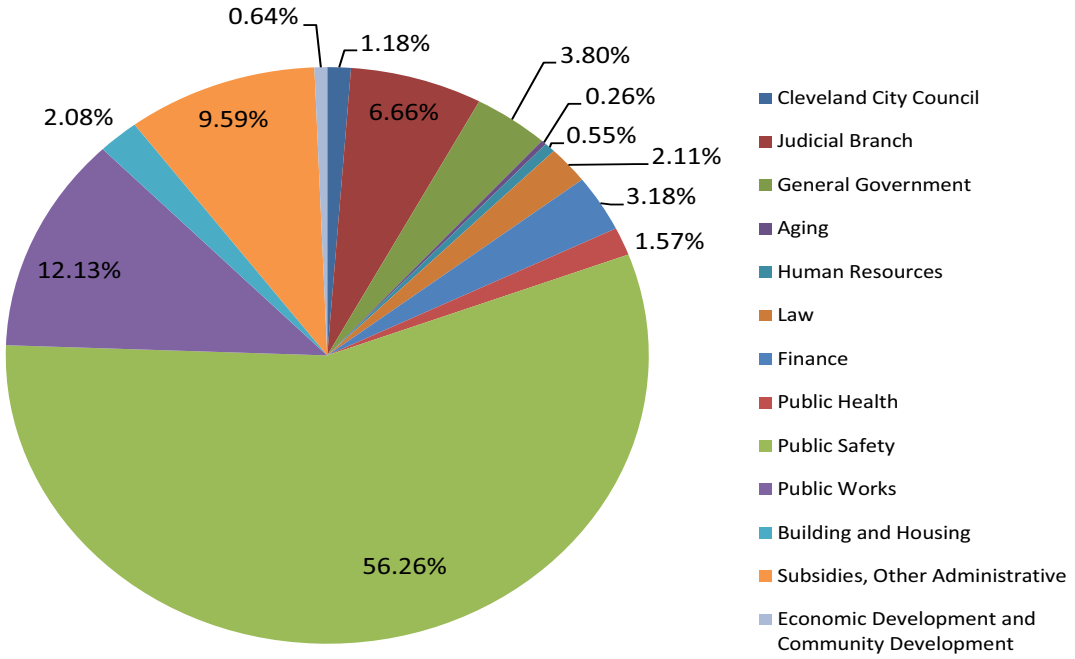
General Fund

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 2020 General Fund budget is comprised of $670.6 million in expenditures. The 2020 proposed revenues are estimated at $672.9 million.

PRELIMINARY 2020 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 (56%) 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 7% is devoted to support functions such as financial, legal and Human Resources. Others include 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 2019, the actual number 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.

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget	$ Change	% Change
LEGISLATIVE BRANCH						
COUNCIL	$ **7,164,956**	$ **7,342,890**	$ **7,049,780**	$ **7,904,984**	$ 855,204	**12**%
JUDICIAL BRANCH						
Municipal Court	$ 21,865,531	$ 21,977,263	$ 22,532,563	$ 26,020,801	$ 3,488,238	15%
Clerk of Courts	11,188,379	11,528,058	11,705,770	13,521,753	1,815,983	16%
Housing Court	4,085,786	4,380,881	4,496,048	5,106,142	610,094	14%
TOTAL JUDICIAL BRANCH	$ **37,139,696**	$ **37,886,202**	$ **38,734,381**	$ **44,648,696**	$ **5,914,315**	**15**%
EXECUTIVE BRANCH						
GENERAL GOVERNMENT						
Office of the Mayor	$ 2,802,599	$ 2,344,421	$ 2,156,639	$ 2,960,904	$ 804,265	37%
Office of Capital Projects	4,930,757	5,664,387	6,070,778	6,970,241	899,463	15%
Office of Quality Control & Performance Management	640,469	962,431	800,389	1,218,555	418,166	52%
Landmarks Commission	148,765	194,377	203,324	218,635	15,311	8%
Building Standards and Appeals	126,080	122,646	148,228	158,991	10,763	7%
Zoning Appeals	243,433	239,559	223,231	236,212	12,981	6%
Civil Service Commission	1,006,537	998,962	1,487,982	1,470,734	(17,248)	-1%
Community Relations Board	2,600,416	3,090,875	1,527,654	2,241,472	713,818	47%
City Planning Commission	1,561,703	1,823,917	1,674,702	2,372,913	698,211	42%
Boxing & Wrestling Commission	17,874	17,428	17,436	28,887	11,451	66%
Office of Sustainability	615,396	952,409	867,013	1,236,037	369,024	43%
Office of Equal Opportunity	651,948	772,302	652,203	937,384	285,181	44%
Office of Intervention, Prevention and Opportunity	—	—	—	4,543,490	4,543,490	%
Office of Budget & Management	688,999	749,357	728,628	880,590	151,962	21%
TOTAL GENERAL GOVERNMENT	$ **16,034,976**	$ **17,933,071**	$ **16,558,207**	$ **25,475,045**	$ **8,916,838**	**54**%
DEPARTMENT OF AGING	$ **964,770**	$ **1,271,528**	$ **1,421,945**	$ **1,773,190**	$ **351,245**	**25**%
DEPARTMENT OF HUMAN RESOURCES	$ **2,211,167**	$ **2,690,916**	$ **2,976,909**	$ **3,680,397**	$ **703,488**	**24**%
DEPARTMENT OF LAW	$ **14,689,736**	$ **13,091,573**	$ **18,052,585**	$ **14,173,149**	$ **(3,879,436)**	**-21**%
DEPARTMENT OF FINANCE						
Director's Office	$ 1,060,360	$ 1,241,865	$ 4,455,444	$ 1,558,320	$ (2,897,124)	-65%
Accounts	1,866,646	2,097,409	2,132,854	2,216,682	83,828	4%
Assessments & Licenses	3,473,842	3,528,322	3,804,503	5,621,732	1,817,229	48%

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget	$ Change	% Change
Treasury	732,959	795,364	767,593	925,789	158,196	21%
Purchases & Supplies	558,183	672,264	662,813	802,767	139,954	21%
Bureau of Internal Audit	756,750	892,173	832,915	1,489,870	656,955	79%
Financial Reporting & Control	1,166,044	1,172,005	1,181,103	1,680,921	499,818	42%
Information Technology Services	5,438,550	5,963,192	5,815,441	7,030,473	1,215,032	21%
TOTAL FINANCE	**$ 15,053,334**	**$ 16,362,594**	**$ 19,652,666**	**$ 21,326,554**	**$ 1,673,888**	**9%**
DEPARTMENT OF PUBLIC HEALTH						
Director's Office	$ 1,120,676	$ 1,483,374	$ 1,511,070	$ 2,018,871	$ 507,801	34%
Health	3,753,491	3,805,498	4,727,773	5,196,900	469,127	10%
Environment	1,519,152	1,743,584	1,850,820	2,249,473	398,653	22%
Air Quality	453,609	699,654	807,261	1,041,242	233,981	29%
TOTAL PUBLIC HEALTH	**$ 6,846,928**	**$ 7,732,110**	**$ 8,896,924**	**$ 10,506,486**	**$ 1,609,562**	**18%**
DEPARTMENT OF PUBLIC SAFETY						
Director's Office	$ 6,346,486	$ 5,797,937	$ 5,884,768	$ 6,748,295	$ 863,527	15%
Police	185,046,132	196,792,135	206,566,803	217,908,375	11,341,572	5%
Fire	87,882,665	88,872,519	99,613,125	96,588,773	(3,024,352)	-3%
Emergency Medical Service	25,802,944	27,269,202	28,520,290	37,730,532	9,210,242	32%
Animal Care and Control	1,783,238	2,192,035	2,850,934	3,160,671	309,737	11%
Correction	17,080,814	7,825,838	5,199,792	8,374,574	3,174,782	61%
Office of Professional Standards	1,180,348	1,916,786	1,436,960	1,421,043	(15,917)	-1%
Police Review Board	91,904	142,734	156,450	175,422	18,972	12%
Community Police Commission	287,222	337,817	393,198	739,000	345,802	88%
Police Inspector General	500	—	44,837	286,104	241,267	%
Department of Justice	2,595,457	3,445,754	3,130,455	4,155,753	1,025,298	33%
TOTAL PUBLIC SAFETY	**$ 328,097,710**	**$ 334,592,757**	**$ 353,797,612**	**$ 377,288,542**	**$ 23,490,930**	**7%**
DEPARTMENT OF PUBLIC WORKS						
Division of Public Works Administration	$ 2,834,075	$ 3,226,930	$ 3,199,920	$ 3,400,495	$ 200,575	6%
Recreation	12,514,422	14,359,500	14,825,358	15,352,030	526,672	4%
Parking Facilities	1,056,881	1,067,036	1,198,216	1,263,091	64,875	5%
Property Management	7,425,607	7,806,356	8,265,000	8,443,015	178,015	2%
Parks Maintenance & Properties	15,330,268	16,062,494	17,158,001	17,134,475	(23,526)	0%
Division of Waste Disposal	26,853,537	28,271,597	30,441,838	31,804,962	1,363,124	4%
Division of Traffic Engineering	3,557,158	3,853,632	3,836,841	3,934,048	97,207	3%
TOTAL PUBLIC WORKS	**$ 69,571,948**	**$ 74,647,545**	**$ 78,925,174**	**$ 81,332,116**	**$ 2,406,942**	**3%**

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget	$ Change	% Change
COMMUNITY DEVELOPMENT DIRECTOR'S OFFICE	$ **283,689**	$ **294,455**	$ **1,843,457**	$ **2,207,845**	$ **364,388**	**20%**
DEPARTMENT OF BUILDING & HOUSING						
Director's Office	$ 2,391,431	$ 2,492,660	$ 2,929,492	$ 3,270,847	$ 341,355	12%
Code Enforcement	6,684,041	7,259,986	8,090,294	8,891,212	800,918	10%
Construction Permit	1,489,748	1,507,748	1,465,629	1,797,453	331,824	23%
TOTAL BUILDING & HOUSING	$ **10,565,220**	$ **11,260,394**	$ **12,485,415**	$ **13,959,512**	$ **1,474,097**	**12%**
ECONOMIC DEVELOPMENT	$ **1,575,867**	$ **1,532,272**	$ **1,697,359**	$ **2,083,223**	$ **385,864**	**23%**
NON-DEPARTMENTAL						
County Auditor Deductions	$ 953,301	$ 2,304,828	$ 942,944	$ 1,850,000	$ 907,056	96%
Subsidies to Other Funds	64,671,345	83,714,084	96,305,173	42,496,041	(53,809,132)	-56%
Other Administrative	20,019,202	22,280,070	26,393,512	19,944,968	(6,448,544)	-24%
TOTAL NON-DEPARTMENTAL	$ **85,643,848**	$ **108,298,982**	$ **123,641,629**	$ **64,291,009**	$ **(59,350,620)**	**-48%**
TOTAL EXECUTIVE BRANCH	$ **551,539,193**	$ **589,708,197**	$ **639,949,882**	$ **618,097,068**	$ **(21,852,814)**	**-3%**
TOTAL GENERAL FUND	$ **595,843,845**	$ **634,937,289**	$ **685,734,043**	$ **670,650,748**	$ **(15,083,295)**	**-2%**

	2017 Actual	2018 Actual	2019 Actual	2020 Budget	HC Change	% Change
LEGISLATIVE BRANCH						
COUNCIL	**60**	**59**	**59**	**61**	**2**	**3%**
JUDICIAL BRANCH						
Municipal Court	228	233	231	261	30	13%
Clerk of Courts	150	145	143	155	12	8%
Housing Court	45	47	43	51	8	19%
TOTAL JUDICIAL BRANCH	**423**	**425**	**417**	**467**	**50**	**12%**
EXECUTIVE BRANCH						
GENERAL GOVERNMENT						
Office of the Mayor	24	18	19	28	9	47%
Office of Capital Projects	53	57	60	67	7	12%
Office of Quality Control and Performance Mgmt	10	9	11	12	1	%
Landmarks Commission	2	2	2	2	—	%
Building Standards and Appeals	1	1	1	1	—	%
Zoning Appeals	2	2	2	2	—	%
Civil Service Commission	6	6	6	9	3	50%
Community Relations Board	14	19	21	24	3	14%
City Planning Commission	17	18	20	23	3	15%
Office of Sustainability	7	8	9	9	—	%
Office of Equal Opportunity	8	7	7	9	2	29%
Office of Intervention, Prevention & Opportunity	—	—	—	19	19	%
Office of Budget & Management	8	8	7	9	2	29%
TOTAL GENERAL GOVERNMENT	**152**	**155**	**165**	**214**	**49**	**30%**
DEPARTMENT OF AGING	**12**	**14**	**15**	**20**	5	33%
DEPARTMENT OF HUMAN RESOURCES	**15**	**16**	**14**	**22**	8	57%
DEPARTMENT OF LAW	**75**	**76**	**77**	**88**	11	14%
DEPARTMENT OF FINANCE						
Director's Office	7	7	8	10	2	25%
Accounts	17	16	16	17	1	6%
Assessments & Licenses	33	38	46	54	8	17%
Treasury	7	7	6	8	2	33%
Purchases & Supplies	7	9	8	10	2	25%

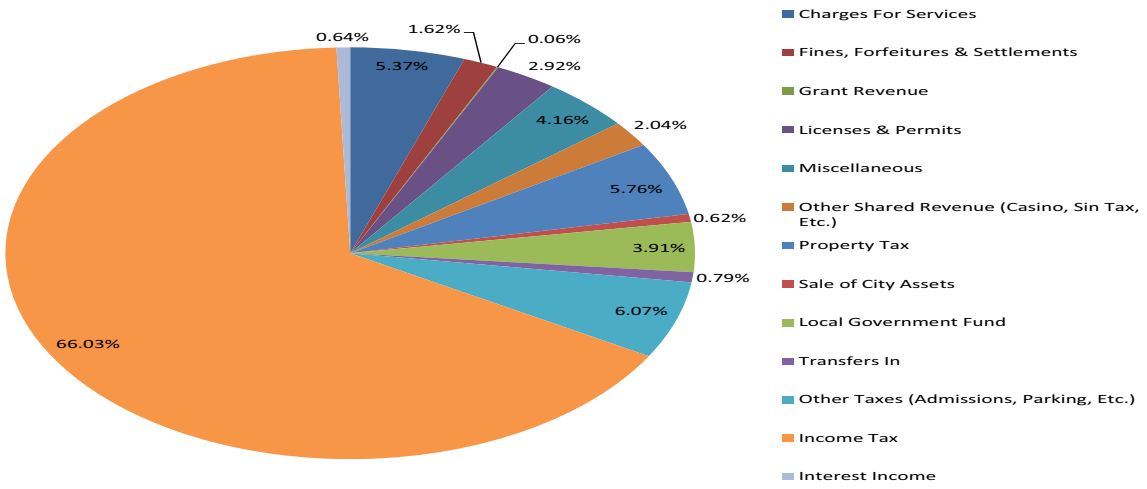
	2017 Actual	2018 Actual	2019 Actual	2020 Budget	HC Change	% Change
Bureau of Internal Audit	6	6	7	9	2	29%
Financial Reporting & Control	12	12	11	14	3	27%
Information Technology Services	27	27	31	35	4	13%
TOTAL FINANCE	**116**	**122**	**133**	**157**	**24**	**18%**
DEPARTMENT OF PUBLIC HEALTH						
Director's Office	8	12	12	13	1	8%
Health	30	32	32	37	5	16%
Environment	17	19	19	23	4	21%
Air Quality	3	6	6	8	2	33%
TOTAL PUBLIC HEALTH	**58**	**69**	**69**	**81**	**12**	**17%**
DEPARTMENT OF PUBLIC SAFETY						
Director's Office	36	35	40	42	2	5%
Police-Uniform	1,428	1,456	1,550	1,610	60	4%
Civilian	198	212	214	271	57	27%
Fire-Uniform	734	718	738	761	23	3%
Civilian	12	12	13	13	—	%
Emergency Medical Service	262	300	286	332	46	16%
Animal Care and Control	19	23	32	36	4	13%
Correction	105	1	1	1	—	%
Office of Professional Standards	8	11	14	15	1	7%
Police Review Board	1	1	1	1	—	%
Community Police Commission	5	1	5	5	—	%
Police Inspector General	—	—	1	3	2	%
Department of Justice-Uniform	1	4	5	5	—	%
Civilian	3	5	6	7	1	%
TOTAL PUBLIC SAFETY	**2,812**	**2,779**	**2,906**	**3,102**	**196**	**7%**
DEPARTMENT OF PUBLIC WORKS						
Division of Public Works Administration	31	36	32	38	6	19%
Recreation	108	129	121	139	18	15%
Parking Facilities	16	21	16	21	5	31%
Property Management	70	71	69	74	5	7%
Parks Maintenance & Properties	103	108	107	114	7	7%
Division of Waste Disposal	187	183	201	237	36	18%
Division of Traffic Engineering	31	33	31	33	2	6%
TOTAL PUBLIC WORKS	**546**	**581**	**577**	**656**	**79**	**14%**

	2017 Actual	2018 Actual	2019 Actual	2020 Budget	HC Change	% Change
COMMUNITY DEVELOPMENT DIRECTOR'S OFFICE	**4**	**4**	**4**	**9**	**5**	**125%**
DEPARTMENT OF BUILDING & HOUSING						
Director's Office	23	24	23	32	9	39%
Code Enforcement	90	99	108	116	8	7%
Construction Permit	19	18	18	21	3	17%
TOTAL BUILDING & HOUSING	**132**	**141**	**149**	**169**	**20**	**13%**
ECONOMIC DEVELOPMENT	**15**	**18**	**18**	**22**	**4**	**22%**
TOTAL EXECUTIVE BRANCH	**3,937**	**3,975**	**4,127**	**4,540**	**413**	**10%**
TOTAL GENERAL FUND	**4,420**	**4,459**	**4,603**	**5,068**	**465**	**10%**

PRELIMINARY 2020 SOURCES OF REVENUE

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 Other Taxes that include admissions tax, parking tax, motor vehicle license tax and hotel tax.



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.

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 te 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 tax is assessed at 122.43 mills 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: 58.09%

Cleveland: 12.98%

County, Metro Parks, Tri- C & Port Authority: 21.00**%**

Library: 7.93%

- **Residential:**

Schools: 55.01%

Cleveland: 14.16%

County, Metro Parks, Tri- C & Port Authority: 22.18%

Library: 8.65%

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

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

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

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

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

Other Revenue Terms:

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

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

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

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget	$ Change	% Change
CHARGES FOR SERVICES	$ 36,675,357	$ 36,370,035	$ 38,600,845	$ 36,164,218	$ (2,436,627)	-6%
FINES, FORFEITURES & SETTLEMENTS	$ 11,259,363	$ 11,258,998	$ 11,015,522	$ 10,916,757	$ (98,765)	-1%
GRANT REVENUE	$ 1,064,594	$ 620,918	$ 912,538	$ 416,666	$ (495,872)	-54%
LICENSES & PERMITS	$ 17,290,937	$ 18,908,644	$ 19,518,635	$ 19,658,389	$ 139,754	1%
MISCELLANEOUS	$ 35,113,988	$ 31,135,161	$ 42,382,264	$ 28,016,825	$ (14,365,439)	-34%
OTHER SHARED REVENUE						
Property Tax-State Subsidy	$ 3,088,174	$ 3,062,213	$ 3,191,438	$ 3,185,894	$ (5,544)	0%
Cigarette & Liquor Tax	828,973	760,248	816,964	822,000	5,036	1%
Estate Tax	4,432	5,535	12,779	—	(12,779)	-100%
Casino	8,963,976	9,186,950	9,416,043	9,715,231	299,188	3%
Other	14,606	5,039	3,360	5,000	1,640	49%
	$ **12,900,162**	$ **13,019,984**	$ **13,440,585**	$ **13,728,125**	$ 287,540	2%
PROPERTY TAX	$ 33,842,251	$ 34,627,861	$ 37,905,311	$ 38,749,265	$ 843,954	2%
SALE OF CITY ASSETS	$ 5,249,498	$ 9,248,500	$ —	$ 4,200,000	$ 4,200,000	%
STATE AND LOCAL GOVERNMENT FUND	$ 24,373,866	$ 25,007,191	$ 26,072,779	$ 26,288,527	$ 215,748	1%
TRANSFERS IN	$ —	$ —	$ 3,731,113	$ 5,340,000	$ 1,608,887	%
INCOME TAX	$ 389,045,794	$ 413,157,521	$ 441,753,856	$ 444,330,167	$ 2,576,311	1%
INVESTMENT INCOME	$ 1,657,928	$ 3,998,801	$ 5,495,262	$ 4,300,000	$ (1,195,262)	-22%
OTHER TAXES						
Admission Tax	$ 19,352,021	$ 19,701,829	$ 18,939,818	$ 17,005,000	$ (1,934,818)	-10%
Motor Vehicle License Tax	3,163,992	3,264,475	3,504,426	3,099,999	(404,427)	-12%
Parking Tax	15,021,125	15,274,599	15,348,019	14,400,000	(948,019)	-6%
Electric Excise Tax	2,980,097	—	—	—	—	%
Hotel Tax	6,223,793	6,972,234	7,006,596	6,300,000	(706,596)	-10%
Other	29,036	27,737	24,374	25,000	626	3%
	$ **46,770,065**	$ **45,240,873**	$ **44,823,233**	$ **40,829,999**	$ **(3,993,234)**	**-9%**
TOTAL RECEIPTS	$ **615,243,803**	$ **642,594,487**	$ **685,651,943**	$ **672,938,938**	$ **(12,713,005)**	**-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:

- 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

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 2,314,033	$ 2,456,219	$ 2,398,482	$ 2,481,099
Seasonal	(12,787)	(6,929)	1,640	—
Elected Officials	1,372,267	1,446,224	1,426,608	1,427,307
Part-Time Permanent	122,010	121,028	113,521	109,952
Longevity	13,625	14,600	15,550	19,700
Vacation Conversion	49,640	—	42,194	—
Separation Payments	35,907	16,293	11,776	60,000
Bonus Incentive	—	22,500	—	—
	$ 3,894,694	**$ 4,069,934**	**$ 4,009,770**	**$ 4,098,058**
Benefits				
Hospitalization	$ 566,653	$ 599,120	$ 631,991	$ 651,114
Prescription	103,921	101,392	106,789	130,246
Dental	27,907	29,672	29,299	35,090
Vision Care	3,211	3,266	3,223	3,944
Public Employees Retire System	532,066	562,816	553,319	569,202
Fica-Medicare	53,779	56,160	55,018	54,976
Workers' Compensation	91,562	39,154	41,017	43,724
Life Insurance	2,043	1,961	1,953	3,177
Unemployment Compensation	—	49,179	263	25,796
	$ 1,381,141	**$ 1,442,719**	**$ 1,422,872**	**$ 1,517,269**
Other Training & Professional Dues				
Travel	$ 48,496	$ 49,585	$ 39,728	$ 57,517
Tuition & Registration Fees	25,510	16,393	10,735	36,179
Training	930	—	—	—
Professional Dues & Subscript	4,478	3,206	1,975	9,467
	$ 79,415	**$ 69,184**	**$ 52,437**	**$ 103,163**
Utilities				
Steam	$ 37,638	$ 38,663	$ 37,459	$ 38,582
	$ 37,638	**$ 38,663**	**$ 37,459**	**$ 38,582**
Contractual Services				
Professional Services	$ 567,673	$ 609,813	$ 929,883	$ 843,986
Expense Account Reimbursement	124,312	129,804	112,337	244,800
Advertising And Public Notice	638,000	617,990	74,438	562,650
Parking In City Facilities	40,264	43,148	45,336	41,140
Insurance And Official Bonds	—	—	—	100
	$ 1,370,250	**$ 1,400,754**	**$ 1,161,993**	**$ 1,692,676**

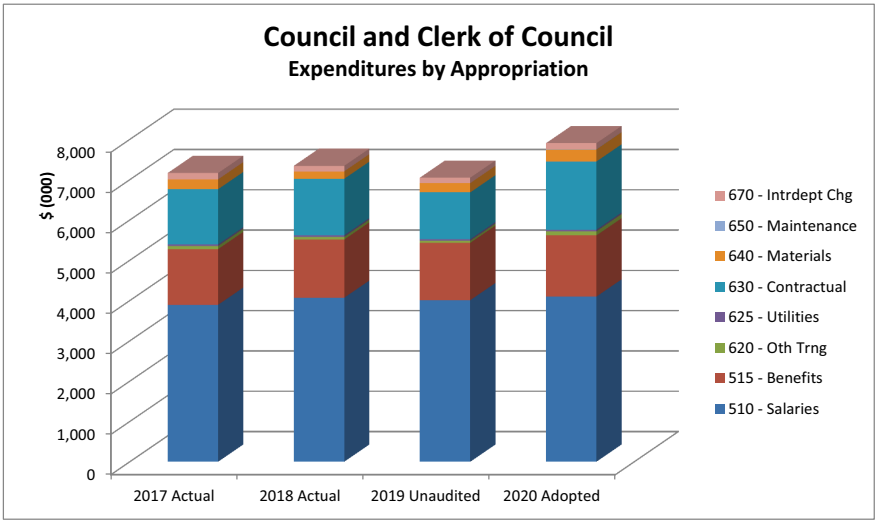
COUNCIL AND CLERK OF COUNCIL

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Materials & Supplies				
Office Supplies	$ 15,313	$ 12,335	$ 11,402	$ 13,400
Postage	200,225	150,248	200,000	259,403
Food	19,785	15,005	11,617	20,000
Just In Time Office Supplies	8,992	7,205	7,067	7,500
	$ 244,314	**$ 184,792**	**$ 230,086**	**$ 300,303**
Maintenance				
Maintenance Office Equipment	$ —	$ —	$ —	$ 5,000
	$ —	**$ —**	**$ —**	**$ 5,000**
Interdepart Service Charges				
Charges From Telephone Exch	$ 58,372	$ 65,654	$ 68,254	$ 60,519
Charges From Print & Repro	46,673	41,827	36,718	52,340
Charges From Central Storeroom	52,460	29,361	30,191	37,074
	$ 157,505	**$ 136,843**	**$ 135,163**	**$ 149,933**
	$ 7,164,956	**$ 7,342,890**	**$ 7,049,780**	**$ 7,904,984**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Miscellaneous	$ 897	$ 55,232	$ 57,304	$ 700
	$ 897	**$ 55,232**	**$ 57,304**	**$ 700**



COUNCIL AND CLERK OF COUNCIL

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Clerk of Council	42,865.60	112,294.22
1	1	1	Council President	93,370.74	93,370.74
16	16	16	Councilmember	83,370.75	83,370.75
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			
			ADMINISTRATIVE SUPPORT		
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			
			PROFESSIONALS		
1	1	1	Chief City Archivist	21,851.06	83,886.55
1	1	1	Chief Legislative Secretary	21,851.06	83,886.55
1	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	5	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	2	2	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
22	20	22			
			NON EEO REPORTING		
1	1	1	Executive Assistant-Admin/Council	24,974.46	83,886.55
1	1	1			
61	59	61	**TOTAL FULL TIME**		

COUNCIL AND CLERK OF COUNCIL

COMPARISON OF STAFFING LEVEL

No. of Employees				Salary Schedule	
Budget 2019	December 2019	Budget 2020	Position	Minimum	Maximum
			PART TIME		
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**		
63	**61**	**63**	**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

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 1,759,638	$ 1,449,717	$ 1,350,140	$ 1,925,028
Elected Officials	140,889	147,621	146,580	146,580
Part-Time Permanent	66,476	40,717	24,724	32,002
Longevity	5,200	4,500	3,550	5,075
Vacation Conversion	30,819	—	32,702	—
Separation Payments	72,078	88,445	11,708	20,000
Bonus Incentive	—	12,000	—	—
Overtime	—	—	2,299	—
	$ 2,075,100	**$ 1,742,999**	**$ 1,571,704**	**$ 2,128,685**
Benefits				
Hospitalization	$ 237,512	$ 192,488	$ 201,301	$ 300,051
Prescription	42,779	29,439	34,881	62,530
Dental	10,381	8,554	8,075	16,234
Vision Care	1,331	1,137	1,037	1,844
Public Employees Retire System	275,389	233,546	213,765	298,194
Fica-Medicare	29,474	24,770	22,287	30,423
Workers' Compensation	44,199	16,793	17,101	17,015
Life Insurance	818	669	596	1,362
Unemployment Compensation	—	6,006	—	1,300
	$ 641,883	**$ 513,401**	**$ 499,043**	**$ 728,953**
Other Training & Professional Dues				
Travel	$ 8,791	$ 6,992	$ 20,268	$ 15,000
Tuition & Registration Fees	3,523	1,400	2,550	4,000
Mileage (Priv Auto) Trng Prps	—	314	371	—
Professional Dues & Subscript	5,667	5,132	5,236	5,700
	$ 17,981	**$ 13,838**	**$ 28,425**	**$ 24,700**
Contractual Services				
Professional Services	$ 22	$ 55	$ 132	$ 2,656
Mileage (Private Auto)	—	—	—	500
Security Services	—	—	—	600
Expense Account Reimbursement	—	141	—	500
Insurance And Official Bonds	—	250	—	250
Other Contractual	15	330	—	—
Refunds & Miscellaneous	198	366	334	—
	$ 235	**$ 1,142**	**$ 466**	**$ 4,506**

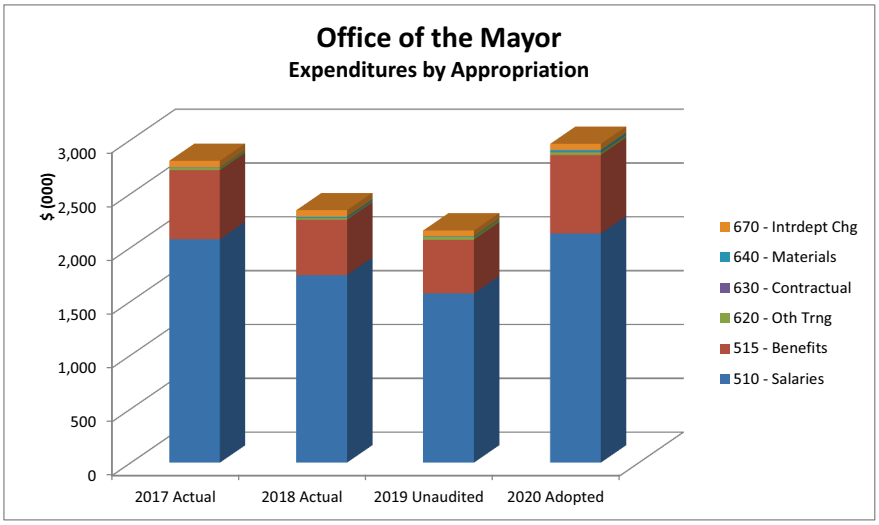
OFFICE OF THE MAYOR

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Materials & Supplies				
Computer Supplies	$ —	$ 2,344	$ 1,720	$ 1,500
Food	400	1,000	—	1,000
Arts & Crafts Supplies	—	4,080	—	—
Special Events Supplies	—	—	—	6,750
Just In Time Office Supplies	4,704	5,757	3,561	7,000
	$ 5,104	**$ 13,181**	**$ 5,281**	**$ 16,250**
Interdepart Service Charges				
Charges From Telephone Exch	$ 31,759	$ 35,983	$ 27,917	$ 24,753
Charges From Print & Repro	25,124	18,895	19,233	27,416
Charges From Central Storeroom	4,925	4,303	3,913	4,805
Charges From M.V.M.	488	678	657	836
	$ 62,296	**$ 59,860**	**$ 51,720**	**$ 57,810**
	$ 2,802,600	**$ 2,344,421**	**$ 2,156,639**	**$ 2,960,904**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Miscellaneous	$ 192	$ 24,401	$ 37,825	$ —
	$ 192	**$ 24,401**	**$ 37,825**	**$ —**



OFFICE OF THE MAYOR

COMPARISON OF STAFFING LEVEL

No. of Employees				Salary Schedule	
Budget 2019	December 2019	Budget 2020	Position	Minimum	Maximum
			ADMINISTRATORS & OFFICIALS		
7	5	6	Executive Assistant to the Mayor	50,795.81	191,316.74
1	1	1	Mayor	146,580.46	146,580.46
1	0	1	Secretary to the Mayor	50,795.78	192,654.41
20	12	18	Special Assistant to the Mayor	20,800.00	118,362.30
29	18	26			
			PROFESSIONALS		
1	0	1	Administrative Officer	20,800.00	58,499.94
1	1	1	Assistant Administrator	20,800.00	73,868.59
2	1	2			
31	19	28	**TOTAL FULLTIME**		
			PART TIME		
2	1	1	Special Assistant to the Mayor	20,800.00	118,362.30
2	1	1	**TOTAL PART TIME**		
33	**20**	**29**	**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

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 3,102,588	$ 3,675,617	$ 3,910,805	$ 4,380,852
Military Leave	—	—	633	—
Part-Time Permanent	64,035	67,076	62,452	78,766
Longevity	18,450	17,850	16,350	17,850
Vacation Conversion	6,109	—	8,759	—
Separation Payments	14,114	33,478	12,308	50,000
Bonus Incentive	4,500	16,500	8,000	—
Overtime	7,786	6,893	7,185	10,000
	$ 3,217,581	**$ 3,817,414**	**$ 4,026,491**	**$ 4,537,468**
Benefits				
Hospitalization	$ 587,476	$ 651,354	$ 694,172	$ 745,721
Prescription	116,562	95,790	115,998	135,465
Dental	28,644	32,219	32,307	42,531
Vision Care	2,958	3,282	3,275	4,398
Public Employees Retire System	441,712	523,084	556,997	649,768
Fica-Medicare	43,600	52,024	54,867	68,389
Workers' Compensation	77,552	43,616	76,255	92,737
Life Insurance	1,649	1,821	1,961	3,470
Unemployment Compensation	4,890	6,997	2,039	5,000
Clothing Allowance	5,540	6,340	6,770	6,800
Clothing Maintenance	1,800	2,100	2,400	2,550
	$ 1,312,383	**$ 1,418,627**	**$ 1,547,041**	**$ 1,756,829**
Other Training & Professional Dues				
Travel	$ 4,966	$ 6,857	$ 10,532	$ 6,500
Tuition & Registration Fees	6,291	8,029	6,420	8,000
Training	—	—	1,164	5,000
Mileage (Priv Auto) Trng Prps	—	304	—	—
Professional Dues & Subscript	10,919	9,300	10,394	11,940
	$ 22,175	**$ 24,491**	**$ 28,511**	**$ 31,440**

OFFICE OF CAPITAL PROJECTS

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Contractual Services				
Professional Services	$ 127,286	$ 147,397	$ 135,164	$ 172,100
Mileage (Private Auto)	12,100	26,755	42,320	26,900
Advertising And Public Notice	125	—	—	1,500
Appraisal Fees	3,500	10,118	2,750	6,000
Parking In City Facilities	11,581	15,984	19,628	14,000
Taxes	100,389	62,878	122,991	215,127
Equipment Rental	—	—	—	1,000
Other Contractual	413	513	518	500
	$ 255,394	**$ 263,645**	**$ 323,370**	**$ 437,127**
Materials & Supplies				
Office Supplies	$ 250	$ 19	$ 233	$ 2,800
Computer Supplies	—	—	760	1,000
Computer Hardware	4,146	3,330	—	1,000
Computer Software	5,700	5,871	—	1,000
Small Equipment	—	3,124	1,000	3,000
Other Supplies	—	—	—	500
Bridge Maintenance Supplies	—	—	—	5,000
Safety Equipment	—	2,799	510	5,000
Just In Time Office Supplies	6,747	5,151	7,792	9,300
	$ 16,844	**$ 20,294**	**$ 10,295**	**$ 28,600**
Maintenance				
Maintenance Office Equipment	$ —	$ —	$ 776	$ 1,000
Maintenance Contracts	—	—	—	20,000
Computer Software Maintenance	30,582	31,177	37,008	43,000
Car Washes	—	300	—	—
	$ 30,582	**$ 31,477**	**$ 37,784**	**$ 64,000**
Interdepart Service Charges				
Charges From Telephone Exch	$ 13,550	$ 34,886	$ 38,937	$ 34,524
Charges From Radio Comm System	2,201	1,613	1,914	1,689
Charges From Print & Repro	37,511	29,414	35,576	50,713
Charges From Central Storeroom	933	831	1,348	1,656
Charges From M.V.M.	21,604	16,165	19,510	17,195
	$ 75,799	**$ 82,907**	**$ 97,286**	**$ 105,777**

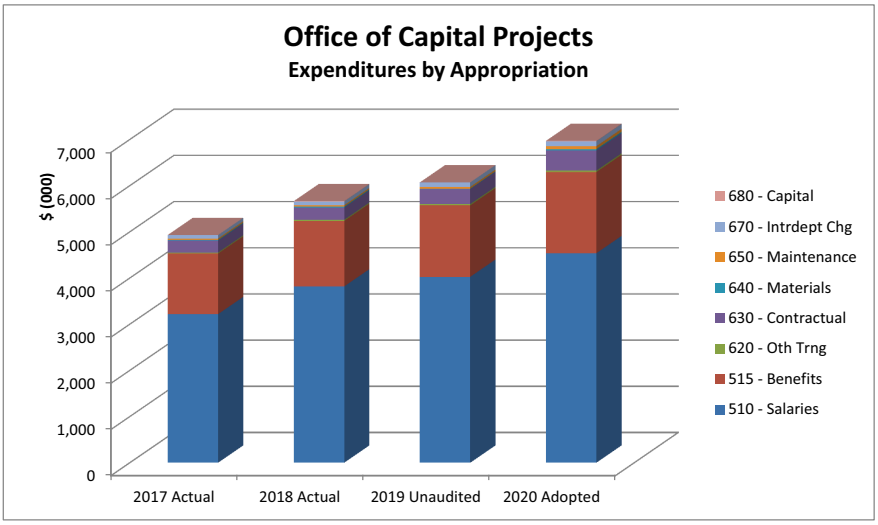
OFFICE OF CAPITAL PROJECTS

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Capital Outlay				
Computer Software	$ —	$ —	$ —	$ 5,000
Furniture	—	5,533	—	2,000
Computer Hardware	—	—	—	2,000
	$ —	**$ 5,533**	**$ —**	**$ 9,000**
	$ 4,930,758	**$ 5,664,387**	**$ 6,070,778**	**$ 6,970,241**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Charges For Services	$ 18,931	$ 15,259	$ 17,220	$ —
Fines, Forfeitures & Settlements	—	—	10,938	—
Licenses & Permits	69,420	52,425	59,625	47,000
Miscellaneous	202,905	487,051	92,854	950,000
	$ 291,256	**$ 554,734**	**$ 180,637**	**$ 997,000**



OFFICE OF CAPITAL PROJECTS

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	December 2019	Budget 2020	Position	Salary Schedule Minimum	Maximum
			ADMINISTRATORS & OFFICIALS		
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	1	1	Manager of Parks Rec Research & Pl	22,333.40	84,999.82
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			
			ADMINISTRATIVE SUPPORT		
2	2	3	Administrative Officer	20,800.00	58,499.94
1	1	1	Junior Personnel Assistant	20,800.00	43,469.45
2	3	3	Principal Clerk	14.88	21.97
5	6	7			
			PROFESSIONALS		
2	3	3	Chief Architect	23,647.11	112,409.91
2	1	1	Construction Technician	12.02	25.49
12	9	10	Consulting Engineer	36,000.00	104,888.34
0	1	2	Construction Manager I	50,000.00	100,000.00
1	0	0	Construction Manager	35,000.00	65,634.90
1	1	1	Surveyor Intern	30,000.00	60,008.00
1	1	1	Landscape Designer	10.00	31.55
1	1	1	Prevailing Wage Coordinator	27,193.50	74,349.61
3	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	2	2	Senior Assistant Designer	10.00	26.89
1	1	1	Senior Budget and Management Analyst	26,273.96	88,147.99
1	1	1	Senior Landscape Architect	10.00	33.38
2	2	2	Section Chief Arch & Site Development	40,000.00	108,011.58
1	1	1	Surveyor	19.23	49.04
2	2	2	Survey Party Chief	20,800.00	62,194.14
39	34	37			

OFFICE OF CAPITAL PROJECTS

COMPARISON OF STAFFING LEVEL

No. of Employees				Salary Schedule	
Budget 2019	December 2019	Budget 2020	Position	Minimum	Maximum
			TECHNICIANS		
1	1	1	Chief Engineering and Construction Inspector	27.94	29.94
16	13	16	Engineering & Construction Inspector	21.01	23.01
17	14	17			
67	60	67	**TOTAL FULL TIME**		
2	2	2	**TOTAL PART TIME**		
69	**62**	**69**	**TOTAL DIVISION**		

OFFICE OF QUALITY CONTROL AND PERFORMANCE MANAGEMENT

Sabra T. Scott, Director

Mission Statement

The Mayor's Office of Quality Control and Performance Management (QCPM) partners with City Departments to deliver services that improve the quality of life in the City of Cleveland. QCPM provides solutions for defining strategic objectives, incorporating best practices, performing systems and data analysis; improving processes, and verifying the quality of service delivery to the citizens of Cleveland.

PROGRAM NAME: ***ASSESSMENT AND EVALUATION***

OBJECTIVE: To assess and evaluate administrative, operational, and programmatic performance of departments/divisions and assist with achieving established goals, performance indicators, and strategic outcomes.

ACTIVITY: Gain in-depth understanding of processes or programs; review and compare source data, documents, processes and procedures; identify gaps and potential risks; determine the impact and likelihood; recommend strategies to mitigate risks or improve processes; prepare performance evaluations; and follow-up on expected deliverables.

PROGRAM NAME: ***QUALITY CONTROL***

OBJECTIVE: To inspect service requests received from the public through the 311 Call Center, Mayor's Action Center, and CityWorks (Work Order Management System).

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 strategies.

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

OFFICE OF QUALITY CONTROL AND PERFORMANCE MANAGEMENT

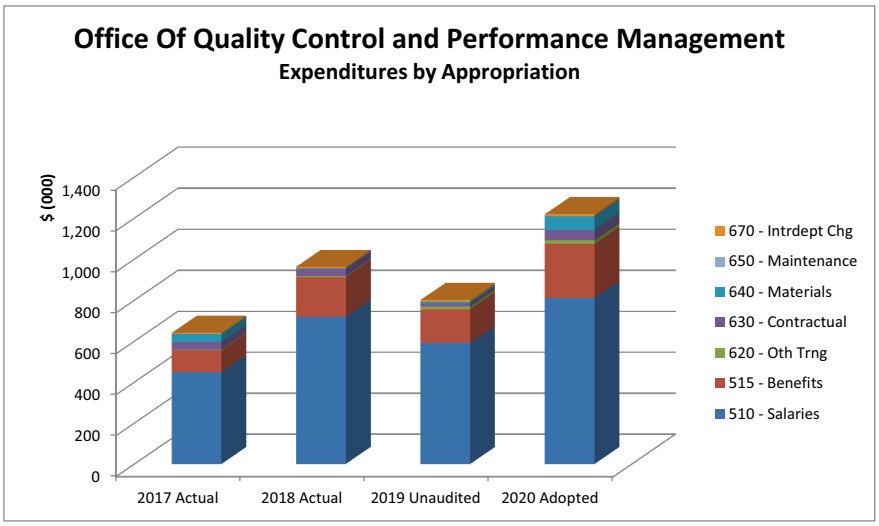
Expenditures

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 421,748	$ 674,506	$ 549,015	$ 767,619
Part-Time Permanent	25,411	26,985	27,257	30,444
Longevity	575	1,275	1,400	2,100
Vacation Conversion	1,023	—	—	—
Separation Payments	—	9,379	11,907	10,000
Bonus Incentive	—	6,000	—	—
	$ 448,757	**$ 718,145**	**$ 589,579**	**$ 810,163**
Benefits				
Hospitalization	$ 31,603	$ 63,404	$ 58,172	$ 102,708
Prescription	5,465	9,925	10,544	22,046
Dental	1,233	3,064	2,376	5,807
Vision Care	228	467	334	620
Public Employees Retire System	55,209	98,988	79,875	113,661
Fica-Medicare	6,431	10,262	8,405	11,739
Workers' Compensation	5,280	6,899	5,841	6,078
Life Insurance	162	320	259	570
	$ 105,611	**$ 193,329**	**$ 165,804**	**$ 263,229**
Other Training & Professional Dues				
Travel	$ 143	$ 22	$ 6,324	$ 6,000
Tuition & Registration Fees	4,280	5,675	6,119	10,000
Other Training Supplies	—	114	—	500
Mileage (Priv Auto) Trng Prps	—	—	—	500
Professional Dues & Subscript	—	—	450	1,000
	$ 4,423	**$ 5,812**	**$ 12,893**	**$ 18,000**
Contractual Services				
Professional Services	$ 443	$ —	$ —	$ 41,000
Travel- Non-Training	—	141	671	—
Parking In City Facilities	330	3,135	3,905	10,050
Property Rental	36,235	32,726	11,108	—
	$ 37,008	**$ 36,002**	**$ 15,685**	**$ 51,050**
Materials & Supplies				
Computer Supplies	$ —	$ —	$ —	$ 2,000
Computer Hardware	31,172	—	5,499	25,750
Computer Software	2,190	1,359	1,005	35,000
Clothing	—	701	—	—
Office Furniture & Equipment	4,362	—	—	—
Just In Time Office Supplies	2,131	863	1,316	4,000
	$ 39,854	**$ 2,924**	**$ 7,820**	**$ 66,750**

OFFICE OF QUALITY CONTROL AND PERFORMANCE MANAGEMENT

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Maintenance				
Car Washes	$ 750	$ —	$ —	$ —
	$ 750	**$ —**	**$ —**	**$ —**
Interdepart Service Charges				
Charges From Print & Repro	$ 3,033	$ 2,171	$ 2,923	$ 4,167
Charges From M.V.M.	1,033	4,048	5,685	5,196
	$ 4,066	**$ 6,220**	**$ 8,608**	**$ 9,363**
	$ 640,469	**$ 962,431**	**$ 800,389**	**$ 1,218,555**



OFFICE OF QUALITY CONTROL AND PERFORMANCE MANAGEMENT

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			ADMINISTRATORS & OFFICIALS		
0	1	1	Executive Assistant To The Mayor	50,795.81	191,316.74
1	1	1	Program Manager	30,214.00	91,429.27
1	2	2			
			PROFESSIONALS		
1	1	1	Asst Mgr Of Audit Ctrl/Pers	20,800.00	64,967.92
2	1	2	Business Process Analyst	55,000.00	108,044.90
1	2	2	Business Process Specialist	40,000.00	80,000.00
0	3	3	Performance Assessment Specialist	40,000.00	80,000.00
3	0	0	Performance Auditor	40,000.00	90,000.00
1	0	0	Project Coordinator	27,325.56	99,702.63
8	7	8			
			TECHNICIANS		
1	0	0	Data Base Analysts	30,214.95	98,444.95
2	2	2	Quality Control Inspector	25,000.00	65,000.00
3	2	2			
12	11	12	**TOTAL FULL TIME**		
			PART TIME		
1	1	1	Project Director	22,333.40	88,646.98
1	1	1	**TOTAL PART TIME**		
13	**12**	**13**	**TOTAL DIVISION**		

LANDMARKS COMMISSION

Donald 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

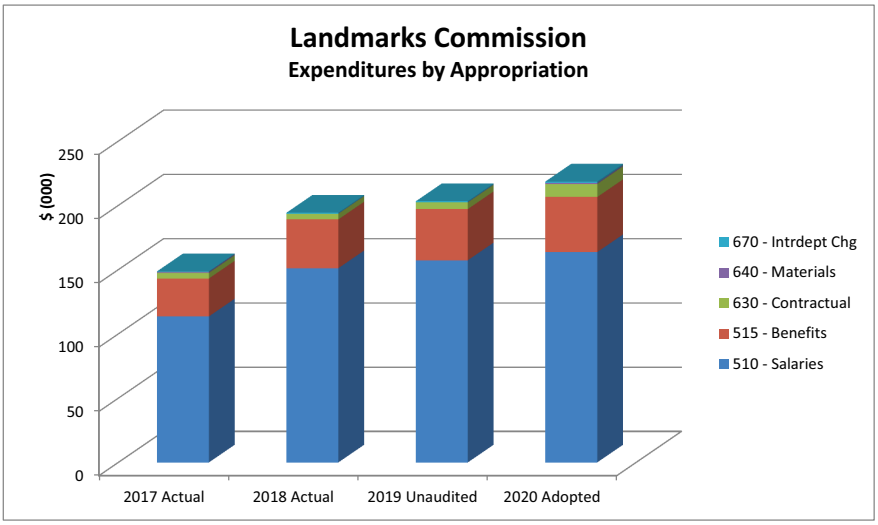
Expenditures

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 81,373	$ 106,183	$ 105,788	$ 105,776
Board Members	29,375	43,775	46,175	57,102
Longevity	700	700	800	800
Vacation Conversion	2,180	—	4,537	—
Bonus Incentive	—	500	—	—
	$ 113,628	**$ 151,158**	**$ 157,299**	**$ 163,678**
Benefits				
Hospitalization	$ 8,470	$ 11,109	$ 11,758	$ 11,733
Prescription	1,488	1,749	2,093	2,412
Dental	364	514	504	566
Vision Care	92	139	138	163
Public Employees Retire System	15,109	20,806	21,471	23,263
Fica-Medicare	1,627	2,163	2,249	2,376
Workers' Compensation	2,320	1,406	1,550	2,213
Life Insurance	43	67	67	106
	$ 29,512	**$ 37,954**	**$ 39,830**	**$ 42,832**
Contractual Services				
Professional Services	$ 3,160	$ 3,295	$ 3,935	$ 7,700
Advertising And Public Notice	483	108	208	800
Parking In City Facilities	692	947	995	1,650
	$ 4,334	**$ 4,350**	**$ 5,138**	**$ 10,150**
Materials & Supplies				
Just In Time Office Supplies	$ 857	$ 171	$ 281	$ 900
	$ 857	**$ 171**	**$ 281**	**$ 900**
Interdepart Service Charges				
Charges From Telephone Exch	$ 38	$ 63	$ 53	$ 47
Charges From Print & Repro	377	666	709	1,011
Charges From Central Storeroom	18	15	14	17
	$ 434	**$ 744**	**$ 776**	**$ 1,075**
	$ 148,765	**$ 194,377**	**$ 203,324**	**$ 218,635**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Miscellaneous	$ 800	$ 1,421	$ 1,508	$ 1,200
	$ 800	**$ 1,421**	**$ 1,508**	**$ 1,200**

LANDMARKS COMMISSION



COMPARISON OF STAFFING LEVEL

No. of Employees				Salary Schedule	
Budget 2019	December 2019	Budget 2020	Position	Minimum	Maximum
			PROFESSIONALS		
1	1	1	Sr. Assistant City Planner	10.00	26.89
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	5	6	Member of Landmarks Commission	7,200.00	7,200.00
7	6	7	**TOTAL BOARD MEMBERS**		
9	**8**	**9**	**TOTAL DIVISION**		

BOARD OF BUILDING STANDARDS AND APPEALS

Carmella Davis, 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

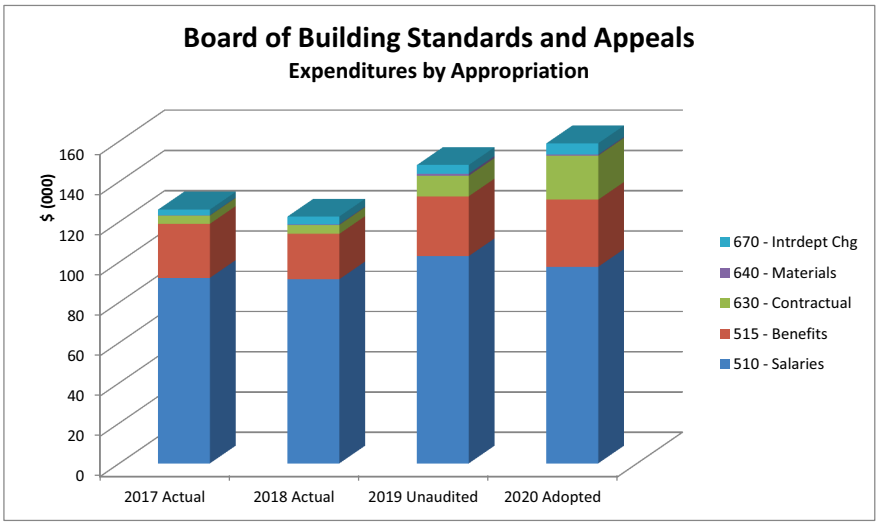
Expenditures

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 54,642	$ 57,486	$ 53,990	$ 56,000
Board Members	30,610	32,695	29,968	40,952
Longevity	800	800	1,500	700
Separation Payments	—	—	17,505	—
Bonus Incentive	—	500	—	—
Overtime	6,120	—	—	—
	$ 92,171	**$ 91,481**	**$ 102,962**	**$ 97,652**
Benefits				
Hospitalization	$ 8,161	$ 5,917	$ 12,349	$ 13,199
Prescription	1,438	875	2,248	2,803
Dental	715	715	642	788
Vision Care	58	58	52	68
Public Employees Retire System	12,951	12,752	11,951	13,940
Fica-Medicare	1,316	1,310	1,451	1,420
Workers' Compensation	2,154	863	987	1,059
Life Insurance	34	34	31	53
	$ 26,827	**$ 22,525**	**$ 29,710**	**$ 33,330**
Contractual Services				
Professional Services	$ 232	$ 464	$ 6,274	$ 15,100
Court Reporter	3,033	2,885	2,902	6,000
Parking In City Facilities	805	1,088	1,047	800
	$ 4,070	**$ 4,437**	**$ 10,223**	**$ 21,900**
Materials & Supplies				
Office Supplies	$ 114	$ 228	$ —	$ 250
Just In Time Office Supplies	91	100	999	250
	$ 205	**$ 328**	**$ 999**	**$ 500**
Interdepart Service Charges				
Charges From Telephone Exch	$ 338	$ 315	$ 347	$ 307
Charges From Print & Repro	914	1,787	2,055	2,929
Charges From Central Storeroom	1,554	1,773	1,933	2,373
	$ 2,806	**$ 3,875**	**$ 4,334**	**$ 5,609**
	$ 126,081	**$ 122,646**	**$ 148,228**	**$ 158,991**

BOARD OF BUILDING STANDARDS AND APPEALS

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Charges For Services	$ 16,435	$ 16,710	$ 20,035	$ 15,000
Licenses & Permits	30	—	—	—
Miscellaneous	—	1,326	1,391	—
	$ 16,465	**$ 18,036**	**$ 21,426**	**$ 15,000**



COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	December 2019	Budget 2020	Position	Salary Schedule Minimum	Maximum
			ADMINISTRATORS & OFFICALS		
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	7,775.00	7,775.00
4	2	4	Builder Member Regular	7,200.00	7,200.00
5	3	5	**TOTAL BOARD MEMBERS**		
6	**4**	**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

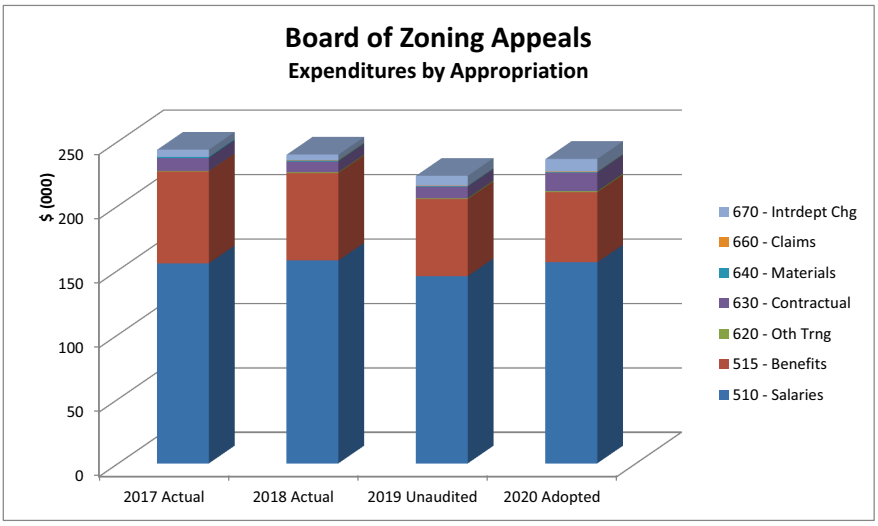
Expenditures

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 115,067	$ 119,445	$ 101,106	$ 114,445
Board Members	39,023	36,742	36,416	40,950
Longevity	750	750	1,050	600
Separation Payments	—	—	6,805	—
Bonus Incentive	500	500	—	—
	$ 155,340	**$ 157,437**	**$ 145,378**	**$ 155,995**
Benefits				
Hospitalization	$ 30,779	$ 29,721	$ 21,475	$ 23,098
Prescription	4,887	4,069	3,413	4,009
Dental	1,430	1,430	984	1,071
Vision Care	139	139	111	163
Public Employees Retire System	21,668	22,021	19,358	22,096
Fica-Medicare	2,169	2,201	2,044	2,264
Workers' Compensation	10,195	8,239	1,065	1,518
Life Insurance	69	67	56	106
Unemployment Compensation	—	—	11,180	—
	$ 71,337	**$ 67,888**	**$ 59,686**	**$ 54,325**
Other Training & Professional Dues				
Tuition & Registration Fees	$ 170	$ 685	$ 815	$ 900
	$ 170	**$ 685**	**$ 815**	**$ 900**
Contractual Services				
Court Reporter	$ 8,904	$ 6,783	$ 7,248	$ 13,000
Parking In City Facilities	1,263	1,453	1,610	1,400
	$ 10,167	**$ 8,236**	**$ 8,858**	**$ 14,400**
Materials & Supplies				
Office Supplies	$ 171	$ 117	$ 177	$ 250
Just In Time Office Supplies	555	528	361	250
	$ 726	**$ 645**	**$ 538**	**$ 500**
Claims, Refunds, Maintenance				
Judgments, Damages, & Claims	$ —	$ 394	$ 189	$ 300
	$ —	**$ 394**	**$ 189**	**$ 300**
Interdepart Service Charges				
Charges From Telephone Exch	$ 42	$ 69	$ 810	$ 718
Charges From Print & Repro	2,394	1,879	2,690	3,835
Charges From Central Storeroom	3,259	2,326	4,267	5,239
	$ 5,694	**$ 4,274**	**$ 7,767**	**$ 9,792**
	$ 243,434	**$ 239,559**	**$ 223,231**	**$ 236,212**

BOARD OF ZONING APPEALS

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Charges For Services	$ 38,915	$ 28,449	$ 28,195	$ 25,000
Licenses & Permits	—	—	100	—
Miscellaneous	—	2,175	2,197	—
	$ 38,915	**$ 30,624**	**$ 30,492**	**$ 25,000**



COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	December 2019	Budget 2020	Position	Salary Schedule Minimum	Maximum
			ADMINSTRATIVE SUPPORT		
1	1	1	Secty Board of Zoning Appeals	23,647.11	91,405.96
1	1	1	Principal Clerk	14.88	21.97
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

Michael Spreng, 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

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 305,556	$ 350,365	$ 361,170	$ 486,504
Board Members	33,810	31,855	39,414	40,952
Part-Time Permanent	5,781	15,008	15,713	26,282
Longevity	2,900	3,425	3,550	3,375
Vacation Conversion	3,245	—	10,972	—
Bonus Incentive	—	3,500	—	—
Overtime	3,839	6,219	264	10,000
	$ 355,131	**$ 410,372**	**$ 431,082**	**$ 567,113**
Benefits				
Hospitalization	$ 55,999	$ 53,278	$ 55,855	$ 92,354
Prescription	9,724	7,852	9,345	19,238
Dental	2,513	2,224	1,892	4,685
Vision Care	311	292	286	548
Public Employees Retire System	49,267	56,713	58,864	79,405
Fica-Medicare	4,954	5,768	6,045	8,223
Workers' Compensation	8,364	3,883	4,268	4,566
Life Insurance	193	202	202	469
Unemployment Compensation	—	225	—	—
	$ 131,325	**$ 130,438**	**$ 136,758**	**$ 209,488**
Other Training & Professional Dues				
Tuition & Registration Fees	$ 1,175	$ —	$ 3,310	$ 1,500
	$ 1,175	**$ —**	**$ 3,310**	**$ 1,500**
Contractual Services				
Professional Services	$ 364,835	$ 169,176	$ 741,668	$ 450,000
Court Reporter	7,242	5,084	4,784	16,000
Referee Services	25,000	—	—	35,000
Medical Services	111,000	270,000	160,012	175,000
Parking In City Facilities	620	577	649	1,000
	$ 508,697	**$ 444,836**	**$ 907,112**	**$ 677,000**
Materials & Supplies				
Computer Software	$ —	$ —	$ 167	$ 750
Food	—	—	—	1,000
Other Supplies	123	—	317	—
Just In Time Office Supplies	1,929	2,034	1,511	4,000
	$ 2,052	**$ 2,034**	**$ 1,995**	**$ 5,750**
Maintenance				
Maintenance Contracts	$ —	$ 155	$ 288	$ 700
	$ —	**$ 155**	**$ 288**	**$ 700**

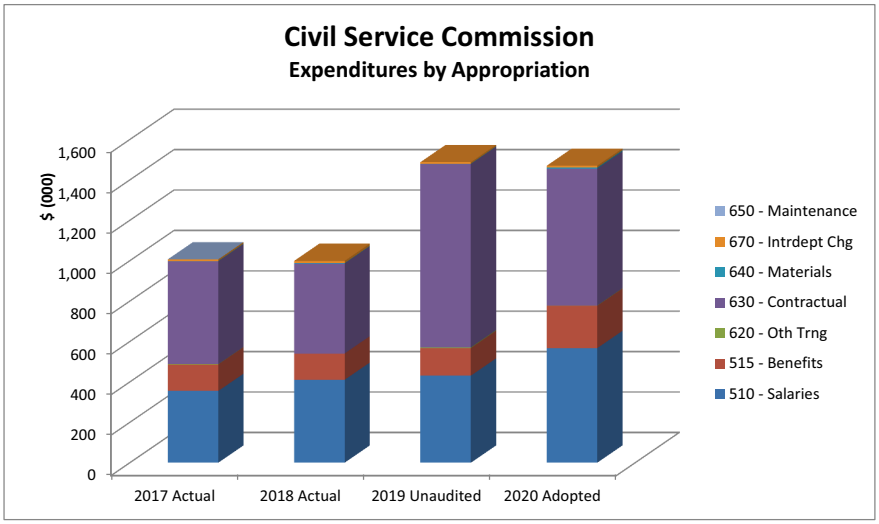
CIVIL SERVICE COMMISSION

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Interdepart Service Charges				
Charges From Telephone Exch	$ 2,157	$ 2,447	$ 2,568	$ 2,277
Charges From Print & Repro	5,464	7,890	4,672	6,660
Charges From Central Storeroom	501	791	195	239
Charges From M.V.M.	36	—	—	7
	$ 8,158	**$ 11,128**	**$ 7,435**	**$ 9,183**
	$ 1,006,538	**$ 998,962**	**$ 1,487,982**	**$ 1,470,734**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Miscellaneous	$ 24	$ 5,207	$ 5,463	$ —
	$ 24	**$ 5,207**	**$ 5,463**	**$ —**



CIVIL SERVICE COMMISSION

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Secretary of the Civil Service Commission	25,011.85	107,537.55
0	1	1	Administrative Manager	27,193.55	117,672.49
1	0	0	Gen Mgr of Admin Services	26,273.96	100,653.14
2	2	2			
			PROFESSIONALS		
1	1	1	Chief Civil Service Examiner	26,273.96	78,184.48
1	0	1	Civil Service Examiner II	20,800.00	67,626.00
1	1	1	Civil Service Examiner III	20,800.00	66,723.40
2	0	0	Compliance Auditor	20,800.00	65,000.00
1	1	1	Deputy Project Director	20,800.00	69,383.29
0	0	2	Personnel Assistant	20,800.00	52,381.41
1	1	1	Supervisor of Civil Service Records	20,800.00	64,468.16
7	4	7			
9	**6**	**9**	**TOTAL FULL TIME**		
			PART TIME		
1	1	1	Jr. Clerk	22,333.40	88,646.98
1	1	1	**TOTAL PART TIME**		
5	5	5	**TOTAL BOARD MEMBERS**		
15	**12**	**15**	**TOTAL DIVISION**		

COMMUNITY RELATIONS BOARD

Grady L. Stevenson, 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

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 693,552	$ 871,519	$ 989,350	$ 1,192,307
Board Members	94,175	84,635	79,775	121,712
Part-Time Permanent	11,291	3,317	—	—
Longevity	6,400	5,450	5,750	6,775
Vacation Conversion	—	—	10,657	—
Separation Payments	693	—	—	—
Bonus Incentive	3,000	4,500	—	—
Overtime	—	1,564	490	—
	$ 809,112	**$ 970,985**	**$ 1,086,021**	**$ 1,320,794**
Benefits				
Hospitalization	$ 133,469	$ 156,677	$ 190,559	$ 248,717
Prescription	24,459	23,838	33,233	51,701
Dental	6,141	7,414	8,373	13,520
Vision Care	948	1,095	1,226	1,798
Public Employees Retire System	113,469	132,566	149,334	186,298
Fica-Medicare	10,478	12,753	14,316	18,220
Workers' Compensation	20,643	21,352	7,774	13,397
Life Insurance	489	520	655	1,264
	$ 310,096	**$ 356,215**	**$ 405,469**	**$ 534,915**
Other Training & Professional Dues				
Travel	$ —	$ 872	$ 1,864	$ 2,000
Tuition & Registration Fees	3,100	420	1,105	1,500
	$ 3,100	**$ 1,292**	**$ 2,969**	**$ 3,500**
Contractual Services				
Professional Services	$ 1,436,700	$ 1,719,692	$ —	$ 325,000
Mileage (Private Auto)	6,387	4,988	3,427	9,000
Program Promotion	125	—	—	—
Parking In City Facilities	2,461	3,062	3,894	3,062
	$ 1,445,673	**$ 1,727,742**	**$ 7,321**	**$ 337,062**
Materials & Supplies				
Office Supplies	$ —	$ 77	$ 289	$ 3,500
Computer Hardware	—	—	—	2,000
Food	1,614	191	53	5,000
Other Supplies	—	—	—	6,000
Special Events Supplies	399	—	—	400
Just In Time Office Supplies	1,247	1,576	2,357	—
	$ 3,260	**$ 1,844**	**$ 2,699**	**$ 16,900**

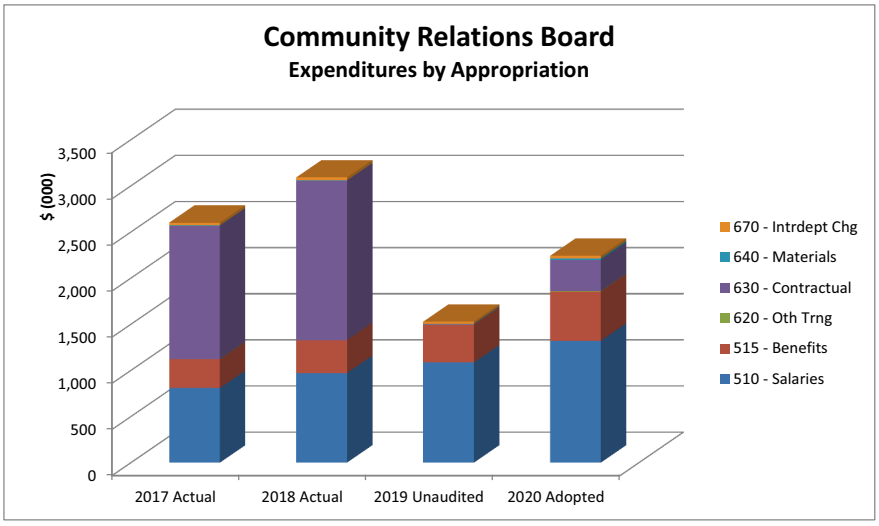
COMMUNITY RELATIONS BOARD

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Interdepart Service Charges				
Charges From Telephone Exch	$ 9,034	$ 9,784	$ 10,009	$ 9,006
Charges From Light And Power	—	5,003	—	—
Charges From Print & Repro	15,175	11,645	8,953	12,765
Charges From Central Storeroom	4,278	3,988	3,568	5,595
Charges From M.V.M.	689	2,377	644	935
	$ 29,176	**$ 32,797**	**$ 23,174**	**$ 28,301**
	$ 2,600,417	**$ 3,090,875**	**$ 1,527,654**	**$ 2,241,472**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Grant Revenue	$ 54	$ —	$ —	$ —
Miscellaneous	13	13,153	13,014	—
	$ 67	**$ 13,153**	**$ 13,014**	**$ —**



COMMUNITY RELATIONS BOARD

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule 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	117,672.49
1	1	1	Assistant Administrator	20,800.00	73,868.59
2	2	2	Case Worker II	15.33	22.08
4	2	4	Community Relations Rep. I	10.00	21.09
1	1	1	Community Relations Rep. II	10.00	25.49
1	1	1	Community Relations Rep. III	10.00	31.55
1	1	1	Grant Administrator	22,333.40	83,008.39
9	9	9	Project Coordinator	27,325.56	99,702.63
3	2	3	Project Director	22,333.40	88,646.98
23	20	23			
24	21	24	**TOTAL FULL TIME**		
			BOARD MEMBERS		
1	1	1	Member of Community Relations Board-Chair	7,775.00	7,775.00
14	10	14	Member of Community Relations Board	7,200.00	7,200.00
15	11	15	**TOTAL BOARD MEMBERS**		
39	**32**	**39**	**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

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 984,834	$ 1,067,326	$ 1,107,226	$ 1,396,240
Seasonal	—	—	—	10,000
Board Members	20,880	30,906	28,640	48,466
Part-Time Permanent	29,697	946	6,525	—
Longevity	6,775	6,725	5,425	5,550
Vacation Conversion	19,962	—	13,209	—
Separation Payments	36,041	66,619	3,509	68,000
Bonus Incentive	1,000	8,000	—	—
Overtime	—	51	—	—
	$ 1,099,188	**$ 1,180,573**	**$ 1,164,534**	**$ 1,528,256**
Benefits				
Hospitalization	$ 157,184	$ 150,529	$ 161,652	$ 214,189
Prescription	27,550	22,696	28,014	43,728
Dental	6,993	6,799	6,720	11,016
Vision Care	1,034	1,059	1,061	1,593
Public Employees Retire System	146,125	154,363	159,517	204,439
Fica-Medicare	13,200	14,566	15,836	21,349
Workers' Compensation	25,387	11,335	11,494	12,201
Life Insurance	570	562	590	1,199
	$ 378,043	**$ 361,909**	**$ 384,883**	**$ 509,714**
Other Training & Professional Dues				
Travel	$ 5,169	$ 5,609	$ 2,003	$ 5,000
Tuition & Registration Fees	3,695	3,844	2,148	5,000
	$ 8,864	**$ 9,453**	**$ 4,151**	**$ 10,000**
Contractual Services				
Professional Services	$ —	$ —	$ —	$ 120,000
Advertising And Public Notice	—	—	—	15,000
Program Promotion	—	—	5,748	23,500
Participation Fee	—	—	1,410	—
Parking In City Facilities	2,027	2,191	2,540	7,500
Other Contractual	45,000	238,120	74,910	100,500
	$ 47,027	**$ 240,311**	**$ 84,608**	**$ 266,500**
Materials & Supplies				
Office Supplies	$ 462	$ 1,236	$ 2,007	$ 2,500
Computer Hardware	294	1,585	—	1,500
Computer Software	3,770	4,189	4,762	13,000
Just In Time Office Supplies	2,040	4,445	5,046	6,400
	$ 6,566	**$ 11,455**	**$ 11,815**	**$ 23,400**

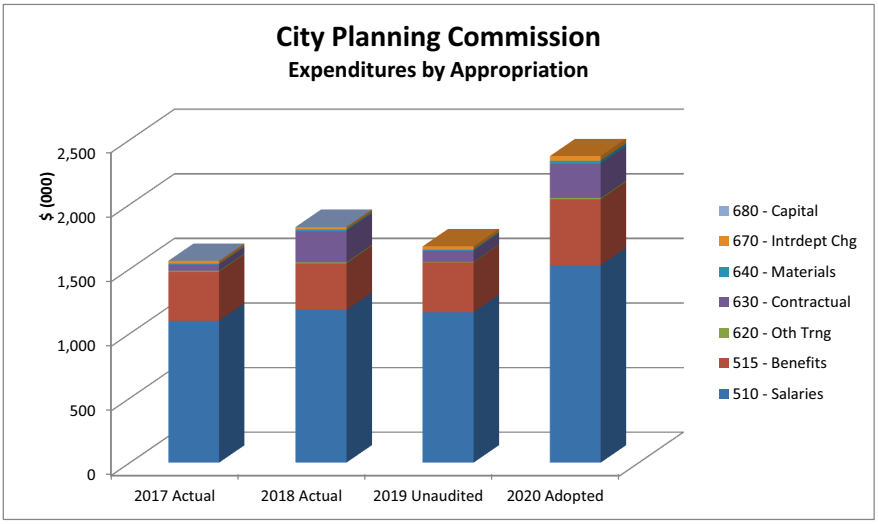
CITY PLANNING COMMISSION

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Interdepart Service Charges				
Charges From Telephone Exch	$ 6,453	$ 6,653	$ 5,649	$ 6,124
Charges From Print & Repro	8,779	8,965	14,354	20,465
Charges From Central Storeroom	1,694	1,670	1,226	2,214
Charges From M.V.M.	5,090	2,928	3,482	6,240
	$ 22,015	**$ 20,216**	**$ 24,711**	**$ 35,043**
	$ 1,561,704	**$ 1,823,917**	**$ 1,674,702**	**$ 2,372,913**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Miscellaneous	$ 54	$ 16,169	$ 16,272	$ —
	$ 54	**$ 16,169**	**$ 16,272**	**$ —**



CITY PLANNING COMMISSION

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			ADMINISTRATORS & OFFICIALS		
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
2	2	2			
			ADMINISTRATIVE SUPPORT		
1	0	1	Private Secretary	10.00	23.18
1	1	1	Secretary	10.00	19.34
2	1	2			
			PROFESSIONALS		
1	1	1	Architect	10.00	33.39
2	2	2	Assistant Administrator	20,800.00	73,868.59
4	4	4	Chief City Planner	30,000.00	91,405.96
8	7	8	City Planner	30,000.00	67,032.85
1	0	1	Office Manager	20,800.00	54,845.04
2	2	2	Project Coordinator	27,325.56	99,702.63
1	1	1	Senior Assistant City Planner	10.00	26.89
19	17	19			
23	20	23	**TOTAL FULL TIME**		
			SEASONAL		
4	0	4	Student Aide	10.00	11.94
4	0	4	**TOTAL SEASONAL**		
			BOARD MEMBERS		
6	4	6	Member of City Planning Commission	7,200.00	7,200.00
6	4	6	**TOTAL BOARD MEMBERS**		
33	**24**	**33**	**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.

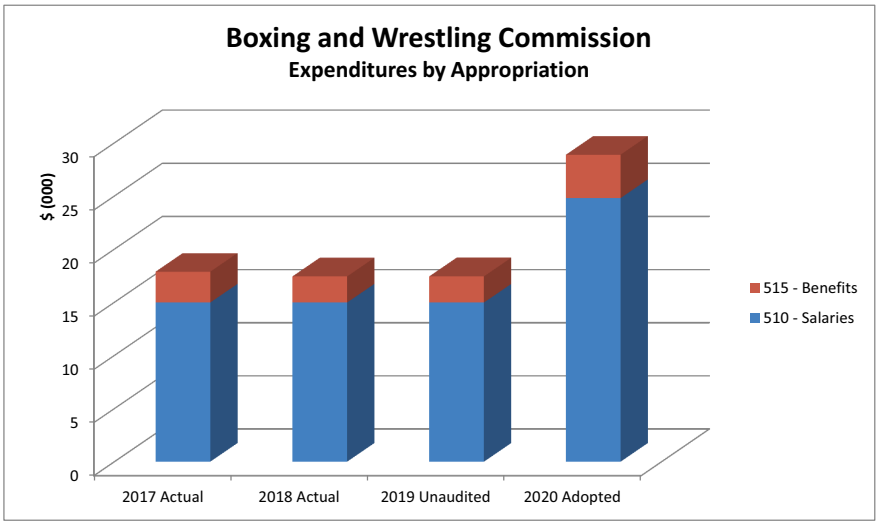
Expenditures

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Board Members	$ 7,775	$ 7,775	$ 7,775	$ 8,653
Part-Time Permanent	7,200	7,200	7,200	16,152
	$ 14,975	**$ 14,975**	**$ 14,975**	**$ 24,805**
Benefits				
Public Employees Retire System	$ 2,097	$ 2,097	$ 2,097	$ 3,564
Fica-Medicare	217	217	217	362
Workers' Compensation	585	139	147	156
	$ 2,899	**$ 2,453**	**$ 2,461**	**$ 4,082**
	$ 17,874	**$ 17,428**	**$ 17,436**	**$ 28,887**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Miscellaneous	$ —	$ 515	$ 540	$ —
	$ —	**$ 515**	**$ 540**	**$ —**

BOXING AND WRESTLING COMMISSION



COMPARISON OF STAFFING LEVEL

No. of Employees				Salary Schedule	
Budget 2019	December 2019	Budget 2020	Position	Minimum	Maximum
			BOARD MEMBERS		
1	1	1	Chairman Boxing & Wrestling Commission	7,775.00	7,775.00
2	1	2	Commission Member	7,200.00	7,200.00
3	2	3	**TOTAL BOARD MEMBERS**		
3	**2**	**3**	**TOTAL DIVISION**		

MAYOR'S OFFICE OF SUSTAINABILITY

Dr. Jason Wood, Chief

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 storm water 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.

MAYOR'S OFFICE OF SUSTAINABILITY

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 28 objectives (107 actions), across 6 focus areas:

- Energy Efficiency and Green Building Clean Energy
- Cross-cutting PrioritiesMore local food, less Waste
- Sustainable TransportationClean water and vibrant green space
- Cross-cutting priorities include Racial Equity, Good Green Jobs, Resilience to the Impacts of Climate Change, and Business Leadership.

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; support equity, especially racial equity, through the implementation of the CAP objectives.

MAYOR'S OFFICE OF SUSTAINABILITY

Expenditures

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 366,663	$ 447,421	$ 444,095	$ 521,649
Seasonal	12,489	5,767	—	—
Part-Time Permanent	—	—	—	24,124
Longevity	1,375	1,375	1,675	1,675
Vacation Conversion	—	—	5,349	—
Separation Payments	—	1,322	3,085	5,000
Bonus Incentive	—	4,000	—	—
Overtime	—	—	—	2,000
	$ 380,527	**$ 459,885**	**$ 454,204**	**$ 554,448**
Benefits				
Hospitalization	$ 32,518	$ 39,113	$ 45,526	$ 53,597
Prescription	5,923	6,247	8,415	11,641
Dental	1,572	1,786	2,080	2,995
Vision Care	253	301	370	480
Public Employees Retire System	51,675	63,337	62,474	77,159
Fica-Medicare	5,425	6,556	6,453	8,037
Workers' Compensation	8,433	4,325	4,517	4,809
Life Insurance	207	233	261	419
Unemployment Compensation	—	—	—	12,896
	$ 106,005	**$ 121,899**	**$ 130,096**	**$ 172,033**
Other Training & Professional Dues				
Travel	$ 2,639	$ 4,632	$ 6,252	$ 5,500
Tuition & Registration Fees	4,768	3,110	6,013	3,500
Training	1,195	629	—	1,000
Other Training Supplies	260	359	—	250
Professional Dues & Subscript	7,051	8,304	7,935	9,500
	$ 15,913	**$ 17,034**	**$ 20,200**	**$ 19,750**
Utilities				
Electricity - Other	$ —	$ —	$ —	$ 3,500
	$ —	**$ —**	**$ —**	**$ 3,500**
Contractual Services				
Professional Services	$ 2,176	$ 198,601	$ 70,616	$ 320,000
Advertising And Public Notice	—	—	—	1,500
Other Contractual	6,285	87,327	56,517	61,000
	$ 8,462	**$ 285,928**	**$ 127,133**	**$ 382,500**

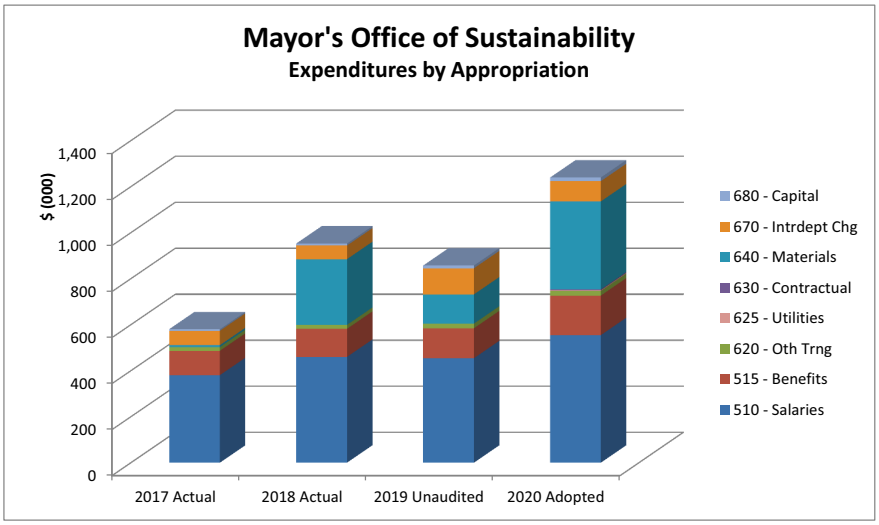
MAYOR'S OFFICE OF SUSTAINABILITY

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Materials & Supplies				
Computer Hardware	$ 3,686	$ —	$ 8,117	$ —
Computer Software	40,273	—	—	—
Small Equipment	15,454	21,044	—	37,000
Office Furniture & Equipment	—	—	56,286	—
Electrical Supplies	—	37,480	48,157	50,000
Just In Time Office Supplies	373	462	841	900
Misc Maintenance Supplies	2,711	—	—	—
	$ 62,497	**$ 58,986**	**$ 113,401**	**$ 87,900**
Interdepart Service Charges				
Charges From Telephone Exch	$ 1,122	$ 2,684	$ 2,168	$ 1,922
Charges From Print & Repro	5,511	5,994	9,810	13,984
	$ 6,633	**$ 8,678**	**$ 11,978**	**$ 15,906**
Capital Outlay				
Transfer To Capital Project	$ 35,360	$ —	$ 10,000	$ —
	$ 35,360	**$ —**	**$ 10,000**	**$ —**
	$ 615,396	**$ 952,409**	**$ 867,013**	**$ 1,236,037**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Miscellaneous	$ —	$ 1,510	$ 9,801	$ —
Interest Earnings/Investment Income	—	—	65	—
	$ —	**$ 1,510**	**$ 9,867**	**$ —**



MAYOR'S OFFICE OF SUSTAINABILITY

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Executive Assistant to The Mayor	50,795.81	191,316.74
2	1	1	Special Assistant to The Mayor	20,800.00	118,362.30
3	2	2			
			PROFESSIONALS		
2	2	2	Administrative Manager	27,193.55	117,672.49
1	1	1	Assistant Administrator	20,800.00	73,868.59
1	1	1	Office Manager	20,800.00	54,845.04
2	3	3	Project Coordinator	27,325.56	99,702.63
6	7	7			
9	9	9	**TOTAL FULL TIME**		
			PART TIME		
0	0	1	Student Aide	10.00	11.94
0	0	1	**TOTAL PART TIME**		
9	**9**	**10**	**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 beneift; and sponsor the James H. Walker Construction Management Course.

OFFICE OF EQUAL OPPORTUNITY

Expenditures

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 381,594	$ 462,402	$ 473,424	$ 571,016
Seasonal	—	3,109	—	—
Longevity	1,875	2,050	2,350	1,850
Vacation Conversion	716	—	—	—
Bonus Incentive	—	4,000	—	—
Overtime	—	277	—	—
	$ 384,185	**$ 471,838**	**$ 475,774**	**$ 572,866**
Benefits				
Hospitalization	$ 53,994	$ 68,058	$ 67,509	$ 94,682
Prescription	9,671	10,318	11,444	18,837
Dental	2,634	3,369	2,980	5,014
Vision Care	364	408	353	540
Public Employees Retire System	52,654	65,594	65,439	80,918
Fica-Medicare	4,690	5,899	6,325	8,309
Workers' Compensation	9,283	4,500	4,711	5,017
Life Insurance	207	264	233	479
	$ 133,497	**$ 158,410**	**$ 158,996**	**$ 213,796**
Other Training & Professional Dues				
Professional Dues & Subscript	$ —	$ —	$ —	$ 550
	$ —	**$ —**	**$ —**	**$ 550**
Contractual Services				
Parking In City Facilities	$ 1,758	$ 2,028	$ 2,575	$ 3,000
	$ 1,758	**$ 2,028**	**$ 2,575**	**$ 3,000**
Materials & Supplies				
Office Supplies	$ —	$ —	$ —	$ 2,600
Computer Supplies	—	4,630	—	—
Computer Hardware	—	—	—	5,800
Office Furniture & Equipment	7,123	—	—	—
Just In Time Office Supplies	1,690	2,402	2,094	2,000
	$ 8,813	**$ 7,032**	**$ 2,094**	**$ 10,400**
Maintenance				
Computer Software Maintenance	$ 112,000	$ 118,000	$ —	$ 120,000
	$ 112,000	**$ 118,000**	**$ —**	**$ 120,000**
Interdepart Service Charges				
Charges From Telephone Exch	$ 2,609	$ 2,694	$ 3,359	$ 2,978

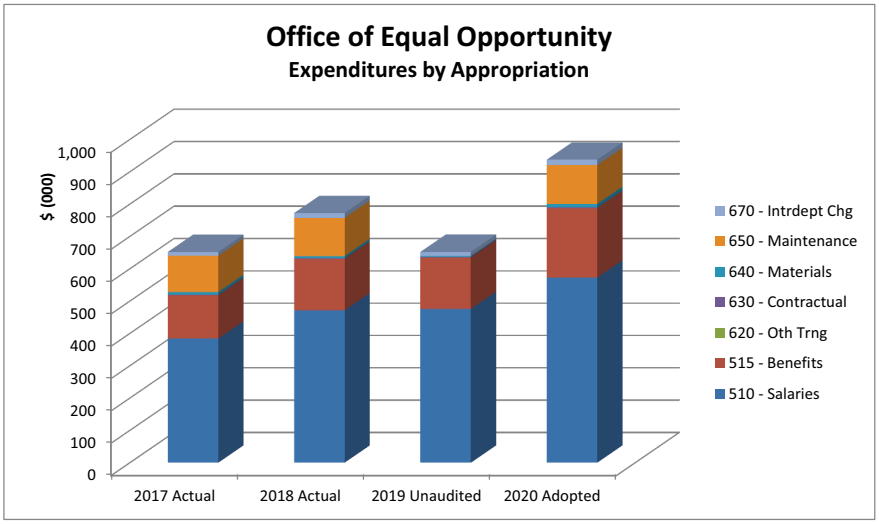
OFFICE OF EQUAL OPPORTUNITY

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Charges From Print & Repro	6,490	10,466	8,345	11,896
Charges From Central Storeroom	1,009	965	58	72
Charges From M.V.M.	1,588	870	1,002	1,826
	$ 11,695	**$ 14,994**	**$ 12,765**	**$ 16,772**
	$ 651,948	**$ 772,302**	**$ 652,203**	**$ 937,384**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Miscellaneous	$ 14,566	$ 5,977	$ 6,242	$ —
	$ 14,566	**$ 5,977**	**$ 6,242**	**$ —**



OFFICE OF EQUAL OPPORTUNITY

COMPARISON OF STAFFING LEVEL

No. of Employees				Salary Schedule	
Budget 2019	December 2019	Budget 2020	Position	Minimum	Maximum
			ADMINSTRATORS & OFFICIALS		
1	1	1	Director of Office of Equal Opportunity	50,795.81	171,581.77
2	0	2	Minority Business Development Administrator	27,325.56	85,577.88
3	1	3			
			PROFESSIONALS		
2	2	2	Administrative Manager	27,193.55	117,672.49
3	3	3	Assistant Administrator	20,800.00	73,868.59
1	0	0	Assistant Contract Compliance Officer	20,800.00	62,770.08
0	1	1	Contract Compliance Officer	26,273.96	78,184.48
6	6	6			
9	7	9	**TOTAL FULL TIME**		
9	**7**	**9**	**TOTAL DIVISION**		

OFFICE OF PREVENTION, INTERVENTION AND OPPORTUNITY

Tracy Martin-Thompson, Chief

Mission Statement

The Mayor's Office of Prevention, Intervention, and Opportunity for Youth and Young Adults (PIOYYA) is committed to instituting a broad-based effort to address the root causes of youth violence based on a public health model to improve the overall health, well-being and quality of life outcomes for youth, their families and their communities.

PIOYYA develops youth-centered programming and works to connect youth and young adults to resources, support systems, employment, recreational and educational opportunities in an effort to reduce violence and support City youth and young adults in developing the knowledge and skills necessary for success in school, the workforce, home and the community.

Some of the PIOYYA programs/initiatives include:

PROGRAM NAME: ***TRAUMA-INFORMED NEIGHBORHOOD RESOURCE AND RECREATION CENTERS (NRRCS)***

OBJECTIVES: Rebrand and refocus the City's 22 recreation centers through a transition process resulting in trauma-informed care Neighborhood Resource and Recreation Centers that more holistically serve local families and the community.

ACTIVITIES: **Trauma-Informed Care Training:** All Neighborhood Resource & Recreation Center (NRRC) staff members are participating in on-going professional development designed to assist them in developing an in-depth understanding of what toxic stress/trauma is; its impact on a child's overall development; the signs/symptoms; and strategies to effectively interact with youth and adults exhibiting these signs or symptoms without re-traumatizing them.

Social Work Trained Trauma-Informed Care Coaches: Neighborhood Resource & Recreation Centers are assigned a social work-trained, trauma-informed care coach who works closely with NRRC staff to identify youth exhibiting symptoms of trauma or toxic stress and connects those youth and their families to the appropriate community-based resources and support services.

Expanded NRRC Programming: New programming beyond traditional sports and recreational activities are available and aim to provide youth, young adults and their families access to center-based resources, programs and activities that address the root causes of violence; promote healing, wellness, resiliency and self-efficacy; and support our residents in developing the skills and knowledge required to thrive and live quality lives.

Programming centers around six (6) areas:

1)Youth and Adult Education (Targeted Groups: Youth Grades K-12 and Adults Ages 18 and up): Youth and adults are provided access to meaningful educational opportunities that promote academic, personal and professional growth and enables them to develop the knowledge and skills necessary to compete in a global workforce; K-12 Academic Intervention and Enrichment, Post-Secondary Education Preparation and Adult Education Programs

2)Job and Career Readiness (Targeted Group: Adults Ages 18 and up): Job and career readiness training is available for unemployed and underemployed adults to support them in developing the skills necessary to secure and retain employment in industries that enable them to earn a living wage, achieve economic stability and access opportunities for advancement- thereby creating stronger families and neighborhoods.

3)Health and Wellness (Targeted Groups: Youth Grades K-12 and Adults Ages 18 and up): New health and wellness programs are available that offer youth and adults the tools and resources needed to improve their physical, mental, social/emotional health and overall well-being.

4)Youth Development, Mentorship, Leadership and Community Service (Targeted Groups: Youth Grades 6-12): These programs intertwine youth development, mentorship, leadership and community service. They are designed to support our youth in developing the confidence, knowledge and skills, self-esteem and awareness necessary to actively participate in a democratic society and affect positive social change. These skills are essential in ensuring the cultural, social and economic progress of our youth and our communities.

5)The Arts - Performing and Visual (Targeted Groups: Youth Grades K-12): Arts programming is available that supports the social/emotional, behavioral and cognitive development of our youth. The arts are effective in reducing adverse physiological and psychological outcomes. Participating in the arts can assist youth in developing a sense of self-efficacy and improve self-esteem and awareness.

6)Sports and Recreation (Targeted Groups- Youth Grades K-12): These programs includes access to non-traditional sports and recreation activities that promote physical and social emotional wellness; builds character; teaches discipline and perseverance; and assist them in developing critical teamwork and leadership skills, all of which are essential in helping our youth to become well-rounded and successful adults.

PROGRAM NAME: ***MAYOR'S YOUTH SUMMER JOB AND CAREER READINESS INITIATIVE***

OBJECTIVES: Provide youth meaningful summer employment and internship opportunities that support improvements in learning outcomes and social/emotional development and prepares them to compete in a 21st century global economy.

ACTIVITIES: **Youth Summer Employment:** City of Cleveland youth are afforded job and life-skills training and are assigned to an 8-week paid summer employment opportunity that aligns with their career goals and enables them to gain skills necessary for success in school and the workforce.

Youth Summer Internships: City of Cleveland youth are assigned to select City departments to complete a 6-week paid career exploration work experience that aligns with their career interests and post-secondary education goals. The program is designed to enhance a youth's academic and social/emotional development by providing opportunities for career exploration.

PROGRAM NAME: ***YOUTH REENTRY, DIVERSION AND OUTREACH***

OBJECTIVES: Connect high-risk and formerly incarcerated youth with the wrap-around support services, resources, mentorship, educational support and career training/placement services required to reduce recidivism and assist these young people in developing the knowledge and skills needed to thrive and live quality lives.

ACTIVITIES: **Youth Reentry:** Assistance is provided in facilitating youth's reintegration in the community- before and subsequent to release. These youth are connected to the appropriate mentoring support and resources with a focus on- family, health, education, housing, legal services, employment and environment. The ultimate goal is to assist these youth in developing the skills and behaviors necessary for successful reentry into the community.

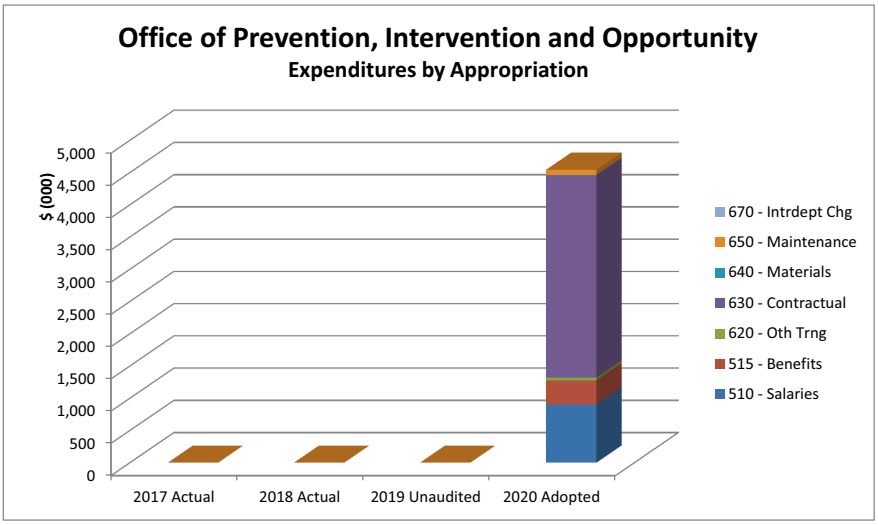
Youth Diversion: Youth ages 14-18, who are referred to the City's Diversion program, are connected to critical wrap-around support services and are afforded mentoring support; participate in job/career readiness and life-skills training; and are assigned a 6-8 week paid work experience. These youth receive support beyond the term of the juvenile court's diversion completion requirements- until the child demonstrates that intensive support is no longer required or subsequent to high school graduation.

OFFICE OF PREVENTION, INTERVENTION AND OPPORTUNITY

Expenditures

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ —	$ —	$ —	$ 902,010
	$ —	**$ —**	**$ —**	**$ 902,010**
Benefits				
Hospitalization	$ —	$ —	$ —	$ 180,828
Prescription	—	—	—	38,412
Dental	—	—	—	10,812
Vision Care	—	—	—	948
Public Employees Retire System	—	—	—	130,016
Fica-Medicare	—	—	—	13,082
Life Insurance	—	—	—	720
	$ —	**$ —**	**$ —**	**$ 374,818**
Other Training & Professional Dues				
Travel	$ —	$ —	$ —	$ 34,000
Training	—	—	—	7,500
Professional Dues & Subscript	—	—	—	2,000
	$ —	**$ —**	**$ —**	**$ 43,500**
Contractual Services				
Mileage (Private Auto)	$ —	$ —	$ —	$ 6,000
Other Contractual	—	—	—	3,131,162
	$ —	**$ —**	**$ —**	**$ 3,137,162**
Materials & Supplies				
Office Supplies	$ —	$ —	$ —	$ 7,250
	$ —	**$ —**	**$ —**	**$ 7,250**
Interdepart Service Charges				
Charges From Telephone Exch	$ —	$ —	$ —	$ 21,000
Charges From Print & Repro	—	—	—	56,250
Charges From Central Storeroom	—	—	—	1,500
	$ —	**$ —**	**$ —**	**$ 78,750**
	$ —	**$ —**	**$ —**	**$ 4,543,490**

OFFICE OF PREVENTION, INTERVENTION AND OPPORTUNITY



COMPARISON OF STAFFING LEVEL

No. of Employees				Salary Schedule	
Budget 2019	December 2019	Budget 2020	Position	Minimum	Maximum
			ADMINSTRATORS & OFFICIALS		
0	0	1	Executive Assistant to the Mayor	50,795.81	191,316.74
0	0	5	Special Assistant to the Mayor	20,800.00	118,362.30
0	0	6			
			PROFESSIONALS		
0	0	1	Fiscal Manager	23,647.11	97,175.21
0	0	12	Project Coordinator	27,325.56	99,702.63
0	0	13			
0	0	19	**TOTAL FULL TIME**		
0	**0**	**19**	**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 COURT

The Cleveland Community Court, under the direction of Judge Suzan M. Sweeney responds to quality-of-life crimes by ordering offenders to pay back the comm unities they've harmed through visible community service projects- for example, painting out graffiti, beautifying neighborhood parks, and cleaning up litter and debris from public streets. At the same time, community courts link offenders to services designed to help them address the underlying issues fueling their criminal behavior, such as drug and alcohol treatment, mental health services, job training and public benefits. Nationally, research has shown that the community court model can reduce crime and substance use, increase services to victims, save money, and improve public confidence in justice.

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, under the direction of Judge Michelle D. Earley, was designed 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 intimidate partner violence or a relate 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 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 1,700 people have successfully completed the Greater Cleveland Drug Court Program.

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.

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.

VETERANS TREATMENT DOCKET

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

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

CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

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 its very successful partnership with Channel 20 in the production of Cleveland Justice, a half hour program that gives iewers an insight on what happens in our courtrooms on a daily basis. Reaction has been very positive and we plan to continue this partnership so viewers can better understand the courts role in the community.

CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

Expenditures

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 12,618,646	$ 12,866,876	$ 12,400,003	$ 14,659,644
Seasonal	43,528	51,461	66,297	60,782
Elected Officials	444,780	421,116	445,500	525,900
Military Leave	—	—	1,354	—
Part-Time Permanent	227,516	216,157	223,673	585,082
Longevity	111,300	108,800	110,700	115,150
Vacation Conversion	131,683	—	171,232	—
Separation Payments	116,455	152,830	188,648	140,950
Bonus Incentive	—	9,017	—	—
Overtime	2,996	5,352	2,349	3,000
	$ 13,696,904	**$ 13,831,608**	**$ 13,609,755**	**$ 16,090,508**
Benefits				
Hospitalization	$ 2,441,828	$ 2,308,396	$ 2,347,994	$ 2,561,441
Prescription	437,529	347,377	401,385	485,507
Dental	121,726	117,038	109,758	150,662
Vision Care	13,413	12,930	12,542	17,264
Public Employees Retire System	1,910,146	1,908,805	1,858,283	2,232,940
Fica-Medicare	179,874	182,762	183,067	233,315
Workers' Compensation	328,996	134,060	153,916	161,643
Life Insurance	8,146	7,643	7,602	13,749
Unemployment Compensation	7,185	6,206	8,925	7,400
Clothing Allowance	33,500	4,000	—	—
	$ 5,482,341	**$ 5,029,217**	**$ 5,083,472**	**$ 5,863,921**
Other Training & Professional Dues				
Travel	$ 40,940	$ 25,682	$ 26,557	$ 20,000
Tuition & Registration Fees	7,483	6,362	12,193	15,000
Other Training Supplies	297	203	20	—
Professional Dues & Subscript	6,717	9,295	8,294	5,000
	$ 55,437	**$ 41,542**	**$ 47,064**	**$ 40,000**
Contractual Services				
Professional Services	$ 2,375,112	$ 2,838,038	$ 3,554,055	$ 3,747,069
Court Reporter	3,293	2,897	4,470	6,100
Jury And Witness Fees	4,818	6,832	5,616	18,000
Parking In City Facilities	12,000	12,000	12,655	10,000
Insurance And Official Bonds	—	813	3,209	3,000
	$ 2,395,223	**$ 2,860,580**	**$ 3,580,005**	**$ 3,784,169**

CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

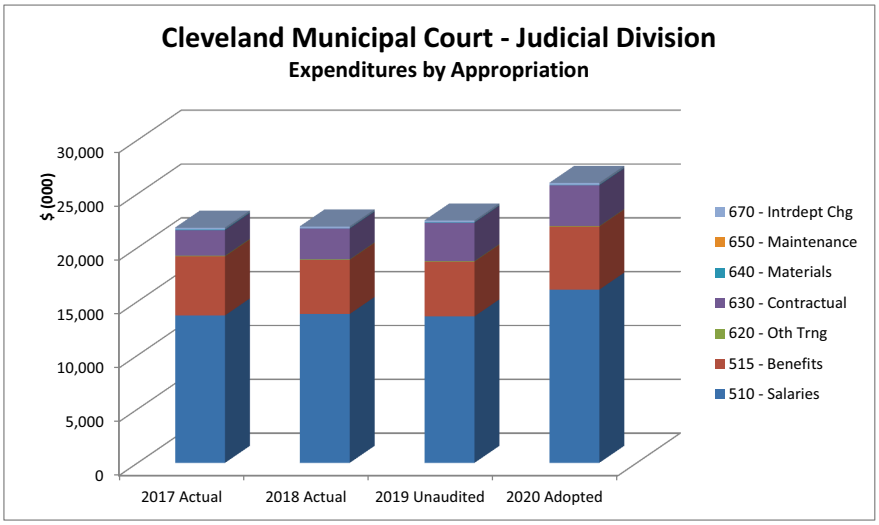
Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Materials & Supplies				
Office Supplies	$ 1,868	$ 263	$ 63	$ 10,000
Postage	56	174	183	—
Computer Hardware	531	—	—	—
Small Equipment	389	—	—	—
Office Furniture & Equipment	2,049	798	1,563	1,000
Paper And Other Printing Suppl	—	—	720	—
Other Supplies	6,736	3,747	2,605	—
Safety Equipment	158	—	429	—
Just In Time Office Supplies	42,501	35,254	29,968	30,000
	$ 54,288	**$ 40,236**	**$ 35,531**	**$ 41,000**
Maintenance				
Car Washes	$ 42	$ 36	$ 543	$ 250
	$ 42	**$ 36**	**$ 543**	**$ 250**
Interdepart Service Charges				
Charges From Telephone Exch	$ 40,951	$ 37,589	$ 30,539	$ 27,078
Charges From Radio Comm System	54,829	41,237	48,566	39,260
Charges From Water	507	585	562	1,700
Charges From Print & Repro	66,577	61,136	72,054	102,710
Charges From Central Storeroom	18,432	20,275	20,269	24,890
Charges From M.V.M.	—	13,222	4,203	5,315
	$ 181,296	**$ 174,044**	**$ 176,193**	**$ 200,953**
	$ 21,865,532	**$ 21,977,263**	**$ 22,532,563**	**$ 26,020,801**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Charges For Services	$ 250	$ 400	$ —	$ —
Fines, Forfeitures & Settlements	5,313,110	4,797,449	4,295,614	4,905,410
Miscellaneous	1,411,817	1,063,485	1,203,731	898,779
	$ 6,725,177	**$ 5,861,334**	**$ 5,499,346**	**$ 5,804,189**

CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION



CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			ADMINISTRATORS & OFFICIALS		
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	0	1	Deputy Bailiff Dir Central Scheduling	52,500.00	102,604.78
8	8	8	Deputy Bailiff Probation Officer Supervisor	48,750.00	78,274.01
1	1	1	Director Pretrial Services	58,333.00	93,661.20
11	11	11	Judge	37,050.00	37,050.00
3	2	3	Scheduling Supervisor	40,343.06	56,227.81
33	31	33			
			ADMINISTRATIVE SUPPORT		
1	1	1	Business Process Analyst	55,000.00	108,044.90
1	1	1	Court Interpreter Coordinator	39,167.00	58,678.56
59	56	59	Deputy Bailiff	27,491.00	62,641.52
1	1	1	Deputy Bailiff Accounts Coordinator	45,492.00	72,305.72
2	2	2	Deputy Bailiff Administrative Assistant I	34,167.00	54,858.71
2	2	2	Deputy Bailiff Administrative Assistant II	39,167.00	72,690.12
9	5	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
4	2	4	Deputy Bailiff Court Interp II	45,493.00	54,590.00
1	1	1	Deputy Bailiff HR / Personnel Director	58,333.00	93,661.20
4	6	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	8	Deputy Bailiff Scheduler I	22,284.00	50,117.58
6	4	6	Deputy Bailiff Supervisor	44,167.00	70,245.91
4	4	4	Deputy Bailiff Warrant Officer	27,492.00	62,886.81
12	12	12	Personal Bailiff	63,969.00	85,591.85
118	109	118			

CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			PROFESSIONALS		
1	1	1	Dep Bail Alcohol & Drug Treatment Case Manager	48,750.00	78,274.01
1	0	1	Deputy Bailiff Caseflow Coordinator	52,500.00	78,654.24
1	1	1	Deputy Bailiff Chief Magistrate	71,667.00	115,069.48
1	1	1	Deputy Bailiff Chief Social Worker	48,750.00	84,295.10
1	1	1	Deputy Bailiff Community Court Coordinator	45,493.00	78,274.00
4	4	4	Deputy Bailiff Court Reporter	36,509.00	67,072.58
1	0	1	Deputy Bailiff DBA III	64,167.00	96,132.96
2	2	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	1	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
8	7	8	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 Pretrial Services Coordinator	48,750.00	78,274.01
1	1	1	Deputy Bailiff Pretrial Services Intake Officer	31,200.00	62,886.81
5	5	5	Deputy Bailiff Pretrial Services Release Officer	34,035.00	67,097.11
2	2	5	Deputy Bailiff Pretrial Services Supervising Officer	34,035.00	67,097.11
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	1	1	Deputy Bailiff Senior Magistrate	58,333.00	92,595.60
1	0	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
41	36	41	Probation Officer General	34,035.00	67,097.11

CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

COMPARISON OF STAFFING LEVEL

No. of Employees				Salary Schedule	
Budget 2019	December 2019	Budget 2020	Position	Minimum	Maximum
1	1	1	Small Claims Magistrate	20,800.00	56,244.49
97	81	100			
			NON EEO REPORTING		
1	1	1	Deputy Bailiff Computer Specialists II	45,492.00	69,498.00
1	2	1	T.I.P. Office Assistant	25,921.00	38,222.00
1	1	1	Website Content Specialist	45,493.00	54,590.00
3	4	3			
			TECHNICIANS		
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	1	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	6	7			
258	**231**	**261**	**TOTAL FULL TIME**		
			PART TIME		
1	1	1	Deputy Bailiff	27,491.00	62,641.52
2	0	2	Deputy Bailiff Court Reporter	36,509.00	67,072.58
5	6	5	Deputy Bailiff Law Clerk	41,600.00	52,000.00
1	0	1	Deputy Bailiff Spec Proj Off	48,750.00	78,274.01
2	2	2	Deputy Bailiff Pretrial Services Intake Officer	31,200.00	62,886.81
2	3	2	Muni Court Psychologist	99,299.20	216,987.49
13	12	13	**TOTAL PART TIME**		
			SEASONAL		
19	0	19	Student Aide	10.00	11.94
19	0	19	**TOTAL SEASONAL**		
290	**243**	**293**	**TOTAL DIVISION**		

CLEVELAND MUNICIPAL COURT - CLERK'S DIVISION

Earle B. Turner, Clerk Of Municipal Court

Mission Statement

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

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

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

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

PROGRAM NAME: ADMINISTRATION

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

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

PROGRAM NAME: CIVIL

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

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

PROGRAM NAME: CRIMINAL

OBJECTIVES: To collect and disburse revenue from criminal proceedings.

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

PROGRAM NAME: FINANCE

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

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

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 6,205,776	$ 6,391,241	$ 6,482,721	$ 7,212,707
Elected Officials	64,180	67,397	70,788	72,027
Part-Time Permanent	126,501	182,126	184,112	236,240
Student Trainees	34,470	34,259	29,395	35,004
Longevity	61,250	62,525	60,625	60,925
Vacation Conversion	17,152	—	12,943	—
Separation Payments	54,893	48,700	53,092	50,000
Overtime	23,136	19,510	30,319	30,000
	$ 6,587,358	**$ 6,805,757**	**$ 6,923,994**	**$ 7,696,903**
Benefits				
Hospitalization	$ 1,594,747	$ 1,489,932	$ 1,550,878	$ 1,686,946
Prescription	285,087	218,485	256,444	303,040
Dental	74,007	72,456	70,428	93,254
Vision Care	8,432	8,324	7,940	10,536
Public Employees Retire System	908,215	945,489	958,137	1,078,330
Fica-Medicare	86,432	91,309	92,744	103,953
Workers' Compensation	175,576	70,402	61,512	72,614
Life Insurance	5,011	4,873	4,795	8,114
Unemployment Compensation	2,175	61	—	12,896
	$ 3,139,682	**$ 2,901,331**	**$ 3,002,879**	**$ 3,369,683**
Other Training & Professional Dues				
Travel	$ —	$ 12,033	$ 1,241	$ 10,000
Tuition & Registration Fees	598	7,868	1,305	10,000
Professional Dues & Subscript	198	—	—	200
	$ 796	**$ 19,901**	**$ 2,546**	**$ 20,200**
Contractual Services				
Professional Services	$ 709,748	$ 1,041,465	$ 1,071,816	$ 1,400,000
Advertising And Public Notice	27,803	25,734	25,119	24,000
Parking In City Facilities	2,580	2,580	2,690	2,580
Insurance And Official Bonds	—	2,297	—	—
Property Rental	50,000	70,000	72,000	107,000
Equipment Rental	(485)	800	1,000	800
Other Contractual	20,582	67,858	53,900	77,000
	$ 810,229	**$ 1,210,734**	**$ 1,226,525**	**$ 1,611,380**

CLEVELAND MUNICIPAL COURT - CLERK'S DIVISION

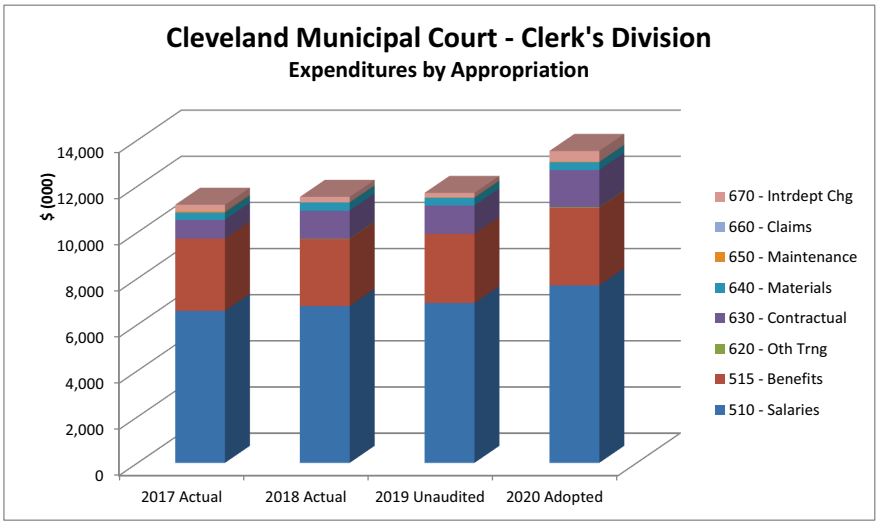
Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Materials & Supplies				
Postage	$ 281,440	$ 299,669	$ 299,656	$ 300,000
Food	856	1,408	1,205	1,500
Other Supplies	16,188	15,680	18,388	25,000
Just In Time Office Supplies	23,497	32,835	21,182	20,000
	$ 321,982	**$ 349,593**	**$ 340,432**	**$ 346,500**
Maintenance				
Maintenance Office Equipment	$ 15,334	$ 14,693	$ 21,369	$ 16,000
Maintenance Contracts	—	145	—	1,000
Computer Software Maintenance	26,400	—	—	—
Car Washes	300	300	300	900
	$ 42,034	**$ 15,138**	**$ 21,669**	**$ 17,900**
Claims, Refunds, Maintenance				
Cash Short & Over	$ —	$ —	$ 10	$ 1,000
Judgments, Damages, & Claims	2,680	6,700	1,140	10,000
	$ 2,680	**$ 6,700**	**$ 1,150**	**$ 11,000**
Interdepart Service Charges				
Charges From Telephone Exch	$ 116,920	$ 87,783	$ 67,910	$ 120,214
Charges From Radio Comm System	5,502	4,204	4,732	9,690
Charges From Print & Repro	159,749	125,698	112,030	309,695
Charges From M.V.M.	1,449	1,220	1,903	8,588
	$ 283,620	**$ 218,905**	**$ 186,575**	**$ 448,187**
	$ 11,188,380	**$ 11,528,058**	**$ 11,705,770**	**$ 13,521,753**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Charges For Services	$ 399,449	$ 427,078	$ 436,471	$ 429,581
Fines, Forfeitures & Settlements	5,037,583	5,607,993	5,843,003	5,150,246
Miscellaneous	605	101,374	96,292	2,404
	$ 5,437,637	**$ 6,136,444**	**$ 6,375,766**	**$ 5,582,231**

CLEVELAND MUNICIPAL COURT - CLERK'S DIVISION



COMPARISON OF STAFFING LEVEL

No. of Employees				Salary Schedule	
Budget 2019	December 2019	Budget 2020	Position	Minimum	Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Clerk of Municipal Court	72,026.88	72,026.88
13	13	13	Chief Deputy Clerk - Administration	46,675.00	101,147.00
14	14	14			
			ADMINISTRATIVE SUPPORT		
1	1	1	Chief Deputy Clerk - Training Coordinator	46,180.00	77,600.00
1	1	1	Chief Deputy Clerk - Purchasing	46,180.00	77,600.00
1	1	1	Chief Deputy Clerk - Project Coordinator	46,180.00	77,600.00
1	1	1	Chief Deputy Clerk - Human Resources Assistant	46,180.00	77,600.00
2	2	2	Chief Deputy Clerk - Operations Manager	45,005.00	72,396.00
5	5	5	Chief Deputy Clerk - Supervisor	42,387.00	67,607.00
2	2	2	Chief Deputy Clerk - Senior Clerk 1	42,387.00	67,607.00
3	3	3	Chief Deputy Clerk - Facilitator	42,387.00	67,607.00
1	1	1	Chief Deputy Clerk - Facilitator / Auditor	42,387.00	67,607.00
17	17	17			

CLEVELAND MUNICIPAL COURT - CLERK'S DIVISION

COMPARISON OF STAFFING LEVEL

No. of Employees				Salary Schedule	
Budget 2019	December 2019	Budget 2020	Position	Minimum	Maximum
			PROFESSIONALS		
1	1	1	Chief Deputy Clerk - Senior Clerk Fleet Manager	37,683.00	59,178.00
15	15	15	Chief Deputy Clerk - Senior Clerk	37,683.00	59,178.00
2	2	2	Chief Deputy Clerk - Accountant	37,683.00	59,178.00
15	15	15	Chief Deputy Clerk - Journalizer	32,240.00	51,171.00
3	3	3	Chief Deputy Clerk - DCI	32,240.00	51,171.00
1	1	1	Chief Deputy Clerk - Collections	32,240.00	51,171.00
40	37	40	Chief Deputy Clerk - Cashier	32,240.00	51,171.00
4	3	4	Chief Deputy Clerk - Bookkeeping	32,240.00	51,171.00
42	34	42	Chief Deputy Clerk - Support	31,200.00	49,289.00
123	111	123			
			PROTECTIVE SERVICES		
1	1	1	Chief Deputy Clerk - Chief of Security	46,180.00	77,600.00
1	1	1			
155	**143**	**155**	**TOTAL FULL TIME**		
			PART TIME		
2	1	2	Chief Deputy Clerk - Bookkeeping	12.00	65.00
2	1	2	Chief Deputy Clerk - Collections	12.00	65.00
1	1	1	Chief Deputy Clerk - Hearing Officer	12.00	65.00
1	1	1	Chief Deputy Clerk - IT Administrator	12.00	65.00
1	0	1	Chief Deputy Clerk - Security	12.00	65.00
6	4	6	Chief Deputy Clerk - Support	12.00	65.00
13	**8**	**13**	**TOTAL PART TIME**		
			SEASONAL		
17	0	17	Student Assistant	11.60	11.94
17	**0**	**17**	**TOTAL SEASONAL**		
185	**151**	**185**	**TOTAL DIVISION**		

CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

W. Moná Scott, 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 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.

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 2017, the Court made more than 1,555referrals 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.

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. In 2017, the Court ordered approximately 150 inspections, and prohibited re-rental on over a third of those cases.

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 bed bugs, mold, and more, as well as issues involving fair housing and federal subsidies.

HOUSING CLINICS

Free and open to the public daily from 8:30 a.m. to 3:30 p.m. on the Thirteenth Floor of the Justice Center, the Housing Court hosts a Clinic staffed by Housing Specialists who offer information to landlords, tenants, and property owners. On average, the Clinic annually provides information and services to more than 6,500 walk-in, and 18,000 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 presented regularly 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

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 2,593,836	$ 2,790,339	$ 2,821,869	$ 3,242,096
Elected Officials	29,549	37,050	37,050	37,050
Part-Time Permanent	85,334	72,264	68,831	166,201
Longevity	14,350	15,675	16,125	16,050
Vacation Conversion	21,911	—	7,069	—
Separation Payments	8,107	7,337	7,860	25,000
Bonus Incentive	10,197	79,544	110,923	—
	$ 2,763,284	**$ 3,002,209**	**$ 3,069,727**	**$ 3,486,397**
Benefits				
Hospitalization	$ 448,317	$ 472,172	$ 468,019	$ 501,375
Prescription	84,507	69,156	77,986	99,407
Dental	22,428	24,266	23,036	28,780
Vision Care	2,391	2,552	2,466	3,152
Public Employees Retire System	381,382	417,143	429,541	488,786
Fica-Medicare	39,055	42,235	43,112	49,345
Workers' Compensation	68,340	36,958	55,283	32,643
Life Insurance	1,524	1,501	1,492	2,514
Unemployment Compensation	—	—	2,658	8,000
Clothing Allowance	6,825	8,750	7,350	—
	$ 1,054,768	**$ 1,074,731**	**$ 1,110,943**	**$ 1,214,002**
Other Training & Professional Dues				
Travel	$ 3,978	$ 9,763	$ 9,856	$ 4,700
Tuition & Registration Fees	7,158	4,516	12,867	10,600
Mileage (Priv Auto) Trng Prps	—	—	108	—
Professional Dues & Subscript	24,327	21,005	12,343	20,000
	$ 35,463	**$ 35,284**	**$ 35,173**	**$ 35,300**
Contractual Services				
Professional Services	$ 99,095	$ 29,008	$ 68,182	$ 111,000
Court Reporter	37	—	138	2,500
Mileage (Private Auto)	3,075	5,886	4,672	3,000
Jury And Witness Fees	—	—	—	600
Parking In City Facilities	8,735	10,638	10,951	10,500
Insurance And Official Bonds	—	—	850	1,400
Other Contractual	—	—	—	500
	$ 110,942	**$ 45,532**	**$ 84,793**	**$ 129,500**
Materials & Supplies				
Office Supplies	$ 1,545	$ 39	$ 221	$ 1,750
Postage	56	4,900	4,950	5,000

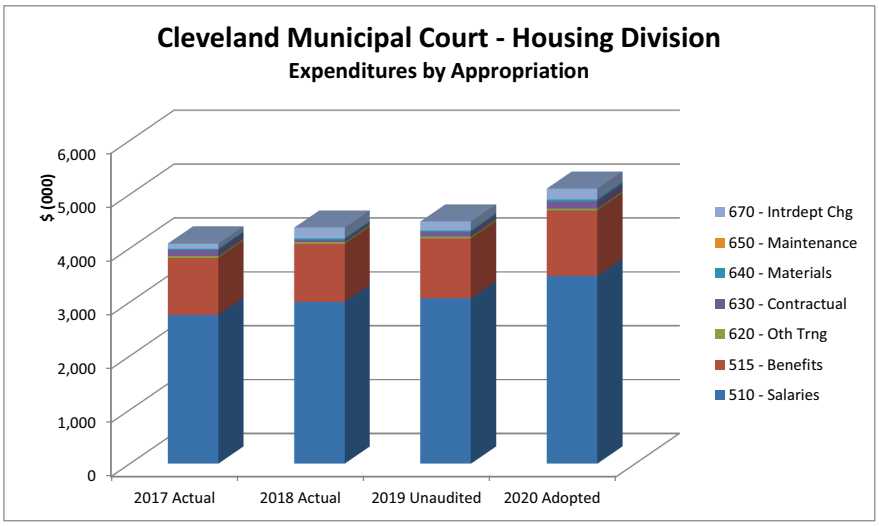
CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Clothing	1,249	1,087	32	3,500
Office Furniture & Equipment	4,771	954	5,039	10,000
Other Supplies	9,940	11,738	10,832	11,220
Just In Time Office Supplies	5,634	5,969	5,272	5,000
	$ 23,195	**$ 24,687**	**$ 26,346**	**$ 36,470**
Maintenance				
Maintenance Office Equipment	$ —	$ —	$ —	$ 500
Car Washes	371	—	420	500
	$ 371	**$ —**	**$ 420**	**$ 1,000**
Interdepart Service Charges				
Charges From Telephone Exch	$ 10,893	$ 12,957	$ 8,060	$ 7,147
Charges From Radio Comm System	10,404	9,568	9,186	7,599
Charges From Print & Repro	49,802	141,291	105,021	149,703
Charges From M.V.M.	26,665	34,621	46,378	39,024
	$ 97,764	**$ 198,437**	**$ 168,645**	**$ 203,473**
	$ 4,085,787	**$ 4,380,881**	**$ 4,496,048**	**$ 5,106,142**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Fines, Forfeitures & Settlements	$ 766,326	$ 820,140	$ 838,225	$ 855,101
Miscellaneous	81	39,980	41,982	—
	$ 766,407	**$ 860,120**	**$ 880,207**	**$ 855,101**



CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			ADMINISTRATORS & OFFICIALS		
1	0	1	Housing Court Administrator	80,000.00	120,000.00
0	1	1	Director of Communication -HC	60,000.00	90,000.00
1	1	1	Judge	37,050.00	37,050.00
1	0	1	Personal Bailiff	63,969.00	85,591.85
3	2	4			
			ADMINISTRATIVE SUPPORT		
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
2	1	1	Housing Court Secretary	20,815.92	40,891.00
1	1	1	Housing Court Scheduler	23,063.94	54,755.16
5	4	4			
			PROFESSIONALS		
1	1	1	Chief Housing Court Specialist	52,158.83	92,427.06
1	1	1	Deputy Bailiff Finance Officer	38,544.06	75,078.85
1	0	0	Deputy Bailiff Public Information Officer	48,750.00	84,776.96
11	9	12	Housing Court Deputy Bailiff	22,173.84	54,367.68
1	1	1	Housing Court Coordinator	23,064.00	56,182.76
1	0	0	Deputy Bailiff Court Reporter	36,509.00	67,072.58
11	10	11	Housing Court Specialist	34,000.00	73,955.59
1	1	1	Housing Court Adr Specialist	42,178.00	90,045.81
1	1	1	Housing Court Chief Bailiff	38,884.00	94,348.04
1	1	1	Housing Court Chief Magistrate	71,667.00	125,383.66
1	1	1	Housing Court Compliance Specialist	42,000.00	68,000.00
0	2	2	Housing Court Deputy Chief Specialist	55,000.00	78,000.00
5	4	4	Housing Court Magistrate	42,178.32	91,529.00
3	3	3	Housing Court DP Bailiff / Staff Attorney	29,585.00	74,922.62
0	0	2	Deputy Bailiff Chief Social Worker	48,750.00	84,295.10
39	35	41			
			PROTECTIVE SERVICES		
2	2	2	Deputy Bailiff Supervisor	44,167.00	70,245.91
2	2	2			
49	43	51	**TOTAL FULL TIME**		

CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

COMPARISON OF STAFFING LEVEL

No. of Employees				Salary Schedule	
Budget 2019	December 2019	Budget 2020	Position	Minimum	Maximum
			PART TIME		
0	0	1	Administrative Officer	20,800.00	58,499.94
1	0	0	Housing Court Administrative Assistant	23,063.94	58,939.38
1	1	0	Housing Court Deputy Bailiff	22,173.84	54,367.68
1	0	1	Housing Court DP Bailiff / Judicial Clerk	21,993.75	54,490.42
1	1	1	Housing Court Secretary	20,815.92	40,891.00
0	0	1	Deputy Bailiff Special Projects Officer	48,750.00	78,274.01
0	0	1	Deputy Bailiff Magistrate	58,333.00	102,604.78
4	2	5	**TOTAL PART TIME**		
53	**45**	**56**	**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

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 458,980	$ 730,611	$ 766,652	$ 941,062
Seasonal	20,585	—	—	—
Part-Time Permanent	38,766	36,988	28,853	47,504
Longevity	2,150	1,975	2,250	2,550
Vacation Conversion	1,574	—	—	—
Separation Payments	11,676	23,983	2,188	10,000
Bonus Incentive	2,000	6,000	—	—
	$ 535,732	**$ 799,557**	**$ 799,943**	**$ 1,001,116**
Benefits				
Hospitalization	$ 84,429	$ 122,812	$ 133,761	$ 187,034
Prescription	13,709	18,379	22,474	36,299
Dental	3,255	5,106	5,612	9,514
Vision Care	578	796	845	1,289
Public Employees Retire System	73,279	106,361	112,759	140,084
Fica-Medicare	7,562	11,330	11,354	14,378
Workers' Compensation	15,547	28,456	8,349	9,246
Life Insurance	284	433	495	958
Unemployment Compensation	3,683	503	5,382	—
	$ 202,327	**$ 294,177**	**$ 301,031**	**$ 398,802**
Other Training & Professional Dues				
Travel	$ 157	$ 3,279	$ 678	$ 5,857
Tuition & Registration Fees	3,635	2,455	1,025	500
Training	—	30	—	—
Professional Dues & Subscript	—	295	400	650
	$ 3,792	**$ 6,059**	**$ 2,103**	**$ 7,007**
Contractual Services				
Professional Services	$ 67,841	$ 13,950	$ 59,902	$ 97,120
Travel- Non-Training	705	384	432	500
Mileage (Private Auto)	1,014	1,617	1,696	2,000
Program Promotion	43	—	—	—
Participation Fee	40	—	—	—
Parking In City Facilities	1,835	1,533	1,357	2,600
Other Contractual	49,950	54,113	117,345	99,950
	$ 121,428	**$ 71,597**	**$ 180,732**	**$ 202,170**

DEPARTMENT OF AGING

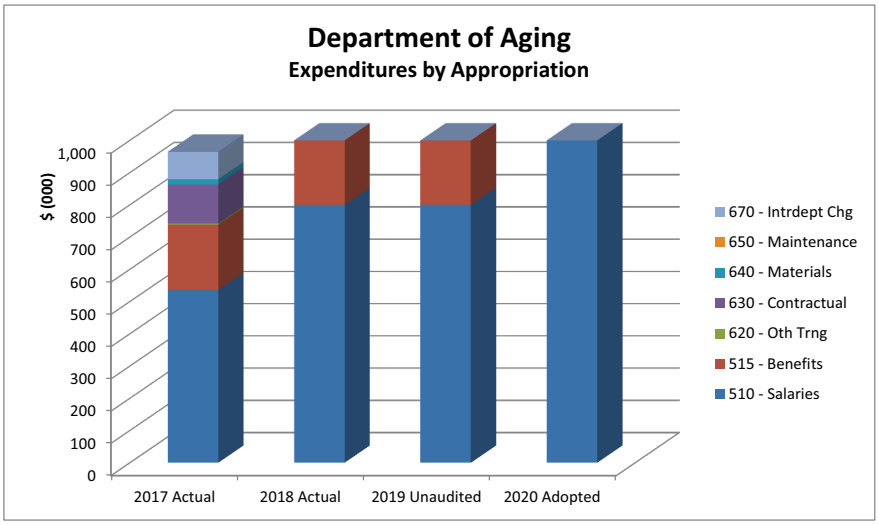
Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Materials & Supplies				
Computer Supplies	$ 247	$ —	$ —	$ —
Computer Hardware	—	3,356	—	5,000
Computer Software	—	—	—	1,000
Clothing	748	676	767	1,500
Hardware & Small Tools	—	—	—	100
Office Furniture & Equipment	—	—	698	3,000
Food	5,691	10,361	18,641	15,000
Other Supplies	242	1,020	788	739
Safety Equipment	—	276	—	—
Special Events Supplies	5,724	1,465	1,174	8,245
Motor Oil & Lubricants	—	—	29	—
Just In Time Office Supplies	3,585	3,053	6,285	4,000
	$ 16,236	**$ 20,207**	**$ 28,383**	**$ 38,584**
Maintenance				
Car Washes	$ —	$ —	$ —	$ 600
	$ —	**$ —**	**$ —**	**$ 600**
Interdepart Service Charges				
Charges From Telephone Exch	$ 8,646	$ 10,399	$ 8,938	$ 7,925
Charges From Print & Repro	31,479	30,842	45,973	65,534
Charges From Central Storeroom	14,672	17,969	19,658	24,140
Charges From M.V.M.	30,458	20,723	35,184	27,312
	$ 85,255	**$ 79,932**	**$ 109,753**	**$ 124,911**
	$ 964,770	**$ 1,271,528**	**$ 1,421,945**	**$ 1,773,190**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Charges For Services	$ —	$ 1,100	$ —	$ —
Miscellaneous	58,996	55,749	26,484	—
	$ 58,996	**$ 56,849**	**$ 26,484**	**$ —**

DEPARTMENT OF AGING



DEPARTMENT OF AGING

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Director of Aging	50,795.81	191,316.74
1	1	1			
			ADMINISTRATIVE SUPPORT		
1	1	1	Junior Clerk	12.83	15.46
0	0	1	Receptionist	10.00	15.85
1	1	2			
			PARA-PROFESSIONALS		
3	3	3	Geriatric Outreach Worker	10.00	24.24
3	3	3			
			PROFESSIONALS		
0	1	1	Administrative Aide	17,593.00	59,623.41
4	3	4	Administrative Manager	27,193.55	117,672.49
0	0	1	Assistant Administrator	20,800.00	73,868.59
1	1	1	Grants Administrator	22,333.40	83,008.39
2	1	2	Project Coordinator	27,325.56	99,702.63
7	6	9			
			NON EEO REPORTING		
5	4	5	Aging Services Administrator	27,325.56	96,798.67
5	4	5			
17	15	20	**TOTAL FULL TIME**		
			PART TIME		
1	0	0	Asst Aging Services Administrator	20,800.00	68,738.75
1	1	1	Intake Specialist	10.00	17.90
1	1	1	Project Director	22,333.40	88,646.98
3	2	2	**TOTAL PART TIME**		
20	**17**	**22**	**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.

- **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

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 780,769	$ 930,028	$ 981,985	$ 1,363,254
Part-Time Permanent	48,636	43,706	37,006	66,006
Longevity	3,150	3,025	3,900	4,250
Vacation Conversion	3,283	—	8,592	—
Separation Payments	—	7,148	3,854	10,000
Bonus Incentive	—	8,000	—	—
	$ 835,839	**$ 991,907**	**$ 1,035,338**	**$ 1,443,510**
Benefits				
Hospitalization	$ 124,731	$ 148,382	$ 167,962	$ 178,487
Prescription	26,280	21,776	28,338	38,112
Dental	5,095	6,417	7,222	11,307
Vision Care	709	908	939	1,448
Public Employees Retire System	113,973	136,687	142,968	200,901
Fica-Medicare	11,738	13,903	14,472	20,934
Workers' Compensation	19,079	9,362	10,227	10,934
Life Insurance	410	503	545	1,088
Unemployment Compensation	12,562	—	4,450	—
Clothing Allowance	—	—	—	530
	$ 314,576	**$ 337,937**	**$ 377,124**	**$ 463,741**
Other Training & Professional Dues				
Travel	$ 8,584	$ 6,525	$ 3,312	$ 7,000
Tuition & Registration Fees	22,917	14,324	20,863	15,000
Training	147	—	—	—
Professional Dues & Subscript	8,000	8,000	9,850	8,500
	$ 39,649	**$ 28,849**	**$ 34,025**	**$ 30,500**
Contractual Services				
Professional Services	$ 639,253	$ 949,319	$ 1,222,999	$ 1,250,000
COBRA-Medical Coverage	45,000	45,000	—	35,000
Advertising And Public Notice	—	—	—	4,000
Parking In City Facilities	1,467	1,497	1,952	2,500
Wellness Expense Anthem	—	—	1,525	—
Other Contractual	260,000	260,000	211,000	290,000
	$ 945,720	**$ 1,255,816**	**$ 1,437,476**	**$ 1,581,500**
Materials & Supplies				
Office Supplies	$ 660	$ 1,593	$ 2,860	$ 1,500
Computer Supplies	2,006	505	1,744	2,000
Medical Supplies	—	—	—	4,000
Food	600	2,000	—	4,000

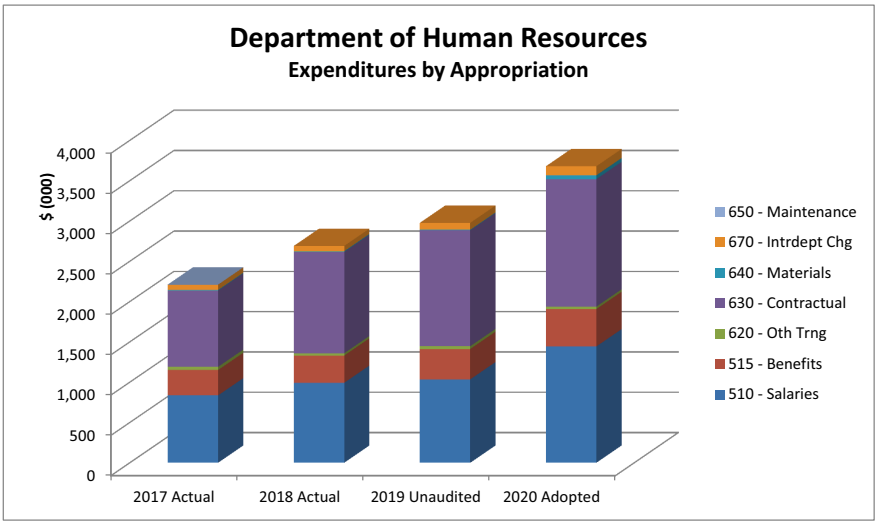
DEPARTMENT OF HUMAN RESOURCES

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Other Supplies	30	12	35	1,000
Special Events Supplies	—	—	—	30,000
Just In Time Office Supplies	4,903	5,832	2,815	5,000
	$ 8,198	**$ 9,942**	**$ 7,454**	**$ 47,500**
Maintenance				
Maintenance Contracts	$ 816	$ 845	$ —	$ 900
	$ 816	**$ 845**	**$ —**	**$ 900**
Interdepart Service Charges				
Charges From Telephone Exch	$ 3,583	$ 3,923	$ 4,488	$ 3,979
Charges From Print & Repro	41,619	36,933	47,058	67,079
Charges From Central Storeroom	21,167	24,765	33,948	41,688
	$ 66,370	**$ 65,621**	**$ 85,494**	**$ 112,746**
	$ 2,211,167	**$ 2,690,916**	**$ 2,976,909**	**$ 3,680,397**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Miscellaneous	$ 148,581	$ 36,078	$ 20,160	$ 500
	$ 148,581	**$ 36,078**	**$ 20,160**	**$ 500**



DEPARTMENT OF HUMAN RESOURCES

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			ADMINISTRATORS & OFFICIALS		
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
6	3	6	HR Program Planning and Management Administrator	22,333.40	70,234.84
9	6	9			
			ADMINISTRATIVE SUPPORT		
1	1	1	Chief Clerk	22,050.00	52,504.47
1	1	1	Jr. Clerk	12.83	15.46
2	2	2			
			PROFESSIONALS		
3	4	3	Administrative Manager	27,193.55	117,672.49
0	0	1	Assistant Administrator	20,800.00	73,868.59
1	0	0	Labor Relations Assistant	20,800.00	59,516.40
1	0	1	Labor Relations Officer	27,325.56	85,577.88
1	1	2	Personnel Administrator	26,273.96	91,088.49
0	0	1	Public Health Nurse III	57,356.03	58,503.15
0	0	1	Senior Compensation Analyst/HRIS	27,325.56	104,856.16
1	1	1	Senior Systems Analyst	20,800.00	87,543.86
1	0	1	Supervisor of Computer Operations	30,214.95	98,444.95
8	6	11			
19	14	22	**TOTAL FULL TIME**		
			PART TIME		
3	3	3	Junior Personnel Assistant	20,800.00	43,469.45
3	3	3	**TOTAL PART TIME**		
22	**17**	**25**	**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

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 4,374,203	$ 4,934,282	$ 4,918,683	$ 5,769,184
Part-Time Permanent	(941)	—	—	—
Longevity	25,925	26,500	26,050	26,675
Vacation Conversion	79,987	—	72,764	—
Separation Payments	111,278	81,182	49,833	85,734
Bonus Incentive	—	40,000	—	—
	$ 4,590,452	**$ 5,081,964**	**$ 5,067,329**	**$ 5,881,593**
Benefits				
Hospitalization	$ 719,403	$ 735,677	$ 793,567	$ 909,256
Prescription	128,999	109,517	132,368	179,578
Dental	34,078	35,961	35,936	48,133
Vision Care	4,009	4,290	4,272	5,656
Public Employees Retire System	638,376	710,956	712,273	821,378
Fica-Medicare	61,357	68,242	68,061	77,245
Workers' Compensation	108,462	49,412	51,716	53,825
Life Insurance	2,383	2,610	2,610	4,484
Unemployment Compensation	—	—	8,100	—
	$ 1,697,067	**$ 1,716,667**	**$ 1,808,904**	**$ 2,099,555**
Other Training & Professional Dues				
Travel	$ 10,764	$ 35,884	$ 5,362	$ 25,000
Tuition & Registration Fees	26,682	6,210	30,724	50,000
Professional Dues & Subscript	144,086	89,627	104,687	120,000
	$ 181,532	**$ 131,721**	**$ 140,773**	**$ 195,000**
Contractual Services				
Professional Services	$ 2,338,149	$ 2,656,018	$ 2,737,331	$ 2,500,000
Court Reporter	68,417	72,362	89,853	85,000
Parking In City Facilities	1,721	1,693	1,779	2,500
Insurance And Official Bonds	—	250	—	250
Property Rental	—	—	77,688	—
Other Contractual	143	65,935	67,921	100,000
Local Match-Grant Programs	43,005	40,878	92,450	45,627
	$ 2,451,436	**$ 2,837,136**	**$ 3,067,020**	**$ 2,733,377**
Materials & Supplies				
Office Supplies	$ 310	$ 684	$ 883	$ 3,000
Postage	524	1,518	237	1,500
Computer Hardware	—	—	—	72,250
Computer Software	—	—	199	—
Just In Time Office Supplies	4,692	4,659	6,456	5,000
	$ 5,526	**$ 6,861**	**$ 7,774**	**$ 81,750**

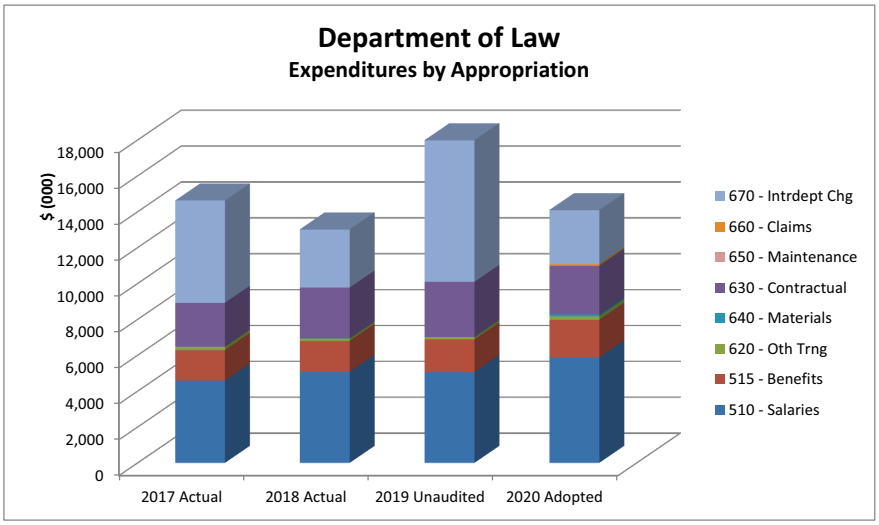
DEPARTMENT OF LAW

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Maintenance				
Computer Software Maintenance	$ —	$ —	$ —	$ 83,500
	$ —	**$ —**	**$ —**	**$ 83,500**
Claims, Refunds, Maintenance				
Court Costs	$ 9,114	$ 8,621	$ 8,874	$ 20,000
Judgments, Damages, & Claims	5,686,890	3,233,663	7,888,693	3,000,000
	$ 5,696,004	**$ 3,242,284**	**$ 7,897,566**	**$ 3,020,000**
Interdepart Service Charges				
Charges From Telephone Exch	$ 22,228	$ 24,491	$ 20,283	$ 17,985
Charges From Print & Repro	40,621	44,456	37,315	53,192
Charges From Central Storeroom	3,845	4,753	4,380	5,379
Charges From M.V.M.	1,027	1,239	1,240	1,818
	$ 67,721	**$ 74,939**	**$ 63,218**	**$ 78,374**
	$ 14,689,737	**$ 13,091,573**	**$ 18,052,586**	**$ 14,173,149**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Charges For Services	$ 60,000	$ —	$ —	$ —
Fines, Forfeitures & Settlements	17,410	28,424	22,403	4,000
Miscellaneous	14,041	74,428	68,981	4,200
	$ 91,450	**$ 102,851**	**$ 91,384**	**$ 8,200**



DEPARTMENT OF LAW

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			ADMINISTRATORS & OFFICIALS		
6	6	6	Chief Assistant Director of Law	31,500.00	136,692.31
1	1	1	Chief Assistant Prosecutor	36,750.00	150,470.11
1	1	1	Chief Corporate Counsel	36,750.00	150,470.11
1	1	1	Chief Counsel	36,750.00	150,470.11
1	1	1	Chief Trial Counsel	36,750.00	150,470.11
0	2	2	Deputy Asst Prosecutor	23,100.00	105,625.89
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	15	15			
			ADMINISTRATIVE SUPPORT		
5	3	4	Legal Secretary	20,800.00	50,700.42
1	1	1	Principal Clerk	14.88	21.97
2	3	3	Chief Clerk	22,050.00	52,504.47
1	0	0	Receptionist	10.00	15.85
9	7	8			
			PARA-PROFESSIONALS		
2	2	2	Chief Legal Investigator	23,647.11	74,000.47
1	1	1	Claims Examiner	10.00	25.49
3	3	3	Docket Clerk	20,800.00	40,109.95
1	0	0	Paralegal	20,800.00	48,254.00
7	6	6			
			PROFESSIONALS		
1	1	1	Administrative Manager	27,193.55	117,672.49
3	3	4	Assistant Administrator	20,800.00	73,868.59
26	22	27	Assistant Director of Law I (S)	26,250.00	93,204.80
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
19	14	16	Assistant Prosecutor	23,100.00	105,625.89
4	3	4	Misdemeanor Investigator	20,800.00	52,489.70
1	1	1	Personnel Administrator	26,273.96	91,088.49
2	1	2	Project Director	22,333.40	88,646.98
59	48	58			

DEPARTMENT OF LAW

COMPARISON OF STAFFING LEVEL

No. of Employees				Salary Schedule	
Budget 2019	December 2019	Budget 2020	Position	Minimum	Maximum
			TECHNICIANS		
0	1	1	Sr Clerk	12.47	18.14
0	1	1			
88	77	88	**TOTAL FULL TIME**		
88	**77**	**88**	**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

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 494,577	$ 538,529	$ 543,466	$ 755,433
Seasonal	59,640	69,204	61,687	96,512
Part-Time Permanent	1,701	28,500	114,253	54,602
Longevity	1,925	2,400	2,400	2,825
Vacation Conversion	—	—	3,264	—
Separation Payments	5,589	—	—	—
Bonus Incentive	—	4,500	—	—
Overtime	—	206	—	—
	$ 563,431	**$ 643,339**	**$ 725,069**	**$ 909,372**
Benefits				
Hospitalization	$ 52,325	$ 42,996	$ 46,569	$ 86,164
Prescription	8,908	6,407	7,888	17,257
Dental	2,424	2,000	1,946	4,579
Vision Care	359	350	348	624
Public Employees Retire System	77,550	87,929	100,657	129,575
Fica-Medicare	7,939	9,109	10,269	13,230
Workers' Compensation	12,912	5,988	7,083	7,626
Life Insurance	224	236	236	515
	$ 162,641	**$ 155,014**	**$ 174,996**	**$ 259,570**
Other Training & Professional Dues				
Travel	$ 2,571	$ 856	$ 4,013	$ 17,000
Tuition & Registration Fees	1,739	3,130	1,835	2,600
Training	—	189	665	—
Mileage (Priv Auto) Trng Prps	—	78	881	200
Professional Dues & Subscript	6,358	25,876	6,354	6,700
	$ 10,667	**$ 30,129**	**$ 13,748**	**$ 26,500**
Contractual Services				
Professional Services	$ 7,330	$ 90,390	$ 112,038	$ 72,000
Mileage (Private Auto)	—	—	14	—
Advertising And Public Notice	—	—	—	2,000
Parking In City Facilities	679	731	728	3,000
Insurance And Official Bonds	—	283	—	—
Other Contractual	300,000	302,500	3,396,152	247,500
	$ 308,009	**$ 393,905**	**$ 3,508,932**	**$ 324,500**

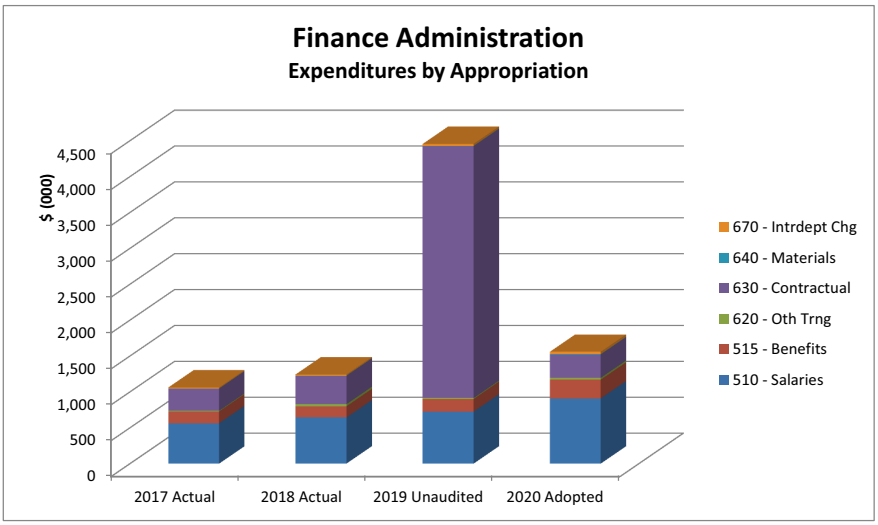
FINANCE ADMINISTRATION

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Materials & Supplies				
Office Supplies	$ —	$ 235	$ —	$ 200
Postage	1,280	961	1,929	1,200
Computer Software	—	—	—	300
Food	377	267	—	200
Other Supplies	—	—	230	250
Just In Time Office Supplies	1,136	1,650	2,104	2,000
	$ 2,793	**$ 3,113**	**$ 4,263**	**$ 4,150**
Interdepart Service Charges				
Charges From Telephone Exch	$ 8,704	$ 9,852	$ 8,695	$ 7,710
Charges From Print & Repro	3,956	6,298	18,040	25,716
Charges From Central Storeroom	105	115	297	365
Charges From M.V.M.	54	100	1,404	437
	$ 12,818	**$ 16,365**	**$ 28,436**	**$ 34,228**
	$ 1,060,360	**$ 1,241,865**	**$ 4,455,444**	**$ 1,558,320**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Miscellaneous	$ 91	$ 7,972	$ 8,263	$ —
	$ 91	**$ 7,972**	**$ 8,263**	**$ —**



FINANCE ADMINISTRATION

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	December 2019	Budget 2020	Position	Salary Schedule Minimum	Maximum
			ADMINISTRATORS & OFFICIALS		
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
2	1	2			
			PROFESSIONALS		
1	1	2	Administrative Manager	27,193.55	117,672.49
2	2	2	Assistant Administrator	20,800.00	73,868.59
3	2	2	Project Coordinator	27,325.56	99,702.63
1	1	1	Risk Manager	27,325.56	108,011.58
1	1	1	Safety Programs Officer 2	25,000.00	53,255.53
8	7	8			
10	8	10	**TOTAL FULL TIME**		
			PART TIME		
1	1	1	Special Assistant to the Mayor	20,800.00	118,362.30
4	5	4	Student Aide	10.00	11.94
5	6	5	**TOTAL PART TIME**		
15	**14**	**15**	**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

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 896,897	$ 921,626	$ 928,662	$ 971,075
Part-Time Permanent	24,902	27,354	26,449	32,002
Longevity	7,175	7,300	7,700	8,475
Vacation Conversion	2,181	—	5,178	—
Separation Payments	11,430	—	—	—
Bonus Incentive	3,000	5,500	—	—
	$ 945,584	**$ 961,780**	**$ 967,989**	**$ 1,011,552**
Benefits				
Hospitalization	$ 136,135	$ 134,925	$ 134,899	$ 144,502
Prescription	23,533	20,580	22,966	28,883
Dental	6,211	6,625	6,145	7,562
Vision Care	1,038	1,018	1,001	1,254
Public Employees Retire System	128,755	133,792	134,794	143,052
Fica-Medicare	12,398	13,440	13,555	14,668
Workers' Compensation	20,500	9,074	9,570	10,198
Life Insurance	562	542	540	896
	$ 329,131	**$ 319,997**	**$ 323,469**	**$ 351,015**
Other Training & Professional Dues				
Travel	$ 1,299	$ 1,837	$ 5,790	$ 5,750
Tuition & Registration Fees	1,110	1,849	2,250	4,500
Professional Dues & Subscript	1,212	1,688	1,351	2,250
	$ 3,621	**$ 5,374**	**$ 9,391**	**$ 12,500**
Contractual Services				
Professional Services	$ 225,945	$ 402,356	$ 173,498	$ 340,000
Insurance And Official Bonds	—	327	—	—
Other Contractual	340,800	385,236	631,004	468,000
	$ 566,745	**$ 787,919**	**$ 804,502**	**$ 808,000**
Materials & Supplies				
Office Supplies	$ —	$ —	$ 1,702	$ 1,500
Postage	632	719	635	1,000
Computer Software	—	—	167	500
Just In Time Office Supplies	2,918	3,531	3,266	1,500
	$ 3,550	**$ 4,250**	**$ 5,771**	**$ 4,500**
Maintenance				
Maintenance Office Equipment	$ —	$ —	$ —	$ 1,400
	$ —	**$ —**	**$ —**	**$ 1,400**

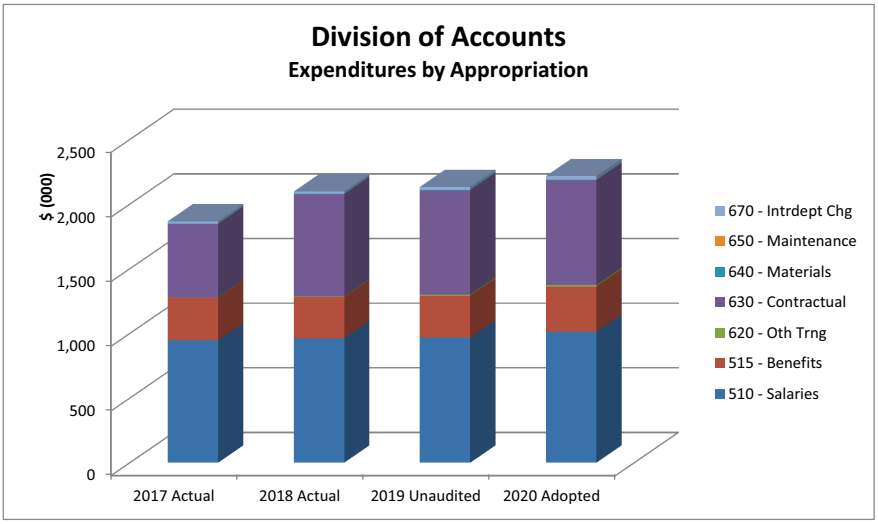
DIVISION OF ACCOUNTS

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Interdepart Service Charges				
Charges From Telephone Exch	$ 1,978	$ 2,110	$ 2,187	$ 1,939
Charges From Print & Repro	7,176	6,602	8,987	12,811
Charges From Central Storeroom	8,862	9,377	10,558	12,965
	$ 18,016	**$ 18,089**	**$ 21,732**	**$ 27,715**
	$ 1,866,647	**$ 2,097,409**	**$ 2,132,854**	**$ 2,216,682**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Charges For Services	$ —	$ —	$ (510)	$ —
Miscellaneous	—	13,247	12,324	—
	$ —	**$ 13,247**	**$ 11,814**	**$ —**



DIVISION OF ACCOUNTS

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			ADMINISTRATORS & OFFICIALS		
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
2	2	2			
			ADMINISTRATIVE SUPPORT		
1	1	1	Assistant Administrator	20,800.00	73,868.59
4	4	4	Principal Clerk	14.88	21.97
1	0	1	Receptionist	10.00	15.85
6	5	6			
			PROFESSIONALS		
2	2	2	Accountant II	16.27	24.25
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
9	9	9			
17	16	17	**TOTAL FULL TIME**		
			PART TIME		
1	1	1	Auditor	20,800.00	65,000.00
18	**17**	**18**	**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 receipt 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.

PROGRAM NAME: LICENSES 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. 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: **Permitting** - Process and issue over 140 different types of licenses and permits (approximately 16,000 per year). Collect, deposit and accurately account for licenses, permits, invoices, registrations and fees. Provide information and service to business owners on licensure requirements to legally operate.

ACTIVITIES: 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: **Business Regulation** - A team of special police officers 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: 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: ***ASSESSMENTS***

OBJECTIVES: Allocate cost connected to a public improvement to benefitting parties pursuant to State and local laws. Timely and accurately certify all assessments to the County. Prepare, support and administer special assessments, business improvement districts (BIDs) and energy districts.

ACTIVITIES: **Business Improvement Districts** -- Assist in the establishment of BIDs that contribute to economic development and quality of life activities throughout the City. Work cooperatively with community development corporation leaders to establish, renew, support and provide funding to BIDs. Neighborhoods with BIDs include Downtown, Gordon Square, Ohio City, Kamm's Corner and Superior Arts.

ACTIVITIES: Allocate cost pursuant to State statutes, invoice and account for payments of various assessments - sidewalks, vaults, trees, etc. Other activities include appropriation of property, vacate streets and service of legal notices pursuant to applicable laws.

PROGRAM NAME: ***EMERGENCY MEDICAL SERVICES BILLING & REIMBURSEMENT***

OBJECTIVES: Efficiently and effectively bill and collect the cost of ambulance transportation services provided by Emergency Medical Services (EMS) and Hopkins Fire and Rescue (Port Control) to achieve optimal cost recovery in accordance with Federal and State statutes. Provide superior customer service and maintaining best practices in our billing and collection processes.

ACTIVITIES: **Coding & Billing** - Transformation of healthcare diagnosis, procedures and medical services into universal medical alphanumeric codes for the City's 911 emergency ambulance transportation service. Specific activities include patient demographic verification; insurance eligibility verification; medical necessity review and medical coding.

ACTIVITIES: **Reimbursement** - Process and follow up on claims sent to health insurance companies and governmental payers for reimbursement of services rendered. Submit claims electronically; manage accounts receivable; collection of aging accounts and manage collection agency relationship. Other activities include navigating through various payer appeal processes and proper crediting of payments to financial records. Over 75,000 invoices billed annually.

ACTIVITIES: **Compliance** - Develop, implement, and monitor a healthcare compliance program based on governmental regulatory guidelines - including internal compliance reviews, audits, risk assessments, and staff education and training. Ensure business processes and systems adhere to Federal and State statutes including the Health Insurance Portability and Accountability Act, False Claims Acts and others.

ACTIVITIES: **Prisoner Health Claims Management**- Reduce and control the cost of prisoner healthcare by post-claim eligibility verification; claim management and pricing verification; as well as healthcare services vendor payment management.

PROGRAM NAME: ***CITY SERVICES BILLING & COLLECTIONS CENTER***

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: Manage the billing and collection programs for numerous city-wide services. Work cooperatively with servicing departments to invoice and collect revenues for the following: board-up, demolition, vacant property cleanup, emergency street permits, commercial waste collections, criminal nuisance abatement, police and fire false alarms. Manage the registration process for false alarms.

ACTIVITIES: Specific activities performed by this centralized billing service include pre-bill 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.

ACTIVITIES: Administer the residential waste collection exemptions program. Review and approve financial transactions.

PROGRAM NAME: BUREAU OF 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 create a level playing field for all.

ACTIVITIES: Inspect and seal all weighing and measuring devices. These devices include commercial scales, scanners, timing devices, taximeters, and gasoline pumps. Investigate consumer complaints concerning the accuracy of weighing and measuring devices. Check the net content of pre-packaged meats, produce and other commodities. Issue violations, condemn equipment, and ensure that all violations are corrected.

PROGRAM NAME: FISCAL AND ADMINISTRATION

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. Manage payment plans, cash application and provide project management support for divisional initiatives. Execute, plan, monitor and control the performance of programs and budgets. Accurate and timely reporting of financial and performance results.

ACTIVITIES: Plan, design, install, modify, test and support three (3) management information systems and a module of an enterprise resource planning platform to meet various business requirements.

DIVISION OF ASSESSMENTS AND LICENSES

Expenditures

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 1,447,686	$ 1,706,788	$ 1,943,401	$ 2,616,900
Longevity	6,900	7,575	7,800	8,875
Vacation Conversion	7,837	—	6,522	—
Separation Payments	—	5,367	5,710	5,800
Bonus Incentive	7,000	9,000	—	—
Overtime	137,617	111,646	148,100	55,000
	$ 1,607,040	**$ 1,840,376**	**$ 2,111,533**	**$ 2,686,575**
Benefits				
Hospitalization	$ 345,903	$ 372,542	$ 444,268	$ 579,649
Prescription	66,140	54,300	74,039	107,052
Dental	17,157	18,296	18,910	33,331
Vision Care	2,035	2,131	2,221	3,636
Public Employees Retire System	220,210	253,326	288,487	434,219
Police & Firemens Disab & Pens	—	—	233	—
Fica-Medicare	22,340	25,581	29,344	117,805
Workers' Compensation	34,584	16,738	20,398	21,888
Life Insurance	1,000	1,161	1,281	2,739
Unemployment Compensation	968	2,730	—	—
	$ 710,338	**$ 746,805**	**$ 879,182**	**$ 1,300,319**
Other Training & Professional Dues				
Travel	$ 8,456	$ 7,259	$ 7,077	$ 7,590
Tuition & Registration Fees	8,000	7,337	6,770	8,360
Training	—	219	—	4,550
Other Training Supplies	199	129	—	—
Professional Dues & Subscript	1,403	3,554	1,783	3,500
	$ 18,057	**$ 18,498**	**$ 15,630**	**$ 24,000**
Contractual Services				
Professional Services	$ 597,567	$ 475,863	$ 358,627	$ 898,600
Court Reporter	265	451	24	2,000
Mileage (Private Auto)	150	23	—	750
Expense Account Reimbursement	—	75	—	200
Advertising And Public Notice	15,017	11,934	79,097	108,000
Parking In City Facilities	—	—	—	200
Insurance And Official Bonds	—	250	—	250
Other Contractual	560	—	—	—
Credit Card Processing Fees	167,369	175,621	141,171	175,000
	$ 780,928	**$ 664,217**	**$ 578,919**	**$ 1,185,000**

DIVISION OF ASSESSMENTS AND LICENSES

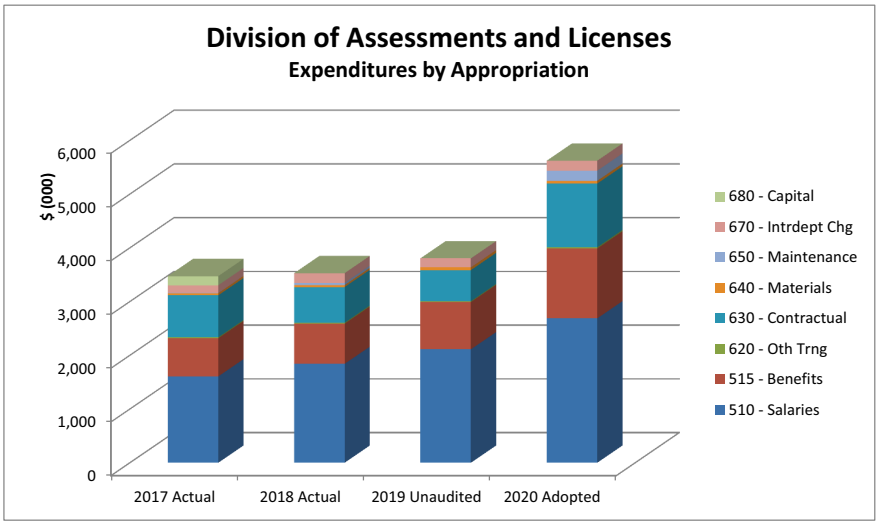
Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Materials & Supplies				
Office Supplies	$ 200	$ —	$ —	$ —
Postage	481	323	389	500
Computer Supplies	—	—	—	4,250
Computer Hardware	—	—	29,616	4,250
Computer Software	27,059	6,408	1,365	3,950
Small Equipment	1,309	4,051	8,928	16,703
Other Supplies	1,200	1,710	329	2,500
Safety Equipment	5,062	15,443	7,327	7,390
Just In Time Office Supplies	5,609	8,378	4,278	12,250
	$ 40,921	**$ 36,313**	**$ 52,232**	**$ 51,793**
Maintenance				
Maintenance Contracts	$ —	$ 3,763	$ —	$ 5,400
Computer Software Maintenance	2,708	38,404	—	182,275
	$ 2,708	**$ 42,167**	**$ —**	**$ 187,675**
Interdepart Service Charges				
Charges From Telephone Exch	$ 17,722	$ 18,593	$ 26,433	$ 23,437
Charges From Print & Repro	40,509	61,832	47,545	67,773
Charges From Central Storeroom	61,159	74,673	57,797	70,973
Charges From M.V.M.	24,462	24,850	35,233	24,187
	$ 143,852	**$ 179,948**	**$ 167,007**	**$ 186,370**
Capital Outlay				
Transfer To Capital Project	$ 170,000	$ —	$ —	$ —
	$ 170,000	**$ —**	**$ —**	**$ —**
	$ 3,473,843	**$ 3,528,322**	**$ 3,804,503**	**$ 5,621,732**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Charges For Services	$ 134,667	$ 138,653	$ 163,213	$ 165,000
Fines, Forfeitures & Settlements	—	—	25	—
Licenses & Permits	346,311	313,895	334,441	300,085
Miscellaneous	10,955	76,053	33,418	—
Other Tax	43,789,967	45,240,874	44,823,234	40,829,999
	$ 44,281,900	**$ 45,769,475**	**$ 45,354,330**	**$ 41,295,084**

DIVISION OF ASSESSMENTS AND LICENSES



DIVISION OF ASSESSMENTS AND LICENSES

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Assistant Commissioner of Assessments and Licenses	23,647.11	93,401.98
1	1	1	Commissioner of Assessments and Licenses	40,314.82	134,602.24
2	2	2			
			ADMINISTRATIVE SUPPORT		
3	1	1	Billing Clerk	10.00	17.81
2	3	3	Chief Clerk	22,050.00	52,504.47
1	0	0	Junior Cashier	11.14	18.55
0	0	1	Junior Personnel Assistant	20,800.00	43,469.45
0	0	1	Private Secretary	10.00	23.18
2	3	3	Senior Cashier	12.57	22.08
8	7	9			
			PROFESSIONALS		
0	0	1	Administrative Assistant	21,851.06	79,512.34
2	2	2	Administrative Manager	27,193.55	117,672.49
3	2	2	Adminstrative Officer	20,800.00	58,499.94
3	1	1	Auditor	20,800.00	65,000.00
0	1	2	Auditor II	31,200.00	68,000.00
2	1	2	Assessments Analyst	20,800.00	56,638.27
4	5	5	Assistant Administrator	20,800.00	73,868.59
1	1	1	Assistant Director of Law I	26,250.00	93,204.80
2	0	0	Budget Analyst	20,800.00	58,534.37
1	1	1	Business Process Analyst	55,000.00	108,044.90
1	1	1	Chief Auditor	23,647.11	93,401.98
0	1	1	Customer Support Center Manager	65,000.00	105,625.89
3	1	1	Medical Billing Reimbursement Specialist	15.00	27.88
7	9	9	Medical Coder & Billing Analyst	10.17	24.12
3	2	3	Miscellaneous Investigator	15.35	20.36
1	1	1	Misdemeanor Investigator	20,800.00	52,489.70
3	1	2	Project Coordinator	27,325.56	99,702.63
0	2	2	Revenue Analyst	20,800.00	64,480.00
0	1	1	Senior Clerk	12.47	18.14
1	0	0	Senior Personnel Assistant	20,800.00	55,388.98
37	33	38			

DIVISION OF ASSESSMENTS AND LICENSES

COMPARISON OF STAFFING LEVEL

No. of Employees				Salary Schedule	
Budget 2019	December 2019	Budget 2020	Position	Minimum	Maximum
			TECHNICIANS		
4	3	4	Inspector of Weights & Measures	14.28	20.20
1	1	1	Supervisor of Weights & Measures	20,800.00	70,264.38
5	4	5			
52	46	54	**TOTAL FULL TIME**		
52	**46**	**54**	**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

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 463,151	$ 508,539	$ 465,462	$ 563,055
Longevity	3,650	3,925	4,225	3,600
Vacation Conversion	—	—	2,543	—
Separation Payments	—	—	6,024	10,123
Bonus Incentive	1,000	2,500	—	—
	$ 467,801	**$ 514,964**	**$ 478,253**	**$ 576,778**
Benefits				
Hospitalization	$ 73,954	$ 81,547	$ 75,489	$ 96,148
Prescription	12,852	11,921	12,593	19,240
Dental	3,911	4,089	3,607	5,302
Vision Care	439	454	401	579
Public Employees Retire System	65,186	71,555	66,338	80,297
Fica-Medicare	6,582	7,245	6,724	8,373
Workers' Compensation	10,673	4,864	4,776	5,054
Life Insurance	233	236	216	414
	$ 173,830	**$ 181,911**	**$ 170,145**	**$ 215,407**
Other Training & Professional Dues				
Travel	$ —	$ —	$ 230	$ —
Tuition & Registration Fees	470	250	200	1,500
Mileage (Priv Auto) Trng Prps	137	58	146	500
Professional Dues & Subscript	459	559	1,044	1,000
	$ 1,066	**$ 867**	**$ 1,620**	**$ 3,000**
Contractual Services				
Professional Services	$ —	$ 86	$ —	$ —
Parking In City Facilities	—	—	—	350
Insurance And Official Bonds	—	—	11,060	—
Other Contractual	38,443	43,701	40,973	51,000
	$ 38,443	**$ 43,787**	**$ 52,033**	**$ 51,350**
Materials & Supplies				
Office Supplies	$ —	$ 358	$ 716	$ 1,000
Postage	158	—	—	200
Office Furniture & Equipment	2,800	369	3,549	7,000
Other Supplies	2,548	3,036	3,523	4,000
Just In Time Office Supplies	649	1,464	413	1,000
	$ 6,155	**$ 5,227**	**$ 8,201**	**$ 13,200**
Maintenance				
Maintenance Office Equipment	$ 3,604	$ 2,278	$ 1,495	$ 4,700
Maintenance Contracts	850	868	1,030	1,500
	$ 4,454	**$ 3,146**	**$ 2,525**	**$ 6,200**

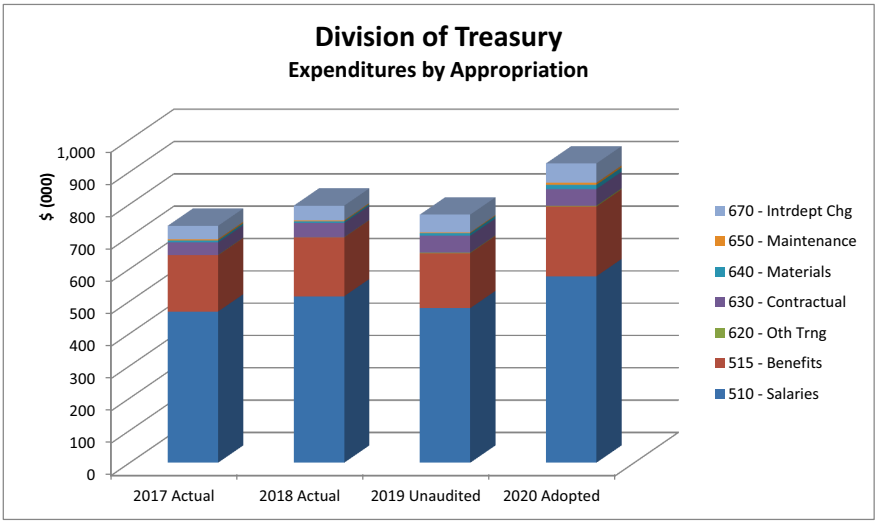
DIVISION OF TREASURY

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Interdepart Service Charges				
Charges From Telephone Exch	$ 14,501	$ 15,715	$ 23,718	$ 21,030
Charges From Print & Repro	2,639	2,964	3,224	4,596
Charges From Central Storeroom	24,071	26,785	27,873	34,228
	$ 41,211	**$ 45,464**	**$ 54,815**	**$ 59,854**
	$ 732,959	**$ 795,364**	**$ 767,593**	**$ 925,789**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Miscellaneous	$ —	$ 6,411	$ 6,726	$ —
Interest Earnings/Investment Income	1,657,928	3,974,382	5,468,174	4,300,000
	$ 1,657,928	**$ 3,980,793**	**$ 5,474,900**	**$ 4,300,000**



DIVISION OF TREASURY

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	1	City Treasurer	42,758.15	140,514.00
1	1	1	Deputy City Treasurer	26,273.96	94,755.63
2	2	2			
			ADMINISTRATIVE SUPPORT		
2	1	2	Principal Cashier	14.66	25.96
2	1	2			
			PROFESSIONALS		
2	1	2	Fiscal Manager	23,647.11	97,175.21
1	1	1	Investment Manager	23,647.11	93,401.98
1	1	1	Senior Personnel Assistant	20,800.00	55,388.98
4	3	4			
8	6	8	**TOTAL FULL TIME**		
8	**6**	**8**	**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

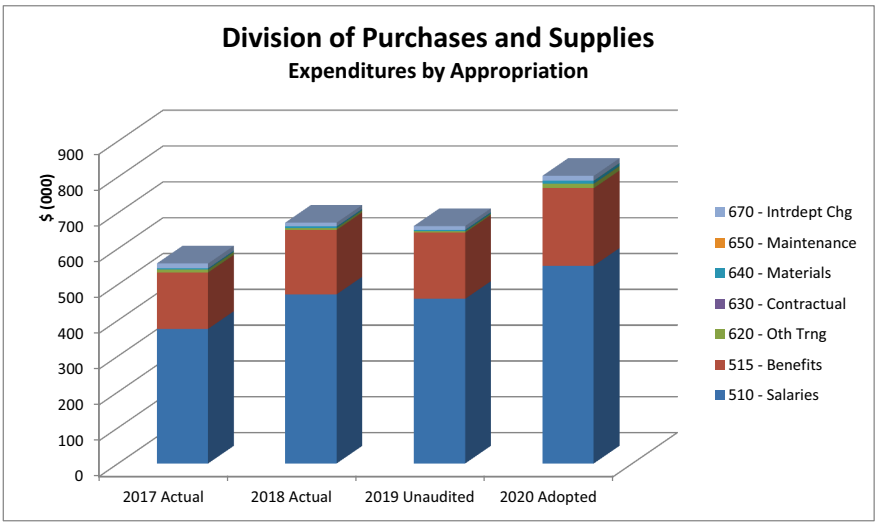
Expenditures

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 370,281	$ 465,671	$ 454,607	$ 521,431
Longevity	3,250	2,975	3,150	3,575
Vacation Conversion	1,741	—	1,811	—
Separation Payments	—	—	—	27,000
Bonus Incentive	500	3,500	—	—
	$ 375,772	**$ 472,146**	**$ 459,568**	**$ 552,006**
Benefits				
Hospitalization	$ 73,545	$ 85,054	$ 88,265	$ 101,238
Prescription	13,712	13,125	15,410	21,647
Dental	3,911	4,356	4,344	5,864
Vision Care	433	489	491	670
Public Employees Retire System	52,076	64,574	64,504	74,200
Fica-Medicare	4,585	6,027	5,860	7,482
Workers' Compensation	8,811	5,791	5,614	4,857
Life Insurance	244	287	295	525
	$ 157,317	**$ 179,702**	**$ 184,783**	**$ 216,483**
Other Training & Professional Dues				
Travel	$ —	$ —	$ 28	$ —
Tuition & Registration Fees	5,764	4,161	1,215	8,000
Professional Dues & Subscript	2,527	1,579	2,452	4,185
	$ 8,291	**$ 5,740**	**$ 3,695**	**$ 12,185**
Contractual Services				
Mileage (Private Auto)	$ —	$ —	$ —	$ 350
	$ —	**$ —**	**$ —**	**$ 350**
Materials & Supplies				
Office Supplies	$ 500	$ —	$ 491	$ 3,000
Postage	121	89	210	200
Just In Time Office Supplies	2,877	3,823	3,395	5,000
	$ 3,498	**$ 3,912**	**$ 4,096**	**$ 8,200**
Maintenance				
Maintenance Office Equipment	$ —	$ —	$ —	$ 400
	$ —	**$ —**	**$ —**	**$ 400**
Interdepart Service Charges				
Charges From Telephone Exch	$ 4,058	$ 3,933	$ 3,420	$ 3,032
Charges From Print & Repro	6,566	4,593	6,106	8,705
Charges From Central Storeroom	2,681	2,238	1,145	1,406
	$ 13,306	**$ 10,763**	**$ 10,671**	**$ 13,143**
	$ 558,184	**$ 672,264**	**$ 662,813**	**$ 802,767**

DIVISION OF PURCHASES AND SUPPLIES

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Charges For Services	$ —	$ (100)	$ —	$ —
Miscellaneous	23,750	24,877	31,142	20,000
	$ 23,750	**$ 24,777**	**$ 31,142**	**$ 20,000**



DIVISION OF PURCHASES AND SUPPLIES

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	December 2019	Budget 2020	Position	Salary Schedule Minimum	Maximum
			ADMINISTRATORS & OFFICIALS		
1	0	1	Administrative Manager	27,193.55	117,672.49
1	1	1	Commissioner of Purchases & Supplies	42,758.15	140,514.00
2	1	2			
			ADMINISTRATIVE SUPPORT		
1	1	1	Buyers Assistant	20,800.00	49,211.00
1	1	1	Principal Clerk	14.88	21.97
1	1	1	Typist	12.02	16.82
3	3	3			
			PROFESSIONALS		
4	3	4	Buyer	20,800.00	53,516.01
1	1	1	Purch Supv Div of Purch & Supp	23,647.11	74,000.47
5	4	5			
10	8	10	**TOTAL FULL TIME**		
10	**8**	**10**	**TOTAL DIVISION**		

BUREAU OF INTERNAL AUDIT

Natasha Brandt, CPA, JD, 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

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 342,946	$ 395,781	$ 412,913	$ 548,543
Seasonal	4,519	13,312	2,073	—
Part-Time Permanent	—	—	10,073	24,124
Longevity	1,175	600	600	600
Separation Payments	—	—	4,995	—
Bonus Incentive	—	2,500	—	—
Overtime	2,644	6,492	—	—
	$ 351,285	**$ 418,685**	**$ 430,654**	**$ 573,267**
Benefits				
Hospitalization	$ 53,080	$ 63,755	$ 73,862	$ 102,726
Prescription	9,458	9,513	12,434	20,434
Dental	2,394	3,017	3,162	5,290
Vision Care	305	326	310	540
Public Employees Retire System	49,352	57,881	59,268	77,421
Fica-Medicare	4,889	5,800	5,906	8,315
Workers' Compensation	8,726	3,924	4,238	4,526
Life Insurance	183	191	208	426
Unemployment Compensation	651	—	—	—
	$ 129,038	**$ 144,407**	**$ 159,387**	**$ 219,678**
Other Training & Professional Dues				
Travel	$ 530	$ 1,344	$ 1,236	$ 600
Tuition & Registration Fees	2,970	1,338	2,603	6,000
Mileage (Priv Auto) Trng Prps	187	547	364	900
Professional Dues & Subscript	1,990	1,959	1,892	2,330
	$ 5,677	**$ 5,188**	**$ 6,095**	**$ 9,830**
Contractual Services				
Professional Services	$ —	$ —	$ —	$ 175,000
Mileage (Private Auto)	437	617	463	—
Parking In City Facilities	9	28	43	1,500
State Auditor Examination	259,964	249,595	232,574	480,000
	$ 260,410	**$ 250,240**	**$ 233,080**	**$ 656,500**
Materials & Supplies				
Office Supplies	$ 6,258	$ 174	$ —	$ 800
Computer Software	938	70,054	280	24,800
Just In Time Office Supplies	727	652	743	2,000
	$ 7,923	**$ 70,880**	**$ 1,023**	**$ 27,600**

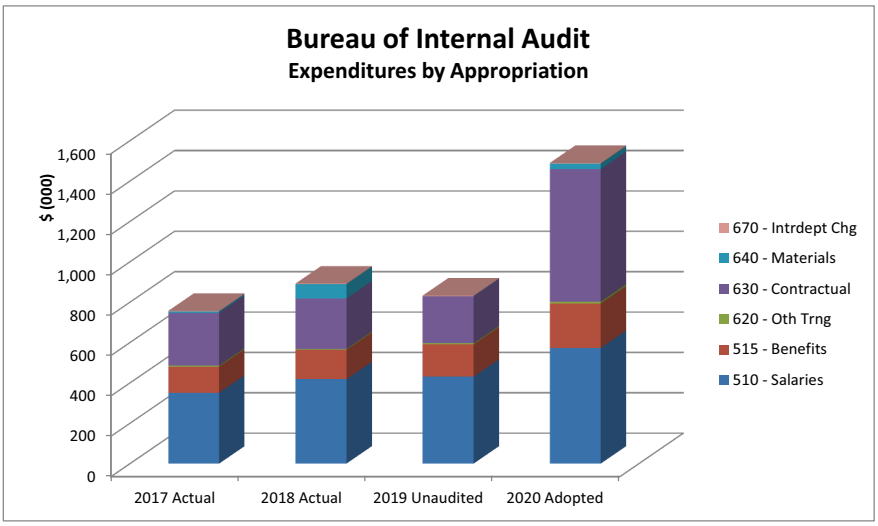
BUREAU OF INTERNAL AUDIT

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Interdepart Service Charges				
Charges From Telephone Exch	$ 1,430	$ 1,403	$ 1,498	$ 1,328
Charges From Print & Repro	959	1,276	1,122	1,599
Charges From Central Storeroom	29	95	56	68
	$ 2,417	**$ 2,773**	**$ 2,676**	**$ 2,995**
	$ 756,750	**$ 892,173**	**$ 832,915**	**$ 1,489,870**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Miscellaneous	$ 5,336	$ 28,592	$ 175,435	$ —
	$ 5,336	**$ 28,592**	**$ 175,435**	**$ —**



BUREAU OF INTERNAL AUDIT

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	December 2019	Budget 2020	Position	Salary Schedule Minimum	Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Manager of Internal Audit	40,314.82	134,602.24
1	1	1			
			PROFESSIONALS		
2	1	1	Accountant II	16.27	24.25
2	3	3	Auditor	20,800.00	65,000.00
2	0	2	Auditor II	31,200.00	68,000.00
1	1	1	Deputy Auditor	49,500.00	93,160.80
1	1	1	Senior Internal Auditor	23,647.11	74,000.47
8	6	8			
9	7	9	**TOTAL FULL TIME**		
			PART TIME		
2	0	2	Student Aide	10.00	11.94
2	0	2	**TOTAL PART TIME**		
11	**7**	**11**	**TOTAL DIVISION**		

DIVISION OF FINANCIAL REPORTING AND CONTROL

James E. Gentile, CPA, City Controller

Mission Statement

To maintain controls over the City's accounting system and the integrity of the information submitted to that system as well as to prepare and issue financial statements for the City on an annual basis.

The Division of Financial Reporting and Control is the centralized accounting function for the City of Cleveland. The Division's primary responsibilities are:

- Performing reconciliation of cash and investments.
- Maintaining control over the City's accounting system and the integrity of the information submitted to it.
- Preparing and issuing numerous required financial reports including the Comprehensive Annual Financial Report.
- Performing certain accounting tasks that are not applicable to any outside division or department.
- Issuing best practice accounting policies and procedures throughout the City.

PROGRAM NAME: ***CASH RECONCILIATION***

OBJECTIVES: To reconcile cash and investments on a monthly basis to the General Ledger.

ACTIVITIES: Develop procedures for reconciling and making corrections to general ledger cash and investments for all funds on a monthly basis. Account for the daily reimbursement of commingled cash from segregated funds. Reconcile the balances recorded in the general ledger to the portfolio prepared by the Treasurer. Perform reconciliation's on Municipal Court bank account activity. Assist in implementation of City's cash and investment policy. Monitor the timeliness of draw down activity. Prepare and review the year-end work papers needed for financial reporting purposes. Compile and ensure accuracy of all outstanding warrants. Calculate and distribute commingled interest.

PROGRAM NAME: ***GENERAL ACCOUNTING***

OBJECTIVES: To monitor and control all accounting activity as they relate to the City's general fund, debt service funds, and trust and agency funds.

ACTIVITIES: Review financial data for the general fund. Periodically review system generated reports to help ensure data accuracy. Train user department's personnel on accounting issues as needed. Prepare and review the year-end work papers needed for financial reporting purposes. Assist in the closing activities and the preparation of the annual financial report. Monitor and ensure proper recording of City debt activity. Prepare certain journal entries that are not directly attributable to a specific department or division. Monitor and reconcile agency fund activity including allocating expenditures to the appropriate funds. Assist in the development of financial reports needed by user departments.

DIVISION OF FINANCIAL REPORTING AND CONTROL

PROGRAM NAME: ***PROPRIETARY / CAPITAL FUND ACCOUNTING***

OBJECTIVES: To monitor and control all accounting activity as they relate to the City's capital project activity for all fund types, fixed assets, internal service funds, and enterprise funds.

ACTIVITIES: Train user department's financial personnel on accounting issues as needed. Coordinate and reconcile inter-fund receivable/payable accounts. Prepare and review the year-end work-papers needed for financial reporting purposes. Reconcile the minor enterprise and internal service funds' fixed assets. Maintain status of capital projects activity for all City departments and divisions. Track and assess the adequacy of internal service billings and rates. Initiate drawdowns of capital funds. Periodically review system generated reports to help ensure data accuracy.

PROGRAM NAME: ***SPECIAL REVENUE ACCOUNTING***

OBJECTIVES: To monitor and control all accounting activity as they relate to the City's grant and miscellaneous non-grant special review funds.

ACTIVITIES: Periodically review system generated reports to help ensure data accuracy. Train user department's financial personnel on accounting issues as needed. Prepare and review the year-end work papers needed for financial reporting purposes. Establish procedures for closing out inactive grants in the accounting system. Assist grantees in preparing year-end audit schedules and analyses. Monitor cash drawn for all grants operating on a cash reimbursement basis. Reduce the time required to prepare and file cost reimbursement reports for grants. Monitor City grant personnel's compliance with grant agreements. Monitor the City utilization of grant fund to maximize usage. Establish and update citywide grant policies and procedures.

DIVISION OF FINANCIAL REPORTING AND CONTROL

Expenditures

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 803,434	$ 838,572	$ 800,476	$ 975,772
Seasonal	—	1,392	2,633	—
Part-Time Permanent	4,993	1,100	37,888	131,534
Student Trainees	—	—	4,547	—
Longevity	3,400	4,100	4,025	4,600
Vacation Conversion	11,685	—	16,011	—
Separation Payments	—	4,788	—	—
Bonus Incentive	—	6,000	—	—
Overtime	2,740	1,491	2,464	32,198
	$ 826,253	**$ 857,443**	**$ 868,045**	**$ 1,144,104**
Benefits				
Hospitalization	$ 146,305	$ 129,789	$ 119,052	$ 175,382
Prescription	25,002	19,093	20,096	32,858
Dental	7,073	6,559	5,672	9,012
Vision Care	704	671	620	952
Public Employees Retire System	113,817	118,408	119,414	160,175
Fica-Medicare	11,568	12,066	12,191	16,590
Workers' Compensation	18,811	8,144	8,613	9,180
Life Insurance	412	388	357	742
	$ 323,691	**$ 295,117**	**$ 286,015**	**$ 404,891**
Other Training & Professional Dues				
Travel	$ —	$ 4,278	$ 4,621	$ 10,000
Tuition & Registration Fees	1,519	1,020	1,360	1,600
Professional Dues & Subscript	1,456	1,356	1,778	3,400
	$ 2,975	**$ 6,654**	**$ 7,759**	**$ 15,000**
Contractual Services				
Professional Services	$ —	$ —	$ —	$ 100,000
Advertising And Public Notice	508	67	67	100
Parking In City Facilities	13	11	27	100
	$ 521	**$ 77**	**$ 94**	**$ 100,200**
Materials & Supplies				
Postage	$ —	$ —	$ —	$ 40
Computer Software	—	—	4,300	1,440
Office Furniture & Equipment	—	—	1,740	—
Just In Time Office Supplies	1,997	2,346	1,287	2,300
	$ 1,997	**$ 2,346**	**$ 7,327**	**$ 3,780**
Maintenance				
Maintenance Office Equipment	$ —	$ —	$ —	$ 120
	$ —	**$ —**	**$ —**	**$ 120**

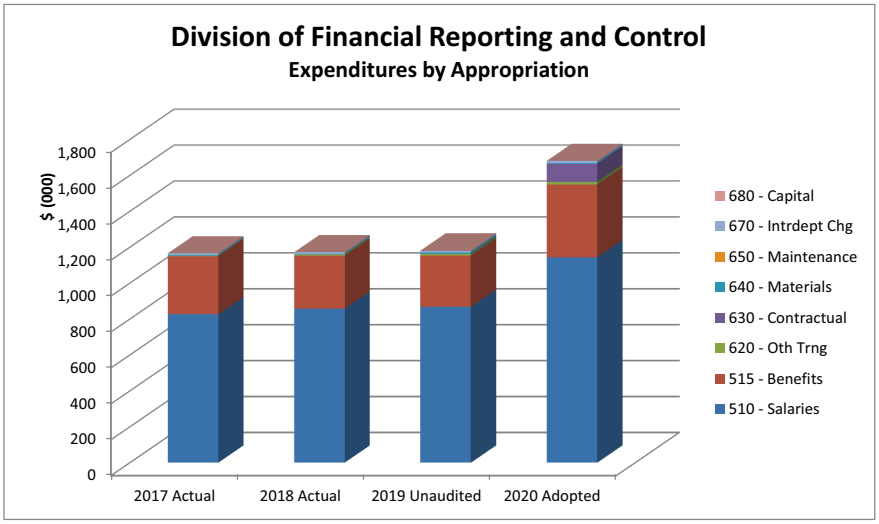
DIVISION OF FINANCIAL REPORTING AND CONTROL

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Interdepart Service Charges				
Charges From Telephone Exch	$ 5,619	$ 5,709	$ 6,249	$ 5,540
Charges From Print & Repro	4,978	4,641	5,076	7,236
Charges From Central Storeroom	11	17	40	50
	$ 10,609	**$ 10,367**	**$ 11,365**	**$ 12,826**
Capital Outlay				
Office Equipment	$ —	$ —	$ 499	$ —
	$ —	**$ —**	**$ 499**	**$ —**
	$ 1,166,045	**$ 1,172,005**	**$ 1,181,103**	**$ 1,680,921**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Miscellaneous	$ 244	$ 11,599	$ 12,169	$ —
	$ 244	**$ 11,599**	**$ 12,169**	**$ —**



DIVISION OF FINANCIAL REPORTING AND CONTROL

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Assistant City Comptroller	41,312.22	125,483.55
1	1	1	City Controller	42,758.15	152,224.32
2	2	2			
			PROFESSIONALS		
5	0	1	Accountant IV	20,800.00	65,610.28
3	2	2	Accountant Supervisor	23,647.11	80,096.82
1	1	1	Administrative Manager	27,193.55	117,672.49
1	1	1	Assistant Administrator	20,800.00	73,868.59
1	1	1	FMIS Functional Manager	27,325.56	99,702.63
1	1	1	Fiscal Manager	23,647.11	97,175.21
1	1	1	Grant Administrator	22,333.40	83,008.39
0	2	4	Staff Accountant	38,500.00	73,250.00
13	9	12			
15	11	14	**TOTAL FULL TIME**		
			PART TIME		
0	0	2	Accountant IV	20,800.00	65,610.28
1	1	2	Student Aide	10.00	11.94
1	1	4	**TOTAL PART TIME**		
16	**12**	**18**	**TOTAL DIVISION**		

INFORMATION SYSTEMS SERVICES

Donald A. C. Phillips, J.D., Chief Information Officer

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

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 1,635,482	$ 1,778,507	$ 1,938,859	$ 2,266,767
Seasonal	16,041	20,039	25,752	—
Part-Time Permanent	36,341	72,199	30,325	66,242
Longevity	9,300	9,625	8,750	10,275
Vacation Conversion	11,176	—	10,489	—
Separation Payments	83,935	3,408	19,875	—
Bonus Incentive	500	14,000	—	—
Overtime	801	2,370	2,048	—
	$ 1,793,576	**$ 1,900,148**	**$ 2,036,097**	**$ 2,343,284**
Benefits				
Hospitalization	$ 276,628	$ 281,738	$ 321,326	$ 415,233
Prescription	53,528	41,858	54,152	84,157
Dental	13,538	14,529	15,223	23,580
Vision Care	1,449	1,528	1,574	2,411
Public Employees Retire System	236,544	262,875	278,704	331,498
Fica-Medicare	25,226	26,716	27,844	33,986
Workers' Compensation	38,545	17,986	20,004	21,423
Life Insurance	896	882	961	1,926
Clothing Allowance	—	—	—	900
Clothing Maintenance	525	350	525	1,050
	$ 646,880	**$ 648,462**	**$ 720,314**	**$ 916,164**
Other Training & Professional Dues				
Travel	$ 7,994	$ 8,690	$ 11,391	$ 18,014
Tuition & Registration Fees	36,436	26,767	3,789	50,000
Other Training Supplies	196	—	—	—
Professional Dues & Subscript	—	120	—	1,005
	$ 44,626	**$ 35,577**	**$ 15,180**	**$ 69,019**
Utilities				
Cellular Servicess	$ 4,000	$ 110,000	$ —	$ 120,000
Electricity - Cpp	303	303	303	303
Electricity - Other	232,490	319,464	271,678	352,209
Steam	235,097	195,031	214,661	215,568
Security & Monitoring System	76,278	30,540	20,844	—
	$ 548,168	**$ 655,338**	**$ 507,486**	**$ 688,080**
Contractual Services				
Professional Services	$ 147,319	$ 501,878	$ 173,836	$ 261,735
Parking In City Facilities	30,493	27,812	30,768	24,108
Other Contractual	—	—	64,012	—
	$ 177,812	**$ 529,690**	**$ 268,616**	**$ 285,843**

INFORMATION SYSTEMS SERVICES

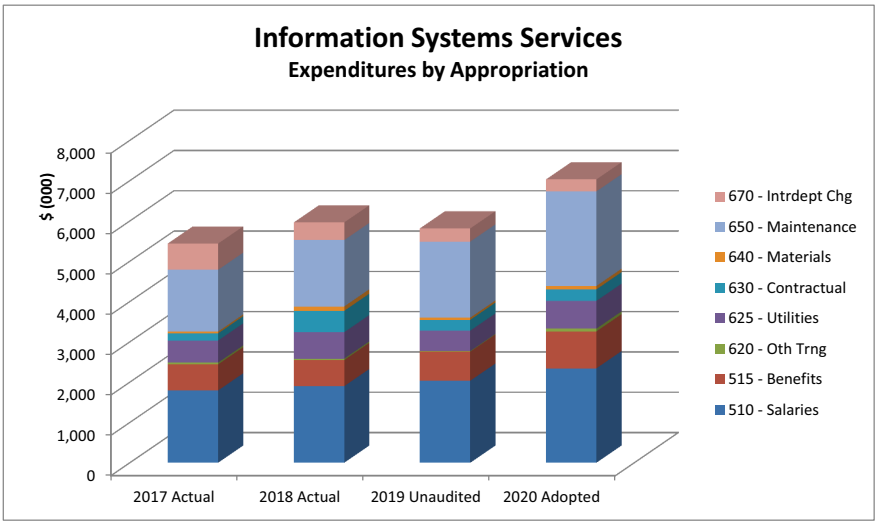
Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Materials & Supplies				
Office Supplies	$ 420	$ 857	$ —	$ —
Postage	36	75	—	200
Computer Supplies	2,040	1,309	2,779	3,000
Computer Hardware	17,284	41,100	9	10,000
Computer Software	13,816	57,745	41,556	62,079
Small Equipment	—	379	—	—
Electrical Supplies	—	—	2,249	—
Just In Time Office Supplies	10,666	7,800	6,474	9,000
	$ 44,262	**$ 109,263**	**$ 53,067**	**$ 84,279**
Maintenance				
Maintenance Contracts	$ —	$ —	$ 4,500	$ —
Computer Hardware Maintenance	345,176	405,091	219,930	165,788
Computer Software Maintenance	1,109,742	1,024,042	1,576,911	1,948,397
Maintenance Building	76,531	217,314	86,220	231,889
	$ 1,531,449	**$ 1,646,447**	**$ 1,887,560**	**$ 2,346,074**
Interdepart Service Charges				
Charges From Telephone Exch	$ 626,663	$ 417,258	$ 310,539	$ 275,347
Charges From Print & Repro	6,927	5,653	4,573	6,519
Charges From Central Storeroom	88	12	32	39
Charges From M.V.M.	18,101	15,343	11,977	15,825
	$ 651,778	**$ 438,266**	**$ 327,121**	**$ 297,730**
	$ 5,438,550	**$ 5,963,192**	**$ 5,815,441**	**$ 7,030,473**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Charges For Services	$ 425,000	$ 425,500	$ 425,000	$ 426,000
Miscellaneous	1,060	22,109	29,237	—
	$ 426,060	**$ 447,609**	**$ 454,237**	**$ 426,000**

INFORMATION SYSTEMS SERVICES



INFORMATION SYSTEMS SERVICES

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			ADMINISTRATORS & OFFICIALS		
2	2	2	Assistant Commissioner of ITS	23,647.11	97,277.44
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
7	7	7			
			PROFESSIONALS		
0	0	1	Adminstrative Manager	27,193.55	117,672.49
1	1	1	Asset Management Analyst	25,000.00	55,919.57
2	2	2	Assistant Administrator	20,800.00	73,868.59
0	0	1	Budget & Management Analyst	20,800.00	58,534.37
1	0	0	Budget Management Analyst	20,800.00	61,601.02
1	1	1	Building Manager	23,647.11	86,215.32
1	1	1	Business Process Analyst	55,000.00	108,044.90
1	1	1	Data Base Coordinator	30,214.00	87,813.65
1	1	1	Fiscal Manager	23,647.11	97,175.21
2	2	2	Network Analyst II	30,214.00	101,647.18
2	1	1	Program Manager	30,214.00	91,429.27
1	1	1	Project Manager I	20,800.00	70,747.18
2	2	2	Project Manager II	22,333.00	86,455.17
1	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
2	2	2	Systems Analyst	20,800.00	68,251.13
1	0	0	Web Content Editor	10.00	32.55
1	1	1	Web Developer	30,215.00	90,533.02
21	17	20			
			SERVICE & MAINTENANCE		
3	2	3	Custodial Worker	16.86	18.86
3	2	3			

INFORMATION SYSTEMS SERVICES

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			TECHNICIANS		
5	5	5	PC Technician	25,000.00	53,769.65
36	31	35	**TOTAL FULL TIME**		
			PART TIME		
1	0	1	Sr. Budget & Mgmt Analyst	26,273.96	88,147.99
2	2	2	Student Aide	10.00	11.94
3	2	3	**TOTAL PART TIME**		
39	**33**	**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

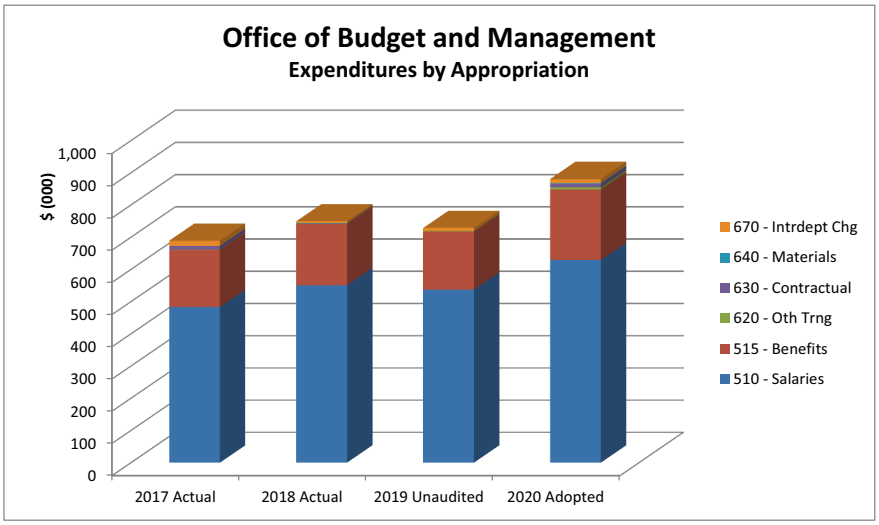
Expenditures

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 473,062	$ 545,514	$ 523,463	$ 612,087
Longevity	1,475	1,600	1,900	1,900
Vacation Conversion	8,509	—	8,153	—
Separation Payments	—	—	3,495	10,000
Bonus Incentive	—	4,000	—	—
Overtime	319	—	—	5,000
	$ 483,364	**$ 551,114**	**$ 537,011**	**$ 628,987**
Benefits				
Hospitalization	$ 76,109	$ 84,251	$ 76,538	$ 93,258
Prescription	13,375	12,544	12,947	18,844
Dental	3,130	3,714	3,475	4,930
Vision Care	411	466	444	616
Public Employees Retire System	65,956	76,340	74,186	87,195
Fica-Medicare	6,752	7,667	7,521	7,995
Workers' Compensation	11,200	5,502	5,411	5,726
Life Insurance	235	270	261	472
	$ 177,168	**$ 190,754**	**$ 180,783**	**$ 219,036**
Other Training & Professional Dues				
Travel	$ 808	$ 706	$ 773	$ 4,000
Tuition & Registration Fees	464	340	440	2,000
Professional Dues & Subscript	261	261	261	650
	$ 1,533	**$ 1,307**	**$ 1,474**	**$ 6,650**
Contractual Services				
Advertising And Public Notice	$ 434	$ —	$ —	$ 1,000
Other Contractual	10,119	—	—	10,000
	$ 10,554	**$ —**	**$ —**	**$ 11,000**
Materials & Supplies				
Office Supplies	$ —	$ —	$ —	$ 500
Postage	—	—	—	100
Just In Time Office Supplies	345	532	368	1,500
	$ 345	**$ 532**	**$ 368**	**$ 2,100**
Interdepart Service Charges				
Charges From Print & Repro	$ 16,036	$ 5,650	$ 8,992	$ 12,817
	$ 16,036	**$ 5,650**	**$ 8,992**	**$ 12,817**
	$ 689,000	**$ 749,357**	**$ 728,628**	**$ 880,590**

OFFICE OF BUDGET AND MANAGEMENT

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Miscellaneous	$ 430	$ 6,857	$ 7,383	$ —
	$ 430	**$ 6,857**	**$ 7,383**	**$ —**



COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	December 2019	Budget 2020	Position	Salary Schedule 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	0	0	Budget Analyst	20,800.00	58,534.37
0	2	2	Budget & Management Analyst	20,800.00	61,601.02
2	1	2	Deputy Budget Administrator	26,273.96	91,088.49
3	3	3	Senior Budget & Management Analyst	26,273.96	88,147.99
8	6	8			
9	7	9	**TOTAL FULL TIME**		
9	**7**	**9**	**TOTAL DIVISION**		

DIVISION OF PUBLIC HEALTH ADMINISTRATION

Merle R. Gordon, Director

Mission Statement

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

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 2019. Grants and revenue from federal, state, and local sources will support more than $10 million in programs in 2019.

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 access the current and future financial status of Department. Provide and interpret financial information. Formulate strategic and long-term plans for Department. Monitor approve budget and authorizes expenditures within City guidelines. Serve as a resource regarding fiscal matters and in resolving fiscal issues.

DIVISION OF PUBLIC HEALTH ADMINISTRATION

Expenditures

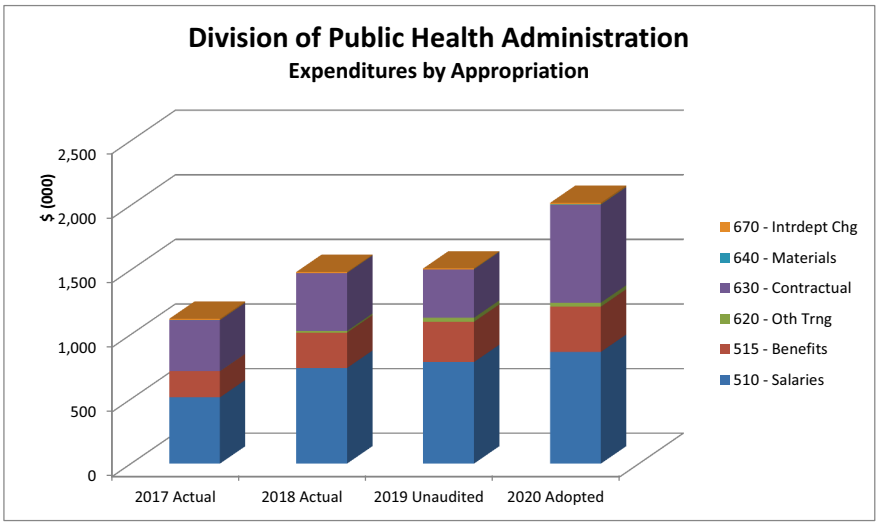
	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 494,081	$ 729,295	$ 769,854	$ 859,937
Longevity	3,200	4,179	4,369	4,775
Vacation Conversion	5,456	—	9,907	—
Separation Payments	8,826	—	—	—
Bonus Incentive	500	4,425	—	—
Overtime	469	2,213	1,713	—
	$ 512,532	**$ 740,111**	**$ 785,843**	**$ 864,712**
Benefits				
Hospitalization	$ 91,122	$ 129,414	$ 149,967	$ 165,483
Prescription	15,528	18,837	24,516	31,648
Dental	4,752	6,084	6,842	8,529
Vision Care	475	614	497	843
Public Employees Retire System	70,148	100,426	110,167	121,648
Fica-Medicare	7,225	10,441	11,160	12,538
Workers' Compensation	12,583	7,544	8,558	9,138
Life Insurance	297	351	393	689
	$ 202,132	**$ 273,711**	**$ 312,098**	**$ 350,516**
Other Training & Professional Dues				
Travel	$ —	$ 180	$ 3,219	$ 2,000
Tuition & Registration Fees	—	2,070	7,189	5,800
Other Training Supplies	—	199	—	—
Mileage (Priv Auto) Trng Prps	—	—	162	2,000
Professional Dues & Subscript	955	10,685	20,499	21,000
	$ 955	**$ 13,134**	**$ 31,069**	**$ 30,800**
Contractual Services				
Professional Services	$ 10,020	$ 31,989	$ 50,300	$ 42,000
Mileage (Private Auto)	421	359	214	1,000
Security Services	23,428	17,438	18,117	23,428
Parking In City Facilities	1,320	1,416	1,666	2,515
Property Rental	359,274	397,004	303,317	688,649
Other Contractual	(51)	—	—	—
	$ 394,413	**$ 448,206**	**$ 373,615**	**$ 757,592**
Materials & Supplies				
Office Supplies	$ —	$ 99	$ 708	$ —
Postage	—	—	51	—
Food	115	60	—	—
Other Supplies	—	—	300	700
Just In Time Office Supplies	644	766	977	1,500
	$ 759	**$ 925**	**$ 2,036**	**$ 2,200**

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Interdepart Service Charges				
Charges From Print & Repro	$ 9,886	$ 7,288	$ 6,409	$ 8,000
Charges From M.V.M.	—	—	—	5,051
	$ 9,886	**$ 7,288**	**$ 6,409**	**$ 13,051**
	$ 1,120,676	**$ 1,483,374**	**$ 1,511,070**	**$ 2,018,871**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Miscellaneous	$ 6,332	$ 10,383	$ 14,563	$ —
	$ 6,332	**$ 10,383**	**$ 14,563**	**$ —**



DIVISION OF PUBLIC HEALTH ADMINISTRATION

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Administrative Manager	27,193.55	117,672.49
1	1	1	Director of Public Health	50,795.81	191,316.74
2	2	2			
			ADMINISTRATIVE SUPPORT		
1	1	1	Assistant Administrator	20,800.00	73,868.59
1	1	1	Stock Clerk	13.11	19.93
2	2	2			
			PROFESSIONALS		
1	1	1	Administrative Officer	20,800.00	58,499.94
1	1	1	Chief of Computer Operations	23,647.11	93,401.98
1	1	1	Fiscal Officer	53,768.00	96,446.58
1	0	1	Business Process Analyst	55,000.00	108,044.90
2	2	2	Project Coordinator	27,325.56	99,702.63
1	1	1	Project Director	22,333.40	88,646.98
1	1	1	Sr Budget and Management Analyst	26,273.96	88,147.99
1	1	1	Sr. Programmer Analyst	23,647.11	76,592.09
9	8	9			
13	12	13	**TOTAL FULL TIME**		
13	**12**	**13**	**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, approaching health by addressing the social determinants and the role they play on health outcomes, 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/STI prevention, testing and housing support services; nursing services; substance abuse counseling; addressing health disparities ad social determinants of health and epidemiology through communicable and infectious disease surveillance.

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 childhood 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: ***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 adult in the area of substance 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 infections. 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 & EPIDEMOLOGY***

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 withing 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: ***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 3 municipalities within Cuyahoga County.

ACTIVITIES: Register birth and death certificates for Cleveland and all but 3municipalities within Cuyahoga County. Distribute, for a fee, records of births, death and stillbirths. Provide indigent cremation services.

PROGRAM NAME: ***OFFICE OF HIV/AIDS SERVICES***

OBJECTIVES: To respond to the HIV/AIDS epidemic in Cleveland and provide advocacy, planning and leadership on HIV/AIDS issues.

ACTIVITIES: Manage the Housing Opportunities for People with AIDS (HOPWA) and CDPH Prevention Grants, provide testing and health promotion activities, produce and disseminate epidemiological reports and other related information to the community and advocate for resources for prevention and services for affected individuals.

DIVISION OF HEALTH

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 the following health areas: Active Living, Breathe Free, 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

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 1,270,443	$ 1,538,179	$ 1,628,572	$ 1,918,110
Longevity	10,568	9,696	8,436	10,975
Vacation Conversion	11,443	—	5,611	—
Separation Payments	50,324	20,444	11,206	—
Bonus Incentive	7,000	6,975	—	—
Overtime	3,889	2,784	1,427	4,000
	$ 1,353,667	**$ 1,578,079**	**$ 1,655,252**	**$ 1,933,085**
Benefits				
Hospitalization	$ 282,631	$ 309,049	$ 319,845	$ 377,724
Prescription	53,438	46,553	54,251	75,088
Dental	12,377	14,714	14,522	19,379
Vision Care	1,276	2,061	2,022	2,730
Public Employees Retire System	178,459	218,102	227,035	272,340
Fica-Medicare	16,363	20,936	22,651	26,789
Workers' Compensation	37,144	21,398	17,867	22,734
Life Insurance	863	990	1,068	1,910
Unemployment Compensation	—	11,396	1,975	—
Clothing Allowance	1,961	2,375	2,120	2,120
	$ 584,510	**$ 647,573**	**$ 663,357**	**$ 800,814**
Other Training & Professional Dues				
Travel	$ 6,892	$ 7,830	$ 645	$ 1,000
Tuition & Registration Fees	1,060	1,120	975	2,000
Mileage (Priv Auto) Trng Prps	233	1,759	1,392	1,000
Professional Dues & Subscript	10,969	11,188	4,136	8,000
	$ 19,154	**$ 21,897**	**$ 7,147**	**$ 12,000**
Utilities				
Brokered Gas Supply	$ 11,055	$ 12,089	$ 13,634	$ 14,043
Gas	7,157	8,889	7,918	8,156
Electricity - Cpp	171,927	184,231	179,256	184,634
Electricity - Other	23,953	3,214	4,247	4,374
	$ 214,091	**$ 208,423**	**$ 205,055**	**$ 211,207**
Contractual Services				
Professional Services	$ 894,991	$ 410,490	$ 1,055,244	$ 1,146,611
Mileage (Private Auto)	3,570	6,921	8,058	9,320
Security Services	12,702	11,539	9,591	12,169
Freight Expense	—	—	—	520
Advertising And Public Notice	675	—	635	1,000
Participation Fee	—	—	40	—

DIVISION OF HEALTH

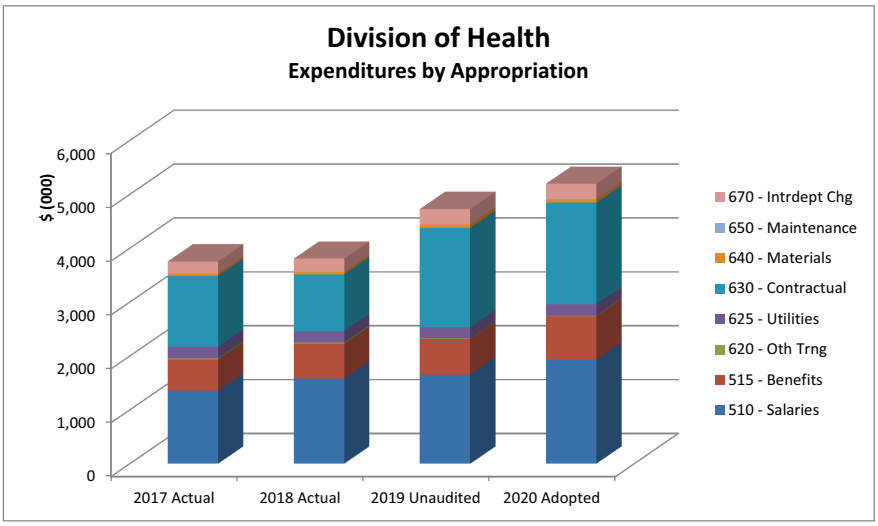
Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Parking In City Facilities	550	660	853	1,400
Property Rental	270,453	279,506	260,711	274,711
Subgrantees	—	242,864	242,864	242,864
Other Contractual	40,891	38,297	176,972	82,000
Indigent Relief	92,848	66,628	92,998	116,250
Refunds & Miscellaneous	—	2,800	—	—
	$ 1,316,681	**$ 1,059,705**	**$ 1,847,967**	**$ 1,886,845**
Materials & Supplies				
Office Supplies	$ 897	$ 262	$ 242	$ 500
Postage	26	321	146	200
Purchase Of Tests	—	—	4,523	14,800
Clothing	—	868	—	—
Office Furniture & Equipment	609	403	—	600
Medical Supplies	12,498	2,204	22,562	16,540
Food	—	593	(176)	1,000
Laboratory Supplies	6,383	10,812	5,620	7,000
Other Supplies	372	6,013	81	2,000
Pharmaceutical Supplies	12,000	11,533	19,738	12,000
Just In Time Office Supplies	8,299	10,807	10,568	10,000
	$ 41,085	**$ 43,817**	**$ 63,304**	**$ 64,640**
Maintenance				
Maintenance Contracts	$ 240	$ 225	$ 645	$ 1,000
Car Washes	—	375	—	280
Maintenance Misc. Equipment	—	—	—	1,000
Maintenance Building	390	390	390	500
	$ 630	**$ 990**	**$ 1,035**	**$ 2,780**
Interdepart Service Charges				
Charges From Telephone Exch	$ 146,025	$ 170,567	$ 218,796	$ 194,000
Charges From W.P.C.	1,812	—	1,056	1,000
Charges From Print & Repro	38,686	38,000	35,786	51,011
Charges From Central Storeroom	6,358	5,991	5,997	7,364
Charges From M.V.M.	21,668	18,122	10,573	20,484
Charges From Waste Collection	5,888	5,865	5,980	5,000
Charges From Parks Maintenance	3,235	6,470	6,470	6,670
	$ 223,672	**$ 245,015**	**$ 284,656**	**$ 285,529**
	$ 3,753,490	**$ 3,805,498**	**$ 4,727,773**	**$ 5,196,900**

DIVISION OF HEALTH

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Charges For Services	$ 1,427,247	$ 1,417,792	$ 1,392,771	$ 1,393,216
Miscellaneous	182,036	169,300	283,311	108,945
	$ 1,609,283	**$ 1,587,092**	**$ 1,676,082**	**$ 1,502,161**



DIVISION OF HEALTH

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Commissioner of Health	45,021.46	161,827.66
2	1	2	Health Services Administrator	27,325.56	85,577.88
3	2	3			
			ADMINISTRATIVE SUPPORT		
6	4	6	Junior Clerk	12.83	15.46
2	2	2	Principal Clerk	14.88	21.97
1	1	1	Private Secretary	10.00	23.18
4	4	4	Senior Clerk	12.47	18.14
13	11	13			
			PARA-PROFESSIONALS		
1	1	1	Community Health Aide	10.00	17.90
1	1	1			
			PROFESSIONALS		
1	0	1	Assistant Administrator	20,800.00	73,868.59
1	1	1	Chief of Laboratories	23,647.11	88,725.73
1	1	1	Director Of Public Health Nursing	26,273.96	91,088.49
1	1	1	Disease Intervention Specialist I	17.83	25.70
1	1	1	Grant Administrator	22,333.40	83,008.39
1	1	1	Health Center Director	22,333.40	83,008.39
3	3	3	Epidemiologist	40,000.00	91,405.96
1	1	1	Manager of Events	23,647.11	86,215.32
1	1	1	Health Promotion Coordinator	22,333.40	85,312.08
2	2	2	Project Coordinator	27,325.56	99,702.63
4	3	4	Public Health Nurse III	57,356.03	58,503.15
1	1	1	Supervisor Of Vital Statistics	20,800.00	61,601.02
18	16	18			
			TECHNICIANS		
2	2	2	Clinical Laboratory Technician II	16.86	25.96
2	2	2			
37	32	37	**TOTAL FULL TIME**		
37	**32**	**37**	**TOTAL DIVISION**		

DIVISION OF ENVIRONMENT

Brian Kimball, Commissioner

Brian Kimball, Commissioner

Mission Statement

To promote, prevent, and protect the environment to ensure citizens who reside in or visit the City of Cleveland are not negatively impacted by environmental hazards.

The Division of Environmental Health performs all of its investigations with the authority of Cleveland's codified ordinance, the State of Ohio Department of Agriculture and the State of Ohio Department of Public Health. Our Division strives to evoke confidence as we promote health and quality of life. Our daily objective is preventing and controlling those diseases or deaths that result from interactions between people and their environment. Our environmental health programs seek to minimize or eliminate risk factors in the human environment that threaten life and health. The span of investigations this Division performs is diverse and culturally sensitive. There are seven (7) environmental health programs within the Division of Environment. Environmental Health Services Program, Farm Animals and Bees, Food Safety, Lead Safe Living Healthy Homes, Public Swimming Pools, Spas and Spray, School Environmental Health and Safety, Hazardous, Solid and Infectious Waste Disposal.

PROGRAM NAME: ENVIRONMENTAL HEALTH SERVICES

OBJECTIVES: The Division of Environment Environmental Health Services Program objective is to ensure that the citizens in the city of Cleveland are free of environmental hazards that impact the quality of life. Environmental hazards that impact the quality of life in the city of Cleveland are the failure to abate grass 8' in height and/or the failure to abate the nuisance of fourteen noxious weeds, failure to abate the nuisance of refuse and/or junk, garbage, tires and other wastes, failure to abate the nuisance of stagnant water and the failure to eradicate an infestation of insects or rodents. In addition to these exterior hazards, public health sanitarians also inspect for mold and other indoor environmental hazards. Public Health Sanitarians in the Environmental Health Services Program are also responsible for inspecting Barbershops, Public Laundries and Hotel/Motels. Another responsibility of Public Health Sanitarians in Environmental Health Services is the prevention of zoonotic diseases. Zoonotic diseases (also called zoonoses) are infectious diseases that can be spread from animals to humans.

Zoonotic diseases include:

- Those that can be transmitted directly from animals to humans (e.g., rabies)
- Diseases that can be acquired indirectly by humans through ingestion, inhalation or contact with infected animal products, soil, water or other environmental surfaces that have been contaminated with animal waste or a dead animal (e.g., anthrax, leptospirosis)
- Vector-borne diseases that require a mosquito or other arthropod to transmit disease from animals to humans (e.g., Rocky Mountain spotted fever, St. Louis encephalitis, West Nile virus)

PROGRAM NAME: FARM ANIMALS AND BEES

OBJECTIVES: The Division of Environment Farm Animal Program is designed to allow the citizens of Cleveland to have farm animals based on the square footage of the parcel. The objective of this program is to permit the keeping of farm animals and bees in a manner that prevents nuisances to occupants of nearby properties and prevents conditions that are unsanitary or unsafe. The keeping of chickens, ducks, rabbits and similar farm animals shall be governed by the following regulations. In Residential Districts, the following regulations shall apply: No more than one (1) such animal shall be kept on a parcel of land for each eight hundred (800) square feet of parcel or lot area. For a standard residential lot of four thousand eight hundred (4,800) square feet, this regulation would permit no more than a total of six (6) such animals. No roosters, geese or turkeys may be kept in a Residential District except on a parcel that is at least one (1) acre in area and only if the coop or cage housing the bird(s) is at least one hundred (100) feet from all property lines.

DIVISION OF ENVIRONMENT

PROGRAM NAME: FOOD SAFETY

OBJECTIVES: The Division of Environment Food Safety Program objective is to ensure that all food sold in the city of Cleveland is safe and wholesome for human consumption. This is achieved by inspecting food service operations (e.g., restaurants, vending machine locations, mobile and temporary food service operations) and retail food establishments (grocery stores and corner stores). All inspections are governed by the rules and regulations of the Ohio Uniform Food Safety Code Chapter 3717 of the Ohio Administrative Code, Chapter 3717 of the Ohio Revised Code related to food service operations and Chapter 3701-21 of the Ohio Administrative Code. In addition to inspecting FSO's and RFE's, the Public Health provides trainings to the general public such as Person-in-Charge and ServSafe courses designed to educate on practices that prevent the spread of foodborne illnesses. Public Health Sanitarians also acts as liaison with the Division of Health's Epidemiology section regarding foodborne disease outbreaks involving food service operations.

PROGRAM NAME: LEAD SAFE LIVING-HEALTHY HOMES

OBJECTIVES: The Division of Environment Lead Safe Living-Healthy Homes Program objective is to reduce the incidence of lead poisoning in children who reside in the city of Cleveland. The Lead Safe Living-Healthy Homes Program provides lead awareness and education, public health lead investigations and case management to the parents and/or guardians of children who test positive for lead. The program addresses the needs of lead-poisoned children from birth through 72 months of age. The Lead Safe Living-Healthy Homes Program also assists family members, medical care providers and other community members to reduce and prevent lead poisoning. The program also promotes the national lead poisoning prevention guidelines set forth by the CDC.

PROGRAM NAME: PUBLIC SWIMMING POOLS, SPAS AND SPRAY GROUNDS

OBJECTIVES: The Division of Environment Public Swimming Pools and Spray Ground Program objective is to ensure that all swimming pools, spas and spray grounds in the city of Cleveland are chemically safe and free of recreational waterborne illnesses. Recreational water illnesses are caused by germs you get by swallowing, breathing in mist form, or having contact with contaminated water. Public Health Sanitarians in this program inspect and provide technical assistance and training on the operation, maintenance, troubleshooting and evaluation of public swimming pools, serve as a resource for the general public relative to aquatic recreation issues, protection from disease transmission, personal safety, and complaint investigations.

PROGRAM NAME: SCHOOL ENVIRONMENTAL HEALTH AND SAFETY PROGRAM

OBJECTIVES: The Division of Environment School Environmental Health and Safety Program objective is to improve the environmental health of Cleveland's schools through non-regulatory means. A growing body of research strongly supports the importance of school environmental health to both the educational success and overall health and well-being of school children and staff. "Poor environmental conditions can thwart academic progress by making it harder for students to concentrate, causing or exacerbating illness in students and staff, increasing absences and lost work days, and diverting school funds to pay for costly repair and remediation projects". Public Health Sanitarians in this program inspect all Public and Charter schools in the city of Cleveland utilizing the Ohio Department of Health School Environmental Health Inspection Guidance Document.

DIVISION OF ENVIRONMENT

PROGRAM NAME: ***SOLID AND INFECTIOUS WASTE DISPOSAL***

OBJECTIVES: The Division of Environment Hazardous, Solid and Infectious Waste Disposal objectives are to conduct solid and infectious waste inspections according to the Ohio EPAs regulations and identify hazardous waste sites. The Division of Environment Hazardous, Solid and Infectious Waste Disposal include the licensing and inspection of facilities that handle solid and infectious wastes such as Sanitary Landfill, Industrial Landfill, Solid Waste Transfer Facilities, Composting Facilities, Construction and Demolition Debris Sites, Methane Gas Monitoring and all Solid Waste Facilities undergoing closure. The Program also inspects Infectious Waste Treatment Facilities (where infectious wastes are treated by chemical means, autoclaving, or incineration) and Generators of Infectious Waste Facilities (where infectious wastes are generally stored on-site.) These facilities are sub-divided into two groups - Large Generators (those generating more than 50 pounds in a month); and Small Generators (those generating less than 50 pounds in a month). Such facilities include hospitals, doctor and dentist offices, tattoo and body piercing establishments, or other places that generate infectious waste as defined in the Ohio EPA regulations.

DIVISION OF ENVIRONMENT

Expenditures

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 702,347	$ 950,548	$ 1,020,236	$ 1,194,768
Longevity	5,300	5,575	6,150	6,400
Vacation Conversion	5,903	—	6,803	—
Separation Payments	1,976	1,616	—	16,000
Bonus Incentive	3,500	2,500	—	—
Overtime	12,366	32,275	19,695	9,000
	$ 731,392	**$ 992,514**	**$ 1,052,883**	**$ 1,226,168**
Benefits				
Hospitalization	$ 122,966	$ 170,633	$ 203,420	$ 264,865
Prescription	22,833	25,425	32,654	53,691
Dental	6,117	8,566	9,199	15,099
Vision Care	897	1,253	1,358	1,783
Public Employees Retire System	97,483	146,727	146,474	170,179
Fica-Medicare	10,300	13,968	15,359	17,547
Workers' Compensation	28,153	4,740	33,294	11,877
Life Insurance	445	642	700	1,206
Unemployment Compensation	—	1,535	2,703	—
	$ 289,195	**$ 373,490**	**$ 445,161**	**$ 536,247**
Other Training & Professional Dues				
Travel	$ 2,413	$ 39	$ 584	$ 4,800
Tuition & Registration Fees	2,660	2,729	2,095	3,500
Other Training Supplies	—	27	—	—
Mileage (Priv Auto) Trng Prps	—	508	455	1,000
Professional Dues & Subscript	2,213	2,189	3,281	4,500
	$ 7,286	**$ 5,491**	**$ 6,414**	**$ 13,800**
Contractual Services				
Professional Services	$ 132,081	$ 116,610	$ 129,769	$ 185,000
Mileage (Private Auto)	4,430	5,182	10,335	7,000
Security Services	33,079	31,115	25,578	37,960
Parking In City Facilities	—	—	—	500
Property Rental	159,249	165,620	132,770	132,770
Other Contractual	13,925	21,274	18,547	26,090
	$ 342,764	**$ 339,801**	**$ 316,998**	**$ 389,320**

DIVISION OF ENVIRONMENT

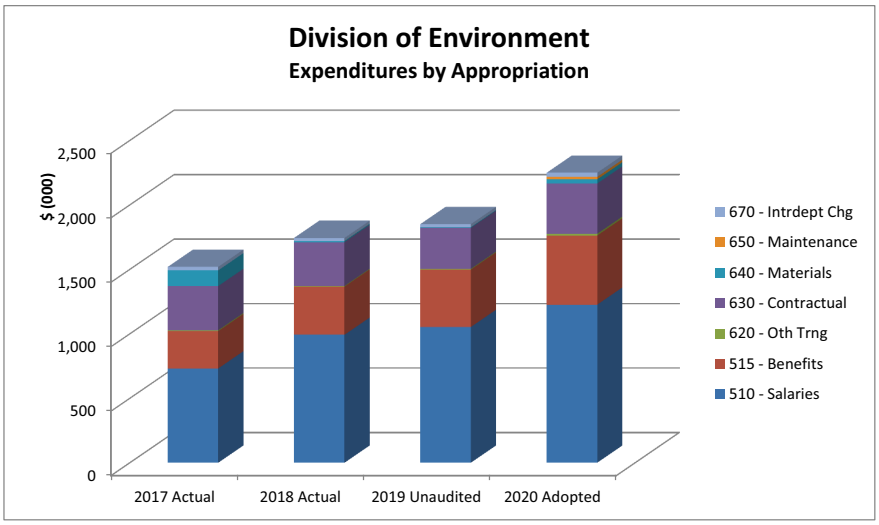
Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Materials & Supplies				
Office Supplies	$ —	$ 605	$ —	$ —
Postage	171	418	451	500
Purchase Of Tests	—	—	—	877
Chemical	—	—	—	4,000
Small Equipment	115,000	740	—	24,700
Medical Supplies	426	1,320	—	—
Food	—	—	22	—
Printed Materials	4,500	—	—	—
Other Supplies	—	—	3,278	500
Just In Time Office Supplies	1,339	5,403	1,382	1,700
	$ 121,435	**$ 8,486**	**$ 5,133**	**$ 32,277**
Maintenance				
Maintenance Contracts	$ —	$ —	$ —	$ 18,100
Computer Software Maintenance	—	—	—	722
Car Washes	—	300	—	300
	$ —	**$ 300**	**$ —**	**$ 19,122**
Interdepart Service Charges				
Charges From Telephone Exch	$ 388	$ —	$ —	$ —
Charges From Print & Repro	12,214	15,560	12,804	18,252
Charges From Central Storeroom	1,949	—	—	2,547
Charges From M.V.M.	12,529	7,942	11,426	11,740
	$ 27,079	**$ 23,501**	**$ 24,230**	**$ 32,539**
	$ 1,519,152	**$ 1,743,584**	**$ 1,850,820**	**$ 2,249,473**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Charges For Services	$ —	$ —	$ 29,803	$ —
Licenses & Permits	21,640	20,595	29,360	16,200
Miscellaneous	28,093	37,027	7,354	30,800
	$ 49,733	**$ 57,622**	**$ 66,516**	**$ 47,000**

DIVISION OF ENVIRONMENT



DIVISION OF ENVIRONMENT

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Commissioner of Environment	42,758.15	152,224.32
1	1	1			
			ADMINISTRATIVE SUPPORT		
1	1	1	Assistant Administrator	20,800.00	73,868.59
1	1	1	Program Manager	30,214.00	91,429.27
2	2	2	Project Coordinator	27,325.56	99,702.63
1	0	1	Receptionist	10.00	15.85
5	4	5			
			PROFESSIONALS		
1	1	1	Caseworker II	15.33	22.08
1	0	1	Caseworker Supervisor	20,800.00	51,959.86
1	1	1	Dist Supv Environmental Hlth	20,800.00	67,032.85
3	2	3			
			TECHNICIAN		
1	1	1	Chemist	18.49	29.35
1	0	1	Data Conversion Operator	12.02	16.82
1	1	1	Environmental Compliance Specialist II	16.35	26.59
1	1	1	Environmental Compliance Specialist III	17.90	34.23
4	4	4	Public Health Sanitarian I	15.48	23.93
5	2	2	Public Health Sanitarian II	17.38	25.80
0	3	3	Public Health Sanitarian III	15.49	27.08
1	0	1	Public Health Sanitarian IV	18.77	33.28
14	12	14			
23	19	23	**TOTAL FULL TIME**		
23	**19**	**23**	**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.

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

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 89,033	$ 293,099	$ 329,083	$ 397,731
Longevity	—	575	575	575
Separation Payments	22,464	727	2,023	—
Bonus Incentive	—	500	—	—
Overtime	—	2,130	6,279	2,000
	$ 111,497	**$ 297,030**	**$ 337,960**	**$ 400,306**
Benefits				
Hospitalization	$ 14,799	$ 53,115	$ 65,139	$ 90,950
Prescription	2,602	7,944	17,742	17,643
Dental	596	1,872	2,706	4,292
Vision Care	49	204	411	579
Public Employees Retire System	11,308	39,920	50,449	56,191
Fica-Medicare	1,545	4,146	5,018	5,766
Workers' Compensation	5,094	3,689	1,461	4,833
Life Insurance	35	162	235	414
Unemployment Compensation	2,402	—	—	—
Clothing Allowance	—	1,600	800	1,500
	$ 38,431	**$ 112,651**	**$ 143,960**	**$ 182,168**
Other Training & Professional Dues				
Travel	$ 92	$ 7,826	$ 6,638	$ 4,000
Tuition & Registration Fees	—	205	504	2,000
Training	—	340	—	—
Mileage (Priv Auto) Trng Prps	—	—	—	1,000
Professional Dues & Subscript	6,712	2,571	8,132	10,000
	$ 6,804	**$ 10,942**	**$ 15,274**	**$ 17,000**
Contractual Services				
Professional Services	$ —	$ —	$ —	$ 1,800
Mileage (Private Auto)	—	107	271	—
Program Promotion	—	—	5,581	—
Participation Fee	—	—	6,510	7,500
Property Rental	—	—	10,005	132,770
Other Contractual	17,000	—	—	—
Refunds & Miscellaneous	—	—	50	—
Local Match-Grant Programs	276,100	276,100	276,100	276,100
	$ 293,100	**$ 276,207**	**$ 298,517**	**$ 418,170**

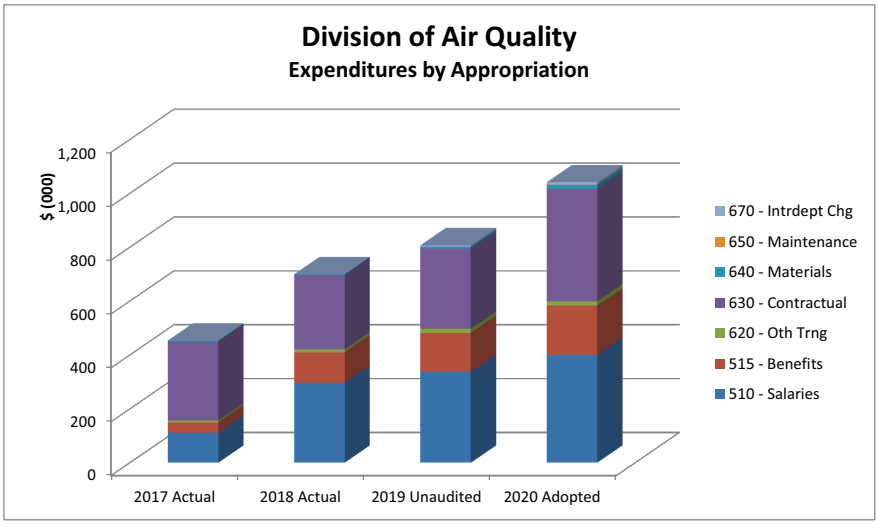
DIVISION OF AIR QUALITY

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Materials & Supplies				
Office Supplies	$ —	$ 14	$ 14	$ —
Postage	—	62	—	—
Computer Software	—	—	—	1,200
Clothing	—	—	2,406	2,500
Small Equipment	3,777	2,748	—	3,000
Special Events Supplies	—	—	3,799	7,300
	$ 3,777	**$ 2,823**	**$ 6,220**	**$ 14,000**
Maintenance				
Repair Parts	$ —	$ —	$ —	$ 2,000
	$ —	**$ —**	**$ —**	**$ 2,000**
Interdepart Service Charges				
Charges From Print & Repro	$ —	$ —	$ 5,330	$ 7,598
	$ —	**$ —**	**$ 5,330**	**$ 7,598**
	$ 453,609	**$ 699,654**	**$ 807,261**	**$ 1,041,242**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Charges For Services	$ 149,130	$ 152,850	$ 143,944	$ 150,000
Miscellaneous	—	1,229	1,703	—
	$ 149,130	**$ 154,079**	**$ 145,647**	**$ 150,000**



DIVISION OF AIR QUALITY

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Commissioner of Air Quality	42,758.15	152,224.32
1	1	1	Chief of Air Pollution Outreach	34,008.00	82,706.96
2	1	2	Health Outreach Specialist	34,008.00	54,308.80
4	3	4			
			TECHNICIAN		
1	1	1	Indoor Air Quality Specialist	34,008.00	54,308.80
1	1	1	Env Compl Specialist I	14.95	25.40
2	1	2	Env Enforcement Specialist I	14.95	26.44
4	3	4			
8	6	8	**TOTAL FULL TIME**		
8	**6**	**8**	**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

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 2,284,698	$ 2,379,974	$ 2,508,906	$ 2,852,890
Uniformed Overtime	—	(397)	—	—
Longevity	11,500	10,625	11,700	12,300
Vacation Conversion	13,879	—	10,769	—
Separation Payments	25,842	87,717	89,217	150,000
Bonus Incentive	2,000	15,500	250	—
Overtime	36,093	52,565	50,800	40,000
	$ 2,374,011	**$ 2,545,983**	**$ 2,671,641**	**$ 3,055,190**
Benefits				
Hospitalization	$ 389,592	$ 389,720	$ 433,722	$ 479,850
Prescription	65,921	55,700	72,420	94,958
Dental	19,750	19,763	19,309	25,484
Vision Care	1,863	1,908	2,073	2,799
Public Employees Retire System	326,386	341,033	359,843	406,876
Police & Firemens Disab & Pens	—	—	443	—
Fica-Medicare	32,034	35,208	40,220	44,304
Workers' Compensation	55,349	23,897	28,878	34,040
Life Insurance	1,185	1,200	1,245	2,158
Unemployment Compensation	—	—	140	—
Clothing Allowance	1,060	530	30	530
	$ 893,139	**$ 868,959**	**$ 958,322**	**$ 1,090,999**
Other Training & Professional Dues				
Travel	$ 1,368	$ 2,328	$ 7,629	$ 20,000
Tuition & Registration Fees	9,025	6,607	425	5,000
Training	49	—	—	—
Other Training Supplies	—	30	—	—
Mileage (Priv Auto) Trng Prps	25	—	—	—
Professional Dues & Subscript	985	698	813	2,000
	$ 11,453	**$ 9,663**	**$ 8,867**	**$ 27,000**
Utilities				
Brokered Gas Supply	$ 1	$ —	$ —	$ 9,800
Gas	—	—	—	4,000
Electricity - Cpp	434	274	247	298
Electricity - Other	—	—	—	14,500
Steam	76,662	77,325	76,463	82,034
	$ 77,097	**$ 77,600**	**$ 76,709**	**$ 110,632**
Contractual Services				
Professional Services	$ 77,651	$ 96	$ 1,233	$ 5,000

PUBLIC SAFETY ADMINISTRATION

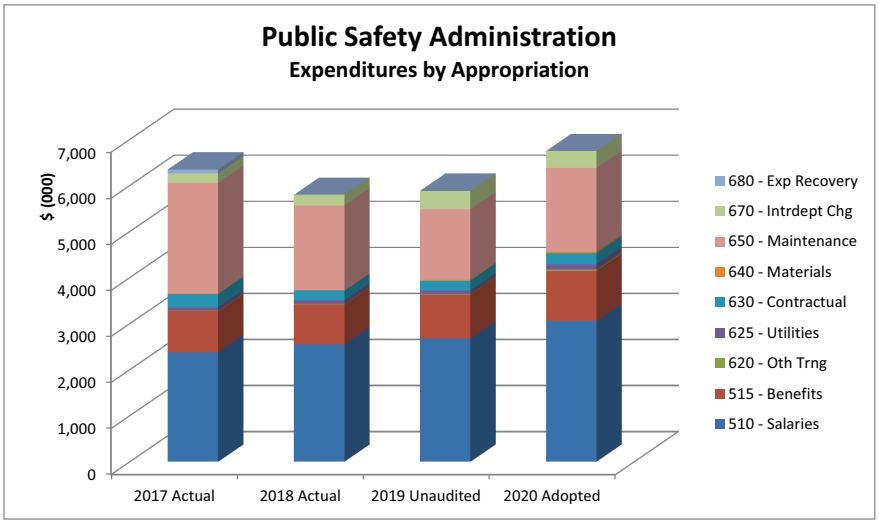
Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Court Reporter	165	—	—	—
Cable Professional Services	19	—	—	—
Mileage (Private Auto)	22	—	55	—
Jury And Witness Fees	—	—	(135)	—
Advertising And Public Notice	—	—	—	2,500
Parking In City Facilities	7,654	8,419	8,897	8,000
Property Rental	175,000	175,000	182,850	205,000
Other Contractual	25,409	25,235	25,159	25,000
County Aud & Treas Coll Fee	—	—	29	—
	$ 285,920	**$ 208,750**	**$ 218,087**	**$ 245,500**
Materials & Supplies				
Office Supplies	$ 2,180	$ —	$ 5,979	$ 3,500
Postage	—	—	—	350
Computer Supplies	36	—	—	—
Computer Hardware	4,709	1,065	3,526	18,000
Small Equipment	300	300	—	2,000
Office Furniture & Equipment	334	—	—	—
Medical Supplies	—	—	413	—
Just In Time Office Supplies	2,324	2,846	5,902	10,000
	$ 9,883	**$ 4,212**	**$ 15,820**	**$ 33,850**
Maintenance				
Maintenance Contracts	$ 2,060,460	$ 1,595,108	$ 1,528,959	$ 1,196,000
Computer Hardware Maintenance	299,995	247,203	585	617,471
Computer Software Maintenance	41,427	—	—	—
Maintenance Misc. Equipment	990	—	—	—
Maintenance Building	2,644	9,853	2,286	—
	$ 2,405,516	**$ 1,852,164**	**$ 1,531,830**	**$ 1,813,471**
Interdepart Service Charges				
Charges From Telephone Exch	$ 167,625	$ 199,743	$ 376,610	$ 333,930
Charges From Print & Repro	34,488	27,742	23,865	34,019
Charges From Central Storeroom	2,205	3,122	3,016	3,704
	$ 204,318	**$ 230,607**	**$ 403,491**	**$ 371,653**
Expenditure Recovery				
Expenditure Recovery	$ 85,150	$ —	$ —	$ —
	$ 85,150	**$ —**	**$ —**	**$ —**
	$ 6,346,487	**$ 5,797,937**	**$ 5,884,768**	**$ 6,748,295**

PUBLIC SAFETY ADMINISTRATION

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Charges For Services	$ 6,520	$ 8,491	$ 6,260	$ 9,000
Fines, Forfeitures & Settlements	3,231	4,346	2,968	2,000
Miscellaneous	13,037	39,599	40,780	5,000
	$ 22,789	**$ 52,436**	**$ 50,009**	**$ 16,000**



PUBLIC SAFETY ADMINISTRATION

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	0	Administration Bureau Mgr	40,314.82	145,820.32
0	0	5	Assisitant Director	36,590.39	154,089.52
1	1	1	Director of Public Safety	50,795.81	191,316.74
1	2	2	Public Safety IT Manager	65,000.00	115,588.44
1	1	0	Secretary to the Director	36,590.39	154,089.52
1	0	1	Supervisor Of Computer Operations	30,214.95	98,444.95
5	5	9			
			ADMINISTRATIVE SUPPORT		
1	1	1	Chief Clerk	22,050.00	52,504.47
3	3	3	Principal Clerk	14.88	21.97
1	1	1	Senior Clerk	12.47	18.14
5	5	5			
			PROFESSIONALS		
2	2	2	Administrative Manager	27,193.55	117,672.49
1	1	1	Administrative Officer	20,800.00	58,499.94
1	3	2	Assistant Administrator	20,800.00	73,868.59
1	1	1	Budget Administrator	30,214.95	114,691.24
1	1	1	Budget Analyst	20,800.00	58,534.37
1	1	0	Executive Commission Public Safety Project - Grants	36,590.39	157,171.30
2	1	0	Executive Commissioner of Public Safety - Operations	36,590.39	157,171.30
1	1	1	Fiscal Manager	23,647.11	97,175.21
1	1	1	Grant Administrator	22,333.40	83,008.39
4	4	4	Network Analyst II	30,214.00	101,647.18
2	2	3	Payroll Specialist	20,800.00	65,000.00
2	2	2	Personnel Adminstrator	26,273.96	91,088.49
1	1	1	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	0	Public Health Nurse III	57,356.03	58,503.15
2	2	2	Software Analyst	45,000.00	96,330.79
27	27	24			

PUBLIC SAFETY ADMINISTRATION

COMPARISON OF STAFFING LEVEL

No. of Employees				Salary Schedule	
Budget 2019	December 2019	Budget 2020	Position	Minimum	Maximum
			TECHNICIAN		
1	1	1	Computer Operator	10.00	25.49
2	0	1	PC Technician	25,000.00	53,769.65
3	1	2			
			NON EEO REPORTING		
0	1	1	Emergency Mgt Planner	36,000.00	90,000.00
1	1	1	Manager of Public Safety Office QC	27,325.56	96,463.81
1	2	2			
41	40	42	**TOTAL FULL TIME**		
41	**40**	**42**	**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.

DIVISION OF POLICE

PROGRAM NAME: FIELD OPERATIONS

OBJECTIVES: To provide protection against loss of life, bodily injury, and property loss, and to empower the community and Divisional personnel in their combined efforts to reduce crime and the fear of crime with an emphasis on joint planning, evaluation and operations. To reduce traffic accidents in the community and provide safer conditions for motorists, pedestrians, and citizens using public streets within The City of Cleveland.

ACTIVITIES: Investigate all major offenses against persons and property. Provide Patrol and Community Based Policing activities. Participate with citizens on Community Relations Committees, the Auxiliary Police Program, crime prevention fairs, Night Out Against Crime, the Task Force on Violent Crime and similar projects in response to community needs. Develop close working relationships with residents by interacting while on patrol and attending community functions.

Provide neighborhood patrols to areas that could benefit from close on-going interaction between the Police and the community. Participate in Community Services program which aggressively investigates and focuses on deterring crimes that occur on the streets in highly populated, distressed neighborhoods. Conduct DARE programs, Child Accident Prevention Programs, Crime Watch Training, and other programs in response to the needs of the community. Alleviate traffic congestion, restore normal traffic flow, and provide traffic and crowd control at special events. Respond to scenes of traffic accidents and prepare traffic reports.

PROGRAM NAME: HOMELAND SPECIAL OPERATIONS

OBJECTIVES: To target the perpetrators of specific crimes such as financial crimes, homicides, sexual assaults, drug trafficking, threats and criminal actions against the security of our City for arrest and prosecution.

ACTIVITIES: Aggressively investigate crimes that occur in the City of Cleveland. Conduct enforcement activities against specific crimes within a target neighborhood using decoy surveillance or search operations based upon crime analysis and trends.

Maintain contact with and enlist the assistance of community leaders and residents to identify those responsible for neighborhood criminal activity. Perform crisisintervention; handle hostage negotiations and other highly dangerous and volatile situations where specialized training or equipment is required. Provide support to district operations in improving the quality of life in neighborhoods through the enforcement of drug laws and by suppressing juvenile crime. Detect offenders through crime processing and the use of the Automated Fingerprint Identification System (AFIS) and the use of firearms through the National Integrated Ballistic Imaging Network (NIBIN).

Establish homeland security initiatives within the City of Cleveland and the Greater Cleveland area. Prevent, respond, and investigate terrorist activities in our City and the Greater Cleveland area. Provide security and patrols of Cleveland Hopkins Airport, City Hall, and the borders of the City. Participate in Law Enforcement Partnerships with Federal Agencies in an effort to combat drugs, arrest violent fugitives, identify sexual predators, and control illegal firearms.

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DIVISION OF POLICE

Expenditures

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 8,461,997	$ 8,660,559	$ 9,669,863	$ 11,387,688
Military Leave	41,618	88,865	144,431	50,000
Part-Time Permanent	127,472	239,970	330,059	769,322
Student Trainees	1,178,554	2,340,238	2,247,721	2,100,000
School Guards	1,086,605	1,152,729	1,234,489	1,425,000
Uniformed Personnel	87,831,455	96,098,910	100,448,768	108,580,413
Uniformed Overtime	14,742,361	17,294,061	16,661,834	14,000,000
Longevity	824,800	812,425	806,700	813,975
Wage Settlements	37,720	183,255	—	—
Vacation Conversion	5,125	—	2,767	—
Separation Payments	4,158,533	3,635,086	4,581,919	5,000,000
Bonus Incentive	31,500	25,500	2,500	—
Overtime	2,074,500	1,985,674	1,925,661	1,700,000
Deferred Overtime Payments	457,596	448,737	455,381	550,000
	$ 121,059,834	**$ 132,966,009**	**$ 138,512,093**	**$ 146,376,398**
Benefits				
Hospitalization	$ 18,312,031	$ 18,151,116	$ 19,729,852	$ 19,744,556
Prescription	3,357,190	2,753,405	3,380,758	3,706,672
Dental	910,740	910,077	909,555	1,083,855
Vision Care	94,591	95,962	97,253	120,678
Public Employees Retire System	1,645,462	1,683,741	1,845,578	2,139,481
Police & Firemens Disab & Pens	20,305,243	22,494,824	23,457,300	24,563,532
Fica-Medicare	1,665,800	1,854,979	1,948,154	2,120,995
Workers' Compensation	4,550,667	3,064,338	2,730,814	2,846,701
Life Insurance	57,466	57,355	60,109	98,961
Unemployment Compensation	11,500	21,065	22,502	60,000
Clothing Allowance	774,787	812,361	762,316	811,650
Clothing Maintenance	1,106,417	1,131,988	1,180,675	1,160,250
	$ 52,791,895	**$ 53,031,210**	**$ 56,124,866**	**$ 58,457,331**
Other Training & Professional Dues				
Travel	$ 11,785	$ 17,260	$ 32,551	$ 35,000
Tuition & Registration Fees	1,250	11,033	8,848	25,000
Professional Dues & Subscript	2,174	6,674	11,784	10,000
	$ 15,209	**$ 34,967**	**$ 53,183**	**$ 70,000**

DIVISION OF POLICE

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Utilities				
Brokered Gas Supply	$ 44,410	$ 52,958	$ 76,889	$ 77,050
Gas	33,768	32,805	35,384	48,059
Electricity - Cpp	1,081,276	1,170,805	1,214,278	1,266,230
Electricity - Other	48,417	65,500	94,243	139,946
Steam	696,657	739,154	52,691	784,169
	$ 1,904,527	**$ 2,061,221**	**$ 1,473,485**	**$ 2,315,454**
Contractual Services				
Professional Services	$ 662,646	$ 660,505	$ 828,171	$ 787,500
Court Reporter	—	—	3,404	30,000
Referee Services	127,337	49,849	49,501	45,000
Mileage (Private Auto)	4,455	1,427	473	9,000
Medical Services	8,040	1,250	3,125	10,000
Advertising And Public Notice	1,984	4,291	1,130	15,000
Parking In City Facilities	75,194	108,106	137,775	120,000
Insurance And Official Bonds	1,758	—	—	—
Property Rental	37,075	44,358	43,895	46,000
Towing	98,375	241,540	217,324	135,000
Subgrantees	—	—	335	—
Other Contractual	743,827	179,830	104,632	185,000
Local Match-Grant Programs	(20)	—	45,627	128,940
	$ 1,760,671	**$ 1,291,156**	**$ 1,435,392**	**$ 1,511,440**
Materials & Supplies				
Office Supplies	$ 2,965	$ 25,071	$ 589	$ 10,000
Postage	1,326	3,072	2,595	6,000
Computer Supplies	—	1,615	1,001	—
Computer Hardware	—	999	1,402	—
Computer Software	—	3,490	8,831	20,000
Fuel	31,629	46,585	86,078	115,000
Clothing	1,795	15,484	103,831	285,000
Small Equipment	59,550	77,391	70,315	85,000
Office Furniture & Equipment	3,795	6,703	4,626	10,000
Ammunition	143,333	174,892	199,227	200,000
Hygiene And Cleaning Supplies	5,689	4,529	4,979	5,000
Lumber, Glass, And Drywall	634	—	—	2,000
Medical Supplies	—	3,631	—	4,000
Food	990	—	15,007	15,000
Laboratory Supplies	10,825	11,116	10,511	10,000
Photographic Supplies	88	5,000	—	40,000

DIVISION OF POLICE

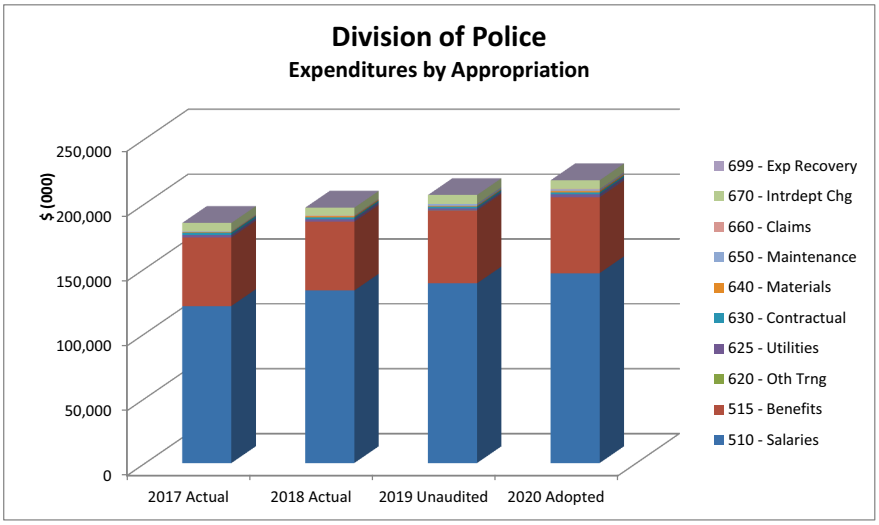
Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Printed Materials	13,074	27,042	40,110	15,000
Shop Tools	—	—	387	—
Other Supplies	101,881	227,866	88,948	110,000
Safety Equipment	—	75,000	—	—
Batteries	1,600	—	—	2,000
Just In Time Office Supplies	52,254	58,943	40,948	65,000
Misc Maintenance Supplies	—	1,927	1,634	3,000
	$ 431,427	**$ 770,354**	**$ 681,019**	**$ 1,002,000**
Maintenance				
Maintenance Office Equipment	$ —	$ —	$ —	$ 2,000
Maintenance Contracts	163,942	201,857	1,223,251	962,756
Maintenance Machinery & Tools	—	338	—	2,000
Car Washes	34,026	45,290	28,844	45,000
Maintenance Misc. Equipment	24,208	22,500	16,582	20,000
Maintenance Building	158,110	63,195	84,644	80,000
	$ 380,285	**$ 333,180**	**$ 1,353,322**	**$ 1,111,756**
Claims, Refunds, Maintenance				
Judgments, Damages, & Claims	$ 125,250	$ 109,984	$ —	$ 100,000
Police Chief Expense Fund	107,000	200,000	150,000	250,000
	$ 232,250	**$ 309,984**	**$ 150,000**	**$ 350,000**
Interdepart Service Charges				
Charges From Telephone Exch	$ 1,963,128	$ 2,136,967	$ 2,517,497	$ 2,232,197
Charges From Radio Comm System	1,459,425	1,119,526	1,290,377	1,142,658
Charges From W.P.C.	154	1,522	3,369	—
Charges From Print & Repro	365,204	327,797	367,328	523,613
Charges From Central Storeroom	78,756	78,477	86,788	106,574
Charges From M.V.M.	2,600,365	2,329,760	2,518,083	2,708,954
	$ 6,467,031	**$ 5,994,049**	**$ 6,783,441**	**$ 6,713,996**
Expenditure Recovery				
Expenditure Recovery	$ 3,002	$ —	$ —	$ —
	$ 3,002	**$ —**	**$ —**	**$ —**
	$ 185,046,131	**$ 196,792,131**	**$ 206,566,800**	**$ 217,908,376**

DIVISION OF POLICE

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Charges For Services	$ 581,047	$ 464,010	$ 467,685	$ 524,688
Fines, Forfeitures & Settlements	1,275	578	200	—
Grant Revenue	1,056,689	620,915	912,538	416,666
Miscellaneous	12,673,749	11,420,037	13,612,100	10,679,077
Sale Of City Assets	1,999,749	—	—	—
	$ 16,312,509	**$ 12,505,540**	**$ 14,992,523**	**$ 11,620,431**



DIVISION OF POLICE

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Chief of Police	69,682.20	184,847.09
17	17	17	Captain of Police	100,948.47	101,448.47
12	12	12	Commander of Police	117,180.23	117,680.23
1	1	1	Commissioner of Traffic Control	117,180.23	117,680.23
4	4	4	Deputy Chief of Police	63,966.00	155,730.30
57	54	57	Lieutenant of Police	86,955.58	87,455.58
211	203	211	Sergeant of Police	74,892.74	75,392.74
1	0	1	Project Manager 1	20,800.00	70,747.18
304	292	304			
			ADMINISTRATIVE SUPPORT		
1	1	1	Accountant Clerk I	10.00	17.90
1	1	1	Accountant Clerk II	10.00	19.33
4	3	4	Chief Clerk	22,050.00	52,504.47
1	1	1	Messenger	10.00	16.66
14	12	14	Principal Clerk	14.88	21.97
2	1	2	Private Secretary	10.00	23.18
4	3	4	Secretary	10.00	19.34
1	1	1	Stock Clerk	13.11	19.93
2	2	2	Telephone Operator	10.00	18.72
2	2	2	Typist	12.02	16.82
32	27	32			
			PARA-PROFESSIONALS		
2	2	2	Docket Clerk	20,800.00	40,109.95
2	2	2			
			PROFESSIONALS		
1	1	1	Accountant I	15.73	22.08
1	0	1	Administrative Manager	27,193.55	117,672.49
2	2	2	Administrative Officer	20,800.00	58,499.94
1	1	1	Aviation Unit Manager	88,000.00	108,000.00
4	0	4	Crime Analyst I	38,000.00	54,641.81
1	0	1	Crime Analyst III	66,000.00	84,064.32

DIVISION OF POLICE

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
1	1	1	Mounted Unit Train Instr-Hndlr	38,000.00	54,641.81
1	1	1	Personnel Assistant	20,800.00	52,381.41
1	0	1	Photographer	10.00	24.25
1	2	2	Project Coordinator	27,325.56	99,702.63
2	1	2	Project Director	22,333.40	88,646.98
1	1	1	Systems Analyst	20,800.00	68,251.13
17	10	18			
			PROTECTIVE SERVICES		
994	972	972	Patrol Officer I	63,259.74	64,993.74
83	58	58	Patrol Officer II	56,768.85	57,904.23
60	186	186	Patrol Officer III	54,855.72	55,952.83
165	42	91	Patrol Officer IV	51,691.11	52,724.93
4	2	4	Police Safety Aide	23,890.36	31,826.74
150	79	180	Police Trainee*	15.00	15.00
26	24	25	Traffic Controller	16.50	16.83
1,332	1,284	1,336			
			SERVICE & MAINTENANCE		
8	7	8	Guard	18.69	19.38
8	7	8			
			TECHNICIANS		
10	10	10	Chief Radio Dispatcher	47,070.48	51,328.22
5	5	7	Communication Specialist - Bilingual	26,282.65	40,828.63
2	0	1	Computer Operator	10.00	25.49
3	3	3	Data Conversion Supervisor	21.73	22.60
4	2	4	Fingerprint Examiner	30,020.62	47,627.71
2	1	2	Forensic Video Specialist	50,000.00	78,810.30
85	73	85	Police Radio Dispatcher	26,286.18	44,706.04
25	12	23	Safety Telephone Operator	24,425.64	35,180.95
1	1	1	Scientific Examiner	38,739.60	65,611.16
46	34	44	Senior Data Conversion Operator	13.47	20.16
183	141	180			

DIVISION OF POLICE

COMPARISON OF STAFFING LEVEL

No. of Employees				Salary Schedule	
Budget 2019	December 2019	Budget 2020	Position	Minimum	Maximum
			NON EEO REPORTING		
1	1	1	Inteligence Analyst I	38,000.00	54,641.81
1	1	1			
1,879	1,764	1,881	**TOTAL FULL TIME**		
			PART TIME		
4	4	4	Helicopter Pilot	60,000.00	72,800.00
0	0	1	Hostler	16.62	16.95
355	341	355	School Crossing Guard	20.50	31.09
45	29	44	Traffic Controller	16.50	16.83
404	374	404	**TOTAL PART TIME**		
2,283	**2,138**	**2,285**	**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

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 442,567	$ 582,490	$ 597,613	$ 598,869
Military Leave	20,029	90,663	76,830	—
Injury Pay	—	—	350	—
Student Trainees	261,627	590,640	349,579	480,000
Uniformed Personnel	46,569,144	46,947,614	55,284,232	51,437,254
Uniformed Overtime	7,097,799	8,019,467	7,140,172	8,362,500
Longevity	403,925	393,575	398,850	385,125
Wage Settlements	—	83,003	63,114	—
Separation Payments	1,173,840	1,650,891	1,140,398	1,200,000
Bonus Incentive	1,500	5,500	—	—
Overtime	16,577	12,882	7,261	20,000
Deferred Overtime Payments	174,585	152,480	174,997	175,000
	$ 56,161,592	**$ 58,529,205**	**$ 65,233,395**	**$ 62,658,748**
Benefits				
Hospitalization	$ 8,885,091	$ 8,627,631	$ 9,035,480	$ 8,986,622
Prescription	1,581,286	1,286,651	1,530,468	1,704,321
Dental	444,265	440,344	428,296	494,470
Vision Care	41,650	41,311	40,489	49,012
Public Employees Retire System	62,071	83,881	85,431	86,642
Police & Firemens Disab & Pens	12,891,368	13,186,321	15,050,626	14,601,571
Fica-Medicare	729,088	781,091	902,014	908,552
Workers' Compensation	2,305,156	1,342,811	2,180,859	1,693,312
Life Insurance	25,791	25,329	25,619	40,975
Unemployment Compensation	—	6,700	—	—
Clothing Allowance	299,194	328,093	311,716	304,400
Clothing Maintenance	436,800	426,100	442,350	456,600
	$ 27,701,761	**$ 26,576,263**	**$ 30,033,347**	**$ 29,326,477**
Other Training & Professional Dues				
Travel	$ 4,155	$ 11,161	$ 18,790	$ 22,000
Tuition & Registration Fees	44,887	18,358	30,518	32,560
Training	—	5,875	350	—
Other Training Supplies	4,879	—	7,337	14,500
Mileage (Priv Auto) Trng Prps	2,269	3,591	3,930	5,000
Professional Dues & Subscript	2,624	2,739	3,946	6,000
Ohio Municipal League	—	150	—	—
	$ 58,815	**$ 41,874**	**$ 64,870**	**$ 80,060**

DIVISION OF FIRE

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Utilities				
Brokered Gas Supply	$ 63,992	$ 81,289	$ 101,534	$ 97,550
Gas	41,623	47,954	45,209	58,550
Electricity - Cpp	444,735	508,311	511,379	533,728
Electricity - Other	26,723	31,004	25,016	32,555
Steam	43,056	32,224	33,401	33,200
	$ 620,130	**$ 700,782**	**$ 716,539**	**$ 755,583**
Contractual Services				
Professional Services	$ 15,911	$ 25,387	$ 59,222	$ 30,000
Court Reporter	998	3,689	1,000	750
Referee Services	—	404	9,678	—
Mileage (Private Auto)	15,085	11,410	15,216	20,000
Waste Disposal	—	53	—	—
Medical Services	3,515	1,900	4,683	20,000
Freight Expense	10	447	867	—
Parking In City Facilities	1,980	2,036	2,236	6,500
Property Rental	875	—	—	3,500
Towing	—	—	105	—
Other Contractual	55,227	50,133	6,878	126,000
Local Match-Grant Programs	28,617	22,781	7,000	—
	$ 122,218	**$ 118,239**	**$ 106,882**	**$ 206,750**
Materials & Supplies				
Office Supplies	$ 3,123	$ —	$ 3,004	$ 10,000
Postage	1,442	421	—	1,000
Computer Supplies	1,792	970	719	2,000
Computer Hardware	5,929	22,555	3,570	16,600
Computer Software	68,975	—	719	—
Fire/Ems Apparatus Parts	—	22,557	123,389	87,840
Clothing	170,361	63,628	161,866	80,000
Hardware & Small Tools	3,660	11,284	17,516	15,000
Small Equipment	15,118	41,713	21,980	45,000
Office Furniture & Equipment	37,573	61,471	756	20,000
Electrical Supplies	6,068	992	3,281	4,000
Hygiene And Cleaning Supplies	60,298	53,815	44,207	40,000
Lumber, Glass, And Drywall	2,026	1,220	926	5,000
Medical Supplies	49,830	49,950	47,687	50,000
Medical Equipment	—	53	—	—
Printed Materials	29,942	20,067	2,924	30,000
Shop Equipment	6	—	—	—

DIVISION OF FIRE

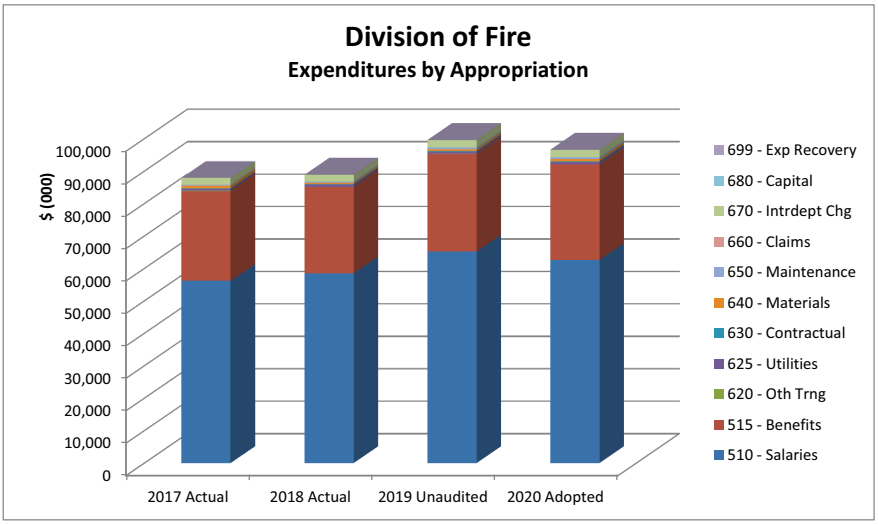
Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Other Supplies	64,939	48,270	57,651	76,000
Safety Equipment	276,750	42,305	121,818	200,000
Special Events Supplies	53	49	—	950
Batteries	2,672	2,900	3,709	5,000
Just In Time Office Supplies	14,241	10,911	7,210	10,000
	$ 814,796	**$ 455,130**	**$ 622,930**	**$ 698,390**
Maintenance				
Maintenance Office Equipment	$ 950	$ —	$ —	$ 950
Maintenance Contracts	37,916	51,641	21,889	49,000
Computer Software Maintenance	66,016	95,445	177,739	285,059
Maintenance Electrical Equip	—	1,300	—	3,000
Fuel Pump Repair & Maintenance	38	—	—	—
Maintenance Vehicles	—	—	20,280	5,000
Repair Parts	62,500	38,159	38,642	52,000
Car Washes	1,135	1,125	375	1,000
Maintenance Misc. Equipment	53,384	84,139	115,438	65,000
Maintenance Building	—	58,425	30,095	15,200
Repair Of Overhead Doors	74,266	103,588	57,809	65,000
	$ 296,205	**$ 433,823**	**$ 462,266**	**$ 541,209**
Claims, Refunds, Maintenance				
Judgments, Damages, & Claims	$ 4,432	$ 1,000	$ —	$ 4,000
	$ 4,432	**$ 1,000**	**$ —**	**$ 4,000**
Interdepart Service Charges				
Charges From Telephone Exch	$ 339,243	$ 402,183	$ 428,174	$ 379,651
Charges From Radio Comm System	290,253	218,589	277,718	266,077
Charges From W.P.C.	303	1,807	588	—
Charges From Print & Repro	51,314	37,469	29,944	42,684
Charges From Central Storeroom	1,767	675	263	322
Charges From M.V.M.	1,419,839	1,291,470	1,629,347	1,628,822
	$ 2,102,718	**$ 1,952,194**	**$ 2,366,033**	**$ 2,317,556**
Capital Outlay				
Office Equipment	$ —	$ 10,187	$ —	$ —
	$ —	**$ 10,187**	**$ —**	**$ —**
Expenditure Recovery				
Expenditure Recovery	$ —	$ 53,822	$ 6,863	$ —
	$ —	**$ 53,822**	**$ 6,863**	**$ —**
	$ 87,882,667	**$ 88,872,519**	**$ 99,613,126**	**$ 96,588,773**

DIVISION OF FIRE

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Charges For Services	$ 174,401	$ 29,931	$ 199,890	$ 604,250
Fines, Forfeitures & Settlements	—	68	500	—
Grant Revenue	7,500	—	—	—
Licenses & Permits	793,751	769,769	686,765	750,500
Miscellaneous	3,995,540	1,710,376	905,504	14,000
	$ 4,971,192	**$ 2,510,144**	**$ 1,792,659**	**$ 1,368,750**



DIVISION OF FIRE

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			ADMINISTRATORS & OFFICIALS		
6	6	6	Assistant Chief of Fire	118,864.99	127,236.14
25	25	25	Battalion Chief of Fire	92,030.16	99,403.24
57	56	57	Captain of Fire	72,514.87	85,692.45
1	1	1	Chief of Fire	64,407.00	184,847.09
165	163	165	Lieutenant of Fire	68,512.56	73,872.81
254	251	254			
			ADMINISTRATIVE SUPPORT		
4	4	4	Chief Clerk	22,050.00	52,504.47
1	1	1	Principal Clerk	14.88	21.97
3	3	3	Private Secretary	10.00	23.18
1	1	1	Senior Clerk	12.47	18.14
9	9	9			
			PROFESSIONALS		
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
1	1	1	Sr Budget & Mgmt Analyst	26,273.96	88,147.99
4	4	4			
			PROTECTIVE SERVICES		
39	22	38	Apprentice-Medic I Fire	50,727.55	54,792.10
35	58	58	Apprentice-Medic II Fire	51,727.55	55,792.10
29	35	35	Apprentice-Medic III Fire	53,227.55	57,292.10
404	372	376	Firefighter	58,993.59	63,683.46
40	0	40	Fire Trainee*	15.00	15.00
507	487	507			
774	751	774	**TOTAL FULL TIME**		
774	**751**	**774**	**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 re-certification 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 Divsions 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

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 11,691,649	$ 13,595,952	$ 14,009,184	$ 20,259,900
Military Leave	27,596	31,508	62,061	—
Student Trainees	701,453	516,951	301,799	550,000
Longevity	77,400	81,825	87,875	88,875
Vacation Conversion	11,200	—	7,796	—
Separation Payments	101,418	89,523	88,500	150,000
Bonus Incentive	500	2,500	—	—
Overtime	2,850,441	2,913,378	3,301,719	3,800,000
Deferred Overtime Payments	99,490	102,494	98,677	102,500
	$ 15,561,147	**$ 17,334,131**	**$ 17,957,611**	**$ 24,951,275**
Benefits				
Hospitalization	$ 2,623,429	$ 2,734,321	$ 2,779,271	$ 3,222,319
Prescription	460,547	406,520	496,068	557,217
Dental	124,563	132,476	132,839	173,507
Vision Care	13,457	14,357	14,330	18,908
Public Employees Retire System	2,110,371	2,403,279	2,484,626	3,472,260
Fica-Medicare	221,358	246,978	255,914	361,822
Workers' Compensation	631,199	454,310	328,925	380,145
Life Insurance	8,576	10,049	10,136	17,495
Unemployment Compensation	2,621	1,989	—	15,000
Clothing Allowance	110,275	134,675	142,100	157,700
Clothing Maintenance	70,850	89,650	91,925	107,900
	$ 6,377,246	**$ 6,628,604**	**$ 6,736,132**	**$ 8,484,273**
Other Training & Professional Dues				
Travel	$ 5,468	$ 8,931	$ 8,091	$ 10,000
Tuition & Registration Fees	7,283	12,838	14,370	35,000
Other Training Supplies	5,238	9,703	2,903	50,000
	$ 17,989	**$ 31,471**	**$ 25,364**	**$ 95,000**
Utilities				
Brokered Gas Supply	$ 3,020	$ 2,723	$ 3,910	$ 3,368
Gas	1,659	1,626	1,725	2,011
Electricity - Cpp	2	2	2	5
Electricity - Other	1,626	1,914	1,878	2,070
	$ 6,308	**$ 6,265**	**$ 7,515**	**$ 7,454**
Contractual Services				
Professional Services	$ 18,929	$ 73,709	$ 26,280	$ 45,000
Court Reporter	—	181	984	1,000
Referee Services	825	6,088	9,863	10,000

DIVISION OF EMERGENCY MEDICAL SERVICE

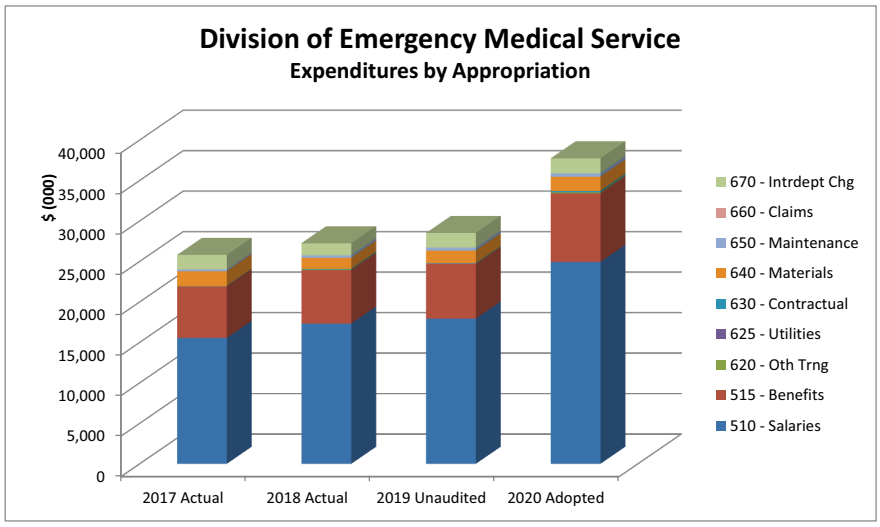
Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Janitorial Services	—	15,000	15,000	15,000
Medical Services	45	1,290	—	2,000
Parking In City Facilities	1,654	1,437	1,796	1,500
Other Contractual	27,362	8,543	18,851	110,000
	$ 48,815	**$ 106,249**	**$ 72,774**	**$ 184,500**
Materials & Supplies				
Office Supplies	$ 4,475	$ —	$ —	$ 1,000
Postage	636	1,151	289	2,500
Computer Hardware	19,362	44,188	88,160	20,000
Clothing	38,631	32,025	15,280	32,000
Hardware & Small Tools	18	264	159	200
Office Furniture & Equipment	—	35,592	—	—
Electrical Supplies	1,420	—	591	1,500
Hygiene And Cleaning Supplies	18,138	19,617	19,530	25,000
Medical Supplies	624,448	601,281	489,063	400,000
Medical Equipment	272,398	116,195	199,356	150,000
Printed Materials	30,602	25,095	9,249	40,000
Other Supplies	304	16,743	182	500
Safety Equipment	197,936	110,990	269,903	315,000
Pharmaceutical Supplies	577,367	360,629	437,500	750,000
Batteries	376	—	25,527	15,000
Just In Time Office Supplies	2,759	4,619	5,655	5,000
	$ 1,788,871	**$ 1,368,388**	**$ 1,560,444**	**$ 1,757,700**
Maintenance				
Maintenance Contracts	$ 160,102	$ 248,306	$ 298,914	$ 354,000
Maintenance Misc. Equipment	42,963	53,976	49,161	80,000
Repair Of Overhead Doors	1,779	—	532	2,500
	$ 204,844	**$ 302,282**	**$ 348,607**	**$ 436,500**
Claims, Refunds, Maintenance				
Judgments, Damages, & Claims	$ 1,560	$ 500	$ —	$ 1,000
	$ 1,560	**$ 500**	**$ —**	**$ 1,000**
Interdepart Service Charges				
Charges From Telephone Exch	$ 115,184	$ 127,679	$ 179,281	$ 158,964
Charges From Radio Comm System	117,137	65,657	78,627	73,259
Charges From Print & Repro	67,378	63,199	41,219	58,756
Charges From Central Storeroom	1,100	503	316	387
Charges From M.V.M.	1,495,365	1,234,275	1,512,399	1,521,464
	$ 1,796,164	**$ 1,491,312**	**$ 1,811,841**	**$ 1,812,830**
	$ 25,802,943	**$ 27,269,202**	**$ 28,520,290**	**$ 37,730,532**

DIVISION OF EMERGENCY MEDICAL SERVICE

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Charges For Services	$ 14,713,914	$ 14,563,218	$ 16,369,531	$ 14,554,800
Miscellaneous	302,393	216,299	224,947	2,200
	$ 15,016,307	**$ 14,779,516**	**$ 16,594,478**	**$ 14,557,000**



DIVISION OF EMERGENCY MEDICAL SERVICE

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Commissioner of Emergency Medical Service	42,758.15	152,224.32
20	20	20	Emergency Medical Technician Supervisor	55,998.48	66,849.83
21	21	21			
			ADMINISTRATIVE SUPPORT		
1	0	0	Principal Clerk	14.88	21.97
1	0	0			
			PROFESSIONALS		
1	1	1	Administrative Manager	27,193.55	117,672.49
0	1	1	Sr Personnel Assistant	20,800.00	55,388.98
1	2	2			
			TECHNICIANS		
38	30	38	Emergency Medical Dispatcher	24,765.24	44,715.21
10	5	10	Emergency Medical Dispatcher Trainee*	15.00	15.00
272	233	271	Emergency Medical Technician	26,336.35	48,777.99
35	5	35	Emergency Medical Technician Trainee*	15.00	15.00
310	263	309			
333	286	332	**TOTAL FULL TIME**		
333	**286**	**332**	**TOTAL DIVISION**		

* Denotes amount not included in Total Headcount

DIVISION OF ANIMAL CARE AND CONTROL

Colleen Siedlecki, Manager of Animal Control Services

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

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 610,494	$ 886,395	$ 1,247,403	$ 1,486,382
Seasonal	14,717	—	—	—
Part-Time Permanent	101,204	136,779	162,222	169,686
Injury Pay	—	445	—	—
Longevity	2,700	2,950	3,425	4,725
Vacation Conversion	5,100	—	—	—
Separation Payments	24,599	1,113	5,490	10,000
Bonus Incentive	500	8,000	—	—
Overtime	70,790	43,953	70,242	60,000
	$ 830,104	**$ 1,079,635**	**$ 1,488,782**	**$ 1,730,793**
Benefits				
Hospitalization	$ 144,803	$ 161,513	$ 222,622	$ 287,302
Prescription	33,014	23,659	38,049	57,748
Dental	6,213	6,883	9,089	14,531
Vision Care	763	1,042	1,320	1,991
Public Employees Retire System	109,626	147,082	204,159	233,881
Fica-Medicare	11,722	15,376	21,155	25,161
Workers' Compensation	48,710	20,739	75,057	37,987
Life Insurance	446	705	894	1,464
Unemployment Compensation	—	7,344	—	—
Clothing Allowance	2,250	3,250	4,000	6,325
Clothing Maintenance	3,675	4,725	5,775	7,400
	$ 361,222	**$ 392,319**	**$ 582,119**	**$ 673,790**
Other Training & Professional Dues				
Travel	$ —	$ 1,051	$ 1,249	$ 2,000
Tuition & Registration Fees	780	—	3,676	3,000
Professional Dues & Subscript	150	—	444	500
	$ 930	**$ 1,051**	**$ 5,368**	**$ 5,500**
Utilities				
Brokered Gas Supply	$ 4,391	$ 4,582	$ 7,117	$ —
Gas	2,239	2,567	6,661	3,400
Electricity - Cpp	—	—	26,431	28,300
Electricity - Other	11,090	14,734	14,121	—
Security & Monitoring System	—	—	—	15,480
	$ 17,719	**$ 21,884**	**$ 54,330**	**$ 47,180**
Contractual Services				
Professional Services	$ 319,157	$ 314,547	$ 333,861	$ 320,000
Security Services	474	476	476	3,000

DIVISION OF ANIMAL CARE AND CONTROL

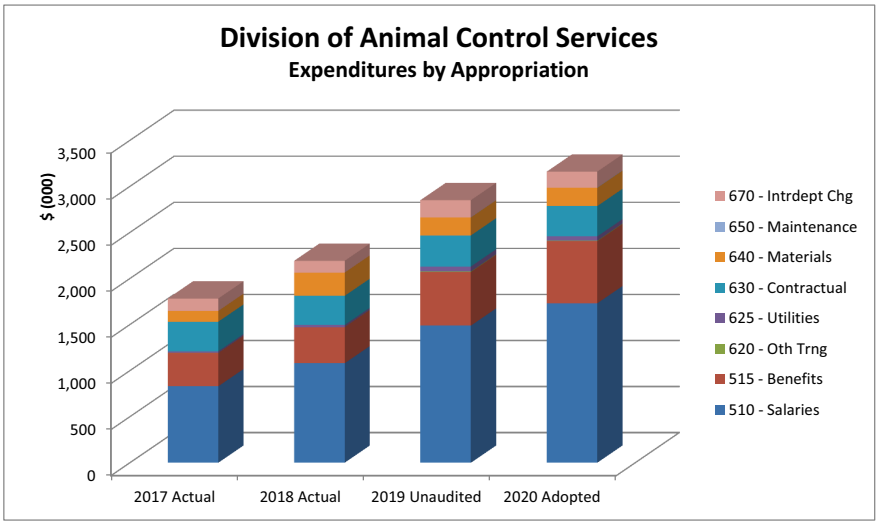
Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Computer Software Rental	—	—	1,800	2,000
Other Contractual	476	—	—	2,300
Credit Card Processing Fees	1,486	1,467	1,224	2,000
	$ 321,593	**$ 316,490**	**$ 337,362**	**$ 329,300**
Materials & Supplies				
Hardware & Small Tools	$ 970	$ 391	$ 524	$ 1,500
Small Equipment	2,092	6,072	9,885	7,500
Hygiene And Cleaning Supplies	7,257	13,156	13,150	12,100
Medical Supplies	88,129	94,689	134,093	125,000
Other Supplies	9,381	120,556	21,988	22,000
Safety Equipment	6,973	16,196	12,647	23,200
Special Events Supplies	—	—	—	5,000
Just In Time Office Supplies	2,146	1,748	3,446	2,000
	$ 116,949	**$ 252,807**	**$ 195,732**	**$ 198,300**
Maintenance				
Maintenance Contracts	$ —	$ —	$ 1,617	$ 3,500
	$ —	**$ —**	**$ 1,617**	**$ 3,500**
Interdepart Service Charges				
Charges From Telephone Exch	$ 22,249	$ 23,042	$ 36,812	$ 32,641
Charges From Radio Comm System	12,438	9,021	11,164	21,010
Charges From Print & Repro	9,353	10,369	15,431	21,997
Charges From Central Storeroom	936	1,528	1,230	1,510
Charges From M.V.M.	89,744	83,888	120,986	95,150
	$ 134,720	**$ 127,848**	**$ 185,624**	**$ 172,308**
	$ 1,783,238	**$ 2,192,035**	**$ 2,850,934**	**$ 3,160,671**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Charges For Services	$ 72,200	$ 80,784	$ 87,098	$ 85,000
Fines, Forfeitures & Settlements	—	—	1,645	—
Miscellaneous	6,260	13,184	15,712	500
	$ 78,460	**$ 93,968**	**$ 104,455**	**$ 85,500**

DIVISION OF ANIMAL CARE AND CONTROL



DIVISION OF ANIMAL CARE AND CONTROL

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			ADMINISTRATORS & OFFICIALS		
1	2	1	Chief Animal Control Officer	20,800.00	90,628.23
0	0	1	Manager of Animal Control Services	20,800.00	90,628.23
1	2	1			
			ADMINISTRATION SUPPORT		
3	3	3	Jr Clerk	12.83	15.46
1	1	1	Senior Clerk	12.47	18.14
4	4	4			
			PROFESSIONALS		
1	1	1	Vet In Charge of Spay & Neut C	30,214.95	98,444.95
1	1	1			
			PROTECTIVE SERVICES		
0	0	1	Animal Control Supervisor I	40,000.00	60,000.00
1	0	1	Animal Control Supervisor II	45,000.00	70,000.00
12	11	13	Animal Control Officer	18.73	19.10
13	11	15			
			SERVICE & MAINTENANCE		
2	2	2	Custodial Worker	16.86	18.86
2	2	2			
			TECHNICIANS		
3	4	4	Registered Animal Health Technician	10.00	17.90
3	4	4			

DIVISION OF ANIMAL CARE AND CONTROL

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			NON EEO REPORTING		
1	1	1	Animal Adoption Vol/Coor	20,800.00	48,231.90
5	5	5	Animal Care Worker	15.00	17.26
2	1	2	Canine Enrichment Specialist	31,000.00	37,440.00
1	1	1	Shelter Operations Manager	40,000.00	80,000.00
9	8	9			
33	32	36	**TOTAL FULL TIME**		
			PART TIME		
4	2	2	Animal Control Officer	18.73	19.10
0	0	2	Animal Care Worker	15.00	17.26
1	1	0	Animal Control Supervisor I	40,000.00	60,000.00
2	0	2	Jr Clerk	12.83	15.46
2	0	2	Registered Animal Health Technician	10.00	17.90
9	3	8	**TOTAL PART TIME**		
			SEASONAL		
1	0	0	Student Assistant	10.00	11.94
1	0	0	**TOTAL SEASONAL**		
43	**35**	**44**	**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.

Following more than a decade of discussions and planning, Cleveland and Cuyahoga County Councils approved the transfer of Cleveland jail operations to the County Sheriff. The transition began November 1, 2017 and was successfully completed in July 2018. The County Sheriff will provide all prisoner services, including booking, processing, medical care, and housing for individuals arrested by Cleveland police officers or sentenced by the Judges of Cleveland Municipal Court; and; for individuals arrested by agencies operating under Authorizing Agreements or Memorandums of Understanding with the City of Cleveland.

The Division of Correction will continue to monitor the process to ensure compliance with the negotiated terms of the contract between the City and County and ensure the County provides the level of services required by the Agreement and Ohio Administrative code chapter 5120:1-8 "minimum standards for jails in Ohio';" and, validate County invoices for services provided.

DIVISION OF CORRECTION

Expenditures

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 4,602,556	$ 1,742,500	$ 54,013	$ 54,125
Seasonal	60,053	220,171	—	—
Part-Time Permanent	62,659	38,800	—	—
Injury Pay	30,125	1,956	—	—
Longevity	39,550	32,375	575	575
Wage Settlements	—	21,438	—	—
Vacation Conversion	3,638	—	—	—
Separation Payments	39,161	250,057	—	—
Bonus Incentive	48,500	62,500	—	—
Overtime	1,203,818	488,210	785	5,000
	$ 6,090,060	**$ 2,858,008**	**$ 55,374**	**$ 59,700**
Benefits				
Hospitalization	$ 1,083,978	$ 447,133	$ 14,074	$ 13,199
Prescription	213,045	65,774	2,455	2,803
Dental	53,278	25,626	723	788
Vision Care	6,471	3,152	62	68
Public Employees Retire System	838,743	420,108	7,725	8,359
Fica-Medicare	87,014	41,415	731	868
Workers' Compensation	815,305	391,896	77,504	170,905
Life Insurance	4,082	1,961	34	53
Unemployment Compensation	519	176,403	150,080	60,000
Clothing Allowance	36,050	28,095	—	—
Clothing Maintenance	50,900	39,825	—	—
	$ 3,189,386	**$ 1,641,388**	**$ 253,387**	**$ 257,043**
Other Training & Professional Dues				
Professional Dues & Subscript	$ 122	$ —	$ —	$ —
	$ 122	**$ —**	**$ —**	**$ —**
Utilities				
Brokered Gas Supply	$ 10,290	$ 9,582	$ —	$ —
Gas	6,455	6,076	—	—
Electricity - Other	88,046	63,898	—	—
	$ 104,791	**$ 79,556**	**$ —**	**$ —**
Contractual Services				
Professional Services	$ 543,000	$ 263,860	$ —	$ —
Medical Services	951,516	1,023,174	366,999	750,000
Property Rental	40,800	—	—	—
Other Contractual	5,618,464	1,814,400	4,500,000	7,280,400
	$ 7,153,780	**$ 3,101,433**	**$ 4,866,999**	**$ 8,030,400**

DIVISION OF CORRECTION

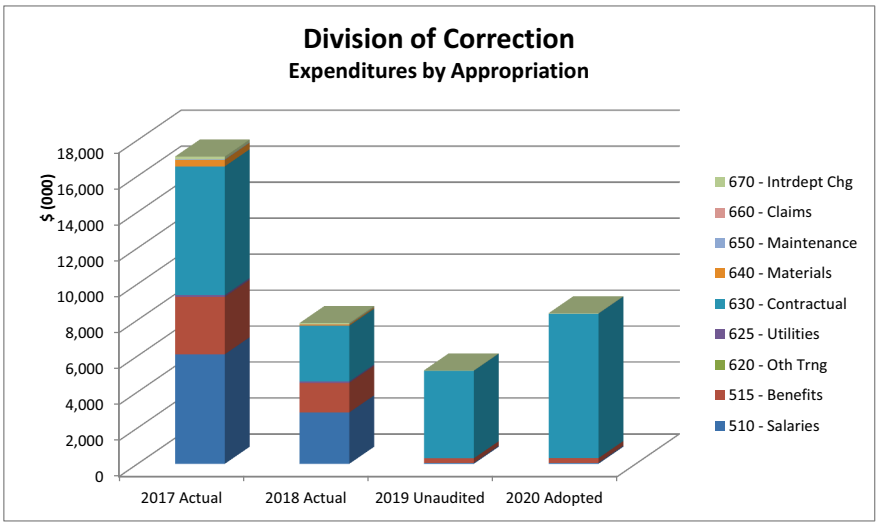
Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Materials & Supplies				
Office Supplies	$ 255	$ 16	$ —	$ 1,000
Clothing	4,867	—	—	—
Hardware & Small Tools	—	732	—	—
Small Equipment	745	—	—	—
Office Furniture & Equipment	—	158	—	—
Electrical Supplies	359	2,000	—	—
Hygiene And Cleaning Supplies	53,200	2,736	—	—
Painting Equipment & Supplies	256	—	—	—
Lumber, Glass, And Drywall	—	9,981	—	—
Medical Supplies	725	—	—	—
Food	254,830	23,038	—	—
Photographic Supplies	404	—	—	—
Other Supplies	1,000	—	—	—
Pharmaceutical Supplies	42,431	25,000	—	—
Just In Time Office Supplies	3,278	1,695	—	—
Building Maintenance Supplies	5,000	2,788	—	—
	$ 367,350	**$ 68,144**	**$ —**	**$ 1,000**
Maintenance				
Maintenance Contracts	$ 26,070	$ 12,100	$ —	$ 5,000
Maintenance Fire Apparatus	727	295	—	—
Maintenance Building	2,898	—	—	—
	$ 29,695	**$ 12,395**	**$ —**	**$ 5,000**
Claims, Refunds, Maintenance				
Judgments, Damages, & Claims	$ 50	$ —	$ —	$ —
	$ 50	**$ —**	**$ —**	**$ —**
Interdepart Service Charges				
Charges From Telephone Exch	$ 31,082	$ 27,797	$ 23,808	$ 21,110
Charges From Radio Comm System	31,305	9,428	—	—
Charges From W.P.C.	—	1,359	—	—
Charges From Print & Repro	32,988	12,166	225	321
Charges From Central Storeroom	218	165	—	—
Charges From M.V.M.	49,987	13,999	—	—
	$ 145,581	**$ 64,913**	**$ 24,033**	**$ 21,431**
	$ 17,080,813	**$ 7,825,838**	**$ 5,199,792**	**$ 8,374,574**

DIVISION OF CORRECTION

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Charges For Services	$ 495	$ 30	$ —	$ —
Miscellaneous	109,580	91,681	141,768	—
	$ 110,075	**$ 91,711**	**$ 141,768**	**$ —**



COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	December 2019	Budget 2020	Position	Salary Schedule Minimum	Maximum
			PROFESSIONALS		
1	1	1	Project Coordinator	27,325.56	99,702.63
1	1	1			
1	**1**	**1**	**TOTAL FULL TIME**		
1	**1**	**1**	**TOTAL DIVISION**		

OFFICE OF PROFESSIONAL STANDARDS

Roger Smith, 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 citizen and any potential witnesses are interviewed, the assignment and duty reports of the officer(s) involved, as well as all relevant documentation is reviewed, and the officer(s) responds to the allegations.

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

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 556,090	$ 654,685	$ 828,865	$ 958,105
Longevity	2,650	3,100	3,100	3,325
Separation Payments	—	3,938	—	—
Bonus Incentive	—	4,000	—	—
Overtime	1,491	—	1,919	5,000
	$ 560,231	**$ 665,722**	**$ 833,884**	**$ 966,430**
Benefits				
Hospitalization	$ 120,012	$ 108,877	$ 145,143	$ 175,363
Prescription	21,031	16,047	24,179	34,461
Dental	5,775	5,322	6,665	9,884
Vision Care	592	522	647	987
Public Employees Retire System	79,366	89,580	114,647	135,521
Fica-Medicare	7,763	9,227	11,526	13,949
Workers' Compensation	11,824	6,205	8,037	8,718
Life Insurance	339	320	405	785
	$ 246,701	**$ 236,101**	**$ 311,248**	**$ 379,668**
Other Training & Professional Dues				
Travel	$ 7,986	$ 9,790	$ 13,255	$ 10,000
Tuition & Registration Fees	1,488	—	725	3,000
Training	500	824	—	7,000
Professional Dues & Subscript	700	400	400	1,000
	$ 10,674	**$ 11,014**	**$ 14,380**	**$ 21,000**
Utilities				
Steam	$ 17,432	$ 19,331	$ 17,184	$ 24,720
	$ 17,432	**$ 19,331**	**$ 17,184**	**$ 24,720**
Contractual Services				
Professional Services	$ 325,515	$ 962,630	$ 239,429	$ 8,000
Parking In City Facilities	700	—	—	300
	$ 326,215	**$ 962,630**	**$ 239,429**	**$ 8,300**
Materials & Supplies				
Office Supplies	$ —	$ —	$ 565	$ 1,500
Computer Hardware	270	—	297	—
Just In Time Office Supplies	795	1,375	651	1,500
	$ 1,065	**$ 1,375**	**$ 1,513**	**$ 3,000**
Maintenance				
Car Washes	$ —	$ —	$ —	$ 500
	$ —	**$ —**	**$ —**	**$ 500**

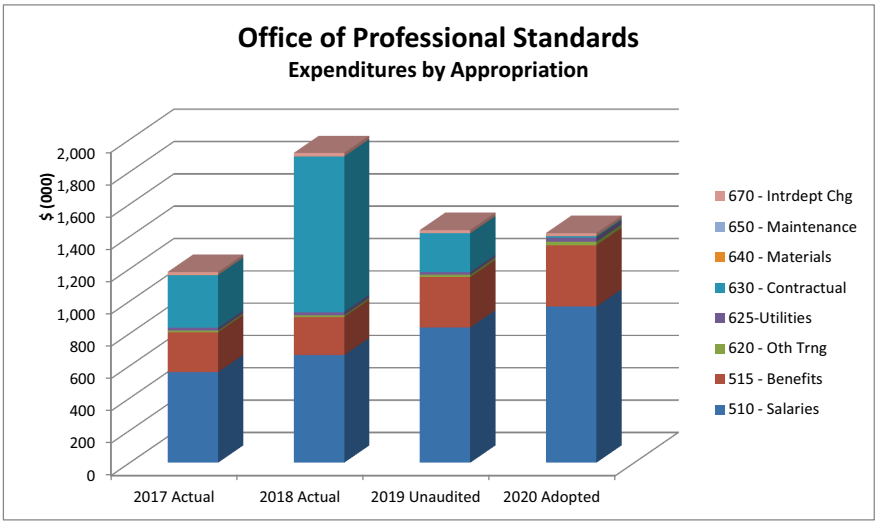
OFFICE OF PROFESSIONAL STANDARDS

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Interdepart Service Charges				
Charges From Telephone Exch	$ 9,724	$ 12,009	$ 11,757	$ 11,825
Charges From Print & Repro	2,205	1,568	2,023	1,750
Charges From M.V.M.	6,102	7,036	5,542	3,850
	$ 18,031	**$ 20,613**	**$ 19,322**	**$ 17,425**
	$ 1,180,348	**$ 1,916,786**	**$ 1,436,960**	**$ 1,421,043**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Miscellaneous	$ —	$ 6,393	$ 6,707	$ —
	$ —	**$ 6,393**	**$ 6,707**	**$ —**



OFFICE OF PROFESSIONAL STANDARDS

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Administrative Manager	27,193.55	117,672.49
1	1	1	General Manager of Administrator Services	26,273.96	100,653.14
2	2	2			
			ADMINISTRATIVE SUPPORT		
1	1	1	Private Secretary	10.00	23.18
1	1	1			
			PROFESSIONALS		
8	8	9	Office of Professional Standards Investigator	20,092.80	55,191.48
1	1	1	Office of Professional Standards - Standards Research/ Analyst	20,092.80	55,191.48
1	1	1	Office of Professional Standards - Senior Investigator	28,000.00	85,000.00
1	1	1	Project Coordinator	27,325.56	99,702.63
11	11	12			
14	14	15	**TOTAL FULL TIME**		
14	**14**	**15**	**TOTAL DIVISION**		

POLICE REVIEW BOARD

Michael Graham, 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

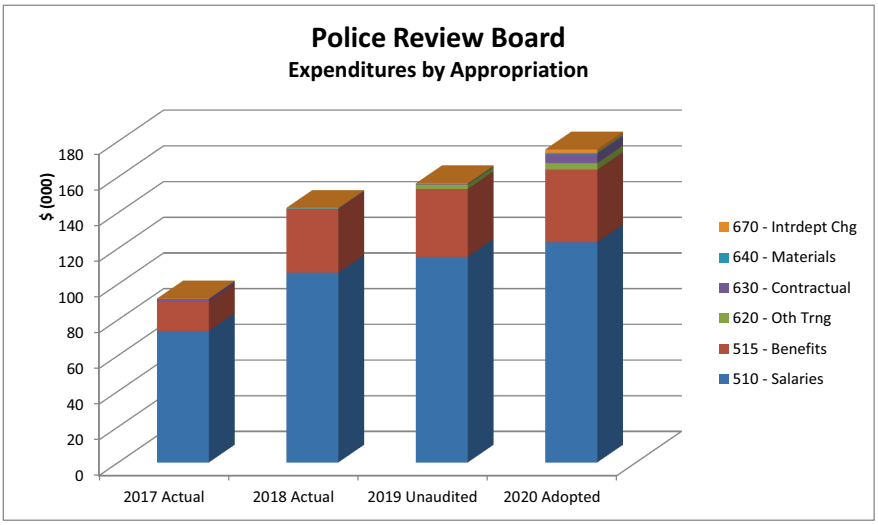
Expenditures

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 13,696	$ 44,610	$ 46,740	$ 48,214
Board Members	59,075	61,175	66,649	73,266
Longevity	—	475	475	475
Bonus Incentive	500	—	—	—
Overtime	519	—	1,385	1,500
	$ 73,790	**$ 106,260**	**$ 115,249**	**$ 123,455**
Benefits				
Hospitalization	$ 3,963	$ 14,860	$ 15,721	$ 16,520
Prescription	593	2,034	2,436	2,803
Dental	119	715	701	788
Vision Care	14	81	81	95
Public Employees Retire System	9,151	15,237	15,987	17,278
Fica-Medicare	1,060	1,505	1,631	1,791
Workers' Compensation	1,339	982	1,117	1,198
Life Insurance	6	34	34	53
Unemployment Compensation	—	—	279	—
	$ 16,244	**$ 35,449**	**$ 37,988**	**$ 40,526**
Other Training & Professional Dues				
Travel	$ —	$ —	$ 2,303	$ —
Tuition & Registration Fees	—	—	100	—
Training	—	—	—	3,700
	$ —	**$ —**	**$ 2,403**	**$ 3,700**
Contractual Services				
Professional Services	$ 1,550	$ —	$ —	$ —
Parking In City Facilities	—	—	—	3,000
Other Contractual	—	357	312	2,000
	$ 1,550	**$ 357**	**$ 312**	**$ 5,000**
Materials & Supplies				
Just In Time Office Supplies	$ —	$ 160	$ 154	$ 750
	$ —	**$ 160**	**$ 154**	**$ 750**
Interdepart Service Charges				
Charges From Telephone Exch	$ —	$ —	$ —	$ 491
Charges From Print & Repro	319	508	344	1,500
	$ 319	**$ 508**	**$ 344**	**$ 1,991**
	$ 91,903	**$ 142,734**	**$ 156,450**	**$ 175,422**

POLICE REVIEW BOARD

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Miscellaneous	$ —	$ 586	$ 615	$ —
	$ —	**$ 586**	**$ 615**	**$ —**



COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	December 2019	Budget 2020	Position	Salary Schedule Minimum	Maximum
			ADMINISTRATIVE SUPPORT		
1	1	1	Private Secretary	10.00	23.18
1	1	1	**TOTAL FULL 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, Executive Director

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

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 90,588	$ 183,307	$ 229,209	$ 286,636
Longevity	—	—	—	475
Separation Payments	—	6,369	—	—
Bonus Incentive	—	2,500	—	—
	$ 90,588	**$ 192,176**	**$ 229,209**	**$ 287,111**
Benefits				
Hospitalization	$ 14,551	$ 29,085	$ 47,519	$ 48,073
Prescription	1,695	4,104	6,935	9,615
Dental	432	1,447	1,985	2,593
Vision Care	39	131	189	272
Public Employees Retire System	9,877	26,956	30,515	40,129
Fica-Medicare	1,269	2,702	3,227	4,158
Workers' Compensation	997	1,978	2,204	2,361
Life Insurance	14	98	90	212
	$ 28,874	**$ 66,502**	**$ 92,663**	**$ 107,413**
Other Training & Professional Dues				
Travel	$ 4,256	$ 2,688	$ 4,117	$ 10,000
Tuition & Registration Fees	1,061	1,394	2,320	3,350
	$ 5,317	**$ 4,082**	**$ 6,437**	**$ 13,350**
Contractual Services				
Professional Services	$ 113,652	$ 36,500	$ 18,750	$ 250,000
Mileage (Private Auto)	69	34	395	3,240
Program Promotion	1,064	632	2,008	11,300
Parking In City Facilities	49	—	—	3,240
Property Rental	20,854	19,530	16,780	16,780
Equipment Rental	1,000	—	—	2,000
	$ 136,687	**$ 56,696**	**$ 37,933**	**$ 286,560**
Materials & Supplies				
Office Supplies	$ —	$ —	$ 46	$ —
Postage	—	—	—	1,500
Computer Hardware	9,755	225	—	600
Computer Software	5,182	5,782	8,681	8,350
Office Furniture & Equipment	1,724	—	508	—
Food	1,504	—	2,364	1,500
Other Supplies	—	—	1,536	—
Special Events Supplies	1,812	50	1,748	5,575
Just In Time Office Supplies	2,273	2,591	2,784	1,200
	$ 22,249	**$ 8,648**	**$ 17,667**	**$ 18,725**

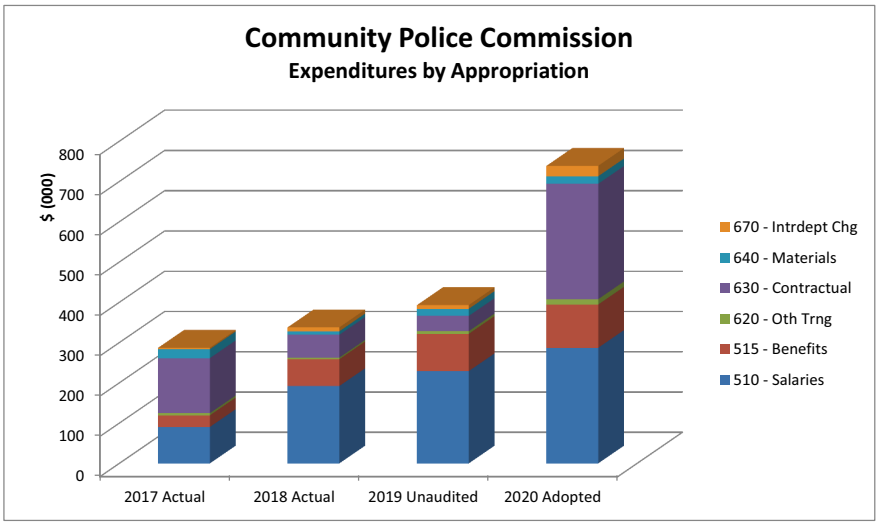
COMMUNITY POLICE COMMISSION

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Interdepart Service Charges				
Charges From Telephone Exch	$ 1,282	$ 5,598	$ 3,559	$ 11,700
Charges From Print & Repro	2,224	4,115	5,730	14,141
	$ 3,506	**$ 9,713**	**$ 9,289**	**$ 25,841**
	$ 287,222	**$ 337,817**	**$ 393,198**	**$ 739,000**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Miscellaneous	$ —	$ 54	$ —	$ —
	$ —	**$ 54**	**$ —**	**$ —**



COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	December 2019	Budget 2020	Position	Salary Schedule Minimum	Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Administrative Manager	27,193.55	117,672.49
1	1	1			
			PROFESSIONALS		
1	1	1	Assistant Administrator	20,800.00	73,868.59
3	3	3	Project Coordinator	27,325.56	99,702.63
4	4	4			
5	**5**	**5**	**TOTAL DIVISION**		

POLICE INSPECTOR GENERAL

Christopher Viland, Police Inspector General

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 INSPTECTOR 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.

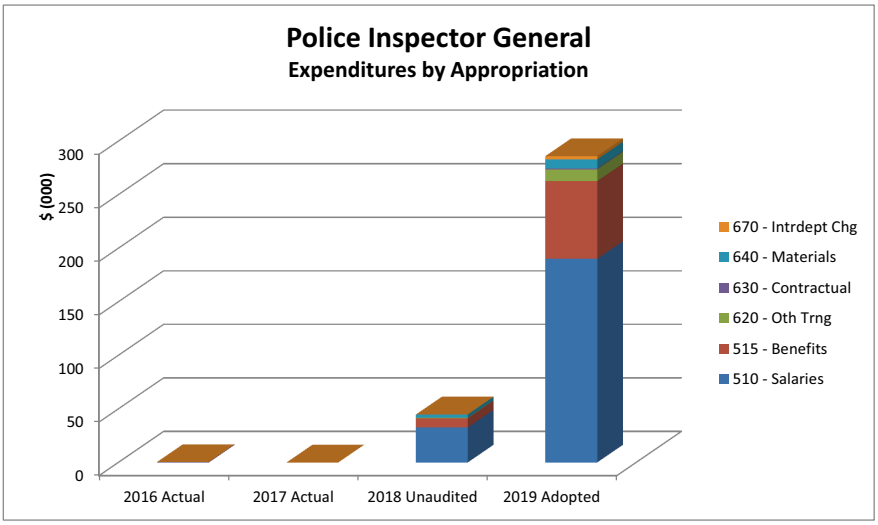
ACTIVITIES: To fulfill the mandates of the Consent Decree, the Inspector General will perform investigations, analyze trends, and make reports and recommendations, as appropriate, at the request of the Chief of Police or the Mayor.

POLICE INSPECTOR GENERAL

Expenditures

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ —	$ —	$ 32,731	$ 190,012
	$ —	**$ —**	**$ 32,731**	**$ 190,012**
Benefits				
Hospitalization	$ —	$ —	$ 3,604	$ 33,000
Prescription	—	—	778	7,008
Dental	—	—	114	1,968
Vision Care	—	—	9	168
Public Employees Retire System	—	—	3,344	27,400
Fica-Medicare	—	—	466	2,756
Workers' Compensation	—	—	233	272
Life Insurance	—	—	—	120
	$ —	**$ —**	**$ 8,548**	**$ 72,692**
Other Training & Professional Dues				
Travel	$ —	$ —	$ —	$ 8,000
Tuition & Registration Fees	—	—	350	3,000
Professional Dues & Subscript	—	—	100	—
	$ —	**$ —**	**$ 450**	**$ 11,000**
Contractual Services				
Mileage (Private Auto)	$ —	$ —	$ —	$ 700
Advertising And Public Notice	500	—	—	—
	$ 500	**$ —**	**$ —**	**$ 700**
Materials & Supplies				
Office Furniture & Equipment	$ —	$ —	$ 2,749	$ 7,500
Just In Time Office Supplies	—	—	359	1,000
	$ —	**$ —**	**$ 3,108**	**$ 8,500**
Interdepart Service Charges				
Charges From Telephone Exch	$ —	$ —	$ —	$ 2,700
Charges From Print & Repro	—	—	—	500
	$ —	**$ —**	**$ —**	**$ 3,200**
	$ 500	**$ —**	**$ 44,837**	**$ 286,104**

POLICE INSPECTOR GENERAL



COMPARISON OF STAFFING LEVEL

No. of Employees				Salary Schedule	
Budget 2019	December 2019	Budget 2020	Position	Minimum	Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Police Inspector General	100,000.00	135,000.00
1	1	1			
			PARA-PROFESSIONALS		
0	0	1	Paralegal	20,800.00	48,254.00
0	0	1			
			PROFESSIONALS		
2	0	1	Auditor	20,800.00	65,000.00
2	0	1			
3	**1**	**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 Unites 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.

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

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 129,109	$ 297,251	$ 405,261	$ 471,658
Part-Time Permanent	133,256	107,044	90,941	125,004
Uniformed Personnel	102,397	306,140	322,317	374,725
Uniformed Overtime	349,576	540,836	328,442	547,000
Longevity	800	2,225	2,225	2,225
Vacation Conversion	—	—	1,081	—
Bonus Incentive	—	2,500	—	—
Overtime	846	5,311	2,704	9,900
Deferred Overtime Payments	2,983	1,241	4,737	—
	$ 718,967	**$ 1,262,547**	**$ 1,157,709**	**$ 1,530,512**
Benefits				
Hospitalization	$ 33,898	$ 74,696	$ 89,404	$ 112,604
Prescription	6,559	11,265	15,511	23,249
Dental	926	3,101	3,518	5,585
Vision Care	95	296	390	620
Public Employees Retire System	34,795	55,923	69,928	85,649
Police & Firemens Disab & Pens	86,175	163,118	124,045	180,221
Fica-Medicare	10,323	18,144	16,620	22,274
Workers' Compensation	6,907	7,171	8,445	9,089
Life Insurance	61	256	326	626
Clothing Allowance	400	1,600	1,600	3,050
Clothing Maintenance	750	3,000	3,000	2,700
	$ 180,889	**$ 338,570**	**$ 332,786**	**$ 445,667**
Other Training & Professional Dues				
Travel	$ 14,999	$ 10,418	$ 31,697	$ 61,850
Tuition & Registration Fees	5,893	5,750	8,892	30,100
Professional Dues & Subscript	—	—	—	1,000
	$ 20,892	**$ 16,168**	**$ 40,590**	**$ 92,950**
Contractual Services				
Professional Services	$ 135,325	$ 74,433	$ 370,699	$ 345,000
Mileage (Private Auto)	—	—	—	1,000
Advertising And Public Notice	500	—	—	—
Program Promotion	—	—	16,771	19,180
Parking In City Facilities	660	660	715	—
Property Rental	—	226	—	—
Other Contractual	1,490,643	1,353,577	964,547	1,154,300
	$ 1,627,128	**$ 1,428,896**	**$ 1,352,731**	**$ 1,519,480**

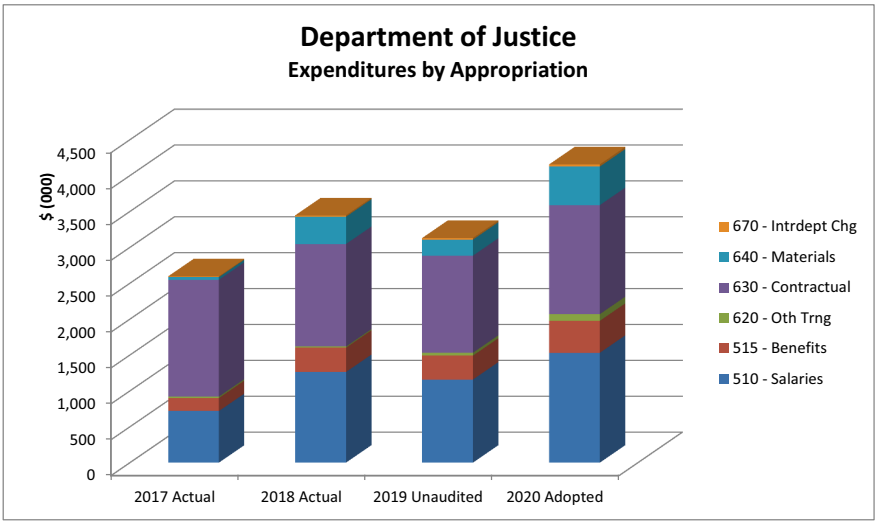
DEPARTMENT OF JUSTICE

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Materials & Supplies				
Office Supplies	$ —	$ —	$ 27	$ —
Computer Hardware	9,143	—	—	—
Computer Software	—	374,554	215,929	522,500
Small Equipment	24,043	—	—	—
Office Furniture & Equipment	—	—	1,302	—
Special Events Supplies	4,077	4,906	5,478	8,400
Just In Time Office Supplies	—	834	528	6,200
	$ 37,263	**$ 380,294**	**$ 223,264**	**$ 537,100**
Interdepart Service Charges				
Charges From Telephone Exch	$ 4,837	$ 10,559	$ 7,770	$ 7,800
Charges From Print & Repro	5,480	8,720	15,605	22,244
	$ 10,317	**$ 19,279**	**$ 23,375**	**$ 30,044**
	$ 2,595,456	**$ 3,445,754**	**$ 3,130,455**	**$ 4,155,753**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Miscellaneous	$ —	$ 2,660	$ 2,791	$ —
	$ —	**$ 2,660**	**$ 2,791**	**$ —**



DEPARTMENT OF JUSTICE

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Special Assistant to the Mayor	20,800.00	118,362.30
1	1	1	Captain of Police	100,948.47	101,448.47
2	2	2	Sergeant of Police	74,892.74	75,392.74
4	4	4			
			PROFESSIONALS		
1	1	1	Administrative Assistant	21,851.06	79,512.34
1	1	1	Data Base Administrator	39,937.34	118,853.53
1	1	1	Data Base Analyst	30,214.95	98,444.95
1	1	1	Project Manager II	22,333.00	86,455.17
4	4	4			
			PROTECTIVE SERVICES		
2	2	2	Patrol Officer I	63,259.74	64,993.74
2	2	2			
			NON EEO REPORTING		
1	1	2	Data Analysis Coordinator	39,520.00	135,200.00
1	1	2			
11	11	12	**TOTAL FULL TIME**		
			PART TIME		
1	1	1	Executive Assist To The Mayor	50,795.81	191,316.74
1	1	1	**TOTAL PART TIME**		
12	**12**	**13**	**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

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 1,828,717	$ 2,156,247	$ 2,124,315	$ 2,263,526
Longevity	15,000	14,675	15,625	16,600
Wage Settlements	—	21,409	—	—
Vacation Conversion	509	—	6,866	—
Separation Payments	42,176	1,844	19,976	—
Bonus Incentive	1,500	14,500	500	—
Overtime	162	166	835	100
	$ 1,888,063	**$ 2,208,841**	**$ 2,168,117**	**$ 2,280,226**
Benefits				
Hospitalization	$ 329,190	$ 357,258	$ 387,537	$ 408,799
Prescription	60,556	52,788	70,388	84,171
Dental	15,999	17,510	17,338	22,235
Vision Care	1,915	2,082	2,092	2,650
Public Employees Retire System	258,259	324,580	301,293	322,293
Fica-Medicare	26,395	30,175	30,131	29,240
Workers' Compensation	46,565	30,826	21,645	26,733
Life Insurance	1,108	1,161	1,186	1,946
Unemployment Compensation	—	7,562	2,786	—
Clothing Allowance	400	400	400	400
Clothing Maintenance	150	150	150	150
	$ 740,535	**$ 824,492**	**$ 834,946**	**$ 898,617**
Contractual Services				
Professional Services	$ 225	$ —	$ —	$ 2,150
Parking In City Facilities	2,399	2,916	3,133	3,800
Insurance And Official Bonds	—	—	250	250
Property Rental	166,347	166,347	166,347	166,347
	$ 168,971	**$ 169,263**	**$ 169,730**	**$ 172,547**
Materials & Supplies				
Other Supplies	$ —	$ —	$ —	$ 200
Special Events Supplies	1,500	1,500	1,500	5,000
Just In Time Office Supplies	1,786	3,178	1,793	3,200
	$ 3,286	**$ 4,678**	**$ 3,293**	**$ 8,400**
Interdepart Service Charges				
Charges From Telephone Exch	$ 16,565	$ 7,475	$ 6,058	$ 21,490

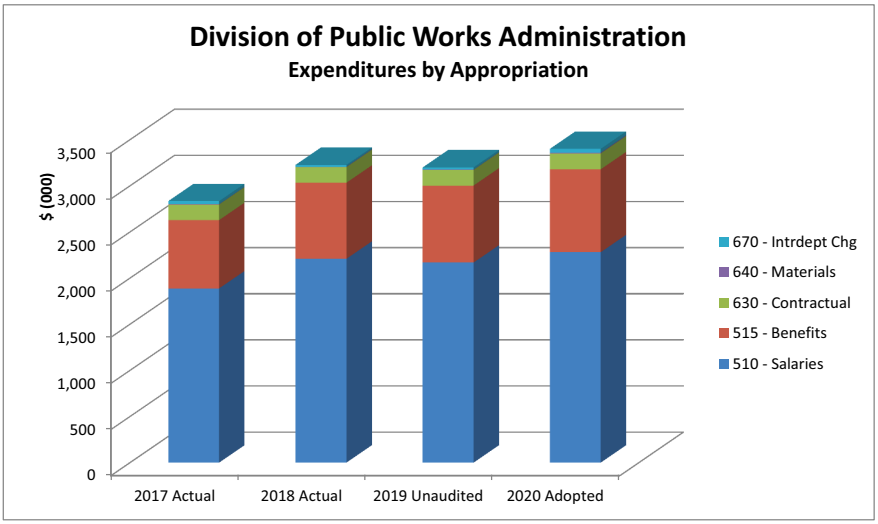
DIVISION OF PUBLIC WORKS ADMINISTRATION

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Charges From Print & Repro	11,127	8,641	15,075	14,690
Charges From Central Storeroom	699	849	540	915
Charges From M.V.M.	4,828	2,690	2,161	3,610
	$ 33,219	**$ 19,656**	**$ 23,834**	**$ 40,705**
	$ 2,834,075	**$ 3,226,930**	**$ 3,199,920**	**$ 3,400,495**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Charges For Services	$ 64,097	$ 66,798	$ 36,145	$ 25,000
Miscellaneous	34,932	404,716	408,923	20,000
Sale Of City Assets	3,249,749	—	—	—
	$ 3,348,778	**$ 471,514**	**$ 445,068**	**$ 45,000**



DIVISION OF PUBLIC WORKS ADMINISTRATION

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	December 2019	Budget 2020	Position	Salary Schedule Minimum	Maximum
			ADMINISTRATORS & OFFICIALS		
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	Public Auditorium Sales Manager	30,214.95	114,691.24
7	6	7			
			ADMINISTRATIVE SUPPORT		
1	1	1	Chief Clerk	22,050.00	52,504.47
2	1	2	Principal Clerk	14.88	21.97
1	0	1	Senior Clerk	12.47	18.14
4	2	4			
			PROFESSIONALS		
7	6	7	Assistant Administrator	20,800.00	73,868.59
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
3	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	2	3	Project Coordinator	27,325.56	99,702.63
1	1	1	Project Director	22,333.40	88,646.98
1	1	1	Senior Budget and Management Analyst	26,273.96	88,147.99
4	3	4	Senior Personnel Assistant	20,800.00	55,388.98
26	23	26			
			TECHNICIANS		
1	1	1	Accident & Safety Inspector	22.24	24.44
1	1	1			
38	32	38	**TOTAL FULL TIME**		
38	**32**	**38**	**TOTAL DIVISION**		

DIVISION OF RECREATION

Samuel Gissentaner, Commissioner

Mission Statement

To provide recreation opportunities for Cleveland area residents of all age groups.

The Division of Recreation operates 21 recreation centers (includes an indoor roller rink, outdoor roller and ice skating rink, and a residential camp), 1 arts center, 19 indoor pools, 22 outdoor pools, 2 football 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

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 3,672,488	$ 4,610,736	$ 4,765,471	$ 5,220,382
Seasonal	1,126,497	1,142,936	844,261	1,130,000
Part-Time Permanent	1,156,921	1,405,478	1,616,910	1,332,351
School Guards	8,013	—	4,969	—
Longevity	30,425	30,600	33,500	41,850
Wage Settlements	—	—	48,209	—
Vacation Conversion	15,515	—	20,765	—
Separation Payments	21,563	10,688	24,239	30,000
Bonus Incentive	47,500	23,500	500	—
Overtime	147,447	184,453	231,893	72,900
	$ 6,226,369	**$ 7,408,391**	**$ 7,590,718**	**$ 7,827,483**
Benefits				
Hospitalization	$ 840,279	$ 934,296	$ 1,047,702	$ 1,041,057
Prescription	153,452	143,326	181,966	200,400
Dental	38,719	42,828	44,481	54,673
Vision Care	5,627	6,644	6,875	8,456
Public Employees Retire System	860,781	1,042,597	1,052,521	1,091,470
Police & Firemens Disab & Pens	—	—	237	—
Fica-Medicare	86,379	104,141	105,095	114,632
Workers' Compensation	206,476	142,187	152,710	195,833
Life Insurance	3,220	4,182	4,412	6,306
Unemployment Compensation	3,312	24,331	8,590	6,000
Clothing Allowance	400	400	400	400
Clothing Maintenance	1,575	1,200	1,500	1,650
	$ 2,200,218	**$ 2,446,132**	**$ 2,606,489**	**$ 2,720,877**
Other Training & Professional Dues				
Travel	$ —	$ —	$ 137,010	$ 182,000
Tuition & Registration Fees	570	3,153	17,680	570
Professional Dues & Subscript	—	—	—	360
	$ 570	**$ 3,153**	**$ 154,690**	**$ 182,930**
Utilities				
Brokered Gas Supply	$ 241,070	$ 249,137	$ 345,410	$ 355,772
Gas	132,542	155,265	161,934	170,000
Electricity - Cpp	1,013,674	1,122,524	1,106,496	1,140,000
Electricity - Other	111,289	120,194	109,949	115,000
Security & Monitoring System	13,942	13,092	14,592	15,000
Contractual Utilities	42,348	38,518	30,509	99,000
	$ 1,554,865	**$ 1,698,730**	**$ 1,768,890**	**$ 1,894,772**

DIVISION OF RECREATION

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Contractual Services				
Professional Services	$ 42,158	$ 60,190	$ 51,002	$ 48,270
Mileage (Private Auto)	—	184	—	1,000
Parking In City Facilities	4,626	5,436	6,547	7,840
Other Contractual	1,629,476	1,755,965	1,643,286	1,650,348
Bank Service Fees	19	574	(956)	—
	$ 1,676,279	**$ 1,822,349**	**$ 1,699,879**	**$ 1,707,458**
Materials & Supplies				
Chemical	$ 89,537	$ 84,686	$ 85,820	$ 95,000
Clothing	10,245	10,584	8,886	7,835
Small Equipment	7,474	4,445	6,600	8,000
Office Furniture & Equipment	—	957	—	—
Electrical Supplies	1,300	—	1,828	2,250
Hygiene And Cleaning Supplies	1,768	5,310	1,320	3,600
Aquatics (Pool) Supplies	17,780	15,206	14,300	17,000
Playground Equipment And Suppl	11,657	14,267	13,938	15,000
Medical Supplies	651	1,339	2,147	1,350
Food	26,140	47,921	34,246	25,000
Paper And Other Printing Suppl	307	—	—	1,350
Other Supplies	4,246	21,616	18,478	12,300
Arts & Crafts Supplies	23,588	30,874	35,506	35,000
Sporting Goods Supplies	58,480	63,010	40,916	75,000
Just In Time Office Supplies	3,903	3,637	4,747	8,300
	$ 257,076	**$ 303,851**	**$ 268,733**	**$ 306,985**
Maintenance				
Maintenance Contracts	$ 8,947	$ —	$ 4,503	$ 3,600
Maintenance Machinery & Tools	9,779	8,455	5,125	8,000
Maintenance Fire Apparatus	5,330	5,896	5,900	7,000
Repair Parts	15,000	30,000	24,984	50,000
Car Washes	450	—	450	450
Maintenance Misc. Equipment	2,744	2,000	2,000	4,000
Maintenance Building	450	300	300	—
	$ 42,700	**$ 46,651**	**$ 43,262**	**$ 73,050**

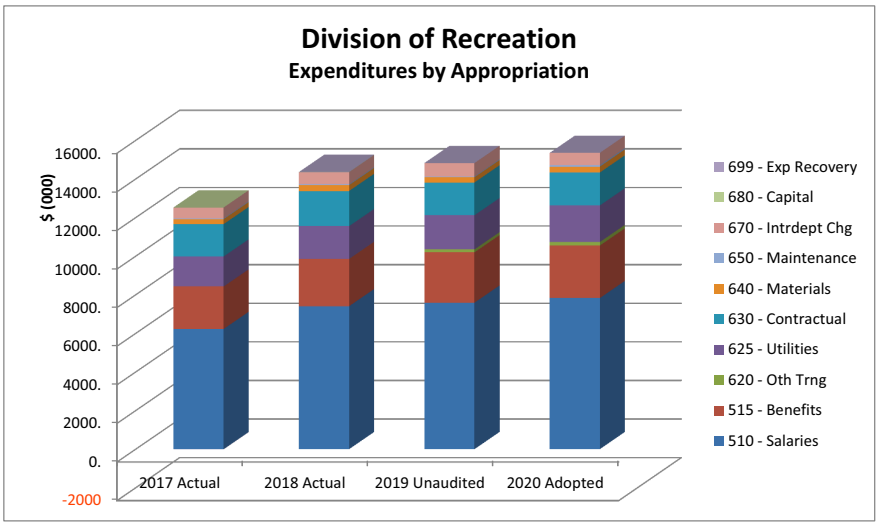
DIVISION OF RECREATION

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Interdepart Service Charges				
Charges From Telephone Exch	$ 314,854	$ 354,645	$ 414,126	$ 376,475
Charges From Radio Comm System	5,639	3,859	4,785	5,500
Charges From W.P.C.	648	2,564	3,249	—
Charges From Print & Repro	34,039	23,166	26,509	40,000
Charges From Central Storeroom	922	958	733	1,500
Charges From M.V.M.	192,029	218,867	227,046	195,000
Charges From Waste Collection	16,257	16,183	16,249	20,000
	$ 564,387	**$ 620,243**	**$ 692,697**	**$ 638,475**
Capital Outlay				
Building Betterments -Existing	$ —	$ 10,000	$ —	$ —
	$ —	**$ 10,000**	**$ —**	**$ —**
Expenditure Recovery				
Expenditure Recovery	$ (8,043)	$ —	$ —	$ —
	$ (8,043)	**$ —**	**$ —**	**$ —**
	$ 12,514,422	**$ 14,359,500**	**$ 14,825,358**	**$ 15,352,030**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Charges For Services	$ 450	$ 3,225	$ 800	$ —
Grant Revenue	351	—	—	—
Licenses & Permits	537	(836)	1,922	—
Miscellaneous	36,148	127,735	108,267	9,000
	$ 37,486	**$ 130,124**	**$ 110,988**	**$ 9,000**



DIVISION OF RECREATION

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			ADMINISTRATORS & OFFICIALS		
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
9	8	9			
			ADMINISTRATIVE SUPPORT		
22	20	22	Junior Clerk	12.83	15.46
1	1	1	Private Secretary	10.00	23.18
2	1	2	Secretary	10.00	19.34
25	22	25			
			PROFESSIONALS		
1	1	1	Administrative Manager	27,193.55	117,672.49
1	1	1	Assistant Administrator	20,800.00	73,868.59
4	4	4	Assistant Manager of Recreation	20,800.00	62,770.08
1	1	1	Project Coordinator	27,325.56	99,702.63
23	20	23	Recreation Center Manager	32,500.00	79,225.56
30	27	30			
			SERVICE & MAINTENANCE		
1	1	1	Real Estate Maintenance Man	18.62	20.62
1	1	1			
			TECHNICIAN		
20	18	20	Physical Director	10.00	21.79
53	45	53	Recreation Instructor II	10.00	19.80
1	0	1	Recreation Instructor III	10.00	20.94
74	63	74			
139	121	139	**TOTAL FULL TIME**		
195	163	195	**TOTAL PART TIME**		
263	13	263	**TOTAL SEASONAL***		
597	**297**	**597**	**TOTAL DIVISION**		

*Seasonals work from June to 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

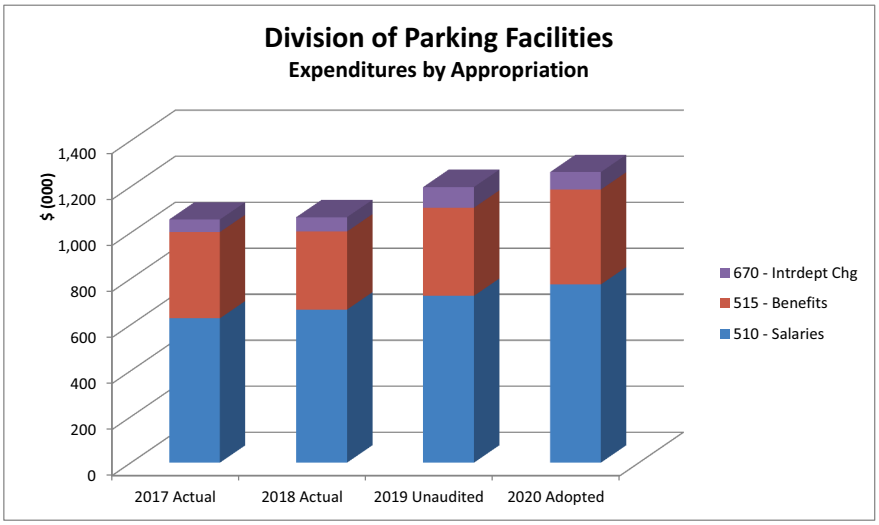
Expenditures

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 615,368	$ 647,645	$ 717,707	$ 762,595
Longevity	6,625	6,150	6,250	7,025
Separation Payments	3,830	1,913	942	—
Bonus Incentive	1,500	9,500	—	—
Overtime	116	—	77	5,000
	$ 627,439	**$ 665,207**	**$ 724,976**	**$ 774,620**
Benefits				
Hospitalization	$ 193,207	$ 181,709	$ 204,319	$ 207,209
Prescription	35,173	27,337	35,831	43,902
Dental	8,512	7,798	9,117	10,765
Vision Care	943	963	1,097	1,354
Public Employees Retire System	87,699	89,448	103,366	112,289
Fica-Medicare	8,733	9,375	10,147	11,344
Workers' Compensation	32,726	12,202	7,539	10,989
Life Insurance	629	576	697	1,113
Clothing Allowance	4,600	5,300	5,500	5,850
Clothing Maintenance	2,625	4,550	5,600	7,600
	$ 374,847	**$ 339,258**	**$ 383,212**	**$ 412,415**
Interdepart Service Charges				
Charges From Telephone Exch	$ 6,734	$ 7,621	$ 7,192	$ 7,016
Charges From Radio Comm System	18,705	14,177	19,587	32,540
Charges From Print & Repro	—	—	150	500
Charges From M.V.M.	29,155	40,773	63,099	36,000
	$ 54,594	**$ 62,571**	**$ 90,028**	**$ 76,056**
	$ 1,056,880	**$ 1,067,036**	**$ 1,198,216**	**$ 1,263,091**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Miscellaneous	$ —	$ 9,132	$ 9,581	$ —
	$ —	**$ 9,132**	**$ 9,581**	**$ —**

DIVISION OF PARKING FACILITIES



COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			PROFESSIONALS		
2	2	2	Supervisor of Parking Enforcement	20,800.00	44,904.32
2	2	2			
			SERVICE & MAINTENANCE		
16	12	16	Parking Enforcement Officer	16.50	16.83
16	12	16			
			TECHNICIANS		
1	1	1	Parking Meter Foreman	24,679.38	46,829.65
2	1	2	Parking Meter Serviceman	16.49	18.79
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

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 3,511,184	$ 3,820,085	$ 4,027,411	$ 4,095,758
Part-Time Permanent	37,328	36,711	37,592	38,000
Longevity	26,050	25,000	25,625	25,575
Vacation Conversion	16,932	—	15,946	—
Separation Payments	64,652	12,096	36,608	—
Bonus Incentive	2,000	17,000	5,500	—
Overtime	267,017	311,592	333,574	184,979
	$ 3,925,162	**$ 4,222,484**	**$ 4,482,255**	**$ 4,344,312**
Benefits				
Hospitalization	$ 662,370	$ 685,970	$ 726,721	$ 751,385
Prescription	124,415	103,562	124,382	138,500
Dental	31,842	34,052	33,778	42,010
Vision Care	3,534	3,738	3,703	4,731
Public Employees Retire System	532,225	587,775	618,123	608,204
Fica-Medicare	53,497	58,621	62,478	62,993
Workers' Compensation	140,822	69,859	62,463	108,261
Life Insurance	2,224	2,322	2,335	3,851
Unemployment Compensation	2,720	—	—	—
Clothing Allowance	4,150	4,680	5,010	6,935
Tool Insurance	750	900	1,050	900
Clothing Maintenance	6,600	7,200	7,150	8,375
	$ 1,565,150	**$ 1,558,679**	**$ 1,647,192**	**$ 1,736,145**
Other Training & Professional Dues				
Tuition & Registration Fees	$ —	$ 849	$ 199	$ 2,500
Professional Dues & Subscript	—	—	656	650
	$ —	**$ 849**	**$ 855**	**$ 3,150**
Utilities				
Brokered Gas Supply	$ 16,138	$ 26,885	$ 27,050	$ 33,232
Sewer-Other	—	—	—	47
Gas	7,985	11,292	9,816	13,961
Electricity - Cpp	487,091	515,486	555,859	615,795
Electricity - Other	2,963	3,349	3,089	3,625
Steam	879,410	894,056	911,883	948,511
	$ 1,393,586	**$ 1,451,069**	**$ 1,507,697**	**$ 1,615,171**

DIVISION OF PROPERTY MANAGEMENT

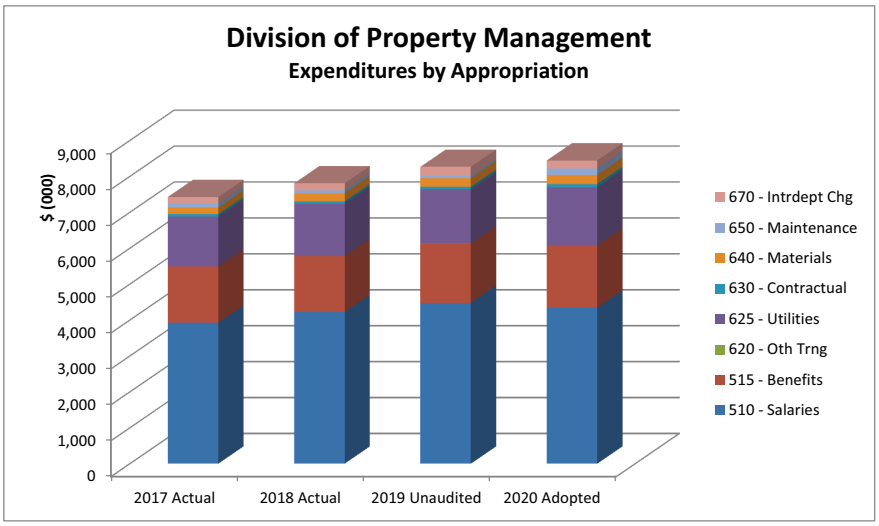
Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Contractual Services				
Professional Services	$ 125	$ 7,336	$ 7,336	$ 7,396
Security Services	51,389	62,088	59,976	75,000
Parking In City Facilities	1,150	1,524	1,592	3,600
Other Contractual	10,000	—	—	2,103
	$ 62,664	**$ 70,948**	**$ 68,904**	**$ 88,099**
Materials & Supplies				
Chemical	$ 8,026	$ 11,384	$ 8,112	$ 4,500
Clothing	17,423	12,850	12,850	6,000
Hardware & Small Tools	5,000	750	—	1,000
Electrical Supplies	13,986	30,459	—	35,000
Hygiene And Cleaning Supplies	98,991	128,129	201,730	160,000
Painting Equipment & Supplies	—	—	2,500	—
Heating And Air Filters	5,500	5,500	5,500	5,000
Medical Supplies	—	—	—	800
Other Supplies	17,042	3,926	11,497	—
Safety Equipment	13,164	20,031	—	30,000
Just In Time Office Supplies	1,205	1,077	597	1,750
Building Maintenance Supplies	4,992	13,891	2,098	10,000
	$ 185,329	**$ 227,997**	**$ 244,884**	**$ 254,050**
Maintenance				
Maintenance Contracts	$ —	$ 5,000	$ —	$ 2,500
Maintenance Machinery & Tools	33,816	56,146	30,960	102,417
Maintenance Fire Apparatus	63,981	—	5,375	63,581
Maintenance Building	6,364	22,464	29,106	8,100
	$ 104,161	**$ 83,611**	**$ 65,441**	**$ 176,598**
Interdepart Service Charges				
Charges From Telephone Exch	$ 27,593	$ 51,016	$ 48,743	$ 46,965
Charges From Radio Comm System	12,172	8,741	10,393	11,485
Charges From Light And Power	—	816	—	—
Charges From Water	—	—	—	450
Charges From W.P.C.	—	—	—	900
Charges From Print & Repro	2,869	676	3,787	5,400
Charges From Central Storeroom	204	379	235	290
Charges From M.V.M.	144,325	126,516	182,430	155,000
Charges From Waste Collection	2,392	2,576	2,185	5,000
	$ 189,554	**$ 190,719**	**$ 247,772**	**$ 225,490**
	$ 7,425,607	**$ 7,806,356**	**$ 8,265,000**	**$ 8,443,015**

DIVISION OF PROPERTY MANAGEMENT

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Charges For Services	$ 78,634	$ 72,486	$ 70,853	$ 73,131
Miscellaneous	463,089	1,357,702	872,622	1,300,000
	$ 541,723	**$ 1,430,188**	**$ 943,475**	**$ 1,373,131**



DIVISION OF PROPERTY MANAGEMENT

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Commissioner of Property Management	45,201.46	161,827.86
1	0	1	Manager of Enterprise Unit	23,647.11	86,215.32
1	1	1	Manager of General Maintenance	23,647.11	86,215.32
3	2	3			
			ADMINISTRATIVE SUPPORT		
1	1	1	Private Secretary	10.00	23.18
1	1	1			
			PROFESSIONALS		
1	1	1	Administrative Manager	27,193.55	117,672.49
2	2	2	Assistant Custodian	20,800.00	53,513.57
6	6	6	Building Stationary Engineer	20.05	27.55
9	9	9			
			SERVICE & MAINTENANCE		
24	23	24	Custodial Worker	16.86	18.86
2	2	2	Custodial Worker Supervisor	20.66	22.66
1	1	1	Custodian	26,273.96	78,184.48
2	2	2	Guard	18.69	19.38
1	1	1	Mechanical Handyman	18.36	20.36
10	8	10	Municipal Service Laborer	17.62	19.62
40	37	40			
			SKILLED CRAFT		
2	2	2	Carpenter	41.84	52.30
1	1	1	Carpenter Unit Leader	42.01	43.09
1	1	1	Cement Finisher	41.64	52.05
1	1	1	Chief Building Stationary Engineer	21.43	28.93
4	4	4	Electrical Worker	47.86	59.82
3	2	3	Painter	36.17	45.21
1	1	1	Plasterer	39.09	48.86
5	5	5	Plumber	51.16	63.95
1	1	1	Plumber Foreman	50.89	52.41

DIVISION OF PROPERTY MANAGEMENT

COMPARISON OF STAFFING LEVEL

No. of Employees				Salary Schedule	
Budget 2019	December 2019	Budget 2020	Position	Minimum	Maximum
1	1	1	Roofer	42.38	52.98
1	1	1	Sheetmetal Worker	51.59	64.49
21	20	21			
74	69	74	**TOTAL FULL TIME**		
1	1	1	**TOTAL PART TIME**		
75	**70**	**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

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 4,545,569	$ 4,903,753	$ 5,328,569	$ 5,226,824
Seasonal	1,559,699	1,610,590	1,930,936	1,817,320
Injury Pay	8,193	1,268	1,938	—
Longevity	42,000	41,100	40,125	42,050
Wage Settlements	—	277,188	113,957	—
Vacation Conversion	4,783	—	1,132	—
Separation Payments	27,492	16,370	43,838	20,000
Bonus Incentive	1,000	13,500	50,500	—
Overtime	117,258	135,530	128,829	123,930
	$ 6,305,994	**$ 6,999,299**	**$ 7,639,822**	**$ 7,230,124**
Benefits				
Hospitalization	$ 1,226,070	$ 1,205,310	$ 1,254,007	$ 1,301,870
Prescription	229,233	179,699	213,121	206,038
Dental	53,438	55,856	53,209	64,782
Vision Care	5,522	5,867	5,733	7,233
Public Employees Retire System	874,103	971,487	1,057,655	1,009,417
Fica-Medicare	87,970	97,466	106,996	105,670
Workers' Compensation	261,935	197,806	186,439	200,226
Life Insurance	3,425	3,546	3,664	6,024
Unemployment Compensation	38,029	88,578	138,069	145,000
Clothing Allowance	32,645	35,755	37,689	37,475
Tool Insurance	2,200	2,200	6,800	5,000
Clothing Maintenance	12,788	13,838	15,017	15,020
	$ 2,827,357	**$ 2,857,409**	**$ 3,078,398**	**$ 3,103,755**
Other Training & Professional Dues				
Travel	$ —	$ —	$ 1,589	$ —
Tuition & Registration Fees	70	149	70	250
	$ 70	**$ 149**	**$ 1,659**	**$ 250**
Utilities				
Brokered Gas Supply	$ 39,623	$ 50,067	$ 62,799	$ 64,685
Gas	19,860	37,511	34,712	35,760
Electricity - Cpp	464,992	510,319	471,696	580,000
Electricity - Other	34,062	35,425	36,384	37,480
Steam	12,980	12,026	12,718	13,105
Security & Monitoring System	4,057	11,221	540	3,671
	$ 575,573	**$ 656,569**	**$ 618,849**	**$ 734,701**

DIVISION OF PARK MAINTENANCE AND PROPERTIES

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Contractual Services				
Professional Services	$ —	$ —	$ 5,903	$ 2,176
Waste Disposal	1,450	1,370	1,010	1,350
Medical Services	—	—	—	1,349
Parking In City Facilities	690	660	715	1,360
Property Rental	43,676	43,676	43,676	43,676
Other Contractual	2,364,049	2,377,665	2,312,659	2,579,088
	$ 2,409,865	**$ 2,423,371**	**$ 2,363,963**	**$ 2,628,999**
Materials & Supplies				
Office Supplies	$ —	$ —	$ 3,483	$ —
Chemical	—	—	—	927
Salt & De-Icer	—	—	—	7,200
Clothing	—	—	—	1,030
Hardware & Small Tools	9,704	24,834	19,927	10,000
Seed, Fertilizer & Herbicide	2,563	—	15,237	13,000
Small Equipment	37,975	10,917	7,726	24,500
Fence, Posts & Bars	11,434	14,062	5,000	15,000
Hygiene And Cleaning Supplies	46,542	23,803	38,017	25,000
Clay, Soil & Turf	5,431	10,000	—	10,000
Playground Equipment And Suppl	41,294	38,693	35,796	40,857
Lumber, Glass, And Drywall	3,911	—	—	10,000
Other Supplies	18,124	43,026	16,495	23,500
Sporting Goods Supplies	4,135	12,127	22,031	5,000
Safety Equipment	13,630	17,382	27,314	15,000
Greenhouse Maintenance Suppl	47,680	33,226	35,758	39,000
Just In Time Office Supplies	1,083	1,144	1,023	1,009
Misc Maintenance Supplies	33,214	18,903	17,209	15,500
	$ 276,722	**$ 248,117**	**$ 245,017**	**$ 256,523**
Maintenance				
Maintenance Contracts	$ 6,472	$ 1,468	$ 7,035	$ 9,270
Repair Parts	250,988	269,793	324,059	270,000
	$ 257,460	**$ 271,261**	**$ 331,094**	**$ 279,270**
Claims, Refunds, Maintenance				
Judgments, Damages, & Claims	$ 4,250	$ 1,000	$ 100	$ 6,500
	$ 4,250	**$ 1,000**	**$ 100**	**$ 6,500**

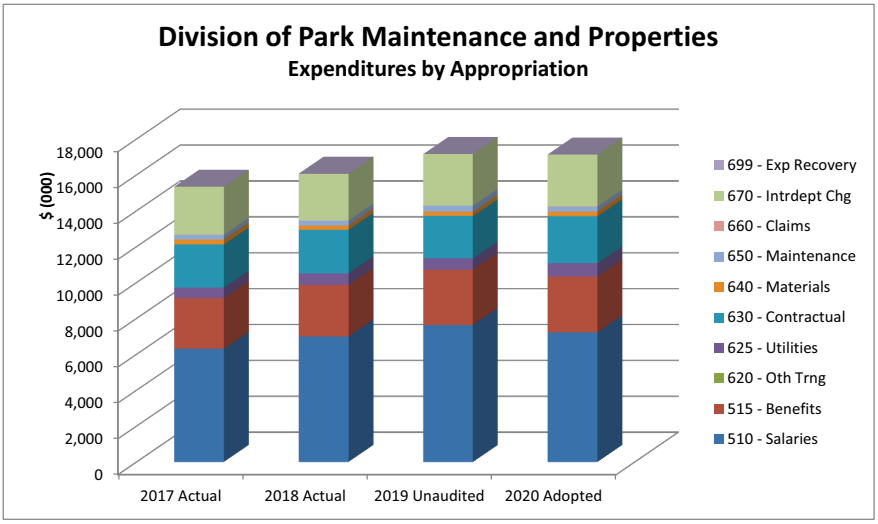
DIVISION OF PARK MAINTENANCE AND PROPERTIES

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Interdepart Service Charges				
Charges From Telephone Exch	$ 52,762	$ 45,413	$ 54,014	$ 55,000
Charges From Radio Comm System	113,670	82,976	97,537	98,000
Charges From Light And Power	1,285	—	—	—
Charges From W.P.C.	7,769	2,423	5,526	4,058
Charges From Print & Repro	30,203	23,922	24,768	35,310
Charges From Central Storeroom	1,515	2,369	1,047	1,985
Charges From M.V.M.	2,188,061	2,122,552	2,331,337	2,335,000
Charges From Waste Collection	277,710	325,662	364,700	365,000
	$ 2,672,976	**$ 2,605,318**	**$ 2,878,929**	**$ 2,894,353**
Expenditure Recovery				
Expenditure Recovery	$ —	$ —	$ 170	$ —
	$ —	**$ —**	**$ 170**	**$ —**
	$ 15,330,267	**$ 16,062,494**	**$ 17,158,001**	**$ 17,134,475**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Charges For Services	$ 750,159	$ 1,531,414	$ 1,686,364	$ 817,087
Licenses & Permits	—	—	30	—
Miscellaneous	65,673	141,799	171,394	61,880
	$ 815,832	**$ 1,673,213**	**$ 1,857,788**	**$ 878,967**



DIVISION OF PARK MAINTENANCE AND PROPERTIES

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			ADMINISTRATORS & OFFICIALS		
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			
			ADMINISTRATIVE SUPPORT		
0	1	1	Assistant Administrator	20,800.00	73,868.59
4	4	4	Field Operations Forester	32,445.00	66,858.11
2	1	1	Senior Clerk	12.47	18.14
1	1	1	Storekeeper	16.66	22.71
7	7	7			
			PROFESSIONALS		
4	4	4	Administrative Manager	27,193.55	117,672.49
1	1	1	Project Coordinator	27,325.56	99,702.63
5	5	5			
			SERVICE & MAINTENANCE		
3	2	3	Gardener	19.65	21.65
12	10	12	Ground Maintenance Foreman	23.33	24.28
13	12	13	Ground Maintenance Truck Driver II	20.93	21.35
2	2	2	Horticulturist Maintenance Foreman	25.88	26.93
42	41	42	Real Estate Maintenance Worker	18.62	20.62
72	67	72			
			SKILLED CRAFT		
10	8	10	Arborist I	19.65	21.65
11	11	11	Arborist II	23.68	24.63
5	5	5	Automobile Repair Worker	12.60	22.26
26	24	26			
114	107	114	**TOTAL FULL TIME**		
375	19	375	**TOTAL SEASONAL**		
489	**126**	**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 $91,072 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

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 8,093,971	$ 8,643,488	$ 9,030,812	$ 9,619,817
Seasonal	426,732	626,046	566,786	693,223
Part-Time Permanent	21,077	24,275	24,132	22,314
Injury Pay	2,958	—	1,063	—
Longevity	54,050	52,750	57,525	64,100
Wage Settlements	16,227	21,891	5,181	—
Vacation Conversion	6,057	—	5,206	—
Separation Payments	78,890	29,833	45,910	63,800
Bonus Incentive	—	45,500	56,500	—
Overtime	1,325,365	1,276,411	1,940,722	504,502
	$ 10,025,327	**$ 10,720,194**	**$ 11,733,837**	**$ 10,967,756**
Benefits				
Hospitalization	$ 1,967,520	$ 2,033,794	$ 2,044,220	$ 2,599,907
Prescription	343,799	304,915	345,904	523,648
Dental	92,046	98,919	93,087	141,324
Vision Care	9,626	10,441	10,093	15,207
Public Employees Retire System	1,378,399	1,488,228	1,614,899	1,527,553
Fica-Medicare	139,224	149,070	163,062	166,282
Workers' Compensation	839,565	1,037,741	589,600	561,517
Life Insurance	6,294	6,800	6,514	12,291
Unemployment Compensation	22,042	3,875	2,136	10,000
Clothing Allowance	72,217	83,399	73,975	86,325
Clothing Maintenance	22,200	25,150	23,500	30,175
	$ 4,892,932	**$ 5,242,331**	**$ 4,966,990**	**$ 5,674,229**
Other Training & Professional Dues				
Travel	$ 7,511	$ 14,847	$ 7,945	$ 8,000
Tuition & Registration Fees	150	140	450	1,000
Mileage (Priv Auto) Trng Prps	—	—	—	90
Professional Dues & Subscript	3,685	1,341	120	270
	$ 11,346	**$ 16,328**	**$ 8,515**	**$ 9,360**
Utilities				
Brokered Gas Supply	$ 73,208	$ 87,714	$ 122,476	$ 127,000
Gas	43,330	64,826	56,948	58,710
Electricity - Cpp	198,798	225,818	436,039	350,000
	$ 315,336	**$ 378,358**	**$ 615,463**	**$ 535,710**

DIVISION OF WASTE COLLECTION AND DISPOSAL

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Contractual Services				
Professional Services	$ 75,595	$ 18,055	$ 117,030	$ 81,300
Referee Services	—	—	—	250
Waste Disposal	6,324,277	6,035,433	6,592,224	7,842,445
Security Services	—	27,802	—	1,024
Janitorial Services	—	12,459	7,399	2,060
Medical Services	—	—	—	3,500
Waste Disposal Fee - Ohio EPA	1,419,671	1,389,776	1,575,658	1,722,521
Advertising And Public Notice	—	—	—	15,000
Program Promotion	—	—	—	10,000
Parking In City Facilities	—	—	—	1,100
Transfer Station	—	—	—	91,072
Special Assessment	471	1,470	1,606	4,000
Other Contractual	10,074	98,285	105,603	100,000
Credit Card Processing Fees	26,324	21,616	14,984	26,480
	$ 7,856,413	**$ 7,604,896**	**$ 8,414,504**	**$ 9,900,752**
Materials & Supplies				
Office Supplies	$ —	$ 270	$ 45	$ 1,000
Postage	225	—	—	10,000
Computer Supplies	—	—	—	800
Hardware & Small Tools	—	—	1,685	2,000
Fence, Posts & Bars	—	—	715	1,000
Hygiene And Cleaning Supplies	3,669	3,515	254	4,500
Other Supplies	15,433	8,528	17,380	12,500
Safety Equipment	4,678	1,500	14,945	4,678
Just In Time Office Supplies	1,222	2,621	2,479	3,000
	$ 25,226	**$ 16,433**	**$ 37,502**	**$ 39,478**
Maintenance				
Maintenance Misc. Equipment	$ 132,593	$ 27,443	$ 20,825	$ 25,000
Maintenance Building	12,118	1,828	17,150	15,000
Repair Of Overhead Doors	—	5,000	5,000	5,000
	$ 144,711	**$ 34,271**	**$ 42,975**	**$ 45,000**
Claims, Refunds, Maintenance				
Judgments, Damages, & Claims	$ 8,150	$ —	$ —	$ 8,000
	$ 8,150	**$ —**	**$ —**	**$ 8,000**

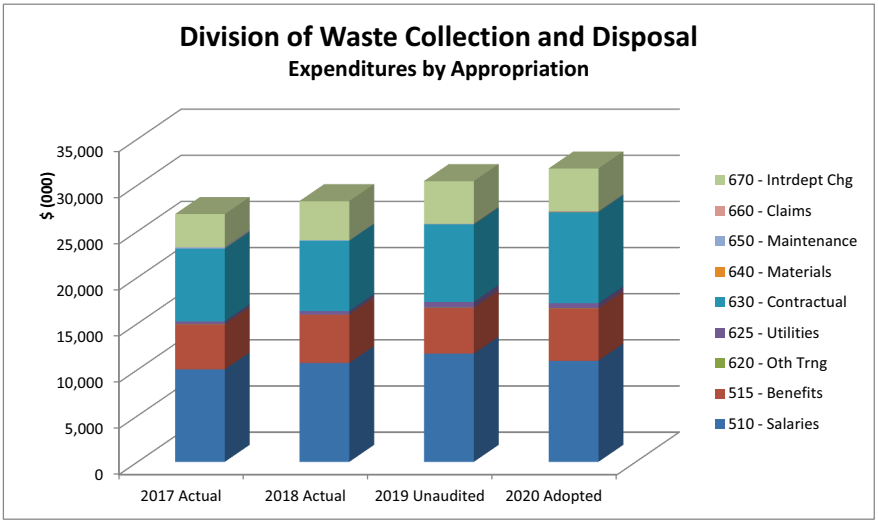
DIVISION OF WASTE COLLECTION AND DISPOSAL

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Interdepart Service Charges				
Charges From Telephone Exch	$ 52,070	$ 51,608	$ 72,085	$ 70,000
Charges From Radio Comm System	88,149	67,593	78,445	80,000
Charges From W.P.C.	2,150	5,832	8,249	8,300
Charges From Print & Repro	21,717	23,317	18,320	20,000
Charges From Central Storeroom	769	963	382	1,377
Charges From M.V.M.	3,409,241	4,109,473	4,443,859	4,445,000
Charges From Waste Collection	—	—	710	—
	$ 3,574,096	**$ 4,258,786**	**$ 4,622,052**	**$ 4,624,677**
	$ 26,853,536	**$ 28,271,597**	**$ 30,441,838**	**$ 31,804,962**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Charges For Services	$ 15,966,950	$ 14,895,431	$ 15,119,294	$ 15,276,638
Miscellaneous	3,074	136,346	145,720	500
	$ 15,970,025	**$ 15,031,777**	**$ 15,265,014**	**$ 15,277,138**



DIVISION OF WASTE COLLECTION AND DISPOSAL

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			ADMINISTRATORS & OFFICIALS		
5	5	5	Asst. Superintendent of Waste Collection	28.12	30.12
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
7	7	7			
			ADMINISTRATIVE SUPPORT		
0	1	1	Assistant Administrator	20,800.00	73,868.59
1	1	1	Senior Clerk	12.47	18.14
1	2	2			
			PROFESSIONALS		
1	1	1	Project Coordinator	27,325.56	99,702.63
1	1	1			
			SKILLED CRAFT		
2	1	2	Construction Equipment Operator Group B	44.79	55.99
0	1	1	Street Equipment Maintenance Specialist	26.37	26.90
2	2	3			
			SERVICE & MAINTENANCE		
1	1	1	Labor Foreman	23.32	24.27
2	2	2	Municipal Service Laborer	17.62	19.62
2	2	2	Transfer Station Attendant	23.49	25.49
97	81	96	Waste Collection Driver	21.72	23.65
9	8	9	Waste Collection Foreman	23.32	24.27
5	5	5	Waste Collection Foreman I	25.36	26.39
109	88	108	Waste Collector	17.62	19.62
225	187	223			
			TECHNICIANS		
1	2	1	Radio Operator	20.14	22.14
1	2	1			
237	201	237	**TOTAL FULL TIME**		
36	18	36	**TOTAL SEASONAL**		
1	1	1	**TOTAL PART TIME**		
274	**220**	**274**	**TOTAL DIVISION**		

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

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 1,767,984	$ 1,925,928	$ 1,890,150	$ 1,939,986
Injury Pay	1,213	—	—	—
Longevity	8,875	8,875	10,875	10,425
Vacation Conversion	15,247	—	15,862	—
Separation Payments	2,653	14,500	41,972	50,000
Bonus Incentive	5,000	9,500	—	—
Overtime	84,594	94,266	98,370	93,000
	$ 1,885,567	**$ 2,053,070**	**$ 2,057,230**	**$ 2,093,411**
Benefits				
Hospitalization	$ 312,197	$ 363,024	$ 401,255	$ 426,746
Prescription	53,928	53,168	66,421	81,721
Dental	15,634	18,059	18,548	22,353
Vision Care	1,858	2,007	2,002	2,440
Public Employees Retire System	258,704	278,394	285,177	293,154
Fica-Medicare	25,390	27,473	27,586	26,107
Workers' Compensation	51,614	21,871	66,149	43,987
Life Insurance	997	1,048	1,048	1,686
Unemployment Compensation	—	—	—	2,453
Clothing Allowance	18,325	21,153	20,365	21,060
Clothing Maintenance	5,400	6,750	6,750	6,750
	$ 744,047	**$ 792,948**	**$ 895,301**	**$ 928,457**
Utilities				
Brokered Gas Supply	$ 6,975	$ 9,063	$ 12,859	$ 15,000
Gas	3,189	4,917	4,215	4,345
Electricity - Cpp	272,623	299,241	212,958	220,000
Electricity - Other	263,026	324,910	314,929	325,000
	$ 545,814	**$ 638,131**	**$ 544,961**	**$ 564,345**
Contractual Services				
Professional Services	$ 1,135	$ 831	$ 30,891	$ 1,700
Parking In City Facilities	1,546	1,535	2,139	5,000
Other Contractual	28,750	30,000	2,834	30,000
	$ 31,430	**$ 32,366**	**$ 35,864**	**$ 36,700**
Materials & Supplies				
Clothing	$ —	$ —	$ —	$ 1,500
Hardware & Small Tools	5,388	10,556	5,819	10,000
Electrical Supplies	534	—	—	1,000

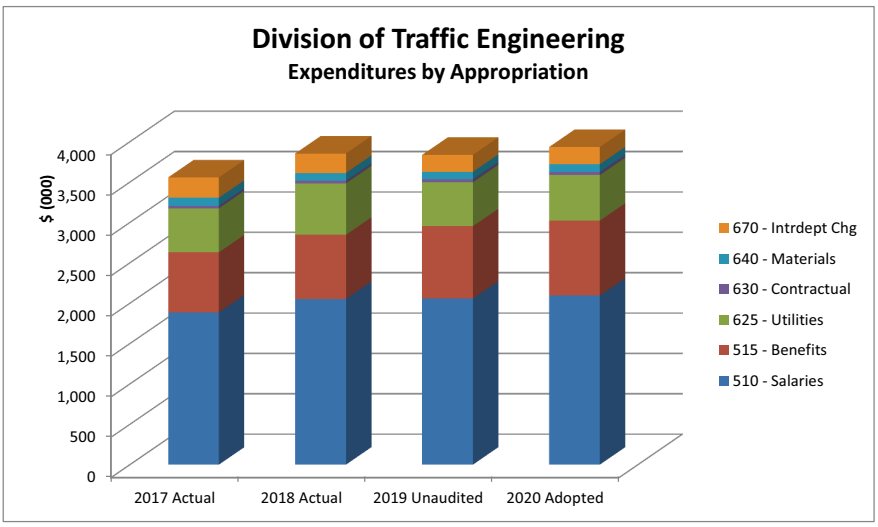
DIVISION OF TRAFFIC ENGINEERING

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Hygiene And Cleaning Supplies	—	—	—	500
Other Supplies	92,636	85,725	86,774	83,300
Just In Time Office Supplies	181	317	466	1,000
	$ 98,739	**$ 96,598**	**$ 93,059**	**$ 97,300**
Interdepart Service Charges				
Charges From Telephone Exch	$ 21,698	$ 13,124	$ 12,301	$ 12,300
Charges From Radio Comm System	15,679	11,334	15,532	15,500
Charges From Light And Power	4,416	—	—	—
Charges From W.P.C.	—	—	1,435	—
Charges From Print & Repro	1,650	1,329	4,164	5,935
Charges From Central Storeroom	37	23	75	100
Charges From M.V.M.	208,082	214,711	176,921	180,000
	$ 251,561	**$ 240,520**	**$ 210,427**	**$ 213,835**
	$ 3,557,157	**$ 3,853,632**	**$ 3,836,841**	**$ 3,934,048**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Charges For Services	$ 664	$ 2,300	$ 3,003	$ 2,000
Licenses & Permits	8,900	7,300	6,700	6,000
Miscellaneous	3,200	26,438	37,822	30,500
	$ 12,764	**$ 36,038**	**$ 47,525**	**$ 38,500**



DIVISION OF TRAFFIC ENGINEERING

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Commissioner of Traffic Engineering	42,758.15	140,514.00
1	1	1			
			ADMINISTRATIVE SUPPORT		
1	1	1	Principal Clerk	14.88	21.97
1	1	1			
			PROFESSIONALS		
1	1	1	Consulting Engineer	36,000.00	104,888.34
1	1	1	Engineer	22.78	38.04
2	2	2			
			SKILLED CRAFT		
8	7	8	Low Tension Lineman	30.17	31.37
1	1	1	Sign Painter	34.95	35.65
1	1	1	Sign Painter Unit Leader	37.65	38.40
10	9	10			
			SERVICE & MAINTENANCE		
1	1	1	Line Helper Driver	20.35	27.29
3	3	3	Traffic Sign Process Operator	27.42	27.97
11	10	11	Traffic Sign & Marking Technician	16.57	19.34
15	14	15			
			TECHNICIANS		
1	1	1	Chief of Traffic Signal Unit	18.60	42.29
2	2	2	Traffic Sign Marking Supervisor	27.39	27.94
1	1	1	Traffic Signal Control Technician	35.03	35.61
4	4	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

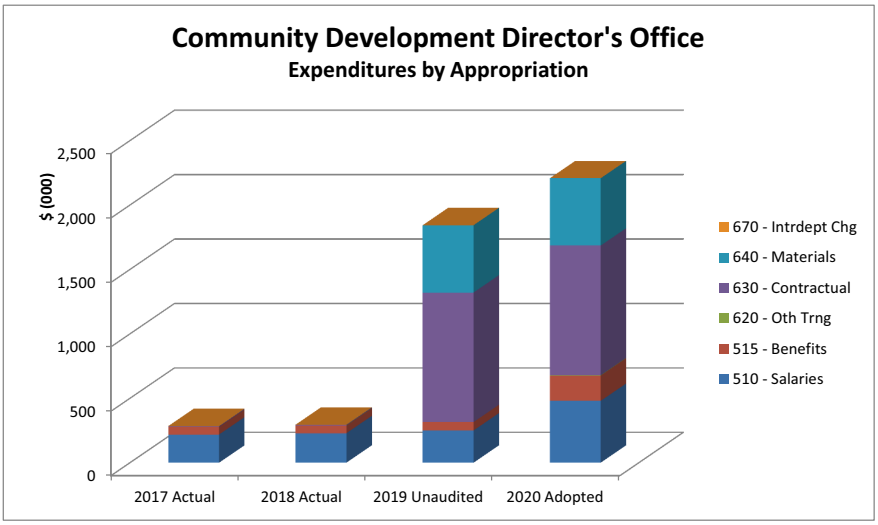
Expenditures

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 188,430	$ 195,437	$ 209,578	$ 437,733
Board Members	28,800	31,500	34,800	40,950
Longevity	600	775	950	950
Separation Payments	—	—	4,997	—
Bonus Incentive	1,000	1,000	—	—
	$ 218,830	**$ 228,712**	**$ 250,325**	**$ 479,633**
Benefits				
Hospitalization	$ 18,099	$ 15,574	$ 18,626	$ 89,510
Prescription	3,416	2,538	3,702	19,260
Dental	788	814	779	5,318
Vision Care	(1,111)	298	285	690
Public Employees Retire System	29,613	31,900	33,717	68,540
Fica-Medicare	3,088	3,294	3,548	6,955
Workers' Compensation	4,390	2,161	3,845	3,156
Life Insurance	114	143	115	447
Unemployment Compensation	—	2,206	—	2,345
	$ 58,398	**$ 58,929**	**$ 64,617**	**$ 196,221**
Other Training & Professional Dues				
Travel	$ 24	$ 1,471	$ 252	$ 2,200
Tuition & Registration Fees	—	—	—	400
Mileage (Priv Auto) Trng Prps	—	—	—	200
	$ 24	**$ 1,471**	**$ 252**	**$ 2,800**
Contractual Services				
Professional Services	$ —	$ —	$ 1,000,000	$ 1,000,000
Mileage (Private Auto)	24	—	20	200
Advertising And Public Notice	5,706	4,731	—	5,800
Program Promotion	—	—	5,777	—
Parking In City Facilities	470	600	—	200
Other Contractual	224	—	—	250
	$ 6,424	**$ 5,331**	**$ 1,005,798**	**$ 1,006,450**
Materials & Supplies				
Painting Equipment & Supplies	$ —	$ —	$ 521,232	$ 521,232
Just In Time Office Supplies	—	—	1,223	1,500
	$ —	**$ —**	**$ 522,455**	**$ 522,732**
Interdepart Service Charges				
Charges From Telephone Exch	$ 12	$ 13	$ 10	$ 9
	$ 12	**$ 13**	**$ 10**	**$ 9**
	$ 283,689	**$ 294,455**	**$ 1,843,457**	**$ 2,207,845**

COMMUNITY DEVELOPMENT DIRECTOR'S OFFICE

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Miscellaneous	$ —	$ 2,437	$ 2,038	$ —
	$ —	**$ 2,437**	**$ 2,038**	**$ —**



COMMUNITY DEVELOPMENT DIRECTOR'S OFFICE

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			ADMINISTRATORS & OFFICIALS		
2	2	2	Administrative Manager	27,193.55	117,672.49
2	0	2			
			PROFESSIONALS		
1	1	1	Assistant Administrator	20,800.00	73,868.59
2	1	3	Consumer Protection Specialist	10.00	20.16
1	0	1	Contract Specialist	10.00	26.98
1	0	1	Intake Specialist	10.00	17.90
1	0	0	Principal Clerk	14.88	21.97
0	0	1	Program Manager	30,214.00	91,429.27
1	0	0	Project Coordinator	27,325.56	99,702.63
7	2	7			
9	4	9	**TOTAL FULL TIME**		
			BOARD MEMBERS		
1	0	1	Member of Fair Housing Board-Chair	7,775.00	7,775.00
4	4	4	Member of Fair Housing Board-Member	7,200.00	7,200.00
5	4	5	**TOTAL BOARD MEMBERS**		
14	8	14	**TOTAL DIVISION**		

BUILDING AND HOUSING DIRECTOR'S OFFICE

Ayonna Blue Donald, 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

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 1,146,745	$ 1,296,848	$ 1,362,134	$ 1,729,425
Seasonal	3,387	9,274	783	—
Part-Time Permanent	—	—	—	21,106
Longevity	9,025	9,450	9,850	10,725
Vacation Conversion	12,383	—	9,595	—
Separation Payments	16,039	—	—	10,000
Bonus Incentive	4,000	7,500	—	—
Overtime	60,034	33,129	42,673	—
	$ 1,251,613	**$ 1,356,201**	**$ 1,425,035**	**$ 1,771,256**
Benefits				
Hospitalization	$ 214,377	$ 225,596	$ 255,206	$ 360,539
Prescription	37,798	32,279	42,642	72,921
Dental	10,511	11,017	11,721	19,854
Vision Care	1,353	1,404	1,424	2,195
Public Employees Retire System	169,542	187,776	198,371	249,693
Fica-Medicare	16,610	18,344	19,336	24,855
Workers' Compensation	29,889	21,508	14,202	15,221
Life Insurance	761	787	815	1,685
Unemployment Compensation	—	—	—	12,896
Clothing Maintenance	—	—	93	300
	$ 480,841	**$ 498,712**	**$ 543,808**	**$ 760,159**
Other Training & Professional Dues				
Travel	$ —	$ 6,250	$ 11,437	$ 2,500
Tuition & Registration Fees	4,894	5,065	3,570	1,500
Other Training Supplies	—	—	—	200
Mileage (Priv Auto) Trng Prps	202	—	—	100
Professional Dues & Subscript	370	—	—	2,060
	$ 5,466	**$ 11,315**	**$ 15,007**	**$ 6,360**

BUILDING AND HOUSING DIRECTOR'S OFFICE

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Contractual Services				
Professional Services	$ 132,223	$ 178,000	$ 426,500	$ 196,000
Court Reporter	—	—	—	124
Travel- Non-Training	71	41	21	138
Mileage (Private Auto)	14,992	1,019	356	405
Jury And Witness Fees	—	—	41	—
Medical Services	—	—	—	412
Freight Expense	—	—	—	134
Advertising And Public Notice	1,763	899	—	—
Parking In City Facilities	7,425	6,883	9,075	4,532
Other Contractual	78,072	28,300	118,149	6,500
County Aud & Treas Coll Fee	212	131	267	—
Credit Card Processing Fees	123,734	81,163	48,403	115,000
	$ 358,492	**$ 296,435**	**$ 602,813**	**$ 323,245**
Materials & Supplies				
Office Supplies	$ 26	$ 324	$ 59	$ 500
Postage	629	314	233	515
Computer Supplies	61	42	859	1,500
Computer Hardware	—	—	49	—
Computer Software	—	—	—	2,000
Hardware & Small Tools	—	—	118	—
Office Furniture & Equipment	238	503	11,271	691
Other Supplies	193	237	—	412
Batteries	169	25	64	103
Just In Time Office Supplies	5,311	11,227	11,941	9,785
	$ 6,626	**$ 12,672**	**$ 24,594**	**$ 15,506**
Maintenance				
Maintenance Contracts	$ —	$ —	$ 1,190	$ 6,000
Car Washes	—	300	—	—
	$ —	**$ 300**	**$ 1,190**	**$ 6,000**
Claims, Refunds, Maintenance				
Judgments, Damages, & Claims	$ —	$ —	$ —	$ 3,000
	$ —	**$ —**	**$ —**	**$ 3,000**

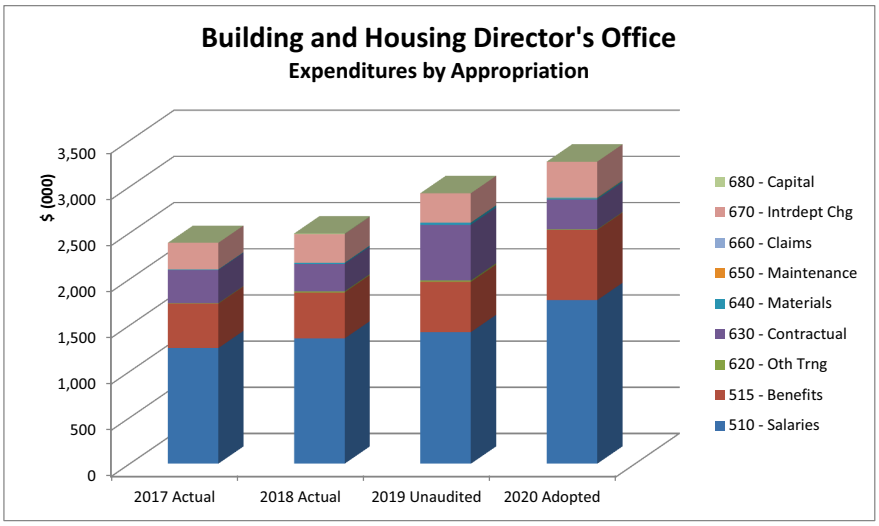
BUILDING AND HOUSING DIRECTOR'S OFFICE

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Interdepart Service Charges				
Charges From Telephone Exch	$ 58,356	$ 63,513	$ 64,984	$ 57,620
Charges From Print & Repro	87,815	87,257	89,258	127,233
Charges From Central Storeroom	128,151	138,633	150,723	185,084
Charges From M.V.M.	14,071	20,833	12,080	15,384
	$ 288,392	**$ 310,235**	**$ 317,044**	**$ 385,321**
Capital Outlay				
Small Equipment	$ —	$ 6,790	$ —	$ —
	$ —	**$ 6,790**	**$ —**	**$ —**
	$ 2,391,431	**$ 2,492,660**	**$ 2,929,492**	**$ 3,270,847**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Charges For Services	$ (9,821)	$ 15,012	$ 95,699	$ 650
Licenses & Permits	15,891,703	17,641,261	18,293,580	18,430,369
Miscellaneous	16,171	34,475	42,807	39,670
	$ 15,898,053	**$ 17,690,748**	**$ 18,432,085**	**$ 18,470,689**



BUILDING AND HOUSING DIRECTOR'S OFFICE

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Director of Building & Housing	50,795.81	191,316.74
1	1	1	Secretary to the Director	36,590.39	154,089.52
2	2	2			
			ADMINISTRATIVE SUPPORT		
1	1	4	Legal Secretary	20,800.00	50,700.42
3	3	3	Principal Cashier	14.66	25.96
1	1	1	Senior Cashier	12.57	22.08
3	2	2	Senior Clerk	12.47	18.14
8	7	10			
			PROFESSIONALS		
1	2	2	Accountant II	16.27	24.25
3	2	3	Administrative Officer	20,800.00	58,499.94
1	1	1	Assistant Administrator	20,800.00	73,868.59
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	2	Financial Systems Coordinator	23,647.11	74,000.47
0	0	2	Env Compliance Specialist I	14.95	25.40
0	0	1	Program Manager	30,214.00	91,429.27
1	1	1	Fiscal Manager	23,647.11	97,175.21
1	1	1	Project Coordinator	27,325.56	99,702.63
11	11	15			
			PARA PROFESSIONALS		
1	1	1	Paralegal	20,800.00	48,254.00
1	1	1			
			TECHNICIAN		
2	1	2	Sr Data Conversion Operator	13.47	20.16
2	1	2			

BUILDING AND HOUSING DIRECTOR'S OFFICE

COMPARISON OF STAFFING LEVEL

No. of Employees				Salary Schedule	
Budget 2019	December 2019	Budget 2020	Position	Minimum	Maximum
			NON EEO REPORTING		
1	1	2	Business Process Analyst	55,000.00	108,044.90
1	1	2			
25	23	32	**TOTAL FULL TIME**		
			PARTTIME		
1	0	1	Student Aide	10.00	11.94
1	0	1	**TOTAL PART TIME**		
26	**23**	**33**	**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

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 4,214,174	$ 4,922,216	$ 5,475,914	$ 6,012,654
Longevity	29,575	27,675	26,425	29,225
Vacation Conversion	5,368	—	3,201	—
Separation Payments	26,152	55,217	11,288	20,000
Bonus Incentive	29,500	12,800	1,800	—
Overtime	47,291	34,744	26,838	12,000
	$ 4,352,060	**$ 5,052,653**	**$ 5,545,465**	**$ 6,073,879**
Benefits				
Hospitalization	$ 854,275	$ 934,355	$ 1,076,259	$ 1,149,667
Prescription	154,314	141,252	184,879	210,858
Dental	44,987	49,871	52,172	67,398
Vision Care	6,011	6,684	7,299	9,443
Public Employees Retire System	593,869	691,632	768,675	854,018
Fica-Medicare	60,514	70,758	77,332	85,859
Workers' Compensation	378,044	50,683	59,284	58,893
Life Insurance	2,789	3,032	3,451	5,963
Unemployment Compensation	2,695	2,475	4,130	59,837
Clothing Maintenance	1,200	1,350	1,200	1,050
Automoible Maintenance Allow	—	—	—	4,200
	$ 2,098,699	**$ 1,952,091**	**$ 2,234,681**	**$ 2,507,186**
Other Training & Professional Dues				
Travel	$ 370	$ 1,790	$ 4,812	$ —
Tuition & Registration Fees	4,323	11,675	17,985	10,400
Other Training Supplies	732	5,487	3,481	11,000
Mileage (Priv Auto) Trng Prps	1,734	2,969	1,653	1,500
Professional Dues & Subscript	16,030	10,009	2,000	6,500
	$ 23,190	**$ 31,930**	**$ 29,932**	**$ 29,400**
Contractual Services				
Professional Services	$ 26,000	$ 20,260	$ —	$ —
Court Reporter	—	—	200	—
Travel- Non-Training	690	165	390	4,150
Mileage (Private Auto)	134,224	149,329	187,518	195,000
Freight Expense	30	—	—	—
Parking In City Facilities	11,440	10,670	10,725	15,500
Other Contractual	—	—	47,396	25,000
	$ 172,385	**$ 180,424**	**$ 246,230**	**$ 239,650**

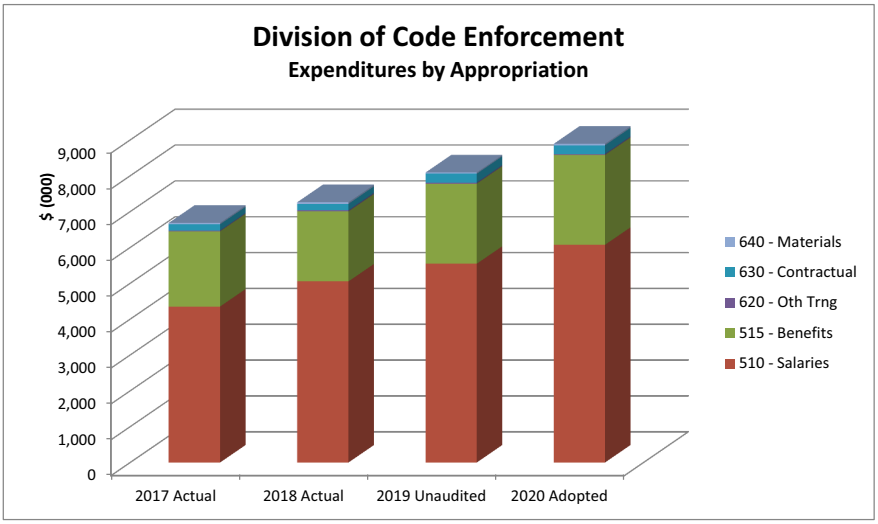
DIVISION OF CODE ENFORCEMENT

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Materials & Supplies				
Office Supplies	$ 4	$ —	$ —	$ 1,545
Postage	—	—	8	—
Computer Supplies	—	178	—	2,575
Computer Software	—	100	—	—
Clothing	13,947	17,319	17,502	14,217
Photographic Supplies	3,148	2,160	2,328	2,060
Other Supplies	—	543	—	100
Safety Equipment	8,074	11,029	11,357	13,600
Just In Time Office Supplies	12,535	11,560	2,792	7,000
	$ 37,707	**$ 42,888**	**$ 33,986**	**$ 41,097**
	$ 6,684,040	**$ 7,259,986**	**$ 8,090,294**	**$ 8,891,212**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Licenses & Permits	$ 55,374	$ —	$ —	$ —
Miscellaneous	423,510	60,120	63,201	—
	$ 478,884	**$ 60,120**	**$ 63,201**	**$ —**



DIVISION OF CODE ENFORCEMENT

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	December 2019	Budget 2020	Position	Salary Schedule Minimum	Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Commissioner of Code Enforcement	42,758.15	152,224.32
1	1	1			
			ADMINISTRATIVE SUPPORT		
1	1	1	Principal Clerk	14.88	21.97
4	4	4	Legal Secretary	20,800.00	50,700.42
5	5	5			
			PROFESSIONALS		
1	1	1	Bureau Manager - Building	26,797.11	90,711.92
2	1	1	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	1	1	Chief Plumbing Inspector	20,800.00	58,396.41
1	1	1	Chief Heating Inspector	20,800.00	75,084.85
0	0	1	Demolition Contract Specialist	26,797.11	104,508.04
0	1	1	Assistant Plan Examiner	16.29	25.49
2	2	2	Paralegal	20,800.00	48,254.00
9	9	10			
			TECHNICIAN		
6	7	7	Chief Building Inspector	20,800.00	75,084.85
8	7	8	Elevator Inspector	14.23	26.91
1	1	1	Environmental Compliance Specialist III	17.90	34.23
28	27	29	Residential Building Inspector	17.69	22.74
11	9	10	Residential Building Inspc Interim	15.75	18.45
8	7	7	Senior Data Conversion Operator	13.47	20.16
62	58	62			

DIVISION OF CODE ENFORCEMENT

COMPARISON OF STAFFING LEVEL

No. of Employees				Salary Schedule	
Budget 2019	December 2019	Budget 2020	Position	Minimum	Maximum
			NON EEO REPORTING		
12	14	14	Building Inspector 1	14.08	26.91
1	1	1	Building Inspector 2	14.89	28.43
1	2	2	Building Inspector 3	15.70	29.94
1	1	1	Building Inspector 4	26.35	31.50
5	2	2	Building Inspector Interim	19.00	22.26
6	3	6	Electrical Safety Inspector 1	26.38	26.91
1	1	1	Electrical Safety Inspector 3	29.35	29.94
5	3	3	Mechanical Inspector 1	14.08	26.91
0	2	2	Mechanical Inspector 2	14.89	28.43
1	1	1	Mechanical Inspector 3	15.70	29.94
1	1	1	Plumbing Inspector 1	26.38	26.91
4	4	4	Plumbing Inspector 2	27.87	28.43
38	35	38			
115	108	116	**TOTAL FULL TIME**		
115	**108**	**116**	**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

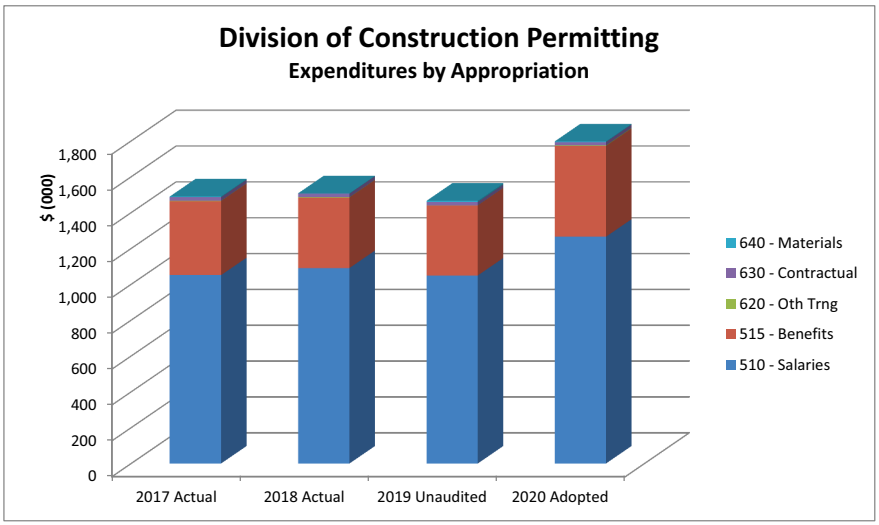
Expenditures

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 1,033,291	$ 1,047,843	$ 993,393	$ 1,242,512
Longevity	7,525	7,825	7,425	7,250
Vacation Conversion	—	—	1,218	—
Separation Payments	1,828	25,332	6,535	10,000
Bonus Incentive	5,000	4,000	—	—
Overtime	3,475	5,862	40,658	5,862
	$ 1,051,119	**$ 1,090,862**	**$ 1,049,229**	**$ 1,265,624**
Benefits				
Hospitalization	$ 187,661	$ 181,453	$ 179,788	$ 228,530
Prescription	31,511	27,191	30,235	46,479
Dental	8,863	9,239	8,250	12,233
Vision Care	1,251	1,212	1,194	1,638
Public Employees Retire System	145,431	148,922	146,090	177,711
Fica-Medicare	14,236	14,727	14,179	16,583
Workers' Compensation	23,789	10,298	10,427	11,067
Life Insurance	629	607	596	1,112
Unemployment Compensation	—	—	—	10,833
	$ 413,372	**$ 393,648**	**$ 390,757**	**$ 506,186**
Other Training & Professional Dues				
Travel	$ 133	$ 350	$ —	$ —
Tuition & Registration Fees	940	750	710	500
Other Training Supplies	—	—	—	1,200
Mileage (Priv Auto) Trng Prps	143	302	—	500
Professional Dues & Subscript	—	—	—	1,000
	$ 1,216	**$ 1,402**	**$ 710**	**$ 3,200**
Contractual Services				
Professional Services	$ 10,000	$ 10,000	$ 10,000	$ 10,300
Freight Expense	—	—	—	100
Other Contractual	9,847	9,800	7,884	8,343
	$ 19,847	**$ 19,800**	**$ 17,884**	**$ 18,743**
Materials & Supplies				
Office Supplies	$ —	$ 146	$ 142	$ 400
Computer Supplies	—	—	—	300
Office Furniture & Equipment	—	—	3,729	—
Other Supplies	45	—	—	—
Just In Time Office Supplies	4,148	1,889	3,178	3,000
	$ 4,193	**$ 2,035**	**$ 7,049**	**$ 3,700**
	$ 1,489,747	**$ 1,507,748**	**$ 1,465,629**	**$ 1,797,453**

DIVISION OF CONSTRUCTION PERMITTING

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Licenses & Permits	$ 310	$ —	$ —	$ —
Miscellaneous	—	14,142	14,837	—
	$ 310	**$ 14,142**	**$ 14,837**	**$ —**



DIVISION OF CONSTRUCTION PERMITTING

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule 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
2	2	2			
			ADMINISTRATIVE SUPPORT		
1	1	1	Project Coordinator	27,325.56	99,702.63
1	0	1	Customer Support Rep	14.29	19.45
1	1	1	Senior Clerk	12.47	18.14
3	2	3			
			PROFESSIONALS		
4	4	4	Assistant Plan Examiner	16.29	25.49
8	5	8	Master Plan Examiner	23,647.11	112,409.91
12	9	12			
			TECHNICIANS		
2	3	2	Senior Data Conversion Oper	13.47	20.16
2	3	2			
			NON EEO REPORTING		
2	2	2	Residential Plan Examiner	10.00	28.80
2	2	2			
21	18	21	**TOTAL FULL TIME**		
21	**18**	**21**	**TOTAL DIVISION**		

DEPARTMENT OF ECONOMIC DEVELOPMENT

David M. Ebersole, Director

Mission Statement

To provide governmental leadership that will capitalize on Cleveland's economic strength by the encouragement of economic development, and to provide programs for the city, which will generate additional tax revenue, employment and real property values.

Major responsibilities include the following: manage the overall operations of the Department; plan a comprehensive economic development program; operate major commercial/institutional development and redevelopment programs; develop and implement a comprehensive industrial development strategy; operate business investment lending programs; serve as an ombudsman for small businesses within City government; coordinate small business assistance groups; organize local neighborhood based retention and expansion plans; provide business development and marketing resources; and planning and economic policy support.

PROGRAM NAME: ADMINISTRATION

OBJECTIVES: To provide day-to-day management of staff assignments, program development, legislation affairs, program policy and planning. To provide a development strategy for Cleveland in cooperation with other city departments and provide economic development support to the Mayor, City Council, city departments, and the business community. Also, perform capital and operating budget management, loan portfolio and compliance management, grantor agency financial reporting, and coordinate program audits and management information services.

ACTIVITIES: Provide policy for program management and administer loan programs.

PROGRAM NAME: BUSINESS DEVELOPMENT

OBJECTIVES: To assist in the development of real estate opportunities for new businesses as well as assist area businesses with City regulatory, licensing, zoning and building code procedures and clearances. Also, provide assistance in real estate and site location and drafts of expansion plans for area businesses. Develop strategies to promote Cleveland as a good place to live and work.

ACTIVITIES: Collect and make available pertinent real estate and city data. Produce site and expansion plans. Implement interdepartmental programs. Implement and administer the Neighborhood Development Investment Fund (NDIF). Produce marketing brochures promoting both Cleveland and Economic Development assistance programs.

PROGRAM NAME: BUSINESS RETENTION & EXPANSION

OBJECTIVES: To provide assistance to commercial, industrial, and residential business or projects using federal, state, local and private resources to foster economic development in the City of Cleveland.

ACTIVITIES: Market loan programs to the business and the lending community as viable sources of fixed asset financing; package low interest long term loans and tax incentives to businesses; package loans and grants to local development corporations to support for-profit and non-profit neighborhood development; secure federal funds for commercial lending; utilize the Cleveland Citywide Development Corporation to review proposed development projects. Coordinate small business assistance groups; organize local neighborhood based retention and expansion plans.

DEPARTMENT OF ECONOMIC DEVELOPMENT

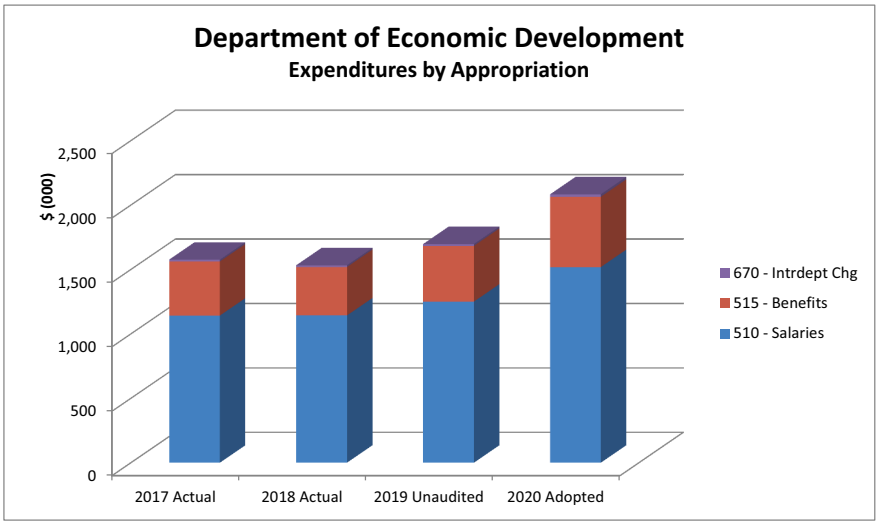
Expenditures

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 1,079,745	$ 1,131,230	$ 1,239,887	$ 1,514,645
Longevity	3,275	3,400	3,875	4,000
Vacation Conversion	8,090	—	4,281	—
Separation Payments	50,995	889	2,572	—
Bonus Incentive	—	7,500	—	—
	$ 1,142,105	**$ 1,143,019**	**$ 1,250,615**	**$ 1,518,645**
Benefits				
Hospitalization	$ 172,669	$ 159,715	$ 186,563	$ 236,962
Prescription	31,013	23,702	31,444	47,313
Dental	8,429	7,820	8,538	12,753
Vision Care	962	894	977	1,444
Public Employees Retire System	153,598	156,458	174,459	212,880
Fica-Medicare	13,891	16,167	17,555	18,803
Workers' Compensation	27,962	10,612	12,295	14,010
Life Insurance	572	492	604	1,146
Unemployment Compensation	10,604	—	—	—
	$ 419,702	**$ 375,859**	**$ 432,434**	**$ 545,311**
Interdepart Service Charges				
Charges From Print & Repro	$ 11,429	$ 10,335	$ 10,569	$ 15,065
Charges From Central Storeroom	2,024	2,166	2,549	3,130
Charges From M.V.M.	607	894	1,192	1,072
	$ 14,060	**$ 13,395**	**$ 14,310**	**$ 19,267**
	$ 1,575,867	**$ 1,532,272**	**$ 1,697,359**	**$ 2,083,223**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Licenses & Permits	$ 102,961	$ 104,135	$ 106,113	$ 108,235
Miscellaneous	—	17,731	18,908	—
	$ 102,961	**$ 121,866**	**$ 125,021**	**$ 108,235**

DEPARTMENT OF ECONOMIC DEVELOPMENT



DEPARTMENT OF ECONOMIC DEVELOPMENT

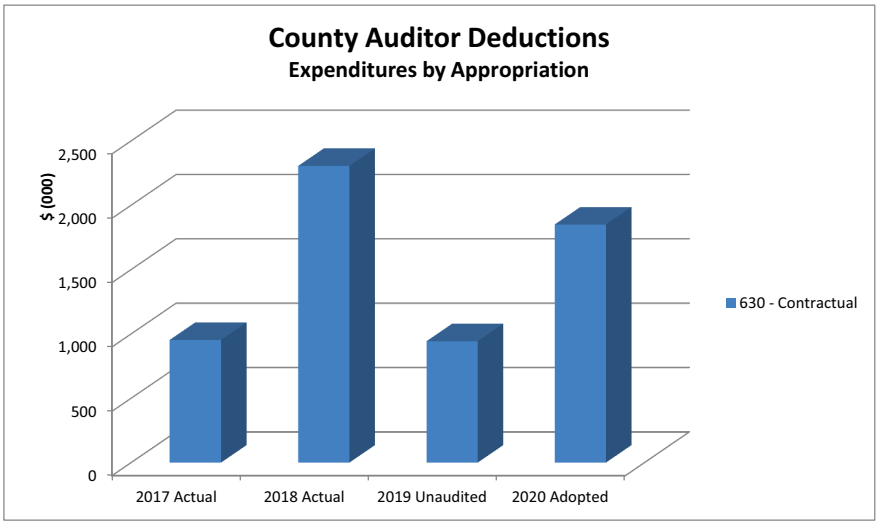
COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			ADMINISTRATORS & OFFICIALS		
1	0	1	Assistant Director	36,590.39	154,089.52
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			
			PROFESSIONALS		
1	1	1	Administrative Manager	27,193.55	117,672.49
1	1	1	Assistant Administrator	20,800.00	73,868.59
1	1	1	Auditor	20,800.00	65,000.00
3	2	3	Development Finance Analyst I	34,000.00	66,489.84
4	4	4	Development Finance Analyst II	51,043.20	93,856.07
3	3	4	Economic Development Specialist	40,000.00	53,105.35
1	1	1	Office Manager	20,800.00	54,845.04
2	2	3	Project Coordinator	27,325.56	99,702.63
16	15	18			
20	18	22	**TOTAL FULL TIME**		
20	**18**	**22**	**TOTAL DIVISION**		

COUNTY AUDITOR DEDUCTIONS

Expenditures

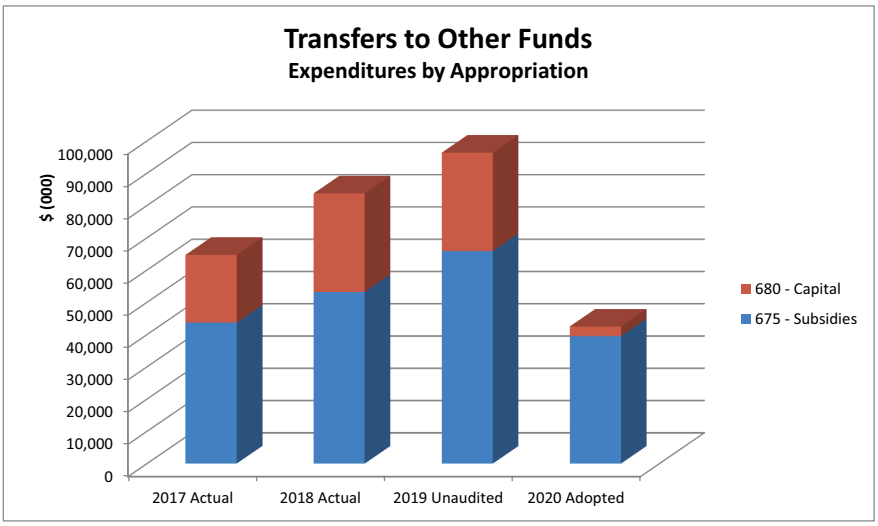
	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Contractual Services				
Non Productive Land Sales	$ 6,036	$ 32,593	$ 47,779	$ 50,000
Board Of Election Expense	56,056	1,294,540	5,778	800,000
County Aud & Treas Coll Fee	890,305	976,808	889,387	1,000,000
Advertising Del Land Sales	903	886	—	—
	$ 953,300	**$ 2,304,828**	**$ 942,944**	**$ 1,850,000**
	$ 953,300	**$ 2,304,828**	**$ 942,944**	**$ 1,850,000**



TRANSFERS TO OTHER FUNDS

Expenditures

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Interfund Subsidies				
Transfer To Rainy Day Res Fund	$ 7,000,000	$ 5,000,000	$ 5,000,000	$ —
Transfer To Stadium Fund	9,940,275	10,270,275	10,597,563	10,516,213
Subsidy To St Construction	11,214,387	18,310,000	27,675,490	7,673,904
Transfer to Other SubClasses	2,133,848	5,280,326	9,078,513	6,080,000
Transfer To Debt Service Fund	10,191,852	9,233,393	9,329,986	10,221,563
Transfer To Schools Rec Fund	1,125,000	1,125,000	1,125,000	1,125,000
Subsidy To Sinking Fund	600,000	770,000	518,002	797,000
Subsidy To Cemetery	65,982	250,000	116,525	296,098
Subsidy to Golf Courses	—	1,200,000	928,988	854,509
Subsidy to Conv Center	1,400,000	1,750,000	1,485,107	1,931,754
	$ 43,671,344	**$ 53,188,994**	**$ 65,855,174**	**$ 39,496,041**
Capital Outlay				
Transfer To Capital Project	$ 21,000,000	$ 30,525,090	$ 30,450,000	$ 3,000,000
	$ 21,000,000	**$ 30,525,090**	**$ 30,450,000**	**$ 3,000,000**
	$ 64,671,344	**$ 83,714,084**	**$ 96,305,174**	**$ 42,496,041**



OTHER ADMINISTRATIVE

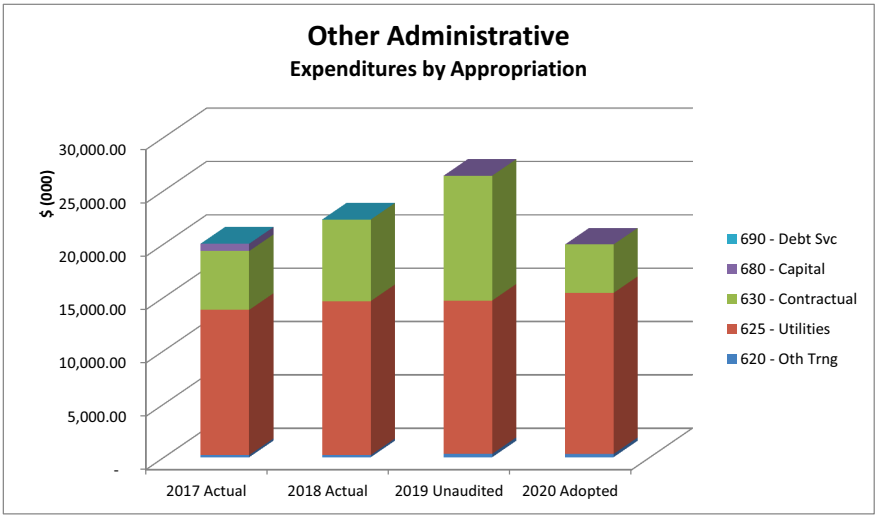
Expenditures

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Other Training & Professional Dues				
Professional Dues & Subscript	$ 3,074	$ 3,305	$ 2,040	$ 5,000
Ohio Municipal League	23,441	23,441	24,600	24,600
NOACA	51,304	51,304	85,836	68,559
Mayors & Mgrs Assoc.	15,000	15,000	18,750	18,750
Global Cleveland	50,000	50,000	125,000	125,000
U.S. Conference Of Mayors	17,511	17,511	17,511	17,511
National League Of Cities	18,979	18,979	19,548	19,548
Greater Cleveland Partnership	25,000	25,000	25,000	25,000
	$ 204,309	**$ 204,540**	**$ 318,285**	**$ 303,968**
Utilities				
Electricity - Cpp	$ 13,610,282	$ 14,434,931	$ 14,372,436	$ 15,100,000
	$ 13,610,282	**$ 14,434,931**	**$ 14,372,436**	**$ 15,100,000**
Contractual Services				
Professional Services	$ 120,000	$ 716,000	$ 696,000	$ 216,000
Insurance And Official Bonds	—	5,901	—	—
Property Rental	—	3,120,000	2,400,000	—
Other Contractual	466,630	244,455	424,705	625,000
Justice Center-Tower Maint	4,775,000	3,408,562	3,080,904	3,700,000
Local Match-Grant Programs	—	—	5,000,000	—
Bank Service Fees	149,705	145,682	101,182	—
	$ 5,511,335	**$ 7,640,600**	**$ 11,702,791**	**$ 4,541,000**
Capital Outlay				
Transfer To Capital Project	$ 693,276	$ —	$ —	$ —
	$ 693,276	**$ —**	**$ —**	**$ —**
	$ 20,019,202	**$ 22,280,070**	**$ 26,393,512**	**$ 19,944,968**

OTHER ADMINISTRATIVE

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Charges For Services	$ 1,605,623	$ 2,012,608	$ 1,802,081	$ 1,588,177
Fines, Forfeitures & Settlements	120,429	—	—	—
Grant Revenue	—	3	—	—
Miscellaneous	14,855,734	12,900,615	23,210,205	13,836,970
Other Shared Revenue	12,900,162	13,019,984	13,440,585	13,728,125
Property Tax	33,842,251	34,627,861	37,905,311	38,749,265
Sale Of City Assets	—	9,248,500	—	4,200,000
State And Local Gov Fund	24,373,867	25,007,190	26,072,779	26,288,527
Transfers In	—	—	3,731,113	5,340,000
Other Tax	2,980,098	—	—	—
Income Tax	389,045,794	413,157,521	441,753,856	444,330,167
Interest Earnings/Investment Income	—	24,420	27,024	—
	$ 479,723,957	**$ 509,998,702**	**$ 547,942,953**	**$ 548,061,231**



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.

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget	$ Change	% Change
RESTRICTED INCOME TAX FUND						
RECEIPTS	$ 48,745,921	$ 51,952,630	$ 55,661,234	$ 55,991,271	$ 330,037	1%
EXPENDITURES	49,666,707	51,737,512	53,878,638	58,243,858	4,365,220	7%
Net	$ (920,785)	$ 215,118	$ 1,782,596	$ (2,252,587)	$ (4,035,183)	-226%
Decertifications	44,887	77,485	—	—		—
Beginning Balance	1,053,286	177,388	469,991	2,252,587		—
Ending Balance	**$ 177,388**	**$ 469,991**	**$ 2,252,587**	**$ 0**	**$ (2,252,587)**	**-100%**
STREET CONSTRUCTION						
RECEIPTS	$ 25,759,107	$ 32,897,822	$ 44,095,056	$ 27,368,504	$ (16,726,552)	-61%
EXPENDITURES	26,000,448	28,381,919	35,747,708	40,368,504	4,620,796	11%
Net	$ (241,341)	$ 4,515,903	$ 8,347,348	$ (13,000,000)	$ (21,347,348)	-256%
Decertifications	35,928	78,367	105,415	—		—
Beginning Balance	212,195	6,782	4,601,052	13,053,816		—
Ending Balance	**$ 6,782**	**$ 4,601,052**	**$ 13,053,816**	**$ 53,816**	**$ (13,000,000)**	**-100%**
FT Staffing Levels	**138**	**143**	**143**	**152**		—
RAINY DAY RESERVE FUND						
RECEIPTS	$ 7,173,496	$ 5,448,650	$ 5,630,026	$ 700,000	$ (4,930,026)	-704%
EXPENDITURES	—	—	—	—	—	%
Net	$ 7,173,496	$ 5,448,650	$ 5,630,026	$ 700,000	$ (4,930,026)	-88%
Beginning Balance	18,821,013	25,994,509	31,443,159	37,073,185		—
Ending Balance	**$ 25,994,509**	**$ 31,443,159**	**$ 37,073,185**	**$ 37,773,185**	**$ 700,000**	**2%**
SCHOOL ACTIVITIES						
RECEIPTS	$ 1,125,000	$ 1,125,000	$ 1,125,000	$ 1,125,000	$ —	%
EXPENDITURES	1,125,000	1,125,000	1,125,000	1,125,000	—	%
Net	$ —	$ —	$ —	$ —	$ —	%
Beginning Balance	—	—	—	—		—
Ending Balance	**$ —**	**$ —**	**$ —**	**$ —**	**$ —**	**%**
CLEVELAND STADIUM						
RECEIPTS	$ 20,634,999	$ 15,502,393	$ 16,044,482	$ 15,099,546	$ (944,936)	-6%
EXPENDITURES	10,176,226	10,979,895	13,802,332	13,515,313	(287,019)	-2%
Net	$ 10,458,773	$ 4,522,498	$ 2,242,150	$ 1,584,233	$ (657,917)	-29%
Decertifications	—	—	—	—	—	—
Beginning Balance	12,536,749	22,995,523	27,518,021	29,760,171	2,242,150	—
Ending Balance	**$ 22,995,523**	**$ 27,518,021**	**$ 29,760,171**	**$ 31,344,404**	**$ 1,584,233**	**5%**

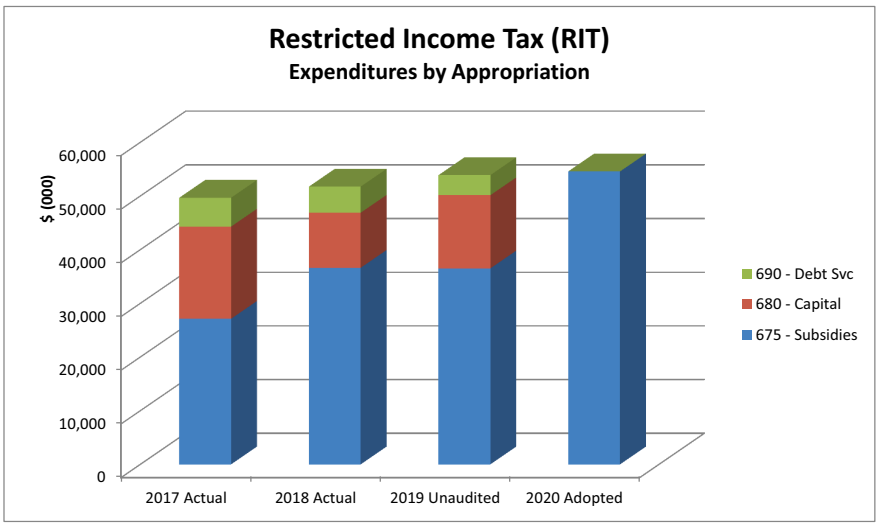
RESTRICTED INCOME TAX

Expenditures

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Interfund Subsidies				
Transfer to Other SubClasses	$ 27,120,880	$ 36,621,916	$ 36,507,408	$ 35,803,844
	$ 27,120,880	**$ 36,621,916**	**$ 36,507,408**	**$ 35,803,844**
Capital Outlay				
Transfer To Capital Project	$ 17,173,256	$ 10,254,282	$ 13,635,086	$ 19,962,307
	$ 17,173,256	**$ 10,254,282**	**$ 13,635,086**	**$ 19,962,307**
Debt Service				
Professional Srvcs-Debt Srvc	$ —	$ —	$ 175	$ —
Principal	4,667,598	4,210,186	3,135,969	1,903,209
Interest	704,974	651,129	599,998	574,498
	$ 5,372,571	**$ 4,861,315**	**$ 3,736,142**	**$ 2,477,707**
	$ 49,666,707	**$ 51,737,513**	**$ 53,878,636**	**$ 58,243,858**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Income Tax	$ 48,630,724	$ 51,644,691	$ 55,219,230	$ 55,541,271
Interest Earnings/Investment Income	115,197	307,940	442,004	450,000
	$ 48,745,922	**$ 51,952,631**	**$ 55,661,234**	**$ 55,991,271**



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

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 7,777,691	$ 8,160,910	$ 8,709,368	$ 8,605,456
Seasonal	3,507,447	3,905,784	4,067,814	4,412,496
Military Leave	—	—	4,116	—
Injury Pay	3,896	9,277	7,278	—
Longevity	55,125	55,550	56,000	55,150
Wage Settlements	—	16,305	—	—
Vacation Conversion	10,950	—	12,091	—
Separation Payments	67,225	35,067	107,196	—
Bonus Incentive	—	44,000	44,000	—
Overtime	682,998	1,071,829	1,111,334	1,000,000
	$ 12,105,332	**$ 13,298,721**	**$ 14,119,197**	**$ 14,073,102**
Benefits				
Hospitalization	$ 1,369,996	$ 1,386,530	$ 1,504,900	$ 1,473,354
Prescription	250,962	210,150	258,712	303,410
Dental	64,156	65,265	63,308	81,368
Vision Care	7,055	7,280	7,129	9,472
Public Employees Retire System	1,672,092	1,859,353	1,944,070	1,970,234
Fica-Medicare	169,602	185,536	196,334	204,060
Workers' Compensation	686,759	675,614	503,524	353,196
Life Insurance	4,392	4,577	4,510	7,336
Unemployment Compensation	115,971	104,301	108,906	150,000
Clothing Allowance	40,100	43,421	41,913	42,600
Tool Insurance	2,870	2,870	3,440	3,700
Clothing Maintenance	16,550	19,925	19,075	25,900
	$ 4,400,504	**$ 4,564,822**	**$ 4,655,821**	**$ 4,624,630**
Other Training & Professional Dues				
Travel	$ —	$ 6,134	$ 8,739	$ —
Tuition & Registration Fees	300	1,575	3,650	—
	$ 300	**$ 7,709**	**$ 12,389**	**$ —**
Utilities				
Brokered Gas Supply	$ 65,299	$ 59,939	$ 90,799	$ 93,523
Water	6,581	2,681	11,155	7,535
Gas	35,255	46,426	43,016	44,307
Electricity - Cpp	123,245	121,087	124,336	128,066
Electricity - Other	27,593	30,419	27,873	28,709
Security & Monitoring System	—	20,632	34,008	1,200
	$ 257,974	**$ 281,184**	**$ 331,187**	**$ 303,340**

Expenditures (Continued)

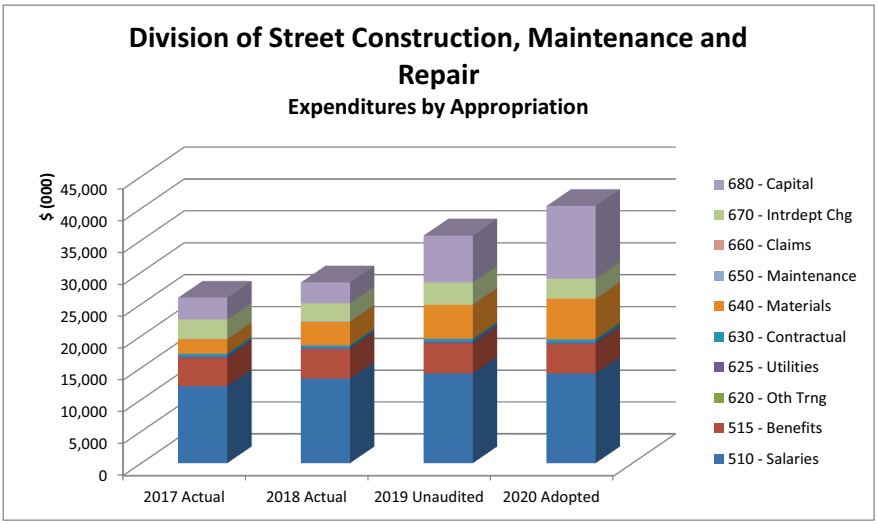
	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Contractual Services				
Professional Services	$ 297,335	$ 275,160	$ 223,493	$ 261,550
Medical Services	—	—	—	2,500
Parking In City Facilities	4,065	4,536	6,304	6,604
Property Rental	129,000	86,000	110,000	125,000
Equipment Rental	—	—	97,999	80,000
Other Contractual	2,606	910	—	7,200
	$ 433,006	**$ 366,606**	**$ 437,797**	**$ 482,854**
Materials & Supplies				
Salt & De-Icer	$ 918,490	$ 1,627,702	$ 3,359,623	$ 4,125,000
Heavy Truck Parts	—	270	—	—
Construction Equipment Parts	1,039	—	1,462	—
Clothing	2,647	4,000	2,081	2,060
Hardware & Small Tools	1,901	462	13,352	10,000
Welding Supplies & Equipment	20,000	5,000	2,350	15,000
Boilers, Heaters & Cool Equip	20,000	15,000	—	15,450
Seed, Fertilizer & Herbicide	185	2,739	1,515	1,000
Small Equipment	695	15,396	14,465	10,740
Electrical Supplies	73	8,188	—	6,180
Fence, Posts & Bars	—	9,169	—	1,090
Ammunition	3,825	—	—	—
Hygiene And Cleaning Supplies	19,587	24,499	22,753	23,000
Painting Equipment & Supplies	26,684	6,500	17,886	8,000
Lumber, Glass, And Drywall	1,850	12,244	11,015	5,000
Medical Supplies	—	—	358	—
Other Supplies	179,079	250,541	249,112	250,000
Guard Rail Supplies	1,720	85,479	31,105	30,000
Bridge Maintenance Supplies	143,024	654,877	382,410	639,885
Safety Equipment	19,847	5,000	14,196	11,000
Just In Time Office Supplies	1,391	3,959	4,633	4,000
Building Maintenance Supplies	—	2,532	57,850	6,000
Paving Material	89,165	154,859	139,774	150,000
Asphalt	303,863	458,202	427,641	450,000
Cement Sand & Gravel	370,969	262,156	455,819	475,000
Misc Maintenance Supplies	173,012	98,368	100,376	100,000
	$ 2,299,044	**$ 3,707,141**	**$ 5,309,776**	**$ 6,338,405**

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Maintenance				
Maintenance Electrical Equip	$ —	$ 2,515	$ —	$ —
Maintenance Machinery & Tools	—	—	10,000	15,450
Repair Parts	50,706	—	—	—
Repair Of Overhead Doors	11,601	48,102	31,451	30,000
	$ 62,307	**$ 50,617**	**$ 41,451**	**$ 45,450**
Claims, Refunds, Maintenance				
Judgments, Damages, & Claims	$ —	$ 125	$ —	$ 5,000
	$ —	**$ 125**	**$ —**	**$ 5,000**
Interdepart Service Charges				
Charges From Telephone Exch	$ 175,022	$ 197,050	$ 284,492	$ 252,251
Charges From Radio Comm System	124,602	92,793	111,685	102,243
Charges From W.P.C.	4,332	2,845	7,038	5,000
Charges From Print & Repro	17,934	21,238	19,346	27,577
Charges From Central Storeroom	253	168	134	164
Charges From M.V.M.	2,674,079	2,518,100	3,050,755	2,730,407
Charges From Waste Collection	6,192	7,632	7,488	5,000
	$ 3,002,415	**$ 2,839,826**	**$ 3,480,938**	**$ 3,122,642**
Capital Outlay				
Local Resurfacing	$ 3,439,567	$ 3,265,168	$ 2,759,154	$ 2,773,081
Transfer To Capital Project	—	—	4,600,000	8,600,000
	$ 3,439,567	**$ 3,265,168**	**$ 7,359,154**	**$ 11,373,081**
	$ 26,000,448	**$ 28,381,919**	**$ 35,747,709**	**$ 40,368,504**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Charges For Services	$ 41,249	$ 34,454	$ 41,461	$ 35,000
Licenses & Permits	879,750	860,367	1,045,823	895,200
Miscellaneous	191,255	171,622	165,969	400
Other Shared Revenue	13,428,477	13,490,856	15,123,463	18,664,000
Transfers In	11,214,387	18,310,000	27,675,490	7,673,904
Interest Earnings/Investment Income	3,969	30,504	42,850	100,000
	$ 25,759,107	**$ 32,897,803**	**$ 44,095,057**	**$ 27,368,504**



COMPARISON OF STAFFING LEVEL

No. of Employees				Salary Schedule	
Budget 2019	December 2019	Budget 2020	Position	Minimum	Maximum
			ADMINISTRATORS & OFFICIALS		
2	2	2	Assistant Commissioner of Streets	26,273.96	98,678.77
1	0	1	Commissioner of Streets	40,314.82	145,820.32
3	2	3			
			PROFESSIONALS		
1	1	1	Administrative Manager	27,193.55	117,672.49
1	1	1	Assistant Administrator	20,800.00	73,868.59
1	1	1	Section Chief of Engineering and Construction	50,000.00	108,011.58
3	3	3			
			SKILLED CRAFT		
3	3	3	Asphalt Construction Unit Leader	27.44	41.16
19	20	20	Asphalt Tamper	26.32	39.44
2	2	2	Bridge Oiler	19.70	20.09
2	2	2	Carpenter	41.84	52.30
3	3	3	Construction Equipment Operator Group A	44.91	56.14
5	5	5	Construction Equipment Operator Group B	44.79	55.99
17	13	17	Electric Bridge Operator	10.00	18.80
4	3	4	Electric Bridge Operator Unit Leader	10.00	20.13
2	2	2	Electrical Worker	47.86	59.82
3	3	3	Ironworker	46.41	58.01

STREET CONSTRUCTION, MAINTENANCE & REPAIR

COMPARISON OF STAFFING LEVEL

No. of Employees				Salary Schedule	
Budget 2019	December 2019	Budget 2020	Position	Minimum	Maximum
1	1	1	Jackhammer Operator	26.32	39.44
1	1	1	Machinist	20.97	24.61
2	2	2	Master Mechanic	45.71	57.14
11	10	11	Paver	32.01	40.01
3	3	3	Paving Unit Leader	27.44	41.16
5	4	5	Street Equipment Maintenance Specialist	26.37	26.90
7	7	7	Street Maintenance District Unit Leader	59,446.40	67,509.31
6	11	9	Street Maintenance Unit Leader	23.32	24.27
3	2	2	Welder/Fabricator Technician	18.36	26.64
99	97	102			
			SERVICE & MAINTENANCE		
1	1	1	Concrete Mixer Driver	25.13	25.63
2	2	2	General Shop Unit Leader	28.97	30.14
11	8	10	Municipal Service Laborer	17.62	19.62
3	3	3	Street Carry-all Driver	26.37	26.90
2	2	2	Tanker Truck Driver	26.37	26.90
23	20	21	Truck Driver	21.22	21.64
42	36	39			
			TECHNICIAN		
5	5	5	Radio Operator	20.14	22.14
5	5	5			
152	143	152	**TOTAL FULL TIME**		
127	127	127	**TOTAL SEASONAL (PEAK) ***		
279	**270**	**279**	**TOTAL DIVISION**		

* Due to the seasonal nature of the division, position titles vary throughout the year.
Therefore, averages, rather than actual employees are used.

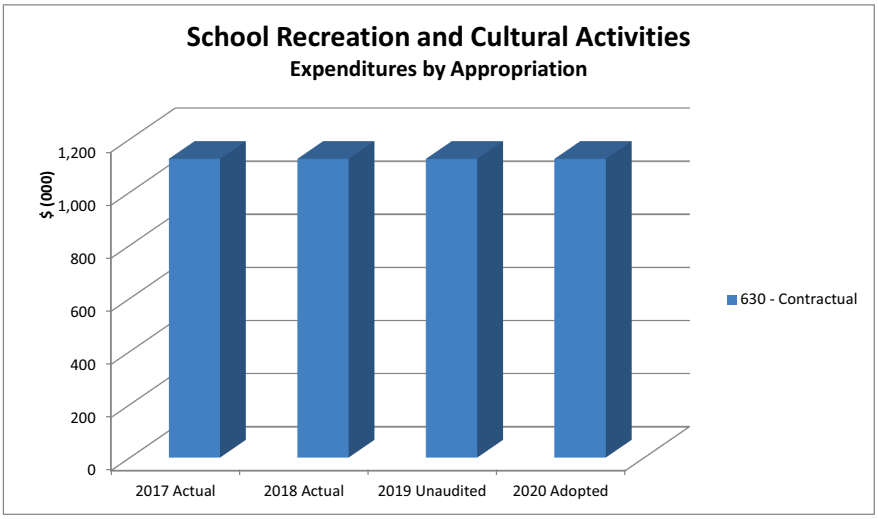
SCHOOLS RECREATION & CULTURAL

Expenditures

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Contractual Services				
Other Contractual	$ 1,125,000	$ 1,125,000	$ 1,125,000	$ 1,125,000
	$ 1,125,000	**$ 1,125,000**	**$ 1,125,000**	**$ 1,125,000**
	$ 1,125,000	**$ 1,125,000**	**$ 1,125,000**	**$ 1,125,000**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Transfers In	$ 1,125,000	$ 1,125,000	$ 1,125,000	$ 1,125,000
	$ 1,125,000	**$ 1,125,000**	**$ 1,125,000**	**$ 1,125,000**



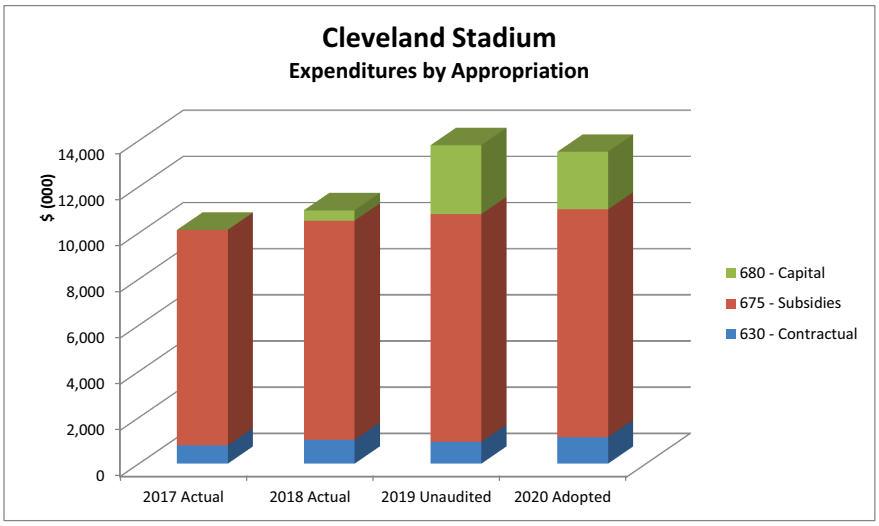
CLEVELAND STADIUM

Expenditures

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Contractual Services				
Professional Services	$ 13,860	$ 189,670	$ 13,860	$ 50,000
Insurance And Official Bonds	99,100	—	168,116	99,100
Stadium Property Tax	675,991	843,817	761,893	1,000,000
	$ 788,951	**$ 1,033,487**	**$ 943,869**	**$ 1,149,100**
Interfund Subsidies				
Transfer To Debt Service Fund	$ 9,342,275	$ 9,495,275	$ 9,868,463	$ 9,866,213
	$ 9,342,275	**$ 9,495,275**	**$ 9,868,463**	**$ 9,866,213**
Capital Outlay				
Transfer to other SubFunds	$ —	$ 451,132	$ 2,990,000	$ 2,500,000
	$ —	**$ 451,132**	**$ 2,990,000**	**$ 2,500,000**
Debt Service				
Professional Srvcs-Debt Srvc	$ 45,000	$ —	$ —	$ —
	$ 45,000	**$ —**	**$ —**	**$ —**
	$ 10,176,226	**$ 10,979,895**	**$ 13,802,332**	**$ 13,515,313**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Charges For Services	$ 250,000	$ 250,000	$ 250,000	$ 250,000
Other Shared Revenue	10,321,430	4,641,053	4,698,948	4,333,333
Transfers In	9,940,275	10,270,275	10,597,563	10,516,213
Interest Earnings/Investment Income	123,294	341,066	497,971	—
	$ 20,634,999	**$ 15,502,393**	**$ 16,044,482**	**$ 15,099,546**



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

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget	$ Change	% Change
UTILITIES ADMINISTRATION						
RECEIPTS	$ 5,270,650	$ 5,890,770	$ 6,570,040	$ 7,746,751	$ 1,176,711	18%
EXPENDITURES	5,155,568	6,051,051	6,488,211	7,746,751	1,258,540	19%
Net	$ 115,083	$ (160,281)	$ 81,829	$ —	$ (81,829)	-100%
Decertifications	23,824	11,226	18,913	—		—
Beginning Balance	482,873	621,780	472,724	573,467		—
Ending Balance	**$ 621,780**	**$ 472,724**	**$ 573,467**	**$ 573,467**	$ —	%
FT Staffing Levels	**52**	**55**	**56**	**72**	**16**	**22%**
FISCAL CONTROL						
RECEIPTS	$ 7,106,251	$ 7,013,135	$ 7,232,424	$ 8,117,592	$ 885,168	12%
EXPENDITURES	6,803,491	7,348,783	7,300,586	8,117,592	817,006	11%
Net	$ 302,759	$ (335,647)	$ (68,162)	$ —	$ 68,162	-100%
Decertifications	56,324	10,040	49,107	—		—
Beginning Balance	464,959	824,042	498,435	479,380		—
Ending Balance	**$ 824,042**	**$ 498,435**	**$ 479,380**	**$ 479,380**	$ —	%
FT Staffing Levels	**75**	**74**	**77**	**82**	**5**	**6%**
WATER						
RECEIPTS	$ 330,016,447	$ 314,400,016	$ 330,939,281	$ 319,934,500	$ (11,004,781)	-3%
EXPENDITURES	318,200,928	335,333,313	330,916,318	358,603,442	27,687,124	8%
Net	$ 11,815,519	$ (20,933,297)	$ 22,963	$ (38,668,942)	$ (38,691,905)	-168,500%
Decertifications	5,211,421	7,053,923	4,829,435	—		—
Beginning Balance	191,250,547	208,277,487	194,398,113	199,250,511		—
Ending Balance	**$ 208,277,487**	**$ 194,398,113**	**$ 199,250,511**	**$ 160,581,569**	**$ (38,668,942)**	**-19%**
FT Staffing Levels	**915**	**983**	**991**	**1,177**	**186**	**16%**

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget	$ Change	% Change
WATER POLLUTION CONTROL						
RECEIPTS	$ 30,219,310	$ 30,050,958	$ 32,699,000	$ 29,846,523	$ (2,852,477)	-10%
EXPENDITURES	25,046,928	26,414,136	29,323,917	31,246,734	1,922,817	6%
Net	$ 5,172,382	$ 3,636,822	$ 3,375,084	$ (1,400,211)	$ (4,775,295)	%
Decertifications	838,990	295,964	792,488	—		—
Beginning Balance	9,374,873	15,386,245	19,319,031	23,486,603		—
Ending Balance	**$ 15,386,245**	**$ 19,319,031**	**$ 23,486,603**	**$ 22,086,392**	**$ 23,486,603**	**100%**
FT Staffing Levels	**124**	**137**	**132**	**167**	**35**	**21%**
CLEVELAND PUBLIC POWER						
RECEIPTS	$ 187,640,250	$ 214,307,889	$ 209,564,532	$ 216,147,522	$ 6,582,990	3%
EXPENDITURES	192,531,885	211,594,373	206,037,051	216,147,522	10,110,471	5%
Net	$ (4,891,635)	$ 2,713,517	$ 3,527,481	$ —	$ (3,527,481)	%
Decertifications	7,416,632	89,312	1,646,450	—		—
Beginning Balance	15,994,108	18,519,104	21,321,933	26,495,863		—
Ending Balance	**$ 18,519,104**	**$ 21,321,933**	**$ 26,495,863**	**$ 26,495,863**	**$ 26,495,863**	**100%**
FT Staffing Levels	**234**	**228**	**231**	**287**	**56**	**20%**
PORT CONTROL						
RECEIPTS	$ 178,540,238	$ 164,298,692	$ 165,398,865	$ 170,119,271	$ 4,720,406	3%
EXPENDITURES	162,832,284	164,751,434	165,421,443	170,119,271	4,697,828	3%
Net	$ 15,707,954	$ (452,742)	$ (22,578)	$ —	$ 22,578	%
Receivables & Adjustments	(3,296,197)	6,447,066	(1,647,382)	—		—
Decertifications	406,943	802,728	1,770,284	—		—
Beginning Balance	60,652,097	73,470,797	80,267,849	80,368,172		—
Ending Balance	**$ 73,470,797**	**$ 80,267,849**	**$ 80,368,172**	**$ 80,368,172**	**$ 80,368,172**	**100%**
FT Staffing Levels	**350**	**348**	**344**	**411**	**67**	**16%**

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

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 2,914,578	$ 3,580,810	$ 3,698,674	$ 4,441,742
Seasonal	13,696	—	—	—
Part-Time Permanent	—	—	—	38,296
Student Trainees	—	10,249	84,214	94,994
Longevity	14,000	17,050	17,600	18,750
Vacation Conversion	—	—	13,919	—
Separation Payments	64,509	29,962	1,967	32,000
Bonus Incentive	1,000	25,000	—	—
Overtime	55,177	62,763	60,671	54,500
	$ 3,062,960	**$ 3,725,834**	**$ 3,877,045**	**$ 4,680,282**
Benefits				
Hospitalization	$ 486,266	$ 548,711	$ 578,110	$ 676,074
Prescription	92,525	81,533	98,135	137,491
Dental	23,534	27,017	26,750	37,076
Vision Care	2,620	2,999	3,080	4,306
Public Employees Retire System	413,567	519,753	537,992	649,388
Fica-Medicare	40,865	50,948	52,160	64,212
Workers' Compensation	69,011	35,742	39,176	42,100
Life Insurance	1,616	1,804	1,945	3,347
Unemployment Compensation	—	5,935	2,095	1,000
Clothing Allowance	—	400	—	—
Clothing Maintenance	—	325	—	—
	$ 1,130,003	**$ 1,275,169**	**$ 1,339,441**	**$ 1,614,994**
Other Training & Professional Dues				
Travel	$ 21,773	$ 23,220	$ 23,215	$ 32,000
Tuition & Registration Fees	6,339	11,324	12,497	15,000
Other Training Supplies	—	—	—	12,000
Professional Dues & Subscript	8,548	5,585	4,920	11,000
	$ 36,660	**$ 40,129**	**$ 40,632**	**$ 70,000**
Contractual Services				
Professional Services	$ 18,598	$ 2,655	$ 106,060	$ 185,000
Cable Professional Services	8,729	4,529	4,155	6,500
Mileage (Private Auto)	2,579	1,865	2,360	2,900
Advertising And Public Notice	15,630	21,462	15,231	32,000
Program Promotion	4,800	15,500	21,888	22,000

UTILITIES GENERAL ADMINISTRATION

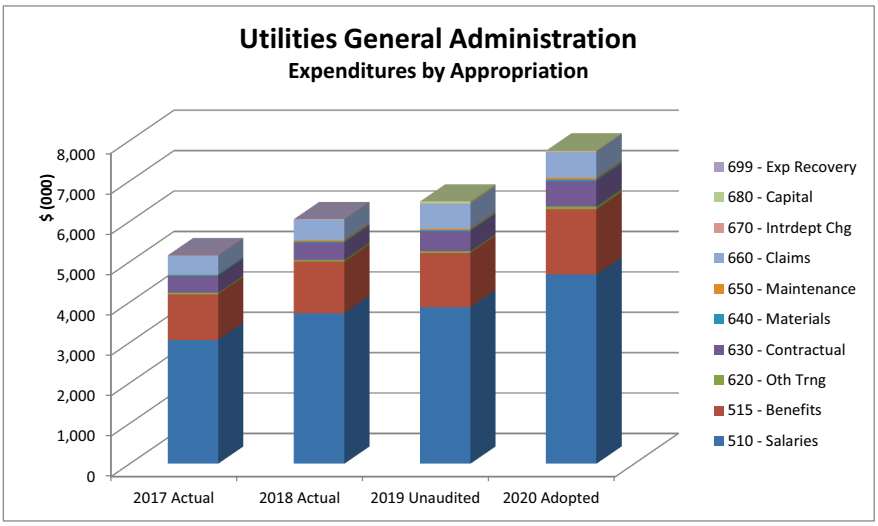
Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Parking In City Facilities	17,170	17,550	20,066	22,120
Insurance And Official Bonds	—	250	—	—
Property Rental	118,728	118,728	118,728	118,728
Other Contractual	228,323	243,928	202,999	235,400
	$ 414,556	**$ 426,467**	**$ 491,487**	**$ 624,648**
Materials & Supplies				
Postage	$ 356	$ 95	$ 99	$ 1,000
Computer Supplies	—	—	—	1,000
Computer Hardware	2,695	3,667	5,442	10,000
Computer Software	3,404	4,561	3,172	7,000
Office Furniture & Equipment	—	—	6,493	3,000
Photographic Supplies	9,244	11,654	8,751	14,000
Other Supplies	7,903	2,724	2,972	3,500
Just In Time Office Supplies	4,030	3,900	3,976	6,600
	$ 27,632	**$ 26,601**	**$ 30,905**	**$ 46,100**
Maintenance				
Maintenance Office Equipment	$ —	$ —	$ —	$ 500
Maintenance Contracts	4,737	9,327	4,737	11,000
Maintenance Utility Systems	3,977	33,884	23,732	20,000
Maintenance Misc. Equipment	—	—	10,769	10,000
	$ 8,714	**$ 43,210**	**$ 39,238**	**$ 41,500**
Claims, Refunds, Maintenance				
Judgments, Damages, & Claims	$ —	$ 752	$ —	$ —
Indirect Cost	458,881	500,488	608,131	633,509
	$ 458,881	**$ 501,240**	**$ 608,131**	**$ 633,509**
Interdepart Service Charges				
Charges From Telephone Exch	$ 3,622	$ 3,465	$ 2,560	$ 2,270
Charges From Print & Repro	8,090	5,184	4,030	5,745
Charges From Central Storeroom	67	47	25	30
Charges From M.V.M.	4,384	3,706	6,535	7,673
	$ 16,163	**$ 12,402**	**$ 13,150**	**$ 15,718**
Capital Outlay				
Other Equipment	$ —	$ —	$ 29,499	$ 20,000
Transfer To Capital Project	—	—	18,683	—
	$ —	**$ —**	**$ 48,181**	**$ 20,000**
	$ 5,155,568	**$ 6,051,051**	**$ 6,488,211**	**$ 7,746,751**

UTILITIES GENERAL ADMINISTRATION

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Charges For Services	$ 4,005,569	$ 4,560,978	$ 5,185,007	$ 6,273,359
Miscellaneous	1,265,082	1,329,792	1,385,033	1,473,392
	$ 5,270,650	**$ 5,890,770**	**$ 6,570,040**	**$ 7,746,751**



UTILITIES GENERAL ADMINISTRATION

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			ADMINISTRATORS & OFFICIALS		
1	2	2	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
2	2	2	Safety Programs Officer I	25,000.00	73,126.73
10	11	11			
			ADMINISTRATIVE SUPPORT		
1	1	1	Chief Clerk	22,050.00	52,504.47
1	1	1	Legal Secretary	20,800.00	50,700.42
2	2	2			
			PROFESSIONALS		
6	6	6	Administrative Manager	27,193.55	117,672.49
11	8	12	Assistant Administrator	20,800.00	73,868.59
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	93,204.80
5	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	1	2	Civil Service Examiner II	20,800.00	67,626.00
1	0	0	Data Base Administrator	39,937.34	118,853.53
1	1	1	Data Base Coordinator	30,214.00	87,813.65
1	0	1	Desktop Publishing Specialist	20,800.00	64,170.48
0	0	2	Hazardous Material Specialist	21.63	36.41
1	1	1	Network Analyst II	30,214.00	101,647.18
1	1	1	Personnel Administrator	26,273.96	91,088.49
1	1	1	Photographer	10.00	24.25
5	5	6	Project Coordinator	27,325.56	99,702.63
3	2	3	Reporter/Producer-TV20	20,800.00	75,084.85
2	1	3	Safety Program Manager	30,214.95	98,444.95

UTILITIES GENERAL ADMINISTRATION

COMPARISON OF STAFFING LEVEL

No. of Employees				Salary Schedule	
Budget 2019	December 2019	Budget 2020	Position	Minimum	Maximum
1	1	1	Senior Graphic Designer	40,000.00	75,000.00
1	1	1	Senior Systems Analyst	20,800.00	87,543.86
1	1	1	Superintendent of Motorized Equipment	26,273.96	78,184.48
1	1	1	Systems Analyst	20,800.00	68,251.13
2	2	2	Telecommunications Specialist	31,200.00	74,880.00
1	0	1	Web Developer	30,215.00	90,533.02
52	41	56			
			TECHNICIANS		
0	0	1	Business Process Analyst	55,000.00	108,044.90
2	2	2	Senior Computer Operator	10.00	29.95
2	2	3			
66	56	72	**TOTAL FULL TIME**		
2	0	0	**TOTAL SEASONALS**		
0	0	2	**TOTAL PART TIME**		
9	4	9	**TOTAL STUDENT ASSISTANT**		
77	**60**	**83**	**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

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 3,918,860	$ 4,285,843	$ 4,314,950	$ 4,538,999
Longevity	28,025	33,700	32,250	35,125
Wage Settlements	—	126,990	—	—
Vacation Conversion	8,187	—	13,051	—
Separation Payments	33,736	10,073	20,824	30,000
Bonus Incentive	16,000	20,500	—	—
Overtime	87,824	60,499	57,786	75,000
	$ 4,092,633	**$ 4,537,605**	**$ 4,438,861**	**$ 4,679,124**
Benefits				
Hospitalization	$ 677,323	$ 710,694	$ 777,275	$ 831,588
Prescription	115,268	104,716	130,153	161,938
Dental	30,942	33,360	33,869	41,929
Vision Care	4,562	4,927	4,985	6,166
Public Employees Retire System	561,349	611,578	614,088	645,929
Fica-Medicare	56,313	63,257	60,903	65,288
Workers' Compensation	96,110	41,969	44,564	51,422
Life Insurance	2,380	2,501	2,512	4,346
Unemployment Compensation	114	875	—	1,000
Clothing Allowance	1,080	1,560	1,440	1,830
Clothing Maintenance	900	1,300	1,200	1,713
	$ 1,546,341	**$ 1,576,735**	**$ 1,670,990**	**$ 1,813,149**
Other Training & Professional Dues				
Travel	$ 14,809	$ 4,813	$ 2,624	$ 15,000
Tuition & Registration Fees	12,553	6,108	3,129	10,000
Other Training Supplies	—	626	1,041	—
Professional Dues & Subscript	7,108	2,315	1,948	7,000
	$ 34,470	**$ 13,862**	**$ 8,742**	**$ 32,000**
Contractual Services				
Professional Services	$ 125,980	$ 43,100	$ 54,925	$ 150,000
Program Promotion	—	389	—	—
Parking In City Facilities	1,980	1,980	2,310	3,000
Other Contractual	34,848	1,081	1,081	125,000
County Aud & Treas Coll Fee	—	168	—	—
	$ 162,808	**$ 46,718**	**$ 58,316**	**$ 278,000**

UTILITIES FISCAL CONTROL

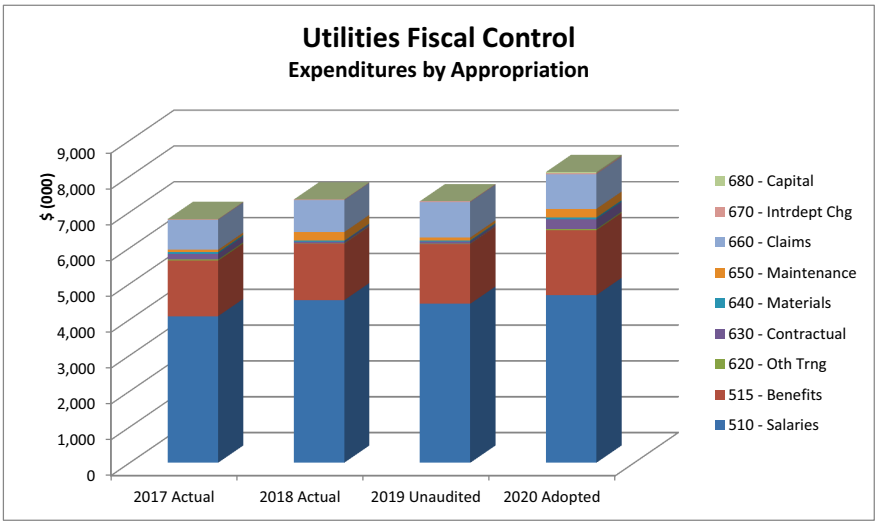
Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Materials & Supplies				
Office Supplies	$ 8,954	$ —	$ 5,509	$ 5,000
Postage	—	33	—	1,000
Computer Hardware	—	—	—	3,000
Computer Software	—	—	—	3,000
Office Furniture & Equipment	20,756	11,897	15,945	10,000
Other Supplies	183	573	1,156	2,000
Just In Time Office Supplies	12,622	10,770	8,141	20,000
	$ 42,515	**$ 23,274**	**$ 30,750**	**$ 44,000**
Maintenance				
Maintenance Office Equipment	$ —	$ —	$ —	$ 5,000
Maintenance Contracts	63,935	240,192	81,101	225,000
Computer Software Maintenance	3,027	—	—	12,000
	$ 66,962	**$ 240,192**	**$ 81,101**	**$ 242,000**
Claims, Refunds, Maintenance				
Indirect Cost	$ 837,094	$ 893,422	$ 990,559	$ 969,003
	$ 837,094	**$ 893,422**	**$ 990,559**	**$ 969,003**
Interdepart Service Charges				
Charges From Print & Repro	$ 17,185	$ 16,974	$ 21,267	$ 30,316
	$ 17,185	**$ 16,974**	**$ 21,267**	**$ 30,316**
Capital Outlay				
Other Equipment	$ 3,484	$ —	$ —	$ 30,000
	$ 3,484	**$ —**	**$ —**	**$ 30,000**
	$ 6,803,491	**$ 7,348,783**	**$ 7,300,586**	**$ 8,117,592**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Charges For Services	$ 6,934,082	$ 6,934,763	$ 7,149,770	$ 8,092,592
Miscellaneous	158,624	54,158	56,837	—
Interest Earnings/Investment Income	13,249	24,077	25,680	25,000
Non Operating Other/Other	296	138	138	—
	$ 7,106,251	**$ 7,013,135**	**$ 7,232,424**	**$ 8,117,592**

UTILITIES FISCAL CONTROL



COMPARISON OF STAFFING LEVEL

No. of Employees				Salary Schedule	
Budget 2019	December 2019	Budget 2020	Position	Minimum	Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Assistant Director	36,590.39	154,089.52
1	1	1	Budget Administrator	30,214.95	114,691.24
1	1	1	Utilities Comptroller	26,273.96	98,837.86
3	3	3			
			ADMINISTRATIVE SUPPORT		
1	1	1	Chief Clerk	22,050.00	52,504.47
5	5	5	Head Storekeeper	17.85	25.21
1	1	1	Principal Cashier	14.66	25.96
1	1	1	Principal Clerk	14.88	21.97
4	4	4	Senior Cashier	12.57	22.08
1	1	1	Stock Clerk	13.11	19.93
8	7	8	Storekeeper	16.66	22.71
21	20	21			
			PROFESSIONALS		
3	3	3	Accountant I	15.73	22.08
4	5	5	Accountant II	16.27	24.25
1	1	1	Accountant III	16.92	26.89
1	0	0	Accountant IV	20,800.00	65,610.28
4	5	5	Accountant Supervisor	23,647.11	80,096.82

UTILITIES FISCAL CONTROL

COMPARISON OF STAFFING LEVEL

No. of Employees				Salary Schedule	
Budget 2019	December 2019	Budget 2020	Position	Minimum	Maximum
4	5	5	Administrative Manager	27,193.55	117,672.49
1	1	1	Administrative Officer	20,800.00	58,499.94
7	6	7	Assistant Administrator	20,800.00	73,868.59
2	1	1	Auditor	20,800.00	65,000.00
1	1	1	Buyer	20,800.00	53,516.01
1	1	1	Chief Auditor	23,647.11	93,401.98
4	4	5	Fiscal Manager	23,647.11	97,175.21
1	0	0	Grant Administrator	22,333.40	83,008.39
4	4	4	Personnel Assistant	20,800.00	52,381.41
1	0	0	Project Coordinator	27,325.56	99,702.63
1	1	1	Senior Budget and Management Analyst	26,273.96	88,147.99
3	3	3	Senior Internal Auditor	23,647.11	74,000.47
0	1	2	Staff Accountant	38,500.00	73,250.00
3	3	3	Warehouse Inventory Manager	22,333.40	88,646.98
46	45	48			
			TECHNICIANS		
11	9	10	Senior Data Conversion Operator	13.47	20.16
11	9	10			
81	77	82	**TOTAL FULL TIME**		
81	**77**	**82**	**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

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 47,341,569	$ 52,555,000	$ 55,369,096	$ 57,272,811
Seasonal	14,475	—	—	—
Military Leave	1,735	6,754	2,858	—
Part-Time Permanent	101,948	67,417	61,789	56,192
Injury Pay	—	12,377	36,784	—
Student Trainees	57,156	159,920	347,175	367,878
Longevity	398,075	383,400	378,400	385,700
Wage Settlements	—	227,820	78,710	—
Vacation Conversion	120,020	—	133,702	—
Separation Payments	673,277	627,557	511,280	700,000
Bonus Incentive	195,894	216,237	135,905	20,000
Overtime	5,134,961	5,288,391	4,663,485	5,164,850
	$ 54,039,110	**$ 59,544,873**	**$ 61,719,184**	**$ 63,967,431**
Benefits				
Hospitalization	$ 9,344,681	$ 9,597,544	$ 10,440,008	$ 11,217,205
Prescription	1,667,234	1,428,752	1,767,864	2,233,021
Dental	454,812	473,917	475,863	593,625
Vision Care	55,265	58,618	60,241	75,423
Public Employees Retire System	7,381,802	8,155,678	8,502,485	8,807,657
Fica-Medicare	731,671	816,145	850,189	819,320
Workers' Compensation	2,163,627	1,283,451	1,491,947	1,579,844
Life Insurance	29,908	31,590	33,121	55,778
Unemployment Compensation	40,458	38,423	26,505	50,000
Clothing Allowance	192,451	201,795	210,632	214,678
Tool Insurance	6,080	6,420	10,610	7,735
Clothing Maintenance	100,362	109,093	115,581	115,030
	$ 22,168,350	**$ 22,201,426**	**$ 23,985,046**	**$ 25,769,316**
Other Training & Professional Dues				
Travel	$ 86,852	$ 110,820	$ 113,405	$ 172,200
Tuition & Registration Fees	60,862	117,584	91,579	154,924
Training	2,054	40,032	—	81,000
Other Training Supplies	55,444	52,492	1,896	8,050
Mileage (Priv Auto) Trng Prps	—	—	—	500
Professional Dues & Subscript	252,424	50,302	481,822	247,294
	$ 457,635	**$ 371,231**	**$ 688,702**	**$ 663,968**
Utilities				
Brokered Gas Supply	$ 288,541	$ 366,445	$ 463,569	$ 477,426
Sewer-Other	4,288,549	6,833,534	7,629,450	8,954,120

DIVISION OF WATER

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Telephone	1,158,401	1,134,514	1,232,619	1,508,500
Water	100,000	100,000	100,000	100,000
Gas	379,331	462,816	495,876	510,752
Electricity - Cpp	15,366,808	18,200,063	17,453,994	19,167,847
Electricity - Other	4,700,485	4,794,366	4,612,872	4,751,258
Steam	39,391	55,642	57,060	58,772
	$ 26,321,506	**$ 31,947,381**	**$ 32,045,439**	**$ 35,528,675**
Contractual Services				
Professional Services	$ 16,566,732	$ 7,942,147	$ 10,366,220	$ 11,537,650
Mileage (Private Auto)	1,080	1,138	2,017	3,475
Advertising And Public Notice	271,530	175,591	181,324	219,250
Program Promotion	41,428	67,685	112,243	154,750
Parking In City Facilities	6,797	5,940	5,720	15,850
Taxes	124,088	128,299	138,498	131,000
Property Rental	123,649	177,097	80,450	159,420
Equipment Rental	26,071	48,818	36,602	105,800
Other Contractual	5,931,959	1,642,349	2,248,570	4,033,650
State Auditor Examination	69,000	67,000	71,000	69,000
Bank Service Fees	248,207	259,282	203,133	264,000
Credit Card Processing Fees	2,100,943	2,213,559	2,951,136	2,400,000
	$ 25,511,483	**$ 12,728,905**	**$ 16,396,913**	**$ 19,093,845**
Materials & Supplies				
Office Supplies	$ 145	$ —	$ —	$ —
Postage	4,033,681	3,548,339	3,526,217	4,113,000
Computer Supplies	12,694	44,687	1,656	29,000
Computer Hardware	459,827	1,035,838	602,801	1,772,000
Computer Software	705,813	322,741	15,095	807,500
Fuel	26,681	84,180	9,000	187,000
Chemical	5,450,079	7,510,312	6,208,446	8,339,463
Salt & De-Icer	18,883	19,925	19,992	35,150
Clothing	10,413	24,042	25,266	25,000
Hardware & Small Tools	239,945	269,546	342,559	451,215
Small Equipment	259,862	263,758	237,381	449,500
Office Furniture & Equipment	36,463	35,443	61,311	62,550
Electrical Supplies	358,271	434,278	384,138	548,150
Hygiene And Cleaning Supplies	154,665	186,065	165,559	209,000
Painting Equipment & Supplies	—	5,674	—	—
Plumbing Supplies And Equip	—	5,638	—	—

DIVISION OF WATER

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Motors And Pumps	270,511	135,527	359,578	533,500
Laboratory Supplies	199,528	233,721	321,159	349,000
Other Supplies	64,991	51,133	140,439	233,300
Safety Equipment	531,375	463,955	489,841	584,621
Just In Time Office Supplies	67,912	73,941	63,905	79,300
Building Maintenance Supplies	101,169	81,274	114,976	262,600
Cement Sand & Gravel	2,276,219	2,231,248	2,660,520	2,603,000
Misc Maintenance Supplies	237,648	192,790	240,966	332,000
	$ 15,516,776	**$ 17,254,054**	**$ 15,990,805**	**$ 22,005,849**
Maintenance				
Maintenance Office Equipment	$ —	$ 113	$ —	$ 1,400
Maintenance Contracts	570,016	183,733	280,166	405,500
Computer Hardware Maintenance	1,199,111	581,645	1,013,062	1,776,200
Computer Software Maintenance	2,650,176	5,687,599	4,402,003	5,216,310
Maintenance Machinery & Tools	108,238	150,732	111,556	298,000
Maintenance Vehicles	181,937	111,640	178,855	279,000
Maintenance Utility Systems	23,627,178	19,120,141	23,442,802	23,031,638
Maintenance Misc. Equipment	1,030,493	1,022,470	760,990	1,413,000
Glass Repair	—	135	—	—
Maintenance Building	947,616	1,844,449	1,700,133	1,686,000
	$ 30,314,765	**$ 28,702,657**	**$ 31,889,566**	**$ 34,107,048**
Claims, Refunds, Maintenance				
Court Costs	$ 455	$ 852	$ 1,297	$ 2,000
Judgments, Damages, & Claims	397,752	573,002	279,855	600,000
Indirect Cost	3,985,118	4,133,992	4,554,098	4,721,518
	$ 4,383,325	**$ 4,707,847**	**$ 4,835,249**	**$ 5,323,518**
Interdepart Service Charges				
Charges From General Fund	$ 6,405	$ 1,800	$ 2,737	$ 2,100
Charges From Telephone Exch	1,302,665	815,415	1,157,575	1,026,390
Charges From Utilities Admin	2,880,000	3,281,040	3,726,393	4,513,938
Charges From Fiscal Control	4,991,280	4,993,032	5,147,830	5,826,666
Charges From Radio Comm System	301,169	231,721	271,326	238,830
Charges From Light And Power	—	—	880	—
Charges From W.P.C.	111,454	79,534	117,745	105,500
Charges From Print & Repro	245,499	222,453	254,967	363,446
Charges From M.V.M.	2,692,870	2,797,385	2,831,667	2,963,562
Charges Frm Str Cnst Mnt & Rep	42,850	137,200	90,025	200,000
Charges From Waste Collection	76,034	86,768	83,968	80,060
	$ 12,650,225	**$ 12,646,348**	**$ 13,685,112**	**$ 15,320,492**

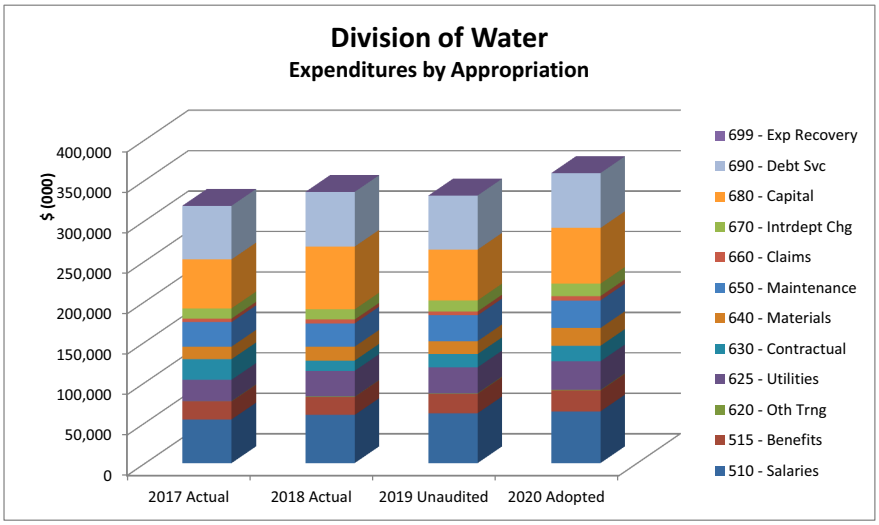
Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Capital Outlay				
Infrastructure	$ —	$ —	$ —	$ 35,000,000
Professional Services	—	—	—	8,500,000
Building Betterments -Existing	—	—	—	17,900,000
Computer Software	—	—	—	1,000,000
Computer Hardware	—	—	—	1,000,000
Motorized Equipment	—	—	—	365,000
Automobiles	—	—	—	135,000
Trucks	—	—	—	2,000,000
Machinery, Tools, Instruments	—	—	—	1,000,000
Other Equipment	—	—	—	2,000,000
Transfer To Water Capital Proj	60,557,300	77,630,000	62,744,000	—
	$ 60,557,300	**$ 77,630,000**	**$ 62,744,000**	**$ 68,900,000**
Debt Service				
Professional Srvcs-Debt Srvc	$ 173,116	$ 233,074	$ 611,242	$ 1,000,000
Principal	43,942,880	44,836,328	47,632,892	42,835,804
Interest	22,158,124	22,529,192	18,692,170	24,087,496
	$ 66,274,120	**$ 67,598,594**	**$ 66,936,304**	**$ 67,923,300**
Expenditure Recovery				
Expenditure Recovery	$ 6,332	$ —	$ —	$ —
	$ 6,332	**$ —**	**$ —**	**$ —**
	$ 318,200,927	**$ 335,333,314**	**$ 330,916,319**	**$ 358,603,442**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Charges For Services	$ 325,160,235	$ 304,952,883	$ 319,412,399	$ 311,094,357
Fines, Forfeitures & Settlements	—	304	20,771	—
Licenses & Permits	264,606	505,534	572,694	575,000
Miscellaneous	359,853	768,313	893,962	365,143
Sale Of City Assets	117,500	—	—	—
Interest Earnings/Investment Income	4,114,253	8,169,964	10,038,447	7,900,000
Non Operating Other/Other	—	3,018	1,008	—
	$ 330,016,447	**$ 314,400,016**	**$ 330,939,281**	**$ 319,934,500**

DIVISION OF WATER



DIVISION OF WATER

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	0	Administration Bureau Manager	40,314.82	145,820.32
1	1	1	Administrator of Engineering and Planning	30,214.95	124,250.48
3	1	2	Application Delivery Services Manager	65,000.00	105,625.89
2	2	2	Assistant Chief of Water Distribution	23,647.11	95,698.26
4	3	3	Assistant Director - General	36,590.39	154,089.52
7	2	7	Assistant Manager-App. Dev. and Technical Support	46,224.91	137,831.29
2	2	2	Assistant Water Plant Manager - Parma	10.00	36.21
1	1	1	Chief of Public Utilities Security	60,000.00	100,000.00
1	1	1	Chief of Pumping	26,273.96	107,738.40
1	1	1	Chief of Purification	23,647.11	95,698.26
1	1	1	Commissioner of Water	45,201.46	227,462.95
3	4	4	Customer Support Center Manager	65,000.00	105,625.89
1	1	2	General Manager of Administrative Services	26,273.96	100,653.14
3	3	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
3	2	4	Safety Programs Officer I	25,000.00	73,126.73
8	5	7	Safety Programs Officer II	25,000.00	53,255.53
1	0	1	Secretary to Director of Public Utilities	36,590.39	154,089.52
7	6	7	Superintendent of Distribution	20,800.00	79,972.99
53	40	52			
			ADMINISTRATIVE SUPPORT		
3	2	3	Chief Clerk	22,050.00	52,504.47
16	11	16	Customer Account Associate Billing Service	15.38	20.40
30	25	30	Customer Account Associate Credit and Collections	14.58	20.40
61	37	61	Customer Service Representative - Call Center	14.29	19.45
7	5	6	Customer Support Associate Meter Operations	14.58	19.84
1	1	1	Customer Support Center Manager of Billing Services	65,000.00	105,625.89
1	0	0	Customer Support Manager of Credit and Collections	65,000.00	105,625.89
4	3	4	Head Storekeeper	17.85	25.21
19	15	19	Principal Clerk	14.88	21.97
1	1	1	Secretary	10.00	19.34

DIVISION OF WATER

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
2	2	2	Senior Clerk	12.47	18.14
8	8	8	Storekeeper	16.66	22.71
2	2	2	Telephone Operator	10.00	18.72
155	112	153			
			PROFESSIONALS		
1	1	1	Accountant I	15.73	22.08
1	1	1	Accountant Supervisor	23,647.11	80,096.82
1	1	1	Accounts Payable Manager	22,333.40	77,171.05
17	15	18	Administrative Manager	27,193.55	117,672.49
5	4	5	Administrative Officer	20,800.00	58,499.94
1	0	0	AMR Field Engineer	27,325.56	94,320.17
0	0	1	Asset Management Coordinator	22,333.00	83,969.85
37	36	42	Assistant Administrator	20,800.00	73,868.59
1	1	1	Assistant Chief of Public Utilities Security	60,000.00	100,000.00
5	5	5	Assistant Director of Law I (s)	26,250.00	93,204.80
2	1	2	Assistant Manager of Marketing	20,800.00	64,468.16
8	7	8	Associate Engineer	24.04	45.02
4	3	4	Billing Services Analyst	20,800.00	70,000.00
1	1	1	Chief Civil Engineer	23,647.11	93,401.98
1	1	1	Chief of Laboratories	23,647.11	88,725.73
8	5	8	Chief Systems Analyst	27,325.56	108,011.58
1	1	1	Chief Training Officer	26,273.96	78,184.48
3	1	2	Construction Technician	12.02	25.49
12	12	14	Consulting Engineer	36,000.00	104,888.34
1	0	1	Contract Compliance Officer	26,273.96	78,184.48
2	1	1	Data Base Administrator	39,937.34	118,853.53
3	1	3	Data Base Analyst	30,214.95	98,444.95
2	1	2	Data Base Coordinator	30,214.00	87,813.65
4	4	4	Deputy Project Director	20,800.00	69,383.29
1	0	0	Desktop Publishing Specialist	20,800.00	64,170.48
0	0	1	Engineer	22.78	38.04
3	2	3	Fiscal Manager	23,647.11	97,175.21
3	1	3	GIS/IS Coordinator	52,000.00	103,593.76
4	1	3	GIS Technician	20,800.00	52,519.19
4	4	4	Hazardous Materials Specialist	21.63	36.41
1	0	1	IT Security Officer	30,215.00	87,471.01

DIVISION OF WATER

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
1	0	0	Labor Relations Assistant	20,800.00	59,516.40
4	3	4	Labor Relations Officer	27,325.56	85,577.88
9	9	11	Network Analyst II	30,214.00	101,647.18
6	6	5	Personnel Administrator	26,273.96	91,088.49
8	8	8	Personnel Assistant	20,800.00	52,381.41
22	16	19	Project Coordinator	27,325.56	99,702.63
11	9	11	Project Director	22,333.40	88,646.98
2	1	2	Regulatory Compliance Manager	50,000.00	94,970.71
1	1	1	Safety Programs Manager	30,214.95	98,444.95
0	2	2	Senior Electric Security System Technician	42,000.00	75,000.00
1	0	0	Senior Personnel Assistant	20,800.00	55,388.98
6	1	6	Senior Systems Analyst	20,800.00	87,543.86
1	1	1	Software Analyst	45,000.00	96,330.79
1	1	1	Supervisor of Systems and Technical Support	55,000.00	93,199.31
7	6	7	Systems Analyst	20,800.00	68,251.13
3	3	3	Talent Development Specialist	20,800.00	80,386.51
16	12	16	Unit Supervisor	24.46	25.45
1	1	1	Warehouse Inventory Manager	22,333.40	88,646.98
4	4	4	Water Plant Manager	23,647.11	107,738.40
18	16	18	Water Service Ivestigator	19.08	21.07
2	1	2	Web Developer	30,215.00	90,533.02
261	212	264			
			PARA-PROFESSIONALS		
1	1	1	Chief Legal Investigator	23,647.11	74,000.47
1	1	1	Claims Examiner	10.00	25.49
2	2	2			
			PROTECTIVE SERVICES		
6	6	6	Security Manager	23,647.11	100,133.34
53	46	53	Security Officer	14.16	21.96
59	52	59			
			SKILLED CRAFT		
12	0	0	Apprentice Water Distribution Worker	15.00	15.62
13	13	13	Assistant Water Plant Manager	10.00	35.56
2	2	2	Bricklayer	42.01	52.51

DIVISION OF WATER

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
1	1	1	Bricklayer Foreman	42.37	43.26
2	2	2	Bricklayer Helper	27.01	40.51
4	4	4	Carpenter	41.84	52.30
1	1	1	Carpenter Foreman	42.01	43.09
8	8	8	Cement Finisher	41.64	52.05
2	2	2	Cement Finisher Foreman	42.05	42.89
1	1	2	Chief Building Stationary Engineer	21.43	28.93
13	12	13	Construction Equipment Operator Group A	44.91	56.14
2	2	2	Construction Equipment Operator Group B	44.79	55.99
14	13	14	Electrical Worker	47.86	59.82
1	1	1	Electrical Worker Foreman	48.28	49.11
1	1	1	Ironworker	46.41	58.01
30	27	30	Machinist	20.97	24.61
1	1	1	Machinist Helper	18.17	20.80
7	7	7	Machinist Unit Leader	14.28	28.74
5	5	5	Painter	36.17	45.21
1	1	1	Painter Foreman	36.75	37.42
3	2	3	Pipefitter	48.86	61.07
0	0	1	Pipefitter Foreman	51.23	52.67
3	2	3	Plumber	51.16	63.95
1	0	0	Plumber Foreman	50.89	52.41
2	2	2	Sheet Metal Worker	51.59	64.49
1	1	1	Small Equipment Repair Worker	12.26	21.02
54	53	54	Water Plant Operator I	20.09	23.51
2	0	2	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
189	166	178			
			SERVICE & MAINTENANCE		
12	10	12	Custodial Worker	16.86	18.86
2	2	2	Custodial Worker Supervisor	20.66	22.66
2	2	2	Grounds Maintenance Worker	17.62	19.62
9	9	10	Labor Unit Leader	23.32	24.27
58	54	57	Municipal Service Laborer	17.62	19.62
30	27	30	Truck Driver	21.22	21.64
13	12	13	Water Hydraulic Repairman	18.16	23.21

DIVISION OF WATER

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
1	1	1	Water Hydraulic Supervisor	26.03	28.35
7	5	7	Water Hydraulic Unit Leader	23.03	26.23
14	14	14	Water Pipe Repair Supervisor	26.58	28.62
32	24	33	Water Pipe Repair Unit Leader	23.03	24.91
102	90	102	Water Pipe Repairman	16.77	22.55
13	14	14	Water System Construction Inspector	18.97	26.34
295	264	297			
			TECHNICIANS		
1	1	1	Access Control Specialist	60,700.00	90,000.00
5	5	6	Business Process Analyst	55,000.00	108,044.90
5	5	5	Chemist	18.49	29.35
2	2	2	Chief Radio Dispatcher	24.78	25.79
1	1	1	Computer Operator	10.00	25.49
1	1	1	Environmental Compliance Specialist I	14.95	25.40
1	0	1	Inspection Supervisor of Permits and Sales	26.03	26.53
10	10	10	Inspector of Permits and Sales	20.96	24.76
7	3	7	Instrumentation Technician II	24.45	26.14
4	3	4	Laboratory Assistant	10.00	21.09
85	69	85	Meter Technician	18.05	21.68
9	8	9	Meter Technicain Supervisor	26.03	28.10
14	14	14	Meter Technician Unit Leader	23.03	24.98
20	15	20	Radio Dispatcher	17.33	22.49
3	3	3	Senior Chemist	17.61	25.49
2	1	1	Senior Draftsman	11.69	21.68
1	1	1	Senior Programmer Analyst	23,647.11	76,592.09
1	1	1	Telecommunications Analyst I	14.53	46.40
172	143	172			
1,186	991	1,177	**TOTAL FULL TIME**		
1	1	1	**TOTAL PART TIME**		
18	14	30	**TOTAL STUDENT ASSISTANT**		
1,205	1,006	1,208	**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 12 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 treelawn and investigate sewer connections from test tee excavation to the main sewer.

WATER POLLUTION CONTROL

Expenditures

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 6,319,061	$ 6,602,798	$ 7,057,389	$ 7,432,730
Seasonal	2,762	—	—	—
Injury Pay	—	651	5,050	—
Student Trainees	2,760	—	65,108	308,986
Longevity	49,275	45,425	45,450	42,575
Vacation Conversion	2,019	—	1,917	—
Separation Payments	30,466	31,335	62,004	35,000
Bonus Incentive	26,200	12,200	19,200	400
Overtime	239,211	282,163	308,970	275,000
	$ 6,671,754	**$ 6,974,572**	**$ 7,565,088**	**$ 8,094,691**
Benefits				
Hospitalization	$ 1,207,459	$ 1,185,823	$ 1,279,278	$ 1,338,205
Prescription	219,365	174,861	217,786	266,833
Dental	56,538	57,536	58,239	72,004
Vision Care	7,662	7,389	7,614	9,226
Public Employees Retire System	922,238	959,261	1,041,702	1,048,932
Fica-Medicare	94,066	98,696	106,989	107,766
Workers' Compensation	476,742	398,297	311,477	239,621
Life Insurance	3,992	4,027	4,347	6,724
Unemployment Compensation	13,331	—	—	8,232
Clothing Allowance	21,950	37,095	40,955	37,395
Tool Insurance	2,690	2,690	5,610	3,810
Clothing Maintenance	39,213	70,146	24,155	22,705
	$ 3,065,247	**$ 2,995,821**	**$ 3,098,154**	**$ 3,161,453**
Other Training & Professional Dues				
Travel	$ 15,218	$ 8,342	$ 18,244	$ 15,685
Tuition & Registration Fees	8,562	6,753	12,498	12,215
Other Training Supplies	—	—	199	2,000
Professional Dues & Subscript	4,892	7,001	11,452	10,000
	$ 28,672	**$ 22,096**	**$ 42,393**	**$ 39,900**
Utilities				
Brokered Gas Supply	$ 31,680	$ 43,482	$ 60,462	$ 62,276
Sewer-Other	5,517	18,159	15,711	17,500
Telephone	7,771	2,418	39,569	52,260
Water	15,412	6,874	6,578	15,000
Gas	20,374	26,361	27,364	28,185
Electricity - Cpp	218,552	245,898	197,254	203,172
Electricity - Other	14,419	19,927	10,610	10,929
	$ 313,725	**$ 363,119**	**$ 357,549**	**$ 389,322**

WATER POLLUTION CONTROL

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Contractual Services				
Professional Services	$ 2,066,379	$ 1,800,472	$ 2,173,041	$ 2,566,250
Mileage (Private Auto)	1,857	676	14	1,200
Advertising And Public Notice	1,833	1,078	1,381	15,000
Program Promotion	37,286	45,882	17,460	49,000
Parking In City Facilities	2,038	2,004	2,167	2,500
Property Rental	—	—	—	18,000
Equipment Rental	100,000	18,050	10,000	100,000
Special Assessment	8,793	—	—	—
Other Contractual	136,672	308,800	440,855	327,000
State Auditor Examination	16,000	16,000	18,000	18,000
Bank Service Fees	1,447	1,759	1,573	2,500
Credit Card Processing Fees	3,306	1,774	2,605	3,000
	$ 2,375,610	**$ 2,196,496**	**$ 2,667,097**	**$ 3,102,450**
Materials & Supplies				
Postage	$ —	$ —	$ 7	$ 100
Computer Supplies	141	—	—	3,500
Computer Hardware	15,000	13,122	14,256	40,000
Computer Software	—	3,000	—	—
Clothing	—	3,868	5,310	5,500
Hardware & Small Tools	41,129	37,724	55,477	50,000
Small Equipment	—	5,156	5,346	5,000
Office Furniture & Equipment	7,466	4,091	23,509	7,500
Electrical Supplies	—	21,928	30,000	30,000
Hygiene And Cleaning Supplies	—	7,446	8,200	5,000
Other Supplies	38,807	61,724	19,116	30,000
Safety Equipment	137,606	159,281	162,682	158,000
Just In Time Office Supplies	4,973	3,247	3,539	5,000
Building Maintenance Supplies	413,042	114,201	83,542	97,500
Misc Maintenance Supplies	213	—	—	—
	$ 658,377	**$ 434,788**	**$ 410,983**	**$ 437,100**
Maintenance				
Maintenance Office Equipment	$ 4,000	$ 2,000	$ 10,165	$ 5,000
Computer Hardware Maintenance	1,000	5,400	—	10,000
Computer Software Maintenance	85,636	137,841	108,409	155,204
Maintenance Vehicles	487,948	492,127	582,980	500,000
Maintenance Utility Systems	1,669,049	1,732,441	1,969,645	1,800,000
Maintenance Misc. Equipment	54	10,000	7,540	10,000
Maintenance Building	—	—	420	—
	$ 2,247,687	**$ 2,379,810**	**$ 2,679,160**	**$ 2,480,204**

WATER POLLUTION CONTROL

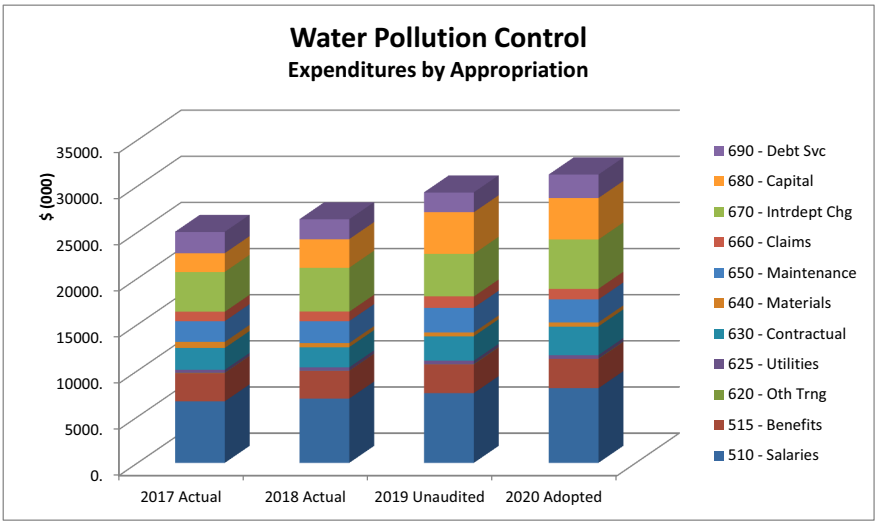
Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Claims, Refunds, Maintenance				
Judgments, Damages, & Claims	$ 73,796	$ 49,936	$ 199,880	$ 66,000
Indirect Cost	945,077	968,739	1,010,157	1,098,451
	$ 1,018,873	**$ 1,018,675**	**$ 1,210,037**	**$ 1,164,451**
Interdepart Service Charges				
Charges From Telephone Exch	$ 41,582	$ 47,447	$ 49,668	$ 44,039
Charges From Utilities Admin	400,000	455,700	517,550	626,936
Charges From Fiscal Control	693,400	693,473	714,980	809,259
Charges From Radio Comm System	57,021	43,005	52,267	51,585
Charges From Water	2,806,487	3,109,848	2,870,252	3,300,000
Charges From Print & Repro	27,022	31,300	35,139	50,089
Charges From M.V.M.	277,841	292,954	311,308	329,971
Charges Frm Str Cnst Mnt & Rep	21,750	95,100	80,500	120,000
Charges From Waste Collection	2,496	4,140	3,183	6,000
	$ 4,327,598	**$ 4,772,966**	**$ 4,634,847**	**$ 5,337,879**
Capital Outlay				
Infrastructure	$ —	$ —	$ —	$ 1,850,000
Professional Services	—	—	—	1,236,000
Computer Hardware	—	—	—	178,000
Automobiles	—	—	—	618,000
Trucks	—	—	—	618,000
Transfer To Wpc Capital Proj	2,026,275	3,099,000	4,500,000	—
	$ 2,026,275	**$ 3,099,000**	**$ 4,500,000**	**$ 4,500,000**
Debt Service				
Professional Srvcs-Debt Srvc	$ —	$ —	$ —	$ 10,000
Principal	730,235	597,393	617,393	812,977
Interest	1,582,876	1,559,400	1,541,217	1,716,307
	$ 2,313,110	**$ 2,156,793**	**$ 2,158,610**	**$ 2,539,284**
	$ 25,046,928	**$ 26,414,136**	**$ 29,323,917**	**$ 31,246,734**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Charges For Services	$ 29,573,860	$ 28,711,146	$ 31,459,769	$ 28,670,349
Licenses & Permits	359,608	304,288	323,780	307,021
Miscellaneous	20,439	110,074	110,227	19,153
Interest Earnings/Investment Income	265,404	925,450	805,225	850,000
	$ 30,219,311	**$ 30,050,959**	**$ 32,699,000**	**$ 29,846,523**

WATER POLLUTION CONTROL



WATER POLLUTION CONTROL

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			ADMINISTRATORS & OFFICIALS		
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	0	1	Manager of General Maintenance	23,647.11	86,215.32
1	1	1	Superintendent of Sewer Maintenance	20,800.00	82,388.18
6	4	6			
			ADMINISTRATIVE SUPPORT		
1	1	1	Chief Clerk	22,050.00	52,504.47
4	4	4	Customer Service Representative - Call Center	14.29	19.45
2	2	2	Data Control Clerk	10.00	18.56
1	1	1	Senior Clerk	12.47	18.14
8	8	8			
			PROFESSIONALS		
1	1	1	Administrative Manager	27,193.55	117,672.49
1	1	2	Administrative Officer	20,800.00	58,499.94
3	2	2	Assistant Administrator	20,800.00	73,868.59
8	5	8	Associate Engineer	24.04	45.02
1	1	1	Chief Civil Engineer	23,647.11	93,401.98
1	1	1	Construction Technician	12.02	25.49
3	3	3	Consulting Engineer	36,000.00	104,888.34
1	1	1	Project Coordinator	27,325.56	99,702.63
1	1	1	Unit Supervisor	24.46	25.45
20	16	20			
			SKILLED CRAFT		
3	2	3	Bricklayer	42.01	52.51
3	2	3	Bricklayer Helper	27.01	40.51
5	3	5	Const. Equipment Operator Group A	44.91	56.14
1	1	1	Const. Equipment Operator Group B	44.79	55.99
1	1	1	Electrical Worker	47.86	59.82

WATER POLLUTION CONTROL

COMPARISON OF STAFFING LEVEL

No. of Employees				Salary Schedule	
Budget 2019	December 2019	Budget 2020	Position	Minimum	Maximum
3	2	3	Heavy Duty Technician	15.75	26.65
1	1	1	Heavy Duty Technician Unit Leader	23.85	33.07
4	2	4	Machinist	20.97	24.61
2	2	2	Machinist Unit Leader	14.28	28.74
23	16	23			
			SERVICE & MAINTENANCE		
2	1	2	Custodial Worker	16.86	18.86
1	1	1	Custodial Worker Supervisor	20.66	22.66
6	6	6	House Connection Inspector	15.39	20.64
5	4	5	Municipal Service Laborer	17.62	19.62
5	5	5	Sewer Construction & Maint. Operations Supervisor	26.58	28.17
14	9	14	Sewer Maintenance Unit Leader	23.03	24.48
16	11	16	Sewer Maintenance Unit Leader Operator	24.16	25.65
58	48	58	Sewer Service Worker	18.16	21.07
107	85	107			
			TECHNICIANS		
3	3	3	Radio Dispatcher WPC	17.33	22.94
3	3	3			
167	132	167	**TOTAL FULL TIME**		
2	0	0	**TOTAL PART TIME**		
7	6	15	**TOTAL STUDENTS**		
176	**138**	**182**	**TOTAL DIVISION**		

CLEVELAND PUBLIC POWER

Joy A. Perry, Interim 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

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 14,836,657	$ 15,483,316	$ 15,401,816	$ 17,218,018
Injury Pay	—	9,225	—	—
Student Trainees	195,718	477,623	295,823	361,924
Longevity	110,375	110,525	107,550	110,375
Wage Settlements	96,200	—	—	—
Vacation Conversion	10,933	—	17,822	—
Separation Payments	183,543	154,750	197,237	225,000
Bonus Incentive	15,200	92,100	8,900	—
Overtime	1,644,553	1,927,089	2,062,537	1,600,000
	$ 17,093,178	**$ 18,254,628**	**$ 18,091,685**	**$ 19,515,317**
Benefits				
Hospitalization	$ 2,496,804	$ 2,453,670	$ 2,518,698	$ 3,090,270
Prescription	439,540	367,207	426,935	623,654
Dental	119,677	120,110	115,474	167,802
Vision Care	13,552	13,378	12,978	18,512
Public Employees Retire System	2,347,117	2,456,267	2,547,632	2,743,998
Fica-Medicare	233,461	251,813	251,595	283,708
Workers' Compensation	714,216	389,798	353,586	471,849
Life Insurance	8,042	8,003	7,978	14,869
Unemployment Compensation	665	6,202	9,186	12,500
Clothing Allowance	122,150	132,910	131,110	141,913
Tool Insurance	2,750	8,575	12,175	9,025
Clothing Maintenance	90,485	94,265	95,615	98,331
	$ 6,588,458	**$ 6,302,197**	**$ 6,482,961**	**$ 7,676,431**
Other Training & Professional Dues				
Travel	$ 29,994	$ 32,120	$ 46,103	$ 29,000
Tuition & Registration Fees	36,821	29,500	11,798	53,100
Professional Dues & Subscript	51,353	85,384	111,992	62,400
	$ 118,168	**$ 147,004**	**$ 169,893**	**$ 144,500**
Utilities				
Brokered Gas Supply	$ 64,627	$ 62,423	$ 94,783	$ 97,626
Sewer-Other	13,491	48,654	35,128	45,000
Telephone	39,468	27,346	72,854	100,330
Water	50,575	16,868	15,835	30,000
Gas	38,038	46,009	44,215	45,541
Electricity - Other	1,407,822	1,420,972	1,382,074	1,423,536
Steam	35,152	44,861	43,383	44,684
	$ 1,649,172	**$ 1,667,134**	**$ 1,688,271**	**$ 1,786,717**

CLEVELAND PUBLIC POWER

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Contractual Services				
Professional Services	$ 3,038,534	$ 2,126,110	$ 2,572,451	$ 4,264,747
Waste Disposal Fee - Ohio EPA	172	57	45	—
Advertising And Public Notice	6,260	845	—	20,000
Program Promotion	123,146	97,608	102,845	125,000
Parking In City Facilities	605	1,155	1,430	1,320
Insurance And Official Bonds	775,018	680,511	785,000	825,000
Property Rental	320,055	308,961	339,976	334,300
Equipment Rental	—	—	50,000	50,000
Other Contractual	459,565	977,021	1,419,971	1,471,000
State Auditor Examination	21,000	22,000	25,000	25,000
Bank Service Fees	47,873	38,393	(24,086)	40,000
Credit Card Processing Fees	826,239	779,196	520,206	875,000
	$ 5,618,466	**$ 5,031,858**	**$ 5,792,837**	**$ 8,031,367**
Materials & Supplies				
Postage	$ 439,096	$ 440,919	$ 445,257	$ 470,000
Computer Hardware	49,692	49,069	76,447	201,100
Computer Software	—	250,000	9,587	2,500
Fuel	67,340	135,072	59,000	125,000
Purchased Power	96,949,655	98,568,560	102,405,856	105,285,562
Power Transmission Costs	19,896,392	23,093,932	14,477,203	19,466,180
CapacityCharges	10,096,246	17,217,284	16,037,702	11,855,432
Clothing	5,208	6,000	6,000	7,500
Hardware & Small Tools	145,531	193,093	137,933	125,000
Small Equipment	3,304	34,170	43,788	25,000
Office Furniture & Equipment	11,088	6,346	4,662	—
Electrical Supplies	81,594	560,761	395,340	610,000
Hygiene And Cleaning Supplies	24,544	28,958	27,833	20,500
Other Supplies	125,292	64,446	205,577	327,460
Safety Equipment	269,767	176,704	241,228	168,000
Capital Improvement Inventory	3,948,648	5,104,398	3,533,158	4,205,200
Just In Time Office Supplies	17,118	8,279	12,991	17,500
Paving Material	22,823	7,880	8,486	25,000
	$ 132,153,338	**$ 145,945,870**	**$ 138,128,047**	**$ 142,936,934**

CLEVELAND PUBLIC POWER

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Maintenance				
Maintenance Office Equipment	$ 10,161	$ 8,124	$ —	$ —
Maintenance Contracts	55,780	29,000	65,056	—
Computer Hardware Maintenance	—	3,663	—	63,000
Computer Software Maintenance	142,733	263,137	299,519	507,100
Maintenance Vehicles	417,977	550,041	462,787	611,250
Maintenance Utility Systems	162,178	1,827,904	981,000	1,850,000
Maintenance Misc. Equipment	—	—	49,960	37,000
Maintenance Building	357,671	479,434	367,739	350,000
	$ 1,146,500	**$ 3,161,303**	**$ 2,226,061**	**$ 3,418,350**
Claims, Refunds, Maintenance				
Judgments, Damages, & Claims	$ 529,577	$ 81,470	$ 39,974	$ 90,000
Indirect Cost	1,669,695	1,670,004	1,782,261	1,767,558
	$ 2,199,272	**$ 1,751,474**	**$ 1,822,235**	**$ 1,857,558**
Interdepart Service Charges				
Charges From General Fund	$ 4,478	$ 3,137	$ 6,075	$ —
Charges From Telephone Exch	2,242,869	3,395,582	4,723,839	4,188,501
Charges From Utilities Admin	720,000	820,260	931,601	1,128,485
Charges From Fiscal Control	1,249,320	1,248,258	1,286,960	1,456,667
Charges From Radio Comm System	132,855	99,892	114,823	110,496
Charges From Water	243,371	627,526	488,971	450,730
Charges From W.P.C.	6,173	10,439	14,260	24,100
Charges From Print & Repro	78,227	46,227	35,001	49,892
Charges From M.V.M.	474,468	361,224	338,874	465,802
Charges From Waste Collection	30,146	25,094	34,129	30,000
	$ 5,181,906	**$ 6,637,639**	**$ 7,974,531**	**$ 7,904,673**
Capital Outlay				
Land Expenses	$ 6,070	$ —	$ —	$ —
Infrastructure	—	—	—	4,300,000
Professional Services	—	—	—	1,000,000
Building Betterments -Existing	—	—	—	975,000
Computer Software	—	—	—	250,000
Computer Hardware	—	—	—	376,500
Automobiles	—	—	—	198,000
Trucks	—	—	—	676,000
Other Equipment	—	—	—	284,000
Trans To Light&Power Cap Proj	3,111,951	7,004,526	9,714,937	—
	$ 3,118,021	**$ 7,004,526**	**$ 9,714,937**	**$ 8,059,500**

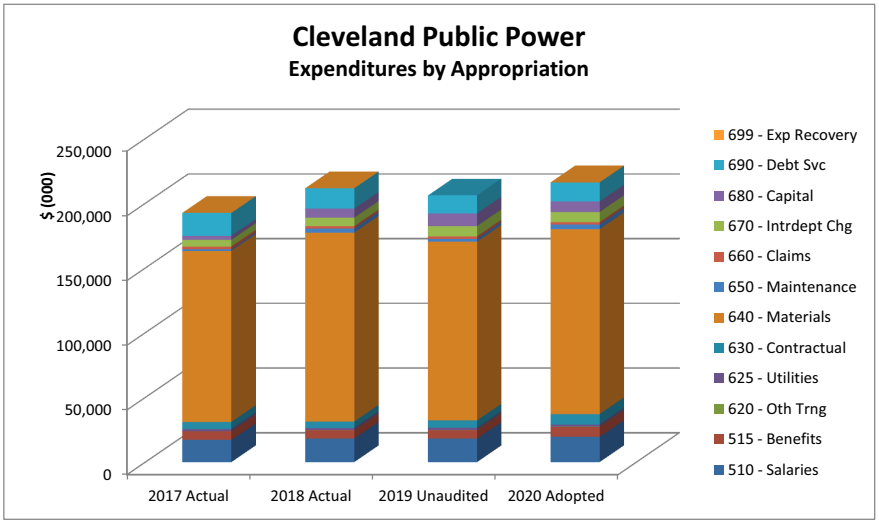
CLEVELAND PUBLIC POWER

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Debt Service				
Professional Srvcs-Debt Srvc	$ 14,400	$ 23,200	$ 23,200	$ 20,000
Principal	8,659,000	7,681,694	5,645,959	5,925,000
Interest	8,992,004	7,985,843	8,286,059	8,871,175
	$ 17,665,404	**$ 15,690,737**	**$ 13,955,217**	**$ 14,816,175**
Expenditure Recovery				
Expenditure Recovery	$ —	$ —	$ (9,621)	$ —
	$ —	**$ —**	**$ (9,621)**	**$ —**
	$ 192,531,882	**$ 211,594,372**	**$ 206,037,054**	**$ 216,147,522**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Charges For Services	$ 189,534,475	$ 212,815,583	$ 208,033,158	$ 209,630,022
Fines, Forfeitures & Settlements	30	—	—	—
Grant Revenue	—	—	33,000	—
Licenses & Permits	—	—	500	—
Miscellaneous	42,351	257,517	262,364	17,500
Other Tax	2,980,098	6,231,972	6,009,172	6,000,000
Interest Earnings/Investment Income	314,495	487,913	507,989	500,000
Non Operating Other/Other	(5,231,198)	(5,485,100)	(5,281,657)	—
	$ 187,640,251	**$ 214,307,885**	**$ 209,564,526**	**$ 216,147,522**



CLEVELAND PUBLIC POWER

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Administrator of Engineering and Planning	30,214.95	124,250.48
3	2	2	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	0	0	Chief of Street Lighting and Electrical Services	23,647.11	107,738.40
0	1	1	Chief Supt. of Electric Transmission and Distribution	50,000.00	115,000.00
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
1	1	1	Deputy Commissioner of Cleveland Public Power	46,224.91	143,228.70
5	3	5	Supt. of Electrical Transmission and Distribution	50,000.00	109,687.67
18	14	17			
			ADMINISTRATIVE SUPPORT		
1	1	1	Chief Clerk	22,050.00	52,504.47
21	20	21	Customer Service Representative - Call Center	14.29	19.45
2	2	2	Principal Clerk	14.88	21.97
1	1	1	Senior Clerk	12.47	18.14
25	24	25			
			PARA-PROFESSIONALS		
1	0	1	Junior Electric Switchboard Operator	25.67	26.81
1	0	1			
			PROFESSIONALS		
6	7	7	Administrative Manager	27,193.55	117,672.49
1	1	1	Administrative Officer	20,800.00	58,499.94
5	7	7	Assistant Administrator	20,800.00	73,868.59
1	1	1	Assistant Manager of Marketing	20,800.00	64,468.16
2	2	2	Associate Engineer	24.04	45.02
5	4	5	Chief Electric Transmission Operator	23,647.11	101,822.91
6	4	6	Consulting Engineer	36,000.00	104,888.34
1	1	1	Energy Marketing Manager	30,214.95	123,259.31
1	0	1	Electric Transmission SCADA Engineer	30,214.95	108,011.58
0	0	2	GIS Technician	20,800.00	52,519.19
8	6	7	Project Coordinator	27,325.56	99,702.63

CLEVELAND PUBLIC POWER

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
1	1	1	Transmissions Operations Manager	30,215.00	117,900.21
2	1	2	Unit Supervisor	24.46	25.45
39	35	43			
			SKILLED CRAFT		
1	0	0	Apprentice Cable Splicer I	25.01	26.94
2	0	1	Apprentice Cable Splicer II	25.93	26.45
0	2	2	Apprentice Cable Splicer III	25.01	26.94
6	6	7	Apprentice Lineman	25.20	27.14
5	4	4	Apprentice Lineman II	30,971.20	52,148.93
5	4	5	Apprentice Lineman III	34,798.40	52,148.93
4	0	4	Apprentice Lineman IV	30,971.20	52,148.93
2	2	2	Cement Finisher	41.64	52.05
1	1	1	Cement Finisher Foreman	42.05	42.89
2	2	2	Construction Equipment Operator Group A	44.91	56.14
4	4	4	Electric Transmission and Distribution Inspector	34.64	35.33
9	6	8	Electric Worker	47.86	59.82
1	1	1	Electrical Worker Foreman	48.28	49.11
6	6	6	Heavy Duty Technician	15.75	26.65
1	1	1	Heavy Duty Technician Unit Leader	23.85	33.07
2	2	4	Line Clearance Man	25.28	27.85
6	6	6	Line Foreman	36.50	37.82
7	5	7	Lineman Leader	35.17	36.48
6	5	6	Low Tension Lineman	30.17	31.37
1	1	1	Painter	36.17	45.21
21	13	21	Senior Lineman	34.05	35.33
12	7	12	Trouble Line Worker	35.21	36.51
104	78	105			
			SERVICE & MAINTENANCE		
1	0	1	Cable Foreman	36.50	37.82
3	2	3	Cable Splicer Helper II	26.17	27.29
5	5	5	Custodial Worker	16.86	18.86
1	1	1	Electric Meter Industrial Installer	32.22	33.46
2	2	2	Electric Meter Instrument Specialist and General Tester	32.58	33.83
2	2	2	Electric Meter Service Foreman	36.50	37.82
3	2	3	Electric Meter Service Installer I	30.02	31.80

CLEVELAND PUBLIC POWER

COMPARISON OF STAFFING LEVEL

No. of Employees				Salary Schedule	
Budget 2019	December 2019	Budget 2020	Position	Minimum	Maximum
5	5	5	Electric Meter Service Installer II	27.97	29.12
2	0	0	Electric Meter Apprentice 1st	24.66	26.54
0	2	2	Electric Meter Apprentice 2nd	14.55	24.52
2	1	2	Gas Turbine Mechanic	30.02	31.81
1	0	1	Gas Turbine Mechanic Apprentice	25.51	28.03
2	1	2	General Construction Unit Leader	35.41	36.84
14	12	13	Intern Apprentice	15.62	16.25
16	14	15	Line Helper Driver	20.35	27.29
10	9	14	Line Helper Driver II	20.80	23.72
3	3	3	Line Switchman	36.04	37.35
6	5	6	Municipal Service Laborer	17.62	19.62
4	3	4	Senior Cable Splicer	34.05	35.33
1	1	1	Transformer Repair Foreman	35.78	36.35
2	2	2	Underground Conduit Foreman	36.50	37.82
85	72	87			
			TECHNICIANS		
5	4	5	Dispatcher Electric System Operator	31.31	32.54
3	3	3	Meter Reader	16.65	21.07
3	1	1	Senior Draftsman	11.69	21.68
11	8	9			
283	231	287	**TOTAL FULL TIME**		
15	17	15	**TOTAL STUDENTS**		
298	**248**	**302**	**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 negotioations for the airport related contracts. Additionally, the Department is responsible for providing safe, efficient, friendly, and professional service to the traveling public and other airport users.

The primary objectives of the Division of Cleveland Hopkins International and Burke Lakefront Airports will be to maintain the airfields, terminals, and other structures for the safety and comfort of the traveling public and other airport users, while keeping the cost increase at or below the rate of inflation. Planned capital improvements will allow for improved safety and increased capacity of the airfields. Promotional and air service programs will be continued to improve public awareness of airports' functions; environmental programs will be implemented to permit the greatest use of the airfields at the least discomfort to the surrounding residents.

PROGRAM NAME: ***ADMINISTRATION AND PERFORMANCE MANAGEMENT***

OBJECTIVES: To provide administrative support to all divisions of the Department.

ACTIVITIES: Oversee human resources, safety & risk management, organizational development, performance management, and administrative services.

PROGRAM NAME: ***BUSINESS DEVELOPMENT & MANAGEMENT***

OBJECTIVES: To provide business development and management services to Department tenants and service providers.

ACTIVITIES: Oversee concession contracts, property leases, property development projects, ground transportation, and inventory control.

PROGRAM NAME: ***BURKE LAKEFRONT AIRPORT-OPERATIONS***

OBJECTIVES: To maintain a safe and efficient airfield and facilities.

ACTIVITIES: Oversee the daily operations of Burke Lakefront Airport, including airfield operations, facilities maintenance, and custodial and Airport Rescue Fire Fighting.

PROGRAM NAME: ***CLEVELAND HOPKINS INTERNATIONAL AIRPORT-OPERATIONS***

OBJECTIVES: To maintain a safe and efficient airfield and facilities.

ACTIVITIES: Oversee the daily operations of the Cleveland Hopkins International Airport, including airfield operations, grounds maintenance, building maintenance, custodial services, utilities management, airport security, vehicle maintenance, and Airport Rescue Fire Fighting.

AIRPORT GENERAL OPERATIONS

PROGRAM NAME: ***DIRECTOR'S OFFICE***

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

ACTIVITIES: Oversee legislative and corporate affairs, disadvantage/minority/female business development, and legal support.

PROGRAM NAME: ***PLANNING AND ENGINEERING***

OBJECTIVES: To provide oversight of all construction and environmental projects at the Airports.

ACTIVITIES: Oversee capital planning, engineering, construction, real estate, environmental and noise abatement activities.

PROGRAM NAME: ***FINANCE AND PROCUREMENT***

OBJECTIVES: To provide financial management and procurement support services to all divisions of the Department.

ACTIVITIES: Oversee accounting, budgeting, auditing, financial analysis/reporting, and procurement activities.

PROGRAM NAME: ***INFORMATION TECHNOLOGY SERVICES***

OBJECTIVES: To provide information technology support services to airport users and Department employees.

ACTIVITIES: Oversee network planning, design, installation and maintenance as well as software systems installation, maintenance, and integration.

PROGRAM NAME: ***MARKETING AND AIR SERVICE DEVELOPMENT***

OBJECTIVES: To provide marketing, public relations, and air service development services to the public and Departmental employees.

ACTIVITIES: Oversee advertising, public relations, community relations, air service development, and airport terminal support services.

PROGRAM NAME: ***PLANNING***

OBJECTIVES: To provide for the future developments of the Airport system.

ACTIVITIES: To mange 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

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 19,107,858	$ 19,806,343	$ 19,812,550	$ 23,054,015
Seasonal	806,048	877,581	866,155	787,918
Military Leave	2,793	940	9,119	—
Part-Time Permanent	95,624	142,883	173,238	265,801
Student Trainees	—	—	681	—
Longevity	128,125	125,150	122,800	127,025
Wage Settlements	1,549	39,860	—	—
Vacation Conversion	93,544	—	74,602	—
Separation Payments	347,755	192,565	146,616	100,000
Bonus Incentive	35,600	108,900	18,400	23,000
Overtime	1,526,266	2,054,769	2,640,180	1,000,000
	$ 22,145,162	**$ 23,348,989**	**$ 23,864,341**	**$ 25,357,759**
Benefits				
Hospitalization	$ 3,577,400	$ 3,443,391	$ 3,507,861	$ 4,337,967
Prescription	680,787	513,263	600,201	877,985
Dental	174,796	171,942	161,257	237,914
Vision Care	19,725	19,776	19,059	27,295
Public Employees Retire System	3,010,577	3,223,674	3,275,293	3,478,783
Fica-Medicare	306,895	328,573	335,508	351,601
Workers' Compensation	837,018	1,406,114	384,496	382,151
Life Insurance	11,789	11,834	11,489	21,253
Unemployment Compensation	101,206	93,894	131,039	—
Clothing Allowance	99,940	133,225	124,525	163,555
Tool Insurance	6,655	4,950	13,100	—
Clothing Maintenance	44,775	47,225	46,650	99,525
	$ 8,871,563	**$ 9,397,860**	**$ 8,610,477**	**$ 9,978,029**
Other Training & Professional Dues				
Travel	$ 69,862	$ 51,027	$ 66,741	$ 74,050
Tuition & Registration Fees	35,622	26,175	29,816	70,641
Training	1,027	—	—	—
Other Training Supplies	—	—	—	6,000
Professional Dues & Subscript	114,183	124,328	124,732	165,326
	$ 220,694	**$ 201,530**	**$ 221,289**	**$ 316,017**
Utilities				
Brokered Gas Supply	$ 258,094	$ 321,030	$ 435,038	$ 410,677
Telephone	21	29	—	—
Water	1,666,006	1,235,426	1,034,887	1,098,772
Gas	139,279	187,075	178,366	230,452

AIRPORT GENERAL OPERATIONS

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Electricity - Cpp	253,462	288,858	274,375	304,761
Electricity - Other	4,414,053	4,692,257	4,099,230	5,074,675
	$ 6,730,914	**$ 6,724,674**	**$ 6,021,896**	**$ 7,119,337**
Contractual Services				
Professional Services	$ 3,636,891	$ 3,265,013	$ 3,870,664	$ 3,652,653
Travel- Non-Training	21,111	20,863	5,147	17,150
Waste Disposal	3,233,304	243,834	571,379	530,000
Advertising And Public Notice	370	1,900	—	3,000
Program Promotion	84,186	39,864	48,245	52,000
Participation Fee	—	2,436	15,160	—
Parking In City Facilities	1,974	2,786	3,453	4,000
Insurance And Official Bonds	835,918	886,468	1,100,130	1,100,000
Taxes	5,212,532	5,164,013	4,352,278	4,537,250
Parking Tax	2,218,536	2,699,705	2,586,928	2,479,531
Equipment Rental	36,800	75,031	99,997	102,500
Other Contractual	8,503,896	9,112,986	10,946,040	8,948,325
State Auditor Examination	31,000	32,000	35,000	40,000
Transfer To Other Airport Fnd	10,000,000	12,000,000	12,000,000	12,000,000
Customized	262,161	319,434	211,279	229,165
Bank Service Fees	18,226	21,750	7,108	20,000
Credit Card Processing Fees	23,636	13,633	13,812	65,000
	$ 34,120,540	**$ 33,901,715**	**$ 35,866,619**	**$ 33,780,574**
Materials & Supplies				
Office Supplies	$ 46	$ —	$ —	$ —
Postage	9,161	2,759	3,579	3,000
Computer Hardware	249,226	441,115	255,303	429,200
Computer Software	256,166	20,337	—	—
Chemical	1,962,441	2,219,896	2,017,200	2,006,000
Clothing	95,569	61,037	65,680	62,100
Hardware & Small Tools	10,619	15,000	23,742	84,100
Boilers, Heaters & Cool Equip	30,243	20,266	91,400	90,000
Seed, Fertilizer & Herbicide	13,000	10,000	44,988	25,000
Small Equipment	89,295	25,475	11,366	46,000
Office Furniture & Equipment	23,101	5,410	93,556	41,500
Electrical Supplies	—	104,307	31,992	57,000
Fence, Posts & Bars	27,196	34,970	50,000	100,000
Hygiene And Cleaning Supplies	605,123	304,527	405,633	410,050
Medical Supplies	107,230	52,904	9,000	53,142

AIRPORT GENERAL OPERATIONS

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Food	38,154	46,804	42,228	47,900
Photographic Supplies	1,725	—	—	—
Other Supplies	606,450	849,139	1,032,035	1,241,517
Safety Equipment	76,000	64,935	14,950	94,337
Special Events Supplies	2,326	3,520	888	5,500
Just In Time Office Supplies	38,533	37,991	38,325	40,000
Building Maintenance Supplies	358,509	311,210	279,079	334,500
Cement Sand & Gravel	80,000	108,144	118,964	140,000
	$ 4,680,113	**$ 4,739,749**	**$ 4,629,909**	**$ 5,310,846**
Maintenance				
Computer Hardware Maintenance	$ 316,233	$ 58,383	$ 163,688	$ 111,200
Computer Software Maintenance	893,035	1,018,704	1,079,396	1,068,745
Maintenance Machinery & Tools	1,280,557	1,255,211	2,197,948	1,632,000
Maintenance Fire Apparatus	17,000	17,500	13,000	14,500
Maintenance Vehicles	716,311	815,138	672,997	808,000
Maintenance Misc. Equipment	977,053	876,085	889,834	1,079,000
Maintenance Building	11,753	11,233	11,083	13,500
	$ 4,211,943	**$ 4,052,254**	**$ 5,027,945**	**$ 4,726,945**
Claims, Refunds, Maintenance				
Judgments, Damages, & Claims	$ 218,196	$ 351,976	$ 421,161	$ 600,000
Indirect Cost	3,219,380	3,219,380	3,219,380	3,219,380
	$ 3,437,576	**$ 3,571,356**	**$ 3,640,541**	**$ 3,819,380**
Interdepart Service Charges				
Charges From General Fund	$ 6,848,304	$ 7,446,644	$ 7,223,949	$ 8,867,459
Charges From Telephone Exch	1,042,331	734,219	881,533	675,896
Charges From Utilities Admin	2,088	2,088	350	2,088
Charges From Radio Comm System	332,103	244,860	275,474	242,661
Charges From W.P.C.	—	—	—	2,000
Charges From Print & Repro	74,021	74,124	74,956	97,718
Charges From Central Storeroom	519	8,359	9,463	10,000
Charges From M.V.M.	165,695	109,326	26,265	165,397
Charges From Division Of Maint	—	—	—	35,000
Charges From Waste Collection	59,741	69,117	79,913	86,000
	$ 8,524,802	**$ 8,688,737**	**$ 8,571,902**	**$ 10,184,219**
Capital Outlay				
Transfer To Airports Cap Proj	$ 1,407,000	$ 1,407,000	$ 1,407,000	$ 2,000,000
	$ 1,407,000	**$ 1,407,000**	**$ 1,407,000**	**$ 2,000,000**

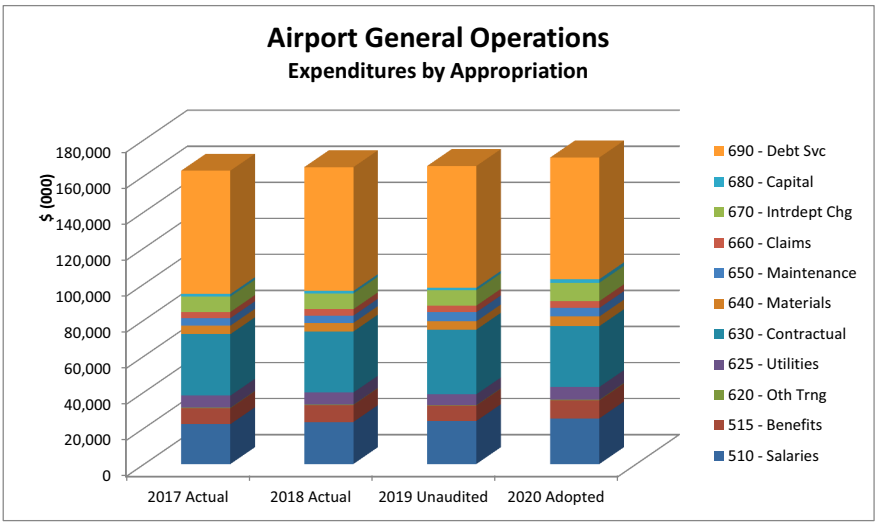
AIRPORT GENERAL OPERATIONS

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Debt Service				
Principal	$ 38,535,000	$ 39,658,668	$ 41,212,000	$ 44,250,000
Interest	29,946,978	29,058,904	26,347,524	23,276,164
	$ 68,481,978	**$ 68,717,572**	**$ 67,559,524**	**$ 67,526,164**
	$ 162,832,284	**$ 164,751,436**	**$ 165,421,443**	**$ 170,119,270**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Charges For Services	$ 156,517,528	$ 141,722,180	$ 142,606,642	$ 146,851,185
Fines, Forfeitures & Settlements	—	3	3,195	—
Grant Revenue	6,099,034	3,219,343	2,472,306	2,424,047
Miscellaneous	16,772,761	17,857,867	18,447,475	19,000,000
Interest Earnings/Investment Income	376,928	1,493,694	1,857,658	1,844,041
Non Operating Other/Other	62	5,601	11,591	—
	$ 179,766,313	**$ 164,298,688**	**$ 165,398,867**	**$ 170,119,273**



AIRPORT GENERAL OPERATIONS

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			ADMINISTRATORS & OFFICIALS		
1	2	2	Administrator of Engineering and Planning	30,214.95	124,250.48
6	4	0	Administration Bureau Manager	40,314.82	145,820.32
0	0	6	Assistant Director	36,590.39	154,089.52
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 Cleve. Hopkins Int. Airport	42,758.15	163,046.16
3	2	3	Deputy Comm. of Cleve. Hopkins Int. Airport	30,214.95	114,691.24
1	1	1	Director of Port Control	100,000.00	248,531.48
1	0	1	Secretary to Directors of Departments	41,312.22	159,849.18
1	1	1	General Manager of Administrative Services	26,273.96	100,653.14
1	1	1	HR Fiscal Administrator	22,333.40	70,234.84
1	1	1	Minority Business Development Administrator	27,325.56	85,577.88
19	16	20			
			ADMINISTRATIVE SUPPORT		
1	1	1	Chief Clerk	22,050.00	52,504.47
5	5	5	Principal Clerk	14.88	21.97
1	1	1	Private Secretary	10.00	23.18
1	1	1	Private Secretary to the Director	20,800.00	54,625.58
2	2	2	Head Storekeeper	17.85	25.21
1	1	1	Network/Data Center Operations Manager	55,000.00	117,737.72
1	1	1	Secretary	10.00	19.34
2	2	2	Stock Clerk	13.11	19.93
2	2	2	Storekeeper	16.66	22.71
16	16	16			
			PROFESSIONALS		
1	0	1	Accountant I	15.73	22.08
1	1	1	Accountant III	16.92	26.89
4	4	4	Accountant IV	20,800.00	65,610.28
12	10	12	Administrative Manager	27,193.55	117,672.49
4	4	4	Administrative Officer	20,800.00	58,499.94
1	1	1	Airport Chief Engineer	30,214.95	124,250.48
1	1	1	Airport Comptroller	30,214.95	124,250.48
5	5	6	Airport Maintenance Manager	26,273.96	98,678.77
6	6	6	Airport Maintenance Superintendent	20,800.00	69,713.09

AIRPORT GENERAL OPERATIONS

COMPARISON OF STAFFING LEVEL

No. of Employees				Salary Schedule	
Budget 2019	December 2019	Budget 2020	Position	Minimum	Maximum
3	2	3	Airport Maintenance Supervisor	21,019.66	67,178.06
1	1	1	Airport Operations/ Sec Manager	26,273.96	98,678.77
1	1	1	Airport Planning Envir. Officer	30,214.95	98,444.95
1	1	1	Airport Safety Manager	26,273.96	98,678.77
1	1	1	Air Trade Development Manager	30,214.95	114,691.24
4	3	3	Assistant Administrator	20,800.00	73,868.59
2	2	2	Assistant Director of Law I (S)	26,250.00	93,204.80
0	0	1	Assistant Airport Safety Chief/Training	23,333.40	70,234.84
1	0	1	Auditor	20,800.00	65,000.00
1	1	1	Chief Civil Engineer	23,647.11	93,401.98
0	1	1	Chief Eng & Constr Inspector	27.94	29.94
0	1	1	Chief Systems Analyst	27,325.56	108,011.58
1	1	1	Chief Training Officer	26,273.96	78,184.48
5	2	3	Consulting Engineer	36,000.00	104,888.34
1	1	1	Contract Compliance Officer	26,273.96	78,184.48
3	2	3	Fiscal Manager	23,647.11	97,175.21
			Office Manager	20,800.00	54,845.04
1	1	3	Network Analyst II	30,214.00	101,647.18
2	2	2	Personnel Administrator	26,273.96	91,088.49
23	19	20	Project Coordinator	27,325.56	99,702.63
1	1	1	Project Director	22,333.40	88,646.98
1	1	1	Safety Programs Officer 1	25,000.00	73,126.73
1	0	0	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
94	81	93			
			SKILLED CRAFT		
2	2	2	Carpenter	41.84	52.30
9	9	11	Electrical Worker	47.86	59.82
1	1	1	Electrical Worker Foreman	48.28	49.11
11	9	11	Heavy Duty Mechanic	15.75	26.65
2	0	0	Heavy Duty Auto Body Repair Worker	15.73	23.56
2	2	2	Heavy Duty Unit Leader	23.85	33.07
3	3	3	Painter	36.17	45.21
1	1	1	Painter Foreman	36.75	37.42

AIRPORT GENERAL OPERATIONS

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
2	2	2	Plumber	51.16	63.95
33	29	33			
			SERVICE & MAINTENANCE		
20	17	19	Airport Field Foreman	23.32	24.27
64	58	64	Airport Maintenance Man	20.26	20.67
1	1	1	Building Stationary Engineer	20.05	27.55
52	48	55	Custodial Worker	16.86	18.86
7	5	7	Custodial Worker Supervisor	20.66	22.66
1	1	1	Municipal Service Laborer	17.62	19.62
1	1	1	Supt Vehicle Admin Services	20,800.00	78,184.48
5	4	5	Window Washer	15.00	22.61
151	135	153			
			TECHNICIANS		
6	3	6	Airport Information Representative	12.14	18.56
9	6	7	Airport Operations Agent I	18.73	22.94
6	7	8	Airport Operations Agent II	23.53	27.01
6	6	6	Airport Operations Agent III	20,800.00	61,601.02
3	3	3	Airport Operations Superintendent	53,682.00	114,986.00
12	11	12	Airport Safety Supervisor	51,958.61	65,211.54
4	3	3	Airport Security Coordinator	23,333.40	70,234.84
5	3	4	Engineering & Construction Inspector	21.01	23.01
1	1	1	Environmental Assistant	20,800.00	56,521.12
2	1	1	Radio Dispatcher	17.33	22.94
54	44	51			
			PROTECTIVE SERVICE		
41	36	42	Airport Safety Man	18.79	25.22
3	3	3	Airport Safety Shift Commander	20,800.00	79,225.56
44	39	45			
411	360	411	**TOTAL FULL TIME**		
10	9	10	**TOTAL PART TIME**		
49	43	49	**TOTAL SEASONAL**		
12	0	12	**TOTAL STUDENT TRAINEES**		
482	**412**	**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.

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget	$ Change	% Change
CEMETERIES						
RECEIPTS	$ 1,559,050	$ 1,731,859	$ 1,585,673	$ 1,802,941	$ 217,268	14%
EXPENDITURES	1,511,821	1,638,457	1,768,506	1,804,262	35,756	2%
Net	$ 47,229	$ 93,402	$ (182,833)	$ (1,321)	$ 181,512	-99%
Decertifications	4,198	1,254	45	—		—
Beginning Balance	38,027	89,453	184,109	1,321	—	—
Ending Balance	**$ 89,453**	**$ 184,109**	**$ 1,321**	**$ 0**	**$ (1,321)**	**-100%**
FT Staffing Levels	**14**	**18**	**18**	**18**	—	%
GOLF COURSES						
RECEIPTS	$ 12,873	$ 1,352,077	$ 1,343,933	$ 1,418,917	$ 74,984	6%
EXPENDITURES	120,062	1,336,755	1,395,670	1,420,036	24,366	2%
Net	$ (107,189)	$ 15,322	$ (51,737)	$ (1,119)	$ 50,618	-98%
Decertifications	—	—	252	—		—
Beginning Balance	144,472	37,283	52,605	1,120	—	—
Ending Balance	**$ 37,283**	**$ 52,605**	**$ 1,120**	**$ —**	**$ (1,120)**	**-100%**
MUNICIPAL PARKING FACILITIES						
RECEIPTS	$ 10,045,194	$ 10,582,031	$ 10,387,257	$ 10,457,734	$ 70,477	1%
EXPENDITURES	9,607,481	11,079,463	10,610,757	10,740,039	129,282	1%
Net	$ 437,713	$ (497,432)	$ (223,499)	$ (282,305)	$ (58,806)	26%
Decertifications	25,068	19,912	21,078	—	—	—
Beginning Balance	1,157,347	1,620,128	1,142,609	940,188		—
Ending Balance	**$ 1,620,128**	**$ 1,142,609**	**$ 940,188**	**$ 657,883**	**$ (282,305)**	**-30%**
FT Staffing Levels	**13**	**17**	**14**	**16**	**2**	**14%**
PUBLIC AUDITORIUM						
RECEIPTS	$ 2,423,766	$ 3,000,720	$ 2,687,508	$ 3,021,070	$ 333,562	12%
EXPENDITURES	2,402,069	2,800,278	2,921,089	3,022,190	101,101	3%
Net	$ 21,697	$ 200,442	$ (233,581)	$ (1,120)	$ 232,461	-100%
Decertifications	1,695	438	424	—	—	—
Beginning Balance	10,004	33,396	234,276	1,120		—
Ending Balance	**$ 33,396**	**$ 234,276**	**$ 1,120**	**$ 0**	**$ (1,120)**	**-100%**
FT Staffing Levels	**8**	**10**	**11**	**11**	—	%

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget	$ Change	% Change
WEST SIDE MARKET						
RECEIPTS	$ 1,485,577	$ 1,380,216	$ 1,379,619	$ 1,360,000	$ (19,619)	-1%
EXPENDITURES	1,579,961	1,639,777	1,655,523	1,837,257	181,734	11%
Net	$ (94,384)	$ (259,560)	$ (275,904)	$ (477,257)	$ (201,353)	73%
Decertifications	5,948	1,822	15,462	—		—
Beginning Balance	1,103,612	1,015,176	757,437	496,995	—	—
Ending Balance	**$ 1,015,176**	**$ 757,437**	**$ 496,995**	**$ 19,738**	**$ (477,257)**	**-96%**
FT Staffing Levels	**6**	**6**	**6**	**6**	—	%

CEMETERIES

Expenditures

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 660,135	$ 748,300	$ 842,223	$ 835,425
Longevity	7,375	6,175	6,025	6,025
Separation Payments	23,301	2,716	—	—
Bonus Incentive	500	1,000	6,000	—
Overtime	31,094	30,468	33,167	48,068
	$ 722,406	**$ 788,660**	**$ 887,414**	**$ 889,518**
Benefits				
Hospitalization	$ 179,825	$ 169,184	$ 198,007	$ 208,358
Prescription	37,392	24,677	32,908	39,666
Dental	8,868	8,482	8,834	10,366
Vision Care	873	873	942	1,183
Public Employees Retire System	99,013	108,656	122,278	124,533
Fica-Medicare	10,135	11,095	12,460	12,898
Workers' Compensation	6,942	7,272	9,120	9,452
Life Insurance	498	500	570	954
Unemployment Compensation	385	7,896	842	—
Clothing Allowance	4,549	4,544	5,315	5,600
Tool Insurance	550	550	1,450	550
Clothing Maintenance	1,650	1,650	2,063	2,100
	$ 350,678	**$ 345,380**	**$ 394,788**	**$ 415,660**
Other Training & Professional Dues				
Professional Dues & Subscript	$ —	$ —	$ —	$ 52
	$ —	**$ —**	**$ —**	**$ 52**
Utilities				
Brokered Gas Supply	$ 4,345	$ 5,445	$ 7,519	$ 8,513
Gas	2,878	3,412	4,913	5,065
Electricity - Cpp	39,440	43,373	39,900	41,100
Electricity - Other	5,073	16,307	29,380	32,000
Security & Monitoring System	536	1,592	1,188	3,583
	$ 52,272	**$ 70,128**	**$ 82,900**	**$ 90,261**
Contractual Services				
Professional Services	$ —	$ —	$ 208,568	$ 515
Medical Services	—	—	—	309
Freight Expense	—	245	48	—
Other Contractual	208,568	208,568	—	208,568
Bank Service Fees	2,381	2,914	2,976	2,060
Credit Card Processing Fees	18,312	14,303	15,832	13,650
	$ 229,261	**$ 226,030**	**$ 227,424**	**$ 225,102**

CEMETERIES

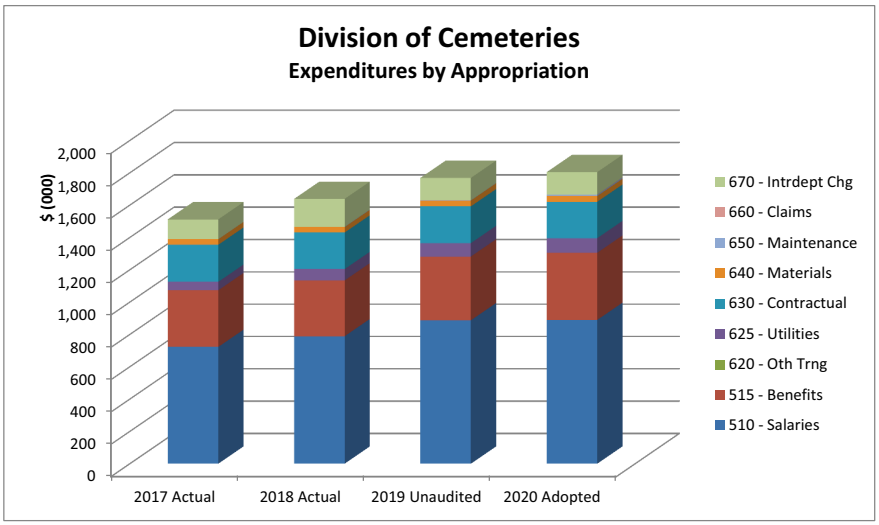
Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Materials & Supplies				
Hardware & Small Tools	$ 1,456	$ —	$ 241	$ 1,030
Seed, Fertilizer & Herbicide	2,600	9,930	7,202	8,240
Small Equipment	2,498	2,779	4,390	4,000
Hygiene And Cleaning Supplies	1,000	1,378	1,652	1,000
Clay, Soil & Turf	2,895	3,940	2,247	3,708
Lumber, Glass, And Drywall	13,900	6,912	10,833	8,500
Other Supplies	8,609	5,712	8,276	7,765
Safety Equipment	386	2,055	594	600
Just In Time Office Supplies	934	1,142	759	824
	$ 34,277	**$ 33,848**	**$ 36,193**	**$ 35,667**
Maintenance				
Maintenance Contracts	$ —	$ —	$ —	$ 5,000
Maintenance Machinery & Tools	—	107	161	1,000
Maintenance Fire Apparatus	—	—	—	258
Maintenance Building	598	1,800	1,150	1,258
	$ 598	**$ 1,907**	**$ 1,311**	**$ 7,516**
Claims, Refunds, Maintenance				
Judgments, Damages, & Claims	$ —	$ —	$ —	$ 1,751
	$ —	**$ —**	**$ —**	**$ 1,751**
Interdepart Service Charges				
Charges From Telephone Exch	$ 11,835	$ 11,090	$ 9,672	$ 8,580
Charges From W.P.C.	2,824	6,114	1,361	1,000
Charges From Print & Repro	4,480	1,708	3,946	5,915
Charges From Central Storeroom	750	864	1,006	1,240
Charges From M.V.M.	101,700	152,729	122,490	118,000
Charges From Division Of Maint	—	—	—	1,000
Charges From Waste Collection	740	—	—	3,000
	$ 122,330	**$ 172,505**	**$ 138,475**	**$ 138,735**
	$ 1,511,821	**$ 1,638,457**	**$ 1,768,506**	**$ 1,804,262**

CEMETERIES

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Charges For Services	$ 933,532	$ 869,091	$ 856,972	$ 915,150
Miscellaneous	—	12,628	13,941	1,693
Sale Of City Assets	500,634	491,120	466,374	490,000
Transfers In	65,982	250,000	116,525	296,098
Interest Earnings/Investment Income	58,464	109,020	131,736	100,000
Non Operating Other/Other	438	—	125	—
	$ 1,559,050	**$ 1,731,859**	**$ 1,585,673**	**$ 1,802,941**



CEMETERIES

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Manager of Urban Forestry	22,333.40	81,827.04
1	1	1			
			ADMINISTRATIVE SUPPORT		
1	1	1	Senior Clerk	12.47	18.14
1	1	1			
			PROFESSIONALS		
1	1	1	Assistant Administrator	20,800.00	73,868.59
1	1	1			
			SERVICE & MAINTENANCE		
9	9	9	Cemetery Maintenance Worker I	17.62	19.62
2	2	2	Cemetery Maintenance Worker II	27.15	29.15
2	2	2	Cemetery Foreman	23.33	24.28
1	1	1	Cemetery Supervisor	25.49	27.49
14	14	14			
			SKILLED CRAFT		
1	1	1	Automobile Repair Worker	12.60	22.26
1	1	1			
18	18	18	**TOTAL FULL TIME**		
20	0	20	**TOTAL SEASONAL**		
38	**18**	**38**	**TOTAL DIVISION**		

GOLF COURSE

Expenditures

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Benefits				
Life Insurance	$ 41	$ 3	$ —	$ —
	$ 41	**$ 3**	**$ —**	**$ —**
Utilities				
Sewer-Other	$ —	$ 423	$ —	$ —
Water	—	904	108	—
Electricity - Cpp	—	14,620	—	44,100
Electricity - Other	—	—	38,911	—
	$ —	**$ 15,946**	**$ 39,018**	**$ 44,100**
Contractual Services				
Professional Services	$ —	$ 763,708	$ 767,039	$ 758,645
Security Services	—	624	4,433	1,500
Property Rental	—	865	242	10,000
Other Contractual	—	538,289	528,404	474,230
Credit Card Processing Fees	—	4,923	4,743	10,000
	$ —	**$ 1,308,409**	**$ 1,304,861**	**$ 1,254,375**
Materials & Supplies				
Office Supplies	$ —	$ 181	$ —	$ —
Electrical Supplies	—	—	—	450
Hygiene And Cleaning Supplies	—	1,360	5,285	7,000
Food	—	597	29,000	45,000
Other Supplies	—	9,709	6,783	7,715
Sporting Goods Supplies	—	—	—	10,000
Cement Sand & Gravel	—	—	7,900	8,000
	$ —	**$ 11,847**	**$ 48,969**	**$ 78,165**
Maintenance				
Maintenance Fire Apparatus	$ —	$ 550	$ 945	$ 500
Maintenance Misc. Equipment	15,022	—	—	—
Maintenance Building	18,000	—	—	18,619
	$ 33,022	**$ 550**	**$ 945**	**$ 19,119**
Claims, Refunds, Maintenance				
Judgments, Damages, & Claims	$ 87,000	$ —	$ —	$ —
	$ 87,000	**$ —**	**$ —**	**$ —**
Interdepart Service Charges				
Charges From Print & Repro	$ —	$ —	$ 105	$ 1,000
Charges From M.V.M.	—	—	—	2,700
Charges From Division Of Maint	—	—	1,772	14,585
Charges From Waste Collection	—	—	—	5,992
	$ —	**$ —**	**$ 1,877**	**$ 24,277**
	$ 120,062	**$ 1,336,755**	**$ 1,395,670**	**$ 1,420,036**

GOLF COURSE

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Charges For Services	$ —	$ 132,955	$ 398,063	$ 497,569
Miscellaneous	12,873	19,122	16,882	66,839
Transfers In	—	1,200,000	928,988	854,509
	$ 12,873	**$ 1,352,077**	**$ 1,343,933**	**$ 1,418,917**

PARKING LOTS GENERAL OPERATIONS (OFF-STREET)

Expenditures

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 577,015	$ 560,123	$ 607,070	$ 801,510
Part-Time Permanent	95,547	155,523	157,359	150,104
Longevity	5,800	6,200	4,700	4,050
Vacation Conversion	2,108	—	4,177	—
Separation Payments	21,483	1,067	9,086	31,600
Bonus Incentive	4,500	1,500	2,000	—
Overtime	40,596	44,040	43,394	59,280
	$ 747,049	**$ 768,453**	**$ 827,786**	**$ 1,046,544**
Benefits				
Hospitalization	$ 165,266	$ 154,073	$ 157,026	$ 195,184
Prescription	29,160	22,786	26,324	40,809
Dental	7,983	7,713	7,540	10,822
Vision Care	938	900	789	1,240
Public Employees Retire System	100,584	107,086	112,153	142,569
Fica-Medicare	10,517	10,841	11,622	19,448
Workers' Compensation	19,001	7,256	8,475	9,246
Life Insurance	474	444	407	844
Unemployment Compensation	221	2,496	474	5,000
Clothing Allowance	2,900	2,900	2,575	2,900
Clothing Maintenance	600	600	600	600
	$ 337,643	**$ 317,094**	**$ 327,984**	**$ 428,662**
Other Training & Professional Dues				
Travel	$ —	$ —	$ 3,824	$ —
Tuition & Registration Fees	—	3,226	—	—
Professional Dues & Subscript	1,515	1,120	920	1,515
	$ 1,515	**$ 4,346**	**$ 4,744**	**$ 1,515**
Utilities				
Electricity - Cpp	$ 186,849	$ 158,673	$ 154,578	$ 160,765
Electricity - Other	8,476	9,916	8,973	10,609
	$ 195,325	**$ 168,589**	**$ 163,551**	**$ 171,374**
Contractual Services				
Professional Services	$ 2,062,000	$ 1,903,000	$ 2,265,163	$ 2,280,430
Security Services	2,440	1,679	5,519	14,600
Janitorial Services	10,865	—	1,500	—
Taxes	238,547	238,445	239,245	240,000
Parking Tax	611,998	568,102	675,661	606,186
Property Rental	99,612	99,612	99,612	100,000
Equipment Rental	9,999	9,999	9,999	18,000

PARKING LOTS GENERAL OPERATIONS (OFF-STREET)

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Special Assessment	4,155	5,449	5,512	4,750
Other Contractual	6,450	11,750	48,545	54,000
Bank Service Fees	28,365	28,290	25,238	78,000
Credit Card Processing Fees	207,261	240,729	197,125	250,000
	$ 3,281,692	**$ 3,107,055**	**$ 3,573,118**	**$ 3,645,966**
Materials & Supplies				
Clothing	$ 5,000	$ 5,000	$ —	$ 5,000
Hardware & Small Tools	—	3,648	—	2,000
Welding Supplies & Equipment	200	200	200	200
Electrical Supplies	—	—	—	20,000
Hygiene And Cleaning Supplies	—	—	—	1,350
Medical Supplies	—	—	—	100
Other Supplies	13,402	13,812	1,500	31,000
Special Events Supplies	—	—	—	13,500
Batteries	17,175	12,020	17,443	15,000
Just In Time Office Supplies	1,856	1,316	1,487	3,100
	$ 37,633	**$ 35,996**	**$ 20,630**	**$ 91,250**
Maintenance				
Maintenance Contracts	$ 114,000	$ 144,782	$ 66,318	$ 250,000
Repair Parts	20,000	20,000	9,827	20,000
Car Washes	900	900	—	1,000
Maintenance Building	600	2,903	600	—
	$ 135,500	**$ 168,585**	**$ 76,745**	**$ 271,000**
Claims, Refunds, Maintenance				
Indirect Cost	$ 211,960	$ 193,560	$ 199,106	$ 214,479
	$ 211,960	**$ 193,560**	**$ 199,106**	**$ 214,479**
Interdepart Service Charges				
Charges From Telephone Exch	$ 22,361	$ 21,846	$ 22,211	$ 20,000
Charges From Print & Repro	5,707	6,318	4,608	7,859
Charges From Central Storeroom	542	94	146	710
Charges From M.V.M.	28,601	19,286	14,018	16,180
Charges From Waste Collection	1,040	1,040	1,040	1,500
Charges From Parks Maintenance	41,855	45,938	47,654	50,000
	$ 100,107	**$ 94,522**	**$ 89,676**	**$ 96,249**
Interfund Subsidies				
Transfer to Other SubClasses	$ 1,536,710	$ 2,423,241	$ 1,748,202	$ 645,000
	$ 1,536,710	**$ 2,423,241**	**$ 1,748,202**	**$ 645,000**

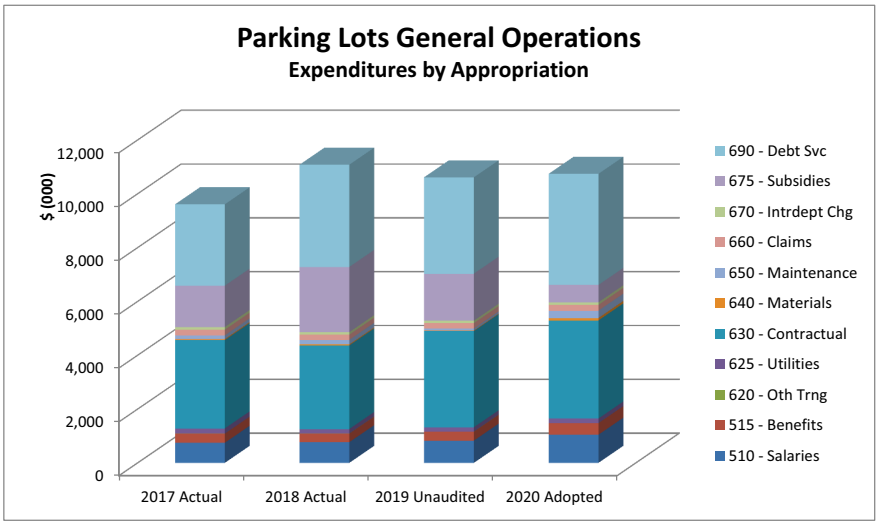
PARKING LOTS GENERAL OPERATIONS (OFF-STREET)

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Debt Service				
Principal	$ 2,954,441	$ 3,256,667	$ 3,426,667	$ 3,540,000
Interest	67,906	541,354	152,549	588,000
	$ 3,022,347	**$ 3,798,021**	**$ 3,579,216**	**$ 4,128,000**
	$ 9,607,481	**$ 11,079,463**	**$ 10,610,757**	**$ 10,740,039**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Charges For Services	$ 9,395,242	$ 9,975,567	$ 9,643,804	$ 9,831,400
Miscellaneous	36,353	28,529	46,278	15,000
Other Tax	611,998	568,102	675,661	602,334
Interest Earnings/Investment Income	9,601	10,834	12,514	9,000
	$ 10,053,194	**$ 10,583,031**	**$ 10,378,257**	**$ 10,457,734**



PARKING LOTS GENERAL OPERATIONS (OFF-STREET)

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			ADMINISTRATORS & OFFICIALS		
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			
			ADMINISTRATIVE SUPPORT		
0	1	1	Administrative Manager	27,193.55	117,672.49
0	1	1	Assistant Administrator	20,800.00	73,868.59
2	1	1	Senior Clerk	12.47	18.14
2	3	3			
			PROFESSIONALS		
1	0	1	Accountant IV	20,800.00	65,610.28
1	0	0	Auditor	20,800.00	65,000.00
1	1	1	Budget Analyst	20,800.00	58,534.37
3	1	2			
			SERVICE & MAINTENANCE		
4	4	4	Parking Coordinator	10.00	17.87
2	2	2	Parking Attendant	10.00	17.90
6	6	6			
			TECHNICIANS		
2	2	2	Parking Meter Collector	23.49	25.49
2	2	2			
16	14	16	**TOTAL FULL TIME**		
19	11	19	**TOTAL PART TIME**		
35	**25**	**35**	**TOTAL DIVISION**		

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 EnergyStadium.

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

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 432,886	$ 503,470	$ 600,134	$ 644,393
Seasonal	—	4,931	1,240	—
Part-Time Permanent	339,204	443,081	372,773	441,525
School Guards	1,470	1,427	—	—
Longevity	4,300	3,675	2,975	3,500
Vacation Conversion	—	—	3,201	—
Separation Payments	26,909	2,842	—	—
Bonus Incentive	1,000	3,000	500	—
Overtime	79,786	182,896	179,499	100,000
	$ 885,556	**$ 1,145,321**	**$ 1,160,322**	**$ 1,189,418**
Benefits				
Hospitalization	$ 81,037	$ 98,659	$ 104,112	$ 105,572
Prescription	15,522	14,398	15,995	21,484
Dental	3,025	3,778	4,487	5,366
Vision Care	496	520	553	660
Public Employees Retire System	120,522	165,586	160,567	167,234
Fica-Medicare	12,261	16,362	16,523	17,321
Workers' Compensation	22,387	19,214	11,545	15,372
Life Insurance	287	320	348	566
Unemployment Compensation	816	532	—	5,000
Clothing Allowance	1,050	1,453	1,480	2,030
Tool Insurance	—	150	150	150
Clothing Maintenance	1,625	1,685	1,725	1,725
Union Welfare Payment	15,090	21,210	22,430	25,000
	$ 274,117	**$ 343,867**	**$ 339,915**	**$ 367,480**
Other Training & Professional Dues				
Professional Dues & Subscript	$ —	$ —	$ —	$ 250
	$ —	**$ —**	**$ —**	**$ 250**
Utilities				
Brokered Gas Supply	$ 1,742	$ 1,900	$ 2,049	$ 2,644
Gas	1,218	1,307	1,381	2,163
Electricity - Cpp	451,225	498,616	543,055	560,000
Steam	521,515	484,818	580,036	598,000
	$ 975,700	**$ 986,640**	**$ 1,126,520**	**$ 1,162,807**
Contractual Services				
Professional Services	$ 500	$ 50	$ 630	$ 575
Parking In City Facilities	2,412	2,471	2,458	2,000
Equipment Rental	—	—	—	2,500

PUBLIC AUDITORIUM

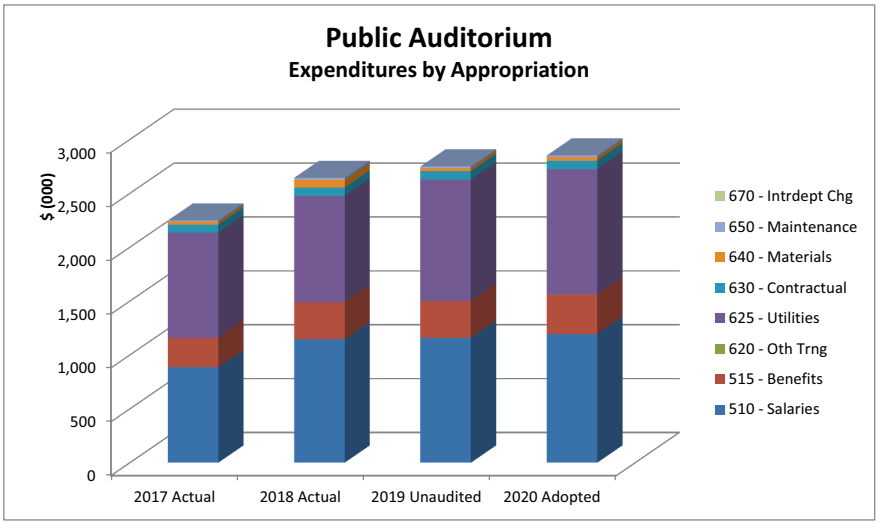
Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Other Contractual	69,462	72,001	73,808	71,500
Credit Card Processing Fees	1,074	1,679	1,750	2,250
	$ 73,448	**$ 76,201**	**$ 78,646**	**$ 78,825**
Materials & Supplies				
Electrical Supplies	$ 19,121	$ 40,387	$ 23,000	$ 7,000
Hygiene And Cleaning Supplies	6,639	10,296	7,025	12,000
Painting Equipment & Supplies	—	—	—	500
Plumbing Supplies And Equip	1,198	3,000	—	2,000
Motors And Pumps	—	6,250	—	3,000
Lumber, Glass, And Drywall	—	—	—	1,000
Other Supplies	54	123	—	1,000
Safety Equipment	—	—	—	500
Batteries	—	—	—	200
Just In Time Office Supplies	1,421	986	853	1,000
Building Maintenance Supplies	—	11,650	—	2,690
	$ 28,432	**$ 72,693**	**$ 30,878**	**$ 30,890**
Maintenance				
Maintenance Machinery & Tools	$ —	$ —	$ 300	$ 400
Maintenance Fire Apparatus	950	750	500	1,000
Maintenance Vehicles	—	—	—	4,000
Maintenance Utility Systems	—	—	6,226	6,000
Maintenance Misc. Equipment	—	—	1,100	1,000
Maintenance Building	9,091	18,137	4,706	4,120
	$ 10,041	**$ 18,887**	**$ 12,832**	**$ 16,520**
Interdepart Service Charges				
Charges From Telephone Exch	$ 124,191	$ 133,480	$ 139,529	$ 135,000
Charges From Radio Comm System	14,785	10,921	19,250	15,000
Charges From Print & Repro	1,380	2,019	1,750	2,495
Charges From Central Storeroom	323	321	367	450
Charges From M.V.M.	11,149	9,927	11,081	12,555
Charges From Division Of Maint	—	—	—	500
Charges From Waste Collection	—	—	—	5,000
Charges From Parks Maintenance	2,947	—	—	5,000
	$ 154,775	**$ 156,668**	**$ 171,976**	**$ 176,000**
	$ 2,402,069	**$ 2,800,278**	**$ 2,921,089**	**$ 3,022,190**

PUBLIC AUDITORIUM

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Charges For Services	$ 590,432	$ 799,091	$ 751,783	$ 650,000
Grant Revenue	—	—	2,604	—
Miscellaneous	429,713	450,364	447,743	439,316
Transfers In	1,400,000	1,750,000	1,485,107	1,931,754
Interest Earnings/Investment Income	670	1,264	272	—
	$ 2,420,815	**$ 3,000,720**	**$ 2,687,508**	**$ 3,021,070**



PUBLIC AUDITORIUM

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Deputy Commissioner	26,273.96	91,088.19
1	1	1			
			PROFESSIONALS		
1	1	1	Building Stationary Engineer	20.05	27.55
1	1	1			
			SERVICE & MAINTENANCE		
3	2	3	Custodial Worker	16.86	18.86
2	2	2	Guard	18.69	19.38
1	1	1	Municipal Service Laborer	17.62	19.62
6	5	6			
			SKILLED CRAFT		
1	1	1	Electrical Worker	47.86	59.82
0	1	1	Plasterer	39.09	48.86
1	1	1	Plumber	51.16	63.95
2	3	3			
10	10	11	**TOTAL FULL TIME**		
48	17	48	**TOTAL PART TIME**		
58	**27**	**59**	**TOTAL DIVISION**		

WESTSIDE MARKET GENERAL OPERATIONS

Expenditures

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 278,938	$ 244,937	$ 294,154	$ 290,517
Part-Time Permanent	29,387	29,989	33,287	36,288
Longevity	2,450	2,150	1,975	1,975
Separation Payments	—	—	—	9,587
Bonus Incentive	—	2,000	1,000	—
Overtime	21,510	17,901	15,973	20,000
	$ 332,285	**$ 296,977**	**$ 346,389**	**$ 358,367**
Benefits				
Hospitalization	$ 91,592	$ 72,704	$ 87,765	$ 89,114
Prescription	15,335	10,453	14,161	16,427
Dental	3,739	3,014	3,401	3,931
Vision Care	350	282	338	408
Public Employees Retire System	46,810	40,906	48,331	48,941
Fica-Medicare	4,644	4,157	4,804	5,950
Workers' Compensation	6,539	8,750	7,686	48,402
Life Insurance	207	163	202	318
Clothing Allowance	1,260	830	1,260	2,910
Tool Insurance	300	150	300	300
Clothing Maintenance	350	250	350	550
	$ 171,126	**$ 141,661**	**$ 168,598**	**$ 217,251**
Other Training & Professional Dues				
Professional Dues & Subscript	$ 65	$ 50	$ 601	$ 1,640
	$ 65	**$ 50**	**$ 601**	**$ 1,640**
Utilities				
Brokered Gas Supply	$ 32,211	$ 16,917	$ 22,982	$ 23,675
Gas	13,922	10,805	10,545	13,364
Electricity - Cpp	241,627	257,804	261,658	272,000
Security & Monitoring System	1,655	3,300	3,400	7,000
	$ 289,414	**$ 288,827**	**$ 298,585**	**$ 316,039**
Contractual Services				
Professional Services	$ 10,262	$ 35,635	$ 45,200	$ 40,000
Travel- Non-Training	—	44	22	—
Mileage (Private Auto)	274	224	223	500
Security Services	79,000	89,000	113,000	89,000
Janitorial Services	224,400	222,050	218,425	227,940
Other Contractual	190,969	227,872	176,284	245,000
	$ 504,905	**$ 574,826**	**$ 553,154**	**$ 602,440**

WESTSIDE MARKET GENERAL OPERATIONS

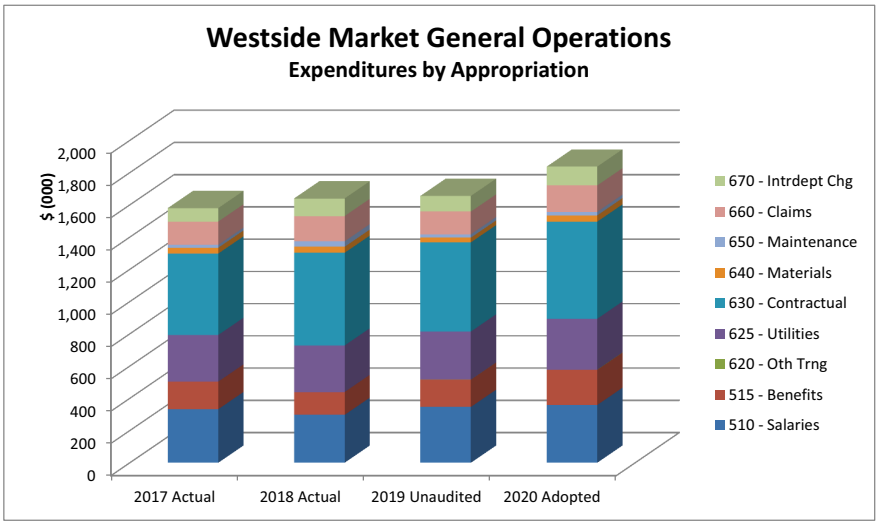
Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Materials & Supplies				
Chemical	$ 1,563	$ —	$ —	$ 1,600
Fire/Ems Apparatus Parts	—	450	248	450
Salt & De-Icer	957	—	809	1,000
Boilers, Heaters & Cool Equip	28,768	16,167	18,929	16,500
Small Equipment	—	10,693	—	2,000
Electrical Supplies	2,705	2,072	828	6,000
Hygiene And Cleaning Supplies	—	—	—	1,000
Doors, Shutters And Windows	—	5,799	4,523	4,600
Plumbing Supplies And Equip	—	435	1,400	2,800
Medical Supplies	—	—	66	450
Other Supplies	1,183	1,149	1,025	1,350
Just In Time Office Supplies	1,049	583	1,326	1,183
	$ 36,226	**$ 37,348**	**$ 29,153**	**$ 38,933**
Maintenance				
Maintenance Fire Apparatus	$ 800	$ —	$ —	$ 900
Maintenance Building	17,345	33,691	21,248	20,800
	$ 18,145	**$ 33,691**	**$ 21,248**	**$ 21,700**
Claims, Refunds, Maintenance				
Indirect Cost	$ 144,474	$ 157,171	$ 140,470	$ 163,842
	$ 144,474	**$ 157,171**	**$ 140,470**	**$ 163,842**
Interdepart Service Charges				
Charges From Telephone Exch	$ 24,919	$ 3,141	$ 7,828	$ 7,830
Charges From Print & Repro	2,680	2,327	2,199	3,215
Charges From M.V.M.	7,602	14,947	21,175	20,000
Charges From Waste Collection	37,917	82,494	66,123	80,000
Charges From Parks Maintenance	10,204	6,316	—	6,000
	$ 83,322	**$ 109,225**	**$ 97,324**	**$ 117,045**
	$ 1,579,961	**$ 1,639,777**	**$ 1,655,523**	**$ 1,837,257**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Charges For Services	$ 1,470,447	$ 1,356,120	$ 1,349,534	$ 1,360,000
Miscellaneous	4,221	6,413	13,474	—
Interest Earnings/Investment Income	10,909	17,684	16,611	—
	$ 1,485,577	**$ 1,380,216**	**$ 1,379,619**	**$ 1,360,000**

WESTSIDE MARKET GENERAL OPERATIONS



COMPARISON OF STAFFING LEVEL

No. of Employees				Salary Schedule	
Budget 2019	December 2019	Budget 2020	Position	Minimum	Maximum
			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	73,868.59
2	2	2	Building Stationary Engineer	20.05	27.55
4	4	4			
			SERVICE & MAINTENANCE		
1	1	1	Municipal Service Laborer	17.62	19.62
1	1	1			
6	6	6	**TOTAL FULL TIME**		
1	1	1	**TOTAL PART TIME**		
7	**7**	**7**	**TOTAL DIVISION**		

Debt Service Fund

Debt Service payments are made through this fund group. Revenue is derived from property taxes, income taxes, TIF receipts, and transfer payments from various special revenue funds.

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget	$ Change	% Change
DEBT SERVICE						
RECEIPTS	$ 66,882,928	$ 85,585,093	$ 76,705,028	$ 75,750,635	$ (954,393)	-1%
EXPENDITURES	65,607,631	72,152,208	78,050,324	79,278,350	1,228,026	2%
Net	$ 1,275,297	$ 13,432,885	$ (1,345,296)	$ (3,527,715)	$ (2,182,419)	162%
Decertifications	—	—	—	—	—	%
Beginning Balance	20,831,338	22,106,635	35,539,520	34,194,224	(1,345,296)	-4%
Ending Balance	**$ 22,106,635**	**$ 35,539,520**	**$ 34,194,224**	**$ 30,666,509**	**$ (3,527,715)**	**-10%**

2019 ACTIVITY

On April 25, 2019, Water Revenue Bonds, Series DD, 2019, were issued in the amount of $97,160,000. The bonds were issued to currently refund $24,575,000 of outstanding Series T Bonds, $54,935,000 of Series U Bonds, $26,495,000 of Series V Bonds and $1,230,000 of Series W Bonds. As part of the bond deal, the City also terminated all interest rate swaps entered into with Morgan Stanley and JP Morgan. The City made a termination payment of $7,328,000 on the Series U and Series V swaps from the proceeds of the bonds. Through this refunding, the City was able to eliminate the risk associated with most of the Division's variable rate debt by refunding them with fixed rate bonds and by terminating all existing swaps. All of this was done without increasing the Division's overall debt service payments.

Effective June 19, 2019, the City issued $51,015,000 Various Purpose General Obligation Bonds, Series 2019A. The proceeds of these bonds will be used to pay costs of permanent improvements to roads and bridges, to parks and recreation facilities and to various other public facilities.

On October 1, 2019, the City issued $341,675,000 of Airport System Revenue Bonds, Series 2019A-C. The $301,665,000 Series 2019A Taxable Bonds were issued to advance refund the $235,150,000 Series 2012A Bonds and to currently refund $52,050,000 of Series 2013A Bonds. The $34,605,000 Series 2019B AMT Bonds currently refunded the variable rate outstanding $20,100,000 Series 2009 D Bonds and the $18,170,000 Series 2014A Bonds. Finally, the $5,405,000 Series 2019C Non-AMT Bonds currently refund the $5,975,000 Series 2008D Bonds. As a result of this refunding, the City achieved $22,494,000 of net present value debt service savings or 6.8% while also eliminating all of Port Control's remaining variable rate bonds and terminating its letters of credit and direct placements on those bonds.

2020 ACTIVITY

In 2020, the City is planning or reviewing the feasibility of the following financings:

- Issuance of approximately $80 million of Cleveland Public Power bonds to refund various outstanding bonds to achieve debt service savings;
- Issuance of approximately $70 million of taxable Subordinate Lien Income Tax Bonds to refund outstanding subordinate lien income tax and general obligation bonds for debt service savings;
- Issuance of approximately $50 million of general obligation bonds to fund various public improvements to roads and bridges, recreation facilities and other public facilities;
- Issuance of approximately $35 million of Water Pollution Control Bonds to fund improvements to the system; 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, 2019 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	AA-	N/A
Waterworks Revenue Bonds***	Aa2	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****	A2	A-	A-
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.)

*On May 16, 2019 S&P Global Ratings raised its rating on the City annual appropriation bonds and Certificates of Participation to A+ (stable) from A. S&P also raised its rating on the City's Non-Tax Revenue Bonds to AA-(stable) from A+. These changes were the result of new rating criteria.

**On May 17, 2019 S&P Global Ratings lowered its rating on the City's Subordinate Income Tax Bonds and Subordinate Lien Unrestricted Income Tax Bonds to AA (stable) from AA+ based upon new rating criteria adopted by the rating agency.

***Effective July 29, 2019 Moody's Investors Service lowered its rating on the City's Senior Lien Water Revenue Bonds to Aa2 (stable) from Aa1 and lowered its rating on the Second Lien Water Revenue Bonds to Aa3 from Aa2. This stemmed from the rating agency's review of a number of credits nationwide in light of a court ruling in Puerto Rico regarding linkages between a utility and the City.

****On August 15, 2019, Fitch Ratings raised its rating on the Airport Revenue Bonds to A- (stable) from BB+ (positive). Also, on September 12, 2019, Moody's Investors Service upgraded its rating on the City's Airport Revenue Bonds to A2 (stable) from A3.

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 $538,896,584 and unvoted debt limit (5.5%) is $282,279,163. At January 1, 2020, the City had capacity under the indirect debt limitation calculation per the Ohio Revised Code to issue approximately $140 million in additional unvoted debt. These debt limitations are not expected to affect the financing of any currently planned facilities or services.

	2018 Actual	2019 Unaudited	2020 Budget
Water Revenue Bonds + EXPENDITURES:			
Principal	$ 36,405,000	$ 37,060,000	$ 34,285,000
Interest	21,831,926	19,688,455	19,593,331
Total Expenditures	$ **58,236,926**	$ **56,748,455**	$ **53,878,331**
RECEIPTS			
Utility Reimbursement	$ 58,236,926	$ 56,748,455	$ 53,878,331
Total Receipts	$ **58,236,926**	$ **56,748,455**	$ **53,878,331**
Airport System Revenue Bonds + EXPENDITURES:			
Principal	$ 38,535,000	$ 39,970,000	$ 41,585,000
Interest	29,894,180	28,242,487	21,710,254
Total Expenditures	$ **68,429,180**	$ **68,212,487**	$ **63,295,254**
RECEIPTS			
Enterprise Reimbursement	$ 68,429,180	$ 68,212,487	$ 63,295,254
Total Receipts	$ **68,429,180**	$ **68,212,487**	$ **63,295,254**
Ohio Water Development Authority Loans - Water + EXPENDITURES:			
Principal	$ 7,909,175	$ 8,165,519	$ 8,430,803
Interest	2,190,392	1,969,360	1,740,685
Total Expenditures	$ **10,099,567**	$ **10,134,879**	$ **10,171,488**
RECEIPTS			
Utility Reimbursement	$ 10,099,567	$ 10,134,879	$ 10,171,488
Total Receipts	$ **10,099,567**	$ **10,134,879**	$ **10,171,488**
Water Pollution Control Revenue Bonds+ EXPENDITURES:			
Principal	$ 570,000	$ 590,000	$ 610,000
Interest	1,562,250	1,545,150	1,521,550
Total Expenditures	$ **2,132,250**	$ **2,135,150**	$ **2,131,550**
RECEIPTS			
Utility Reimbursement	$ 2,132,250	$ 2,135,150	$ 2,131,550
Total Receipts	$ **2,132,250**	$ **2,135,150**	$ **2,131,550**

+ Amounts shown above are actual amounts paid to bondholders or swap counter-parties 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.

	2018 Actual	2019 Unaudited	2020 Budget
Ohio Water Development Authority Loans - Water Pollution Control + EXPENDITURES:			
Principal	$ 24,060	$ 24,060	$ 24,060
Total Expenditures	$ **24,060**	$ **24,060**	$ **24,060**
RECEIPTS			
Utility Reimbursement	$ 24,060	$ 24,060	$ 24,060
Total Receipts	$ **24,060**	$ **24,060**	$ **24,060**
Public Power System - Revenue Bonds + EXPENDITURES:			
Principal	$ 7,705,000	$ 5,640,000	$ 5,925,000
Interest	8,569,901	8,453,175	8,171,175
Total Expenditures	$ **16,274,901**	$ **14,093,175**	$ **14,096,175**
RECEIPTS			
Utility Reimbursement	$ 16,274,901	$ 14,093,175	$ 14,096,175
Total Receipts	$ **16,274,901**	$ **14,093,175**	$ **14,096,175**
Parking Facilities Revenue Refunding Bonds + EXPENDITURES:			
Principal	$ 3,200,000	$ 3,370,000	$ 3,540,000
Interest	932,925	760,526	588,000
Total Expenditures	$ **4,132,925**	$ **4,130,526**	$ **4,128,000**
RECEIPTS			
Enterprise Reimbursement	$ 4,132,925	$ 4,130,526	$ 4,128,000
Total Receipts	$ **4,132,925**	$ **4,130,526**	$ **4,128,000**

+ 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.

	2017 ACTUAL	2018 ACTUAL	2019 UNAUDITED	2020 BUDGET
PROPERTY TAXES	$ 17,630,470	$ 18,036,711	$ 19,674,512	$ 20,137,530
INTERGOVERNMENTAL REVENUE	4,558,138	1,595,270	1,662,590	1,656,834
RESTRICTED INCOME TAX	27,120,879	36,621,915	36,507,410	35,767,128
GENERAL FUND INCOME TAX	6,909,729	5,662,760	5,678,928	5,702,680
INVESTMENT EARNINGS	263,711	699,092	1,156,575	888,550
BOND FEES & SERVICES	84,920	124,511	182,626	50,000
NOTE / BOND PROCEEDS	4,446,565	17,174,128	5,280,097	5,600,000
TRANSFERS FROM OTHER SUBFUNDS	1,679,979	1,154,507	2,077,753	1,458,000
TIF / DEVELOPER RECEIPTS	508,103	554,348	559,925	364,660
GENERAL FUND TRANSFER	3,882,123	4,340,633	4,169,060	4,539,445
FEDERAL SUBSIDY	492,168	474,729	456,179	432,370
DRAW/(ADD) OF FUND BALANCE	(1,266,622)	(13,485,996)	1,449,238	3,527,715
TOTAL RECEIPTS	**$ 66,310,163**	**$ 72,952,608**	**$ 78,854,893**	**$ 80,124,912**

	2018 Actual	2019 Unaudited	2020 Budget
Unvoted Tax Supported General Obligation Bonds			
Bonds Redeemed	$ 24,700,000	$ 25,340,000	$ 25,590,000
Interest on Bonds	11,567,505	13,310,320	14,177,801
	$ 36,267,505	$ 38,650,320	$ 39,767,801
Subordinated Income Tax Bonds (Police & Fire Pension)			
Bonds Redeemed	$ 3,985,000	$ 4,245,000	$ 4,465,000
Interest on Bonds	1,548,375	1,342,625	1,124,875
Transfer to Other Subclass	19,959	—	—
	$ 5,553,334	$ 5,587,625	$ 5,589,875
2013A Core City Fund			
Bonds Redeemed	$ 850,000	$ 900,000	$ 950,000
Interest on Bonds	549,878	590,595	815,572
	$ 1,399,878	$ 1,490,595	$ 1,765,572
Lower Euclid TIF Bonds			
Bonds Redeemed	$ 194,000	$ 218,000	$ 226,000
Interest on Bonds	151,260	145,260	138,660
	$ 345,260	$ 363,260	$ 364,660
Nontax Revenue Refunding Bonds - Stadium			
Bonds Redeemed	$ 1,420,000	$ 1,475,000	$ 1,550,000
Interest on Bonds	208,050	151,250	77,500
	$ 1,628,050	$ 1,626,250	$ 1,627,500
2014 Core City Bonds			
Bonds Redeemed	$ 1,270,000	$ 1,300,000	$ 1,330,000
Interest on Bonds	284,728	259,328	228,128
Transfer to Other Subclass	41,000	—	—
	$ 1,595,728	$ 1,559,328	$ 1,558,128
2015 Core City Bonds			
Interest on Bonds	$ 505,632	$ 505,633	$ 505,633
	$ 505,632	$ 505,633	$ 505,633
Subordinate Lien Income Tax Bonds			
Bonds Redeemed	$ 10,915,000	$ 11,490,000	$ 11,715,000
Interest on Bonds	12,205,589	15,044,582	14,640,249
	$ 23,120,589	$ 26,534,582	$ 26,355,249

	2018 Actual	2019 Unaudited	2020 Budget
Subordinate Lien Inc. Tax Bonds (2014A)			
Bonds Redeemed	$ 925,000	$ 940,000	$ 970,000
Interest on Bonds	811,231	792,731	773,932
	$ 1,736,231	$ 1,732,731	$ 1,743,932
Sinking Fund Operations			
Personnel	$ 200,234	$ 208,140	$ 216,092
Other	600,167	596,429	630,470
	$ 800,401	$ 804,569	$ 846,562
Total Expenditures	$ 72,952,608	$ 78,854,893	$ 80,124,912

PURPOSE	MONTH DUE	ISSUE DATE	MATURITY DATE	INTEREST RATE	12/31/19 BALANCE	2020 PRINCIPAL	2020 INTEREST	TOTAL DUE
BRIDGES & ROADS	JUNE/DEC.	2011	2029	VAR	1,020,000	760,000	50,025	810,025
BRIDGES & ROADS	JUNE/DEC.	2012	2030	VAR	13,795,000	995,000	659,600	1,654,600
BRIDGES & ROADS	JUNE/DEC.	2018	2043	VAR	57,405,000	1,365,000	2,634,550	3,999,550
BRIDGES & ROADS	JUNE/DEC.	2016A	2033	VAR	20,480,000	1,120,000	775,050	1,895,050
BRIDGES & ROADS	JUNE/DEC.	2019A	2037	VAR	22,480,000	875,000	865,800	1,740,800
CEMETERY IMPROVEMENT	JUNE/DEC.	2011	2031	VAR	145,000	30,000	6,819	36,819
CEMETERY IMPROVEMENT	JUNE/DEC.	2012	2032	VAR	370,000	20,000	17,900	37,900
PARKS & RECREATION	JUNE/DEC.	2011	2031	VAR	760,000	35,000	35,281	70,281
PARKS & RECREATION	JUNE/DEC.	2012	2032	VAR	2,910,000	170,000	140,350	310,350
PARKS & RECREATION	JUNE/DEC.	2018	2046	VAR	16,135,000	315,000	712,788	1,027,788
PARKS & RECREATION	JUNE/DEC.	2016A	2027	VAR	510,000	55,000	22,000	77,000
PARKS & RECREATION	JUNE/DEC.	2019A	2043	VAR	11,185,000	290,000	399,000	689,000
PUBLIC FACILITIES	JUNE/DEC.	2011	2029	VAR	960,000	715,000	47,081	762,081
PUBLIC FACILITIES	JUNE/DEC.	2012	2030	VAR	9,805,000	710,000	468,750	1,178,750
PUBLIC FACILITIES	JUNE/DEC.	2016A	2026	VAR	3,760,000	480,000	158,100	638,100
PUBLIC FACILITIES	JUNE/DEC.	2018	2031	VAR	4,955,000	315,000	231,200	546,200
PUBLIC FACILITIES	JUNE/DEC.	2019A	2036	VAR	17,350,000	735,000	680,300	1,415,300
REFUNDING JUDGMENT BONI	JUNE/DEC.	2016B	2033	VAR	4,260,000	0	207,882	207,882
SERIES 2005 REFUNDING	APR/OCT	2005	2023	VAR	17,550,000	7,350,000	965,250	8,315,250
SERIES 2007C REFUNDING	MAY/NOV	2007C	2027	VAR	10,130,000	1,100,000	531,825	1,631,825
SERIES 2012 REFUNDING	JUNE/DEC.	2012A	2021	VAR	5,780,000	2,835,000	231,200	3,066,200
SERIES 2015 REFUNDING	JUNE/DEC.	2015	2029	VAR	51,685,000	5,300,000	2,514,250	7,814,250
SERIES 2016 REFUNDING	JUNE/DEC.	2016A	2032	VAR	19,380,000	20,000	822,800	842,800
Total					292,810,000	25,590,000	13,177,800	16,889,594

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 clams 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.

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget	$ Change	% Change
SINKING FUND						
RECEIPTS	$ 693,858	$ 894,511	$ 700,628	$ 846,562	$ 145,934	21%
EXPENDITURES	702,533	800,401	804,569	846,562	41,993	5%
Net	$ (8,675)	$ 94,110	$ (103,941)	$ —	$ 103,941	-100%
Decertifications	—	—	9,763	—		—
Beginning Balance	9,820	1,145	95,255	1,077		—
Ending Balance	**$ 1,145**	**$ 95,255**	**$ 1,077**	**$ 1,077**	$ —	%
FT Staffing Levels	**2**	**2**	**2**	**2**	—	%
TELEPHONE EXCHANGE						
RECEIPTS	$ 7,219,718	$ 8,142,575	$ 9,238,778	$ 11,174,288	$ 1,935,510	21%
EXPENDITURES	7,300,486	7,919,001	8,906,360	11,174,288	2,267,928	25%
Net	$ (80,768)	$ 223,574	$ 332,418	$ —	$ (332,418)	-100%
Decertifications	1,625	65,666	1,014	—		—
Beginning Balance	251,709	172,566	461,806	795,238		—
Ending Balance	**$ 172,566**	**$ 461,806**	**$ 795,238**	**$ 795,238**	$ —	%
FT Staffing Levels	**18**	**17**	**13**	**18**	**5**	**38%**
RADIO						
RECEIPTS	$ 3,539,221	$ 2,659,084	$ 3,124,076	$ 2,874,812	$ (132,916)	-4%
EXPENDITURES	3,226,503	3,164,539	2,341,624	4,093,753	836,642	28%
Net	312,718	(505,455)	782,452	(1,218,941)	$ (969,558)	-219%
Decertifications	72	116	155,984	—		—
Beginning Balance	525,895	838,685	333,346	1,271,782		—
Ending Balance	**$ 838,685**	**$ 333,346**	**$ 1,271,782**	**$ 52,841**	**$ (525,894)**	**-100%**
FT Staffing Levels	**8**	**6**	**6**	**8**	**2**	**25%**
MOTOR VEHICLE MAINTENANCE						
RECEIPTS	$ 18,512,465	$ 18,938,933	$ 20,588,765	$ 19,858,034	$ (730,731)	-4%
EXPENDITURES	16,194,408	17,958,341	20,408,994	21,882,393	1,473,399	7%
Net	$ 2,318,057	$ 980,592	$ 179,771	$ (2,024,359)	$ (2,204,130)	-1,226%
Decertifications	89,326	106,849	2,456	—		—
Beginning Balance	351,954	2,759,338	3,846,778	4,029,004		—
Ending Balance	**$ 2,759,338**	**$ 3,846,778**	**$ 4,029,004**	**$ 2,004,645**	**$ (2,024,359)**	**-50%**
FT Staffing Levels	**75**	**79**	**74**	**78**	**4**	**5%**

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget	$ Change	% Change
PRINTING & REPRODUCTION						
RECEIPTS	$ 2,372,123	$ 2,243,049	$ 2,266,400	$ 2,910,772	$ 644,372	28%
EXPENDITURES	2,151,372	2,387,603	2,394,165	2,910,772	516,607	22%
Net	$ 220,751	$ (144,554)	$ (127,765)	$ —	$ 127,765	-100%
Decertifications	1,226	39,071	1,030	—		—
Beginning Balance	87,192	309,169	203,686	76,950		—
Ending Balance	$ **309,169**	$ **203,686**	$ **76,950**	$ **76,950**	$ —	%
FT Staffing Levels	**12**	**13**	**13**	**14**	**1**	**8%**
STOREROOM						
RECEIPTS	$ 487,895	$ 503,993	$ 514,771	$ 599,128	$ 84,357	16%
EXPENDITURES	485,752	507,056	497,206	599,128	101,922	20%
Net	$ 2,143	$ (3,063)	$ 17,565	$ 0	$ (17,565)	-100%
Decertifications	—	584	—	—		—
Beginning Balance	49,858	52,001	49,523	67,088		—
Ending Balance	$ **52,001**	$ **49,523**	$ **67,088**	$ **67,088**	$ **0**	**0%**
FT Staffing Levels	**1**	**1**	**1**	**2**	**1**	**100%**
HEALTH SELF INSURANCE FUND						
RECEIPTS	$ 79,775,357	$ 79,797,155	$ 85,258,898	$ 91,711,531	$ 6,452,633	8%
EXPENDITURES	74,441,262	80,665,753	82,955,210	91,711,531	8,756,321	11%
Net	$ 5,334,095	$ (868,598)	$ 2,303,688	$ —	$ (2,303,688)	-100%
Decertifications	3,202	17,504	169,846	—		—
Beginning Balance	10,545,632	15,882,929	15,031,835	17,505,369		—
Ending Balance	$ **15,882,929**	$ **15,031,835**	$ **17,505,369**	$ **17,505,369**	$ —	%
PRESCRIPTION SELF INSURANCE FUND						
RECEIPTS	$ 14,616,978	$ 12,398,438	$ 15,191,240	$ 18,468,559	$ 3,277,319	22%
EXPENDITURES	13,621,819	13,839,493	14,706,319	18,468,559	3,762,240	26%
Net	$ 995,159	$ (1,441,055)	$ 484,920	$ —	$ (484,920)	-100%
Decertifications	—	—	—	—		—
Beginning Balance	2,666,960	3,662,119	2,221,064	2,705,984		—
Ending Balance	$ **3,662,119**	$ **2,221,064**	$ **2,705,984**	$ **2,705,984**	$ —	%

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.

SINKING FUND GENERAL OPERATIONS

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 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

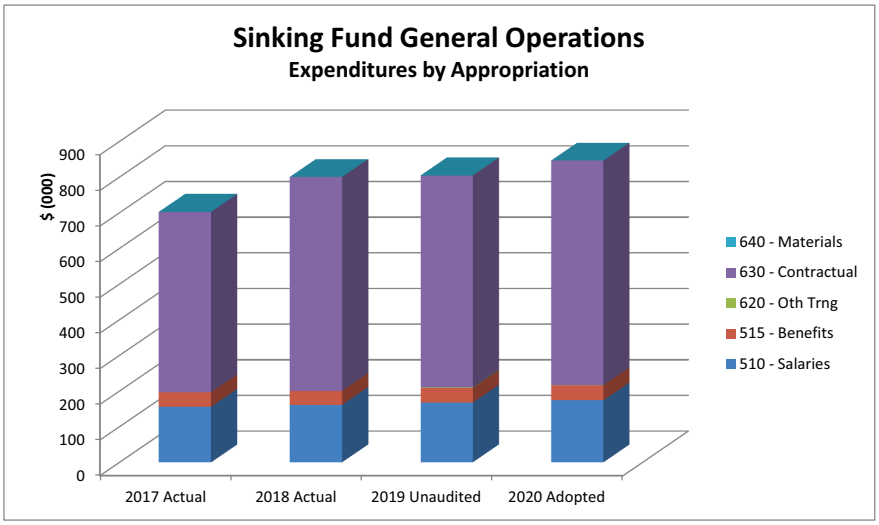
Expenditures

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 153,992	$ 159,410	$ 164,351	$ 172,994
Longevity	575	875	875	875
Vacation Conversion	1,265	—	2,029	—
Bonus Incentive	—	1,000	—	—
	$ 155,833	**$ 161,285**	**$ 167,255**	**$ 173,869**
Benefits				
Hospitalization	$ 10,530	$ 10,383	$ 10,995	$ 10,310
Prescription	2,101	1,749	2,101	2,412
Dental	453	453	444	512
Vision Care	117	117	114	136
Public Employees Retire System	21,646	22,369	23,156	24,464
Fica-Medicare	2,185	2,280	2,352	2,517
Workers' Compensation	3,580	1,531	1,654	1,766
Life Insurance	69	67	67	106
	$ 40,680	**$ 38,949**	**$ 40,885**	**$ 42,223**
Other Training & Professional Dues				
Professional Dues & Subscript	$ 261	$ 261	$ 1,461	$ 270
	$ 261	**$ 261**	**$ 1,461**	**$ 270**
Contractual Services				
Professional Services	$ 175,455	$ 262,803	$ 194,373	$ 230,000
County Aud & Treas Coll Fee	330,216	337,026	400,397	400,000
	$ 505,670	**$ 599,829**	**$ 594,769**	**$ 630,000**
Materials & Supplies				
Postage	$ 89	$ 77	$ 199	$ 200
	$ 89	**$ 77**	**$ 199**	**$ 200**
	$ 702,533	**$ 800,401**	**$ 804,569**	**$ 846,562**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Miscellaneous	$ 84,920	$ 124,511	$ 182,626	$ 50,000
Other Shared Revenue	8,939	—	—	—
Transfers In	600,000	770,000	518,002	796,562
	$ 693,858	**$ 894,511**	**$ 700,628**	**$ 846,562**

SINKING FUND GENERAL OPERATIONS



COMPARISON OF STAFFING LEVEL

No. of Employees				Salary Schedule	
Budget 2019	December 2019	Budget 2020	Position	Minimum	Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Assistant Secretary Of Sinking Fund	27,325.56	108,011.58
1	1	1			
			PROFRESSIONALS		
1	1	1	Sr Budget & Mgmt Analyst	26,273.96	88,147.99
1	1	1			
2	2	2	**TOTAL FULL TIME**		

TELEPHONE EXCHANGE

Expenditures

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 963,157	$ 889,773	$ 823,771	$ 1,029,279
Longevity	4,450	3,400	4,525	9,225
Vacation Conversion	5,713	—	5,129	—
Separation Payments	868	36,113	31,238	22,000
Bonus Incentive	2,500	4,500	—	—
Overtime	4,029	10,070	11,431	10,000
	$ 980,718	**$ 943,857**	**$ 876,094**	**$ 1,070,504**
Benefits				
Hospitalization	$ 175,567	$ 141,444	$ 146,710	$ 181,922
Prescription	33,524	20,857	24,924	37,274
Dental	8,577	7,037	6,662	10,175
Vision Care	995	821	750	1,117
Public Employees Retire System	136,461	124,699	120,702	149,600
Fica-Medicare	13,123	12,647	11,643	14,450
Workers' Compensation	22,864	9,676	8,817	9,356
Life Insurance	563	519	489	934
Clothing Allowance	4,500	2,700	4,500	9,000
Clothing Maintenance	3,375	2,025	3,375	6,000
	$ 399,550	**$ 322,424**	**$ 328,570**	**$ 419,828**
Other Training & Professional Dues				
Travel	$ —	$ 1,720	$ —	$ —
Tuition & Registration Fees	—	1,077	270	750
	$ —	**$ 2,797**	**$ 270**	**$ 750**
Utilities				
Cellular Servicess	$ 547,601	$ 757,699	$ 678,215	$ 733,862
At&T Equipment	176,453	190,764	272,320	285,983
Telephone-Ohio Bell	4,471,573	5,044,819	6,068,375	7,800,000
Telephone-Long Distance	50,000	254	467	—
Telephone	486,822	444,081	542,715	605,580
Data Communication (Telephone)	—	10,000	51,450	—
Security & Monitoring System	38,771	23,393	21,869	23,961
	$ 5,771,221	**$ 6,471,011**	**$ 7,635,411**	**$ 9,449,386**
Contractual Services				
Professional Services	$ 27,236	$ 32,716	$ 20,592	$ 27,060
Parking In City Facilities	13,644	11,667	16,667	16,680
Pager Rental	1,785	244	—	630
	$ 42,665	**$ 44,627**	**$ 37,258**	**$ 44,370**

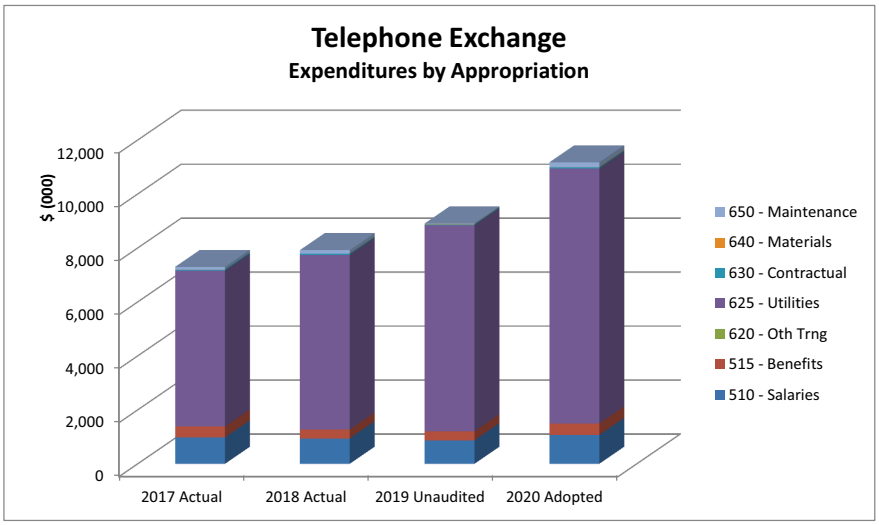
TELEPHONE EXCHANGE

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Materials & Supplies				
Computer Supplies	$ 130	$ —	$ —	$ —
Computer Hardware	776	10,285	1,484	10,000
Computer Software	—	—	—	5,000
Other Supplies	—	—	6,529	—
Just In Time Office Supplies	—	—	1,029	2,500
	$ 906	**$ 10,285**	**$ 9,042**	**$ 17,500**
Maintenance				
Maintenance Contracts	$ —	$ 123,000	$ —	$ 21,950
Computer Software Maintenance	68,423	1,000	19,714	150,000
Maintenance Electrical Equip	37,004	—	—	—
	$ 105,426	**$ 124,000**	**$ 19,714**	**$ 171,950**
	$ 7,300,486	**$ 7,919,001**	**$ 8,906,360**	**$ 11,174,288**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Charges For Services	$ 100,479	$ 39,080	$ 122	$ 50,000
Miscellaneous	7,111,339	8,090,987	9,221,948	11,104,288
Interest Earnings/Investment Income	7,899	12,508	16,708	20,000
	$ 7,219,718	**$ 8,142,575**	**$ 9,238,778**	**$ 11,174,288**



TELEPHONE EXCHANGE

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			ADMINISTRATORS & OFFICIALS		
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
2	2	2			
			ADMINISTRATIVE SUPPORT		
2	0	0	Billing Clerk	10.00	17.81
0	1	2	Accountant I	15.73	22.08
5	3	5	Telephone Operator	10.00	18.72
7	4	7			
			PROFESSIONALS		
1	0	0	Administrative Manager	27,193.55	117,672.49
0	0	1	Program Manager	30,214.00	91,429.27
1	0	1	Assistant Commissioner ITS	23,647.11	97,277.44
1	1	1	Supervisor Administration Services-Data	20,800.00	62,770.08
3	1	3			
			TECHNICIANS		
1	1	1	Telecommunications Analyst I	14.53	46.40
5	5	5	Telecommunications Tech	33.76	35.03
6	6	6			
18	13	18	**TOTAL FULL TIME**		
18	**13**	**18**	**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: ***WIRELESS COMMUNICATIONS BUILDING PERMIT APPLICATIONS***

OBJECTIVES: Ensure that wireless communications providers utilize existing, and new, poles and structures in an efficient and non-blocking manner.

ACTIVITIES: Review building permit applications, and conduct site surveys.

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.

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.

OFFICE OF RADIO COMMUNICATIONS

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

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 387,836	$ 414,279	$ 376,148	$ 461,001
Longevity	2,250	2,550	2,850	6,300
Separation Payments	—	5,506	—	—
Bonus Incentive	2,500	1,000	500	—
Overtime	196	81	431	—
	$ 392,782	**$ 423,416**	**$ 379,928**	**$ 467,301**
Benefits				
Hospitalization	$ 86,074	$ 99,492	$ 96,794	$ 115,556
Prescription	14,248	14,388	15,990	22,429
Dental	4,048	5,101	4,556	6,308
Vision Care	458	553	443	629
Public Employees Retire System	53,440	59,289	53,096	65,843
Fica-Medicare	5,557	5,888	5,239	6,743
Workers' Compensation	9,133	4,158	3,853	4,051
Life Insurance	255	259	214	366
Unemployment Compensation	—	—	526	—
Clothing Allowance	2,730	2,675	1,785	2,235
Clothing Maintenance	920	1,100	740	940
	$ 176,865	**$ 192,901**	**$ 183,235**	**$ 225,100**
Other Training & Professional Dues				
Travel	$ 6,941	$ 5,833	$ 6,644	$ 12,000
Tuition & Registration Fees	4,647	2,910	4,846	15,000
	$ 11,588	**$ 8,743**	**$ 11,490**	**$ 27,000**
Utilities				
Brokered Gas Supply	$ 237	$ 135	$ 190	$ 195
Telephone	75,420	—	80,000	155,500
Gas	3,862	4,010	4,354	4,485
Electricity - Cpp	16,242	17,608	17,451	17,975
Electricity - Other	69,830	69,570	73,096	75,289
	$ 165,591	**$ 91,322**	**$ 175,092**	**$ 253,444**
Contractual Services				
Professional Services	$ 240	$ 2,340	$ 5,160	$ 110,800
Parking In City Facilities	1,045	660	715	1,302
Taxes	2,412	9,140	10,350	12,000
Property Rental	310,868	278,459	275,875	300,000
	$ 314,564	**$ 290,599**	**$ 292,099**	**$ 424,102**
Materials & Supplies				
Computer Software	$ 250,000	$ —	$ —	$ —
Hardware & Small Tools	1,417	3,275	2,915	10,000

OFFICE OF RADIO COMMUNICATIONS

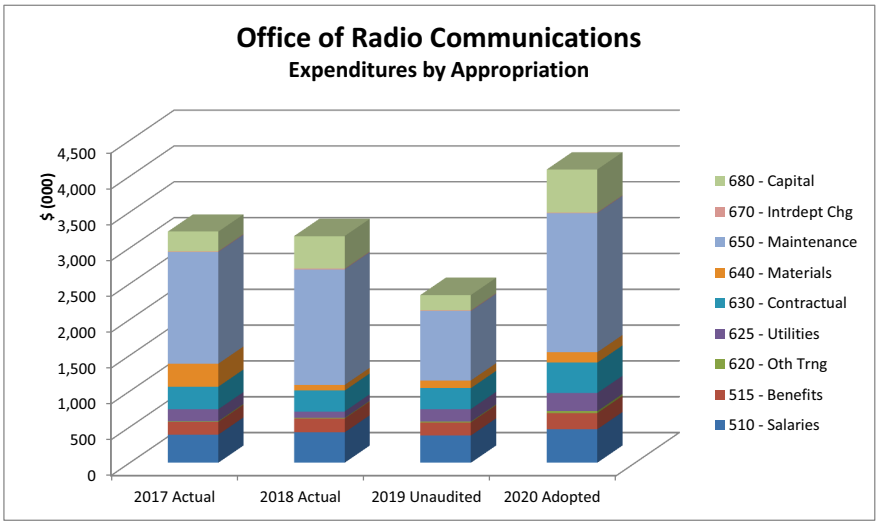
Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Small Equipment	25,102	8,767	34,659	35,000
Other Supplies	44,841	67,208	69,766	100,000
Just In Time Office Supplies	—	48	233	500
	$ 321,359	**$ 79,299**	**$ 107,574**	**$ 145,500**
Maintenance				
Maintenance Contracts	$ 1,452,288	$ 1,437,594	$ 698,119	$ 1,692,040
Maintenance Utility Systems	107,761	175,025	269,831	250,000
	$ 1,560,049	**$ 1,612,619**	**$ 967,950**	**$ 1,942,040**
Interdepart Service Charges				
Charges From Telephone Exch	$ 7,221	$ 7,005	$ 7,108	$ 6,303
Charges From Print & Repro	82	82	82	117
Charges From M.V.M.	2,138	2,796	2,658	2,846
	$ 9,441	**$ 9,883**	**$ 9,848**	**$ 9,266**
Capital Outlay				
Radio Equipment	$ 262,066	$ 375,000	$ 73,078	$ 350,000
Other Equipment	12,197	68,843	106,007	250,000
Transfer To Water Capital Proj	—	11,912	35,323	—
	$ 274,263	**$ 455,756**	**$ 214,408**	**$ 600,000**
	$ 3,226,503	**$ 3,164,539**	**$ 2,341,624**	**$ 4,093,753**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Charges For Services	$ 300,403	$ 307,902	$ 363,900	$ 347,386
Miscellaneous	3,222,015	2,316,135	2,719,438	2,487,426
Interest Earnings/Investment Income	16,803	35,048	40,738	40,000
	$ 3,539,221	**$ 2,659,084**	**$ 3,124,076**	**$ 2,874,812**

OFFICE OF RADIO COMMUNICATIONS



OFFICE OF RADIO COMMUNICATIONS

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Supervisor of Radio Services	26.38	27.45
1	1	1			
			PROFESSIONALS		
1	1	1	Administrative Manager	27,193.55	117,672.49
1	1	1	Assistant Administrator	20,800.00	73,868.59
2	0	2	Systems Analyst	20,800.00	68,251.13
4	2	4			
			TECHNICIANS		
3	3	3	Radio Technician	19.85	22.94
3	3	3			
8	6	8	**TOTAL FULL TIME**		
8	**6**	**8**	**TOTAL DIVISION**		

MOTOR VEHICLE MAINTENANCE

Jeffrey L. Brown, Commissioner

Mission Statement

To purchase and maintain the City of Cleveland's vehicles and specialized equipment to ensure safe and dependable operating conditions.

PROGRAM NAME: ***AUTO BODY WORK***

OBJECTIVES: To increase the life and improve the safety of all City owned vehicles using in-house resources and outside contractors.

ACTIVITIES: Make minor and major auto body repairs.

PROGRAM NAME: ***EMERGENCY REPAIRS AND TOWING***

OBJECTIVES: To provide efficient, cost effective vehicle repair service for the City owned Fleet.

ACTIVITIES: Provide emergency service and towing for all City owned vehicles. Replace batteries, lights and tires. Provide major vehicle repairs.

PROGRAM NAME: ***FUELING***

OBJECTIVES: To provide the City's fleet with 27 locations for fuel dispensing and delivery of fuel by tanker truck to other City of Cleveland fuel locations (i.e. Parks, Police and Fire Divisions).

ACTIVITIES: Purchase fuels and lubricants. Deliver fuel to City owned locations.

PROGRAM NAME: ***NEW VEHICLE PREPARATION***

OBJECTIVES: To assure that all City vehicles are working properly before being released to Departments.

ACTIVITIES: Inspect and prepare all new City vehicles for use by Departments. Apply logos and identification numbers to vehicles. Assign fuel cards.

PROGRAM NAME: ***PREVENTIVE MAINTENANCE***

OBJECTIVES: To increase the life and improve the safety of all City owned vehicles.

ACTIVITIES: Follow design procedures for maintaining special motorized equipment. Change or check lubricants. Repair/Replace defective parts. Inspect vehicles on a routine basis.

PROGRAM NAME: ***ROUTINE MAINTENANCE***

OBJECTIVES: To provide the City's Departments with complete maintenance and services.

ACTIVITIES: Provide motor repairs and services. Maintain records of average down time and repair costs.

MOTOR VEHICLE MAINTENANCE

Expenditures

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 3,685,965	$ 3,962,422	$ 4,231,710	$ 4,184,268
Injury Pay	—	19,614	9,662	—
Longevity	32,925	32,125	32,500	34,575
Vacation Conversion	7,692	—	18,101	—
Separation Payments	7,351	10,070	27,462	—
Bonus Incentive	4,400	7,300	30,641	—
Overtime	73,879	111,167	109,162	75,000
	$ 3,812,213	**$ 4,142,698**	**$ 4,459,237**	**$ 4,293,843**
Benefits				
Hospitalization	$ 822,679	$ 822,639	$ 861,904	$ 932,149
Prescription	147,424	122,888	146,313	186,423
Dental	41,504	42,016	40,680	50,211
Vision Care	4,073	4,179	4,181	5,414
Public Employees Retire System	527,669	577,148	618,714	601,138
Fica-Medicare	46,748	51,581	56,404	52,755
Workers' Compensation	97,752	48,145	76,233	101,181
Life Insurance	2,436	2,509	2,549	4,078
Unemployment Compensation	63	11,518	—	—
Clothing Allowance	8,763	9,960	9,083	10,020
Tool Insurance	29,700	31,350	84,200	59,000
Clothing Maintenance	200	200	200	775
	$ 1,729,012	**$ 1,724,134**	**$ 1,900,460**	**$ 2,003,144**
Other Training & Professional Dues				
Tuition & Registration Fees	$ 2,266	$ 3,556	$ 427	$ 2,060
Professional Dues & Subscript	2,528	2,578	2,851	4,120
	$ 4,794	**$ 6,134**	**$ 3,278**	**$ 6,180**
Utilities				
Brokered Gas Supply	$ 54,123	$ 74,655	$ 101,360	$ 104,401
Gas	29,129	46,861	42,371	43,642
Electricity - Cpp	18,958	32,340	23,912	24,629
Electricity - Other	2,257	874	925	953
Security & Monitoring System	—	5,000	—	6,592
	$ 104,467	**$ 159,730**	**$ 168,569**	**$ 180,217**
Contractual Services				
Parking In City Facilities	$ 25,379	$ 26,032	$ 25,996	$ 26,000
Towing	105,180	49,960	147,040	154,500
Special Assessment	18,000	19,750	18,350	20,000
Other Contractual	6,476	97,543	69,242	12,750
	$ 155,035	**$ 193,285**	**$ 260,628**	**$ 213,250**

MOTOR VEHICLE MAINTENANCE

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Materials & Supplies				
Computer Supplies	$ —	$ —	$ 5,070	$ 1,000
Computer Software	—	—	8,139	1,000
Fuel	3,625,465	5,047,327	5,862,521	6,000,000
Fuel Tax	773,005	878,360	1,099,207	1,470,000
Chemical	7,500	—	7,500	7,500
Air Compressor Parts	75,000	30,000	127,000	50,000
Fire/Ems Apparatus Parts	159,970	282,600	240,000	180,000
Auto & Light Truck Parts	946,944	1,101,728	1,100,627	1,230,000
Heavy Truck Parts	1,911,603	1,706,959	2,239,717	2,250,000
Construction Equipment Parts	150,000	220,000	194,999	200,000
Snow Removal Equipment Parts	5,000	—	20,000	20,000
Clothing	25,993	24,999	37,490	24,000
Sweeper Parts	387,125	273,000	384,966	400,000
Welding Supplies & Equipment	5,099	3,000	6,000	3,000
Hygiene And Cleaning Supplies	10,883	17,269	15,785	18,000
Painting Equipment & Supplies	10,000	20,000	20,535	16,000
Shop Supplies	19,339	50,231	—	—
Other Supplies	27,238	29,430	1,593	1,000
Greenhouse Maintenance Suppl	—	32	—	—
Anti-Freeze	25,000	15,713	20,273	25,000
Motor Oil & Lubricants	155,816	116,999	244,993	300,000
Batteries	100,000	100,000	100,000	100,000
Tires	730,000	639,974	674,943	700,000
Just In Time Office Supplies	2,994	5,868	3,241	4,000
Building Maintenance Supplies	—	—	37,932	1,000
	$ 9,153,973	**$ 10,563,489**	**$ 12,452,530**	**$ 13,001,500**
Maintenance				
Computer Hardware Maintenance	$ 10,225	$ 10,872	$ —	$ 10,000
Computer Software Maintenance	24,635	23,380	22,834	24,000
Maintenance Machinery & Tools	52,699	41,697	20,000	20,000
Fuel Pump Repair & Maintenance	103,438	99,989	49,990	50,000
Generator Repair	5,000	74,289	79,724	75,000
Accident Repair-Other Vehicles	91,304	44,586	29,600	50,000
Accident Repair-Safety Vehicls	126,571	93,801	102,731	130,000
Heavy Truck Repair	30,000	153,242	108,306	135,000
Hydraulic Repair Cyl Pmps Mtrs	50,000	99,998	99,998	100,000
Glass Repair	19,671	24,810	15,000	20,000
Radiator & Gas Tank Repair	10,000	20,000	40,000	52,000

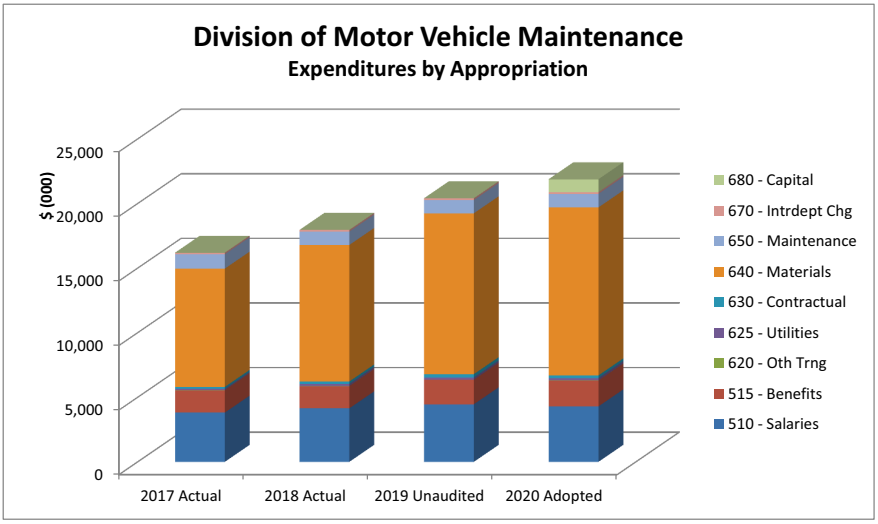
MOTOR VEHICLE MAINTENANCE

Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Maintenance Building	12,880	76,767	49,999	11,000
Repair Of Overhead Doors	39,892	4,982	5,000	16,000
Spring Repair	330,041	132,185	242,942	225,000
Tire Repair Road Service	104,077	58,465	72,393	52,000
Transmission Repair	100,000	75,000	84,974	80,000
	$ 1,110,434	**$ 1,034,062**	**$ 1,023,491**	**$ 1,050,000**
Interdepart Service Charges				
Charges From Telephone Exch	$ 83,795	$ 89,762	$ 95,106	$ 84,328
Charges From Radio Comm System	6,052	4,544	5,287	4,644
Charges From W.P.C.	—	6,745	7,286	7,000
Charges From Print & Repro	8,068	8,188	9,235	13,164
Charges From Central Storeroom	49	159	100	123
Charges From Waste Collection	26,516	25,411	23,788	25,000
	$ 124,480	**$ 134,809**	**$ 140,801**	**$ 134,259**
Capital Outlay				
Transfer To Capital Project	$ —	$ —	$ —	$ 1,000,000
	$ —	**$ —**	**$ —**	**$ 1,000,000**
	$ 16,194,408	**$ 17,958,341**	**$ 20,408,994**	**$ 21,882,393**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Charges For Services	$ 33,442	$ 431,821	$ 158,430	$ 186,000
Miscellaneous	18,437,663	18,405,460	20,315,614	19,562,034
Interest Earnings/Investment Income	41,360	101,653	114,723	110,000
	$ 18,512,465	**$ 18,938,934**	**$ 20,588,766**	**$ 19,858,034**



MOTOR VEHICLE MAINTENANCE

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			ADMINISTRATORS & OFFICIALS		
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			
			ADMINISTRATIVE SUPPORT		
1	1	1	General Storekeeper	19.25	27.29
1	1	1	Principal Clerk	14.88	21.97
4	4	4	Storekeeper	16.66	22.71
6	6	6			
			PROFESSIONALS		
0	1	1	Assistant Administrator	20,800.00	73,868.59
4	3	3	Buyer	20,800.00	53,516.01
1	1	1	Fleet Management Data Manager	30,000.00	73,734.66
1	1	1	Project Coordinator	27,325.56	99,702.63
6	6	6			
			SKILLED CRAFT		
20	21	21	Automobile Technician	12.60	22.26
4	4	4	Automobile Technician Unit Leader	17.78	27.01
3	3	3	Heavy Duty Auto Body Technician Worker	15.73	23.56
27	21	26	Heavy Duty Technician	15.75	26.65
4	5	4	Heavy Duty Technician Unit Leader	23.85	33.07
1	1	1	Welder/Fabricator Technician	18.36	26.64
59	55	59			
			SERVICE & MAINTENANCE		
1	1	1	Tanker Truck Driver	26.37	26.90
1	1	1	Tire Repair Technician	14.08	20.56
2	2	2			
78	74	78	**TOTAL FULL TIME**		
78	**74**	**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

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 594,230	$ 802,577	$ 734,373	$ 786,453
Longevity	4,925	4,925	6,200	6,500
Vacation Conversion	3,087	—	11,838	—
Separation Payments	—	—	—	10,000
Bonus Incentive	3,000	3,000	—	—
Overtime	1,154	922	770	5,500
	$ 606,396	**$ 811,424**	**$ 753,181**	**$ 808,453**
Benefits				
Hospitalization	$ 107,774	$ 99,915	$ 118,010	$ 124,747
Prescription	22,432	17,041	20,921	26,862
Dental	5,693	5,919	5,947	7,577
Vision Care	755	789	806	1,023
Public Employees Retire System	83,837	179,238	103,536	111,901
Fica-Medicare	8,551	9,092	9,515	11,573
Workers' Compensation	13,775	—	7,209	7,611
Life Insurance	414	422	438	737
Clothing Allowance	698	540	865	1,000
Clothing Maintenance	2,426	2,426	2,426	3,000
	$ 246,355	**$ 315,383**	**$ 269,672**	**$ 296,031**
Other Training & Professional Dues				
Travel	$ —	$ —	$ —	$ 2,500
Tuition & Registration Fees	1,777	350	725	2,000
Other Training Supplies	—	—	—	1,000
Professional Dues & Subscript	3,131	2,188	4,365	2,500
	$ 4,908	**$ 2,538**	**$ 5,090**	**$ 8,000**
Utilities				
Brokered Gas Supply	$ 725	$ 943	$ 1,647	$ —
Gas	572	685	888	2,013
Electricity - Cpp	33,680	36,639	40,034	39,625
Security & Monitoring System	2,358	2,358	3,537	4,000
	$ 37,334	**$ 40,626**	**$ 46,106**	**$ 45,638**
Contractual Services				
Professional Services	$ —	$ 4,258	$ 1,896	$ 5,000
Janitorial Services	15,000	15,000	—	15,000
Parking In City Facilities	225	310	285	500
Photocopy Machine Rental	590,637	575,249	689,564	725,000
Other Contractual	—	—	1,500	1,500
	$ 605,863	**$ 594,817**	**$ 693,245**	**$ 747,000**

PRINTING & REPRODUCTION

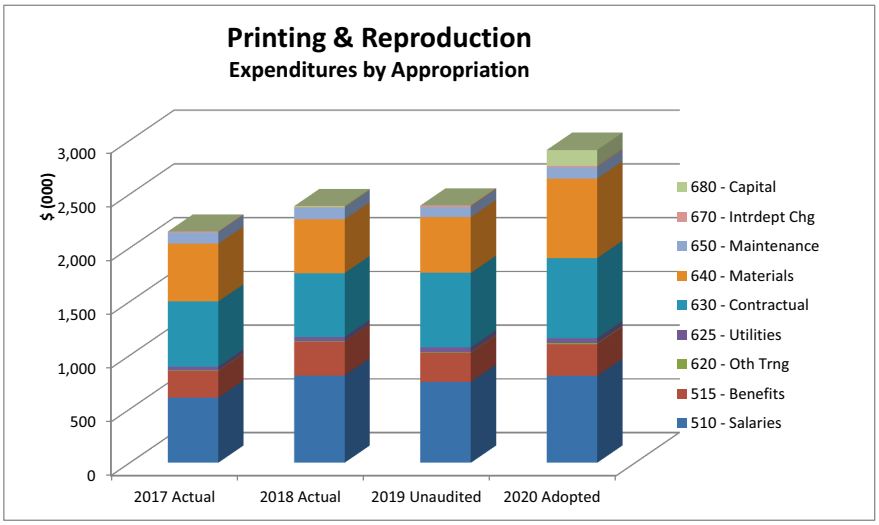
Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Materials & Supplies				
Office Supplies	$ —	$ —	$ —	$ 1,000
Computer Hardware	5,644	6,527	10,081	10,000
Computer Software	6,249	8,632	7,112	10,000
Clothing	—	—	—	1,000
Small Equipment	—	10,046	—	7,500
Electrical Supplies	—	—	—	5,000
Hygiene And Cleaning Supplies	—	—	—	1,000
Paper And Other Printing Suppl	521,813	471,406	496,060	700,000
Other Supplies	—	—	—	500
Just In Time Office Supplies	3,193	3,153	5,541	4,000
	$ 536,899	**$ 499,763**	**$ 518,794**	**$ 740,000**
Maintenance				
Maintenance Contracts	$ 105,761	$ 107,640	$ 93,652	$ 100,000
Maintenance Machinery & Tools	—	1,000	—	3,000
Car Washes	—	—	—	150
Repair Of Overhead Doors	—	—	—	500
	$ 105,761	**$ 108,640**	**$ 93,652**	**$ 103,650**
Interdepart Service Charges				
Charges From Telephone Exch	$ 3,784	$ 3,925	$ 4,537	$ 5,000
Charges From M.V.M.	4,072	1,546	9,888	4,000
Charges From Division Of Maint	—	—	—	3,000
	$ 7,856	**$ 5,471**	**$ 14,425**	**$ 12,000**
Capital Outlay				
Transfer To Capital Project	$ —	$ 8,940	$ —	$ 150,000
	$ —	**$ 8,940**	**$ —**	**$ 150,000**
	$ 2,151,372	**$ 2,387,603**	**$ 2,394,165**	**$ 2,910,772**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Charges For Services	$ 3,301	$ 60	$ 1,356	$ —
Miscellaneous	2,362,430	2,231,589	2,254,131	2,910,772
Interest Earnings/Investment Income	6,392	11,399	10,914	—
	$ 2,372,123	**$ 2,243,049**	**$ 2,266,400**	**$ 2,910,772**

PRINTING & REPRODUCTION



PRINTING & REPRODUCTION

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			ADMINISTRATORS & OFFICIALS		
2	2	2	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
4	4	4			
			ADMINISTRATIVE SUPPORT		
2	2	2	Principal Clerk	14.88	21.97
2	2	2			
			PROFESSIONALS		
1	1	1	Desktop Publishing Specialist	20,800.00	64,170.48
1	1	1			
			SERVICE AND MAINTENANCE		
1	1	2	Mailing Specialist	20,800.00	55,734.65
2	0	0	Print Shop Helper	12.85	16.35
3	1	2			
			SKILLED CRAFT		
3	3	3	Copy Center Operator	10.00	20.49
3	3	3			
			TECHNICIANS		
1	1	1	First Press Operator	12.00	24.33
1	1	1	Print Services Tech Specialist	10.00	40.00
2	2	2			
15	13	14	**TOTAL FULL TIME**		
15	**13**	**14**	**TOTAL DIVISION**		

STOREROOM & WAREHOUSE

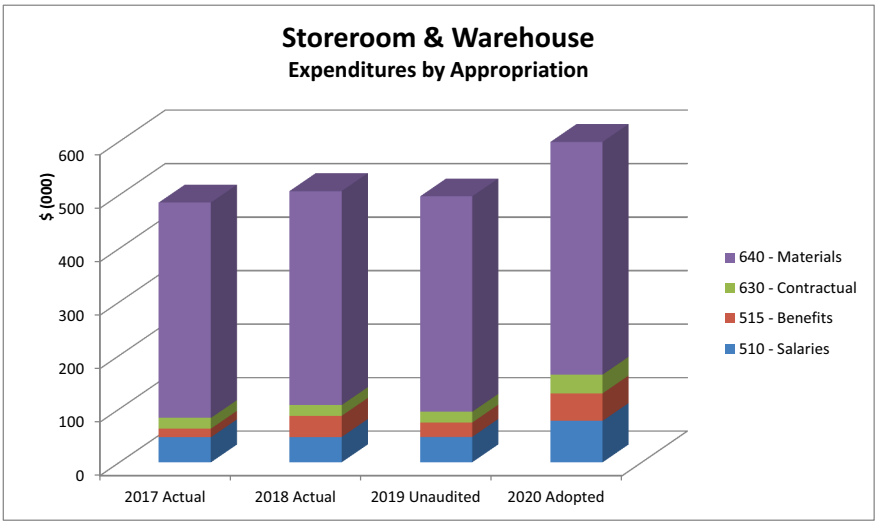
Expenditures

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 45,995	$ 46,925	$ 47,096	$ 76,547
Longevity	475	475	475	475
Bonus Incentive	500	—	—	—
Overtime	—	—	—	500
	$ 46,970	**$ 47,400**	**$ 47,571**	**$ 77,522**
Benefits				
Hospitalization	$ 6,128	$ 21,879	$ 15,721	$ 29,720
Prescription	1,050	1,744	2,436	5,611
Dental	257	562	701	1,580
Vision Care	81	81	81	167
Public Employees Retire System	6,496	6,627	6,660	11,040
Fica-Medicare	656	647	640	1,815
Workers' Compensation	1,267	7,944	470	502
Life Insurance	34	34	34	101
Clothing Allowance	—	—	—	320
Clothing Maintenance	—	—	—	550
	$ 15,970	**$ 39,517**	**$ 26,744**	**$ 51,406**
Contractual Services				
Equipment Rental	$ 20,139	$ 20,139	$ 20,139	$ 25,000
Other Contractual	—	—	—	10,000
	$ 20,139	**$ 20,139**	**$ 20,139**	**$ 35,000**
Materials & Supplies				
Office Supplies	$ 2,673	$ —	$ 2,752	$ 200
Postage	400,000	400,000	400,000	435,000
	$ 402,673	**$ 400,000**	**$ 402,752**	**$ 435,200**
	$ 485,752	**$ 507,056**	**$ 497,206**	**$ 599,128**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Miscellaneous	$ 487,142	$ 502,559	$ 513,550	$ 599,128
Interest Earnings/Investment Income	753	1,434	1,220	—
	$ 487,895	**$ 503,993**	**$ 514,771**	**$ 599,128**

STOREROOM & WAREHOUSE



COMPARISON OF STAFFING LEVEL

No. of Employees				Salary Schedule	
Budget 2019	December 2019	Budget 2020	Position	Minimum	Maximum
			ADMINISTRATIVE SUPPORT		
1	0	1	Messenger	10.00	16.66
1	1	1	Storekeeper	16.66	22.71
2	1	2	**TOTAL FULL TIME**		
2	**1**	**2**	**TOTAL DIVISION**		

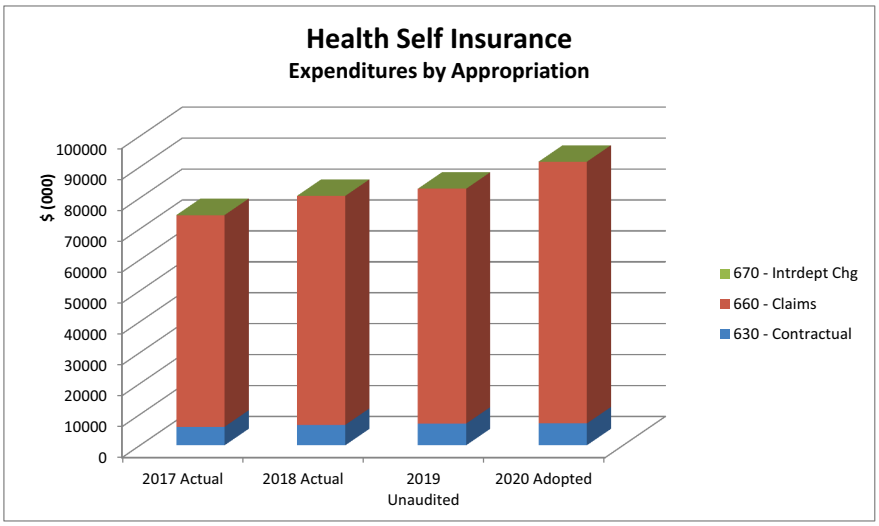
HEALTH SELF INSURANCE FUND

Expenditures

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Contractual Services				
Professional Services	$ 35,950	$ 125,000	$ 162,622	$ —
Stop Loss Insurance Med Mutal	1,792,386	2,032,697	2,355,644	2,445,660
Admin Fee Med Mutual	1,958,787	2,052,944	2,126,047	2,140,560
Admin Fee Anthem	928,256	985,271	1,010,572	1,002,936
Stop Loss Insurance Anthem	1,064,880	1,039,278	1,034,789	1,026,432
Wellness Expense Anthem	65,295	140,436	74,206	100,000
Wellness Expense Medical Mutual	50,391	21,003	83,373	100,000
Healthcare Consulting	—	—	—	75,000
Other Contractual	104,517	225,000	175,000	175,000
	$ 6,000,462	**$ 6,621,629**	**$ 7,022,252**	**$ 7,065,588**
Claims, Refunds, Maintenance				
Claims Healthcare Med Mut	$ 45,059,152	$ 48,341,304	$ 50,743,944	$ 56,649,012
Claims Healthcare Anthem	22,957,950	25,653,860	25,147,620	27,986,932
ACA Reinsurance Fee	420,094	39,808	41,194	—
	$ 68,437,196	**$ 74,034,972**	**$ 75,932,758**	**$ 84,635,944**
Interdepart Service Charges				
Charges From Print & Repro	$ 3,605	$ 9,151	$ 200	$ 10,000
	$ 3,605	**$ 9,151**	**$ 200**	**$ 10,000**
	$ 74,441,263	**$ 80,665,752**	**$ 82,955,210**	**$ 91,711,532**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Charges For Services	$ 79,740,043	$ 79,756,694	$ 85,218,638	$ 91,711,535
Miscellaneous	35,313	40,057	40,258	—
	$ 79,775,356	**$ 79,796,750**	**$ 85,258,896**	**$ 91,711,535**



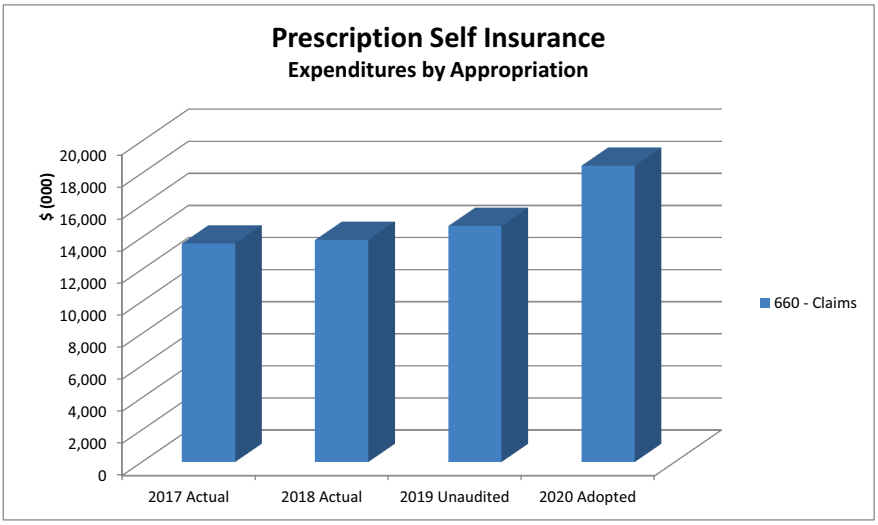
PRESCRIPTION SELF INSURANCE FUND

Expenditures

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Claims, Refunds, Maintenance				
Claims Health Care	$ 13,621,819	$ 13,839,493	$ 14,706,319	$ 18,468,560
	$ 13,621,819	**$ 13,839,493**	**$ 14,706,319**	**$ 18,468,560**
	$ 13,621,819	**$ 13,839,493**	**$ 14,706,319**	**$ 18,468,560**

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Charges For Services	$ 14,616,979	$ 12,398,360	$ 14,832,235	$ 18,468,559
Miscellaneous	—	—	359,005	—
	$ 14,616,979	**$ 12,398,360**	**$ 15,191,240**	**$ 18,468,559**



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.

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget	$ Change	% Change
CENTRAL COLLECTION AGENCY						
RECEIPTS	$ 9,654,345	$ 10,895,025	$ 10,450,147	$ 12,672,653	$ 2,222,506	21%
EXPENDITURES	10,142,165	10,656,837	9,899,922	12,594,043	2,694,121	27%
Net	$ (487,820)	$ 238,188	$ 550,225	$ 78,610	$ (471,615)	-86%
Decertifications	501,052	106,521	7,140	—		—
Beginning Balance	453,541	466,773	811,482	1,368,847		—
Ending Balance	**$ 466,773**	**$ 811,482**	**$ 1,368,847**	**$ 1,447,457**	**$ (471,615)**	**-34%**
FT Staffing Levels	**82**	**92**	**87**	**108**	**16**	**17%**

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 seventy-eight 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

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Salaries and Wages				
Full Time Permanent	$ 4,077,291	$ 4,700,170	$ 4,665,372	$ 5,323,697
Part-Time Permanent	267,080	185,440	152,114	441,892
Longevity	34,775	36,700	37,725	39,500
Vacation Conversion	25,464	—	18,318	—
Separation Payments	15,149	18,112	9,208	20,000
Bonus Incentive	20,000	24,000	—	—
Overtime	215,983	259,412	198,947	250,000
	$ 4,655,742	**$ 5,223,834**	**$ 5,081,684**	**$ 6,075,089**
Benefits				
Hospitalization	$ 737,696	$ 755,057	$ 800,389	$ 1,069,330
Prescription	130,794	114,600	137,158	218,427
Dental	35,606	38,951	38,373	60,393
Vision Care	4,987	5,598	5,633	7,870
Public Employees Retire System	639,144	717,430	711,761	823,015
Fica-Medicare	63,580	71,635	70,071	82,507
Workers' Compensation	106,585	60,550	69,125	64,318
Life Insurance	2,703	2,942	3,007	5,703
Unemployment Compensation	2,423	2,423	—	—
	$ 1,723,518	**$ 1,769,185**	**$ 1,835,517**	**$ 2,331,563**
Other Training & Professional Dues				
Travel	$ 6,600	$ 6,369	$ 6,900	$ 8,000
Tuition & Registration Fees	1,585	1,591	1,078	2,500
Professional Dues & Subscript	14,840	25,859	11,740	38,000
	$ 23,024	**$ 33,819**	**$ 19,718**	**$ 48,500**
Utilities				
Electricity - Cpp	$ 32,307	$ 33,603	$ 26,906	$ 36,340
Steam	150,550	154,651	149,835	164,070
	$ 182,857	**$ 188,253**	**$ 176,741**	**$ 200,410**
Contractual Services				
Professional Services	$ 1,211,137	$ 1,192,365	$ 788,205	$ 1,103,000
Mileage (Private Auto)	11,298	10,520	10,588	17,000
Freight Expense	625	—	—	—
Advertising And Public Notice	2,447	3,174	3,046	5,000
Parking In City Facilities	1,320	1,320	1,430	3,200
Insurance And Official Bonds	—	—	580	800
Property Rental	34,177	29,931	18,720	20,000

CCA INCOME TAX ADMINISTRATION

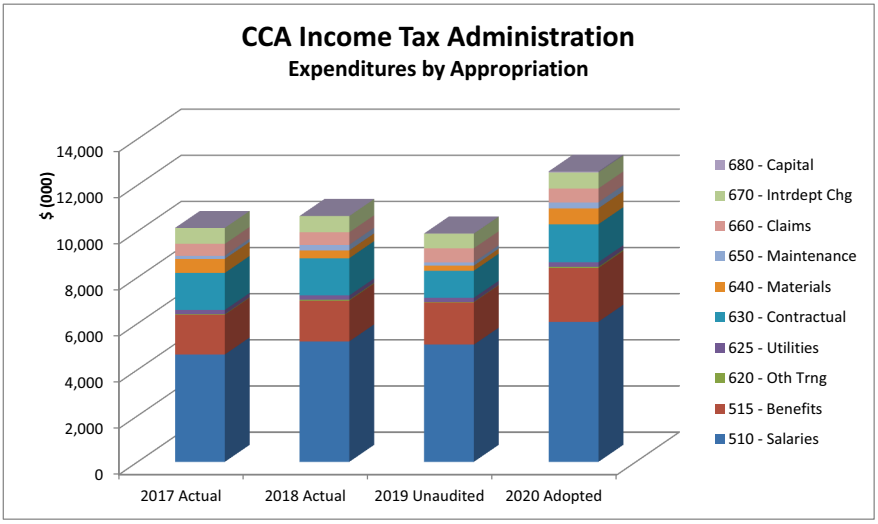
Expenditures (Continued)

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Other Contractual	25,170	24,373	22,445	50,000
State Auditor Examination	37,000	35,000	39,000	40,000
Bank Service Fees	107,518	195,434	189,145	210,000
Credit Card Processing Fees	174,996	124,900	99,504	200,000
	$ 1,605,687	**$ 1,617,016**	**$ 1,172,663**	**$ 1,649,000**
Materials & Supplies				
Office Supplies	$ 4,723	$ 361	$ 1,765	$ 7,000
Postage	280,229	234,548	90,589	470,000
Computer Supplies	—	—	—	4,500
Computer Hardware	186,922	26,132	46,044	60,000
Computer Software	112,478	36,973	36,326	95,900
Office Furniture & Equipment	—	967	15,000	5,000
Other Supplies	151	347	515	2,000
Batteries	—	—	—	500
Just In Time Office Supplies	25,475	37,762	29,479	45,000
	$ 609,978	**$ 337,090**	**$ 219,717**	**$ 689,900**
Maintenance				
Maintenance Office Equipment	$ 7,066	$ 50,880	$ 5,579	$ 31,900
Maintenance Contracts	2,340	2,336	2,336	5,500
Computer Hardware Maintenance	31,152	23,666	37,336	109,000
Computer Software Maintenance	98,661	164,601	102,833	113,300
Car Washes	240	375	—	300
	$ 139,458	**$ 241,857**	**$ 148,084**	**$ 260,000**
Claims, Refunds, Maintenance				
Court Costs	$ 12,017	$ 15,791	$ 16,405	$ 25,000
Indirect Cost	496,296	526,099	590,293	574,230
	$ 508,313	**$ 541,890**	**$ 606,698**	**$ 599,230**
Interdepart Service Charges				
Charges From Telephone Exch	$ 51,306	$ 58,049	$ 50,227	$ 44,535
Charges From Print & Repro	208,868	213,759	151,354	215,749
Charges From M.V.M.	8,413	7,084	7,322	10,067
Charges From Division Of Maint	425,000	425,000	425,000	425,000
	$ 693,587	**$ 703,892**	**$ 633,902**	**$ 695,351**
Capital Outlay				
Office Equipment	$ —	$ —	$ 5,199	$ 10,000
Automobiles	—	—	—	35,000
	$ —	**$ —**	**$ 5,199**	**$ 45,000**
	$ 10,142,165	**$ 10,656,837**	**$ 9,899,922**	**$ 12,594,043**

CCA INCOME TAX ADMINISTRATION

Revenues

	2017 Actual	2018 Actual	2019 Unaudited	2020 Budget
Miscellaneous	$ 2,856,346	$ 3,232,746	$ 3,024,323	$ 3,800,653
Due To Member Municipalities	1,800	1,650	1,650	2,000
Income Tax	6,650,000	7,280,000	6,895,000	8,870,000
Interest Earnings/Investment Income	146,199	380,629	529,174	—
	$ 9,654,345	**$ 10,895,024**	**$ 10,450,147**	**$ 12,672,653**



CCA INCOME TAX ADMINISTRATION

COMPARISON OF STAFFING LEVEL

No. of Employees Budget 2019	No. of Employees December 2019	No. of Employees Budget 2020	Position	Salary Schedule Minimum	Salary Schedule Maximum
			ADMINISTRATORS & OFFICIALS		
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	0	0	Chief Bureau of Accounts and Collections	22,333.40	85,000.00
1	0	0	Chief of Tax Auditing Bureau	22,333.40	85,000.00
4	2	2			
			ADMINISTRATIVE SUPPORT		
2	1	1	Accountant Clerk II	10.00	19.33
2	2	3	Customer Service Rep-Call Center	14.29	19.45
22	14	23	Income Tax Tracer	12.60	20.62
3	3	3	Junior Cashier	11.14	18.55
3	2	3	Junior Clerk	12.83	15.46
1	1	1	Principal Cashier	14.66	25.96
1	1	1	Principal Clerk	14.88	21.97
1	0	0	Private Secretary to the Director	20,800.00	54,625.58
1	1	1	Stock Clerk	13.11	19.93
36	25	36			
			PROFESSIONALS		
1	1	1	Accountant IV	20,800.00	65,610.28
4	6	6	Administrative Manager	27,193.55	117,672.49
10	10	10	Assistant Administrator	20,800.00	73,868.59
3	3	3	Assistant Director of Law	26,250.00	93,204.80
8	7	7	Auditor	20,800.00	65,000.00
0	0	2	Auditor II	31,200.00	68,000.00
1	1	1	Fiscal Manager	23,647.11	97,175.21
2	2	2	Income Tax Supervisor	20,800.00	72,000.00
1	1	1	Personnel Administrator	26,273.96	91,088.49
1	0	0	Project Leader / Applications	45,000.00	101,400.83
7	5	6	Senior Tax Auditor	20,800.00	65,000.00
4	4	5	Supervising Tax Auditor	20,800.00	67,000.00
14	11	14	Tax Auditor I	14.39	21.60
9	7	10	Tax Auditor II	15.48	23.77
65	58	68			

CCA INCOME TAX ADMINISTRATION

COMPARISON OF STAFFING LEVEL

No. of Employees				Salary Schedule	
Budget 2019	December 2019	Budget 2020	Position	Minimum	Maximum
			PARA-PROFESSIONALS		
2	2	2	Paralegal	20,800.00	48,254.00
2	2	2			
			TECHNICIANS		
1	0	0	Citizens Info Representative	10.00	21.09
1	0	0			
108	87	108	**TOTAL FULL TIME**		
			PART TIME		
1	0	0	Administrative Manager	27,193.55	117,672.49
2	0	3	Assistant Administrator	20,800.00	73,868.59
1	1	1	Auditor	20,800.00	65,000.00
1	1	1	Income Tax Tracer	12.60	20.62
12	4	12	Student Aide	10.00	11.94
17	6	17	**TOTAL PART TIME**		
125	**93**	**125**	**TOTAL DIVISION**		

Legislative Branch			$	**7,904,984**
Judicial Branch			$	**44,648,696**
Executive Branch				
General Government				25,475,045
Department of Aging				1,773,190
Department of Human Resources				3,680,397
Department of Law				14,173,149
Department of Finance				21,326,554
Department of Public Health				10,506,486
Department of Public Safety				377,288,542
Department of Public Works				81,332,116
Department of Community Development				2,207,845
Department of Building and Housing				13,959,512
Department of Economic Development				2,083,223
Nondepartmental				64,291,009
Total Executive Branch				618,097,068
TOTAL GENERAL FUND				**670,650,748**
Special Revenue Funds				**113,252,675**
Internal Service Funds				**151,686,986**
Enterprise Funds				**810,805,096**
Agency Funds				**12,594,043**
Debt Service Funds				**79,278,350**
TOTAL APPROPRIATIONS FOR 2020			$	**1,838,267,898**

GENERAL FUND

LEGISLATIVE BRANCH				
Council and Clerk of Council			$	7,904,984
I Personnel and Related Expenses	$	5,615,327		
II Other Expenses		2,289,657		
TOTAL LEGISLATIVE BRANCH			$	**7,904,984**
JUDICIAL BRANCH				
Municipal Court - Judicial Division			$	26,020,801
I Personnel and Related Expenses	$	21,954,429		
II Other Expenses		4,066,372		
Municipal Court - Clerk's Division			$	13,521,753
I Personnel and Related Expenses	$	11,066,586		
II Other Expenses		2,455,167		
Municipal Court - Housing Division			$	5,106,142
I Personnel and Related Expenses	$	4,700,399		
II Other Expenses		405,743		
TOTAL JUDICIAL BRANCH			$	**44,648,696**

EXECUTIVE BRANCH

GENERAL GOVERNMENT

Office of the Mayor			$	2,960,904
I Personnel and Related Expenses	$	2,857,638		
II Other Expenses		103,266		
Office of Capital Projects			$	6,970,241
I Personnel and Related Expenses	$	6,294,297		
II Other Expenses		675,944		
Office of Quality Ctrl & Perf Mgmt			$	1,218,555
I Personnel and Related Expenses	$	1,073,392		
II Other Expenses		145,163		
Landmarks Commission			$	218,635
I Personnel and Related Expenses	$	206,510		
II Other Expenses		12,125		
Board of Building Standards and Appeals			$	158,991
I Personnel and Related Expenses	$	130,982		
II Other Expenses		28,009		
Board of Zoning Appeals			$	236,212
I Personnel and Related Expenses	$	210,320		
II Other Expenses		25,892		
Civil Service Commission			$	1,470,734
I Personnel and Related Expenses	$	776,601		
II Other Expenses		694,133		
Community Relations Board			$	2,241,472
I Personnel and Related Expenses	$	1,855,709		
II Other Expenses		385,763		
City Planning Commission			$	2,372,913
I Personnel and Related Expenses	$	2,037,970		
II Other Expenses		334,943		
Boxing and Wrestling Commission			$	28,887
I Personnel and Related Expenses	$	28,887		
Office of Sustainability			$	1,236,037
I Personnel and Related Expenses	$	726,481		
II Other Expenses		509,556		

Office of Equal Opportunity			$	937,384
I Personnel and Related Expenses	$	786,662		
II Other Expenses		150,722		
Office of Prevention, Intervention and Opportunity			$	4,543,490
I Personnel and Related Expenses	$	1,276,828		
II Other Expenses		3,266,662		
Office of Budget & Management			$	880,590
I Personnel and Related Expenses	$	848,023		
II Other Expenses		32,567		
TOTAL GENERAL GOVERNMENT			$	**25,475,045**
DEPARTMENT OF AGING				
Department of Aging			$	1,773,190
I Personnel and Related Expenses	$	1,399,918		
II Other Expenses		373,272		
TOTAL DEPARTMENT OF AGING			$	**1,773,190**
DEPARTMENT OF HUMAN RESOURCES				
Department of Human Resources			$	3,680,397
I Personnel and Related Expenses	$	1,907,251		
II Other Expenses		1,773,146		
TOTAL DEPARTMENT OF HUMAN RESOURCES			$	**3,680,397**
DEPARTMENT OF LAW				
Department of Law			$	14,173,149
I Personnel and Related Expenses	$	7,981,148		
II Other Expenses		6,192,001		
TOTAL DEPARTMENT OF LAW			$	**14,173,149**
DEPARTMENT OF FINANCE				
Finance Administration			$	1,558,320
I Personnel and Related Expenses	$	1,168,942		
II Other Expenses		389,378		
Division of Accounts			$	2,216,682
I Personnel and Related Expenses	$	1,362,567		
II Other Expenses		854,115		

Division of Assessments and Licenses			$	5,621,732
I Personnel and Related Expenses	$	3,986,894		
II Other Expenses		1,634,838		
Division of Treasury			$	925,789
I Personnel and Related Expenses	$	792,185		
II Other Expenses		133,604		
Division of Purchases and Supplies			$	802,767
I Personnel and Related Expenses	$	768,489		
II Other Expenses		34,278		
Bureau of Internal Audit			$	1,489,870
I Personnel and Related Expenses	$	792,945		
II Other Expenses		696,925		
Division of Financial Reporting and Control			$	1,680,921
I Personnel and Related Expenses	$	1,548,995		
II Other Expenses		131,926		
Information Systems Services			$	7,030,473
I Personnel and Related Expenses	$	3,259,448		
II Other Expenses		3,771,025		
TOTAL DEPARTMENT OF FINANCE			$	**21,326,554**
DEPARTMENT OF PUBLIC HEALTH				
Public Health Administration			$	2,018,871
I Personnel and Related Expenses	$	1,215,228		
II Other Expenses		803,643		
Division of Health			$	5,196,900
I Personnel and Related Expenses	$	2,733,899		
II Other Expenses		2,463,001		
Division of Environment			$	2,249,473
I Personnel and Related Expenses	$	1,762,415		
II Other Expenses		487,058		
Division of Air Quality			$	1,041,242
I Personnel and Related Expenses	$	582,474		
II Other Expenses		458,768		
TOTAL DEPARTMENT OF PUBLIC HEALTH			$	**10,506,486**

DEPARTMENT OF PUBLIC SAFETY				
Public Safety Administration			$	6,748,295
I Personnel and Related Expenses	$	4,146,189		
II Other Expenses		2,602,106		
Division of Police			$	217,908,375
I Personnel and Related Expenses	$	204,833,729		
II Other Expenses		13,074,646		
Division of Fire			$	96,588,773
I Personnel and Related Expenses	$	91,985,225		
II Other Expenses		4,603,548		
Division of Emergency Medical Services			$	37,730,532
I Personnel and Related Expenses	$	33,435,548		
II Other Expenses		4,294,984		
Division of Animal Control Services			$	3,160,671
I Personnel and Related Expenses	$	2,404,583		
II Other Expenses		756,088		
Division of Correction			$	8,374,574
I Personnel and Related Expenses	$	316,743		
II Other Expenses		8,057,831		
Office of Professional Standards			$	1,421,043
I Personnel and Related Expenses	$	1,346,098		
II Other Expenses		74,945		
Police Review Board			$	175,422
I Personnel and Related Expenses	$	163,981		
II Other Expenses		11,441		
Community Police Commission			$	739,000
I Personnel and Related Expenses	$	394,524		
II Other Expenses		344,476		
Police Inspector General			$	286,104
I Personnel and Related Expenses	$	262,704		
II Other Expenses		23,400		
Department of Justice			$	4,155,753
I Personnel and Related Expenses	$	1,976,179		
II Other Expenses		2,179,574		
TOTAL DEPARTMENT OF PUBLIC SAFETY			$	**377,288,542**

DEPARTMENT OF PUBLIC WORKS				
Division of Public Works Administration			$	3,400,495
I Personnel and Related Expenses	$	3,178,843		
II Other Expenses		221,652		
Division of Recreation			$	15,352,030
I Personnel and Related Expenses	$	10,548,360		
II Other Expenses		4,803,670		
Division of Parking Facilities-On Street			$	1,263,091
I Personnel and Related Expenses	$	1,187,035		
II Other Expenses		76,056		
Division of Property Management			$	8,443,015
I Personnel and Related Expenses	$	6,080,457		
II Other Expenses		2,362,558		
Division of Park Maintenance and Properties			$	17,134,475
I Personnel and Related Expenses	$	10,333,879		
II Other Expenses		6,800,596		
Division of Waste			$	31,804,962
I Personnel and Related Expenses	$	16,641,985		
II Other Expenses		15,162,977		
Division of Traffic Engineering			$	3,934,048
I Personnel and Related Expenses	$	3,021,868		
II Other Expenses		912,180		
TOTAL DEPARTMENT OF PUBLIC WORKS			$	**81,332,116**
DEPART OF COMM DEVELMT DIRECTOR'S OFFICE				
Department of Comm Development Director's Office			$	2,207,845
I Personnel and Related Expenses	$	675,854		
II Other Expenses		1,531,991		
TOTAL DEPARTMENT OF COMMUNITY DEVELOPMENT			$	**2,207,845**
DEPARTMENT OF BUILDING AND HOUSING				
Building and Housing Dir Office			$	3,270,847
I Personnel and Related Expenses	$	2,531,415		
II Other Expenses		739,432		

Division of Code Enforcement			$	8,891,212
I Personnel and Related Expenses	$	8,581,065		
II Other Expenses		310,147		
Division of Construction Permit			$	1,797,453
I Personnel and Related Expenses	$	1,771,810		
II Other Expenses		25,643		
TOTAL DEPARTMENT OF BUILDING AND HOUSING			$	**13,959,512**
DEPARTMENT OF ECONOMIC DEVELOPMENT				
Economic Development			$	2,083,223
I Personnel and Related Expenses	$	2,063,956		
II Other Expenses		19,267		
TOTAL DEPARTMENT OF ECONOMIC DEVELOPMENT			$	**2,083,223**
NONDEPARTMENTAL				
County Auditor Deductions			$	1,850,000
II Other Expenses	$	1,850,000		
Other Administrative			$	19,944,968
II Other Expenses	$	19,944,968		
Transfers to Other Funds			$	42,496,041
II Other Expenses	$	42,496,041		
TOTAL NONDEPARTMENTAL			$	**64,291,009**
TOTAL EXECUTIVE BRANCH			$	**618,097,068**
TOTAL GENERAL FUND			$	**670,650,748**
SPECIAL REVENUE FUND				
Restricted Income Tax Fund			$	58,243,858
II Other Expenses	$	58,243,858		
Street Construction, Maintenance & Repair Fund			$	40,368,504
I Personnel and Related Expenses	$	18,697,732		
II Other Expenses		21,670,772		
Schools Recreation & Cultural Activities Fund			$	1,125,000
II Other Expenses	$	1,125,000		
Division of Public Auditorium & Stadium-Stadium			$	13,515,313
II Other Expenses	$	13,515,313		
TOTAL SPECIAL REVENUE FUNDS			$	**113,252,675**

DEBT SERVICE FUND				
Sinking Fund Commission			$	79,278,350
III Debt Service	$	79,278,350		
TOTAL DEBT SERVICE FUNDS			$	**79,278,350**
INTERNAL SERVICE FUND				
Sinking Fund Commission			$	846,562
I Personnel and Related Expenses	$	216,092		
II Other Expenses	$	630,470		
Information Systems Services-Telephone Exchange			$	11,174,288
I Personnel and Related Expenses	$	1,490,332		
II Other Expenses		9,683,956		
Radio			$	4,093,753
I Personnel and Related Expenses	$	692,401		
II Other Expenses		3,401,352		
Division of Motor Vehicle Maintenance			$	21,882,393
I Personnel and Related Expenses	$	6,296,987		
II Other Expenses		15,585,406		
Division of Printing and Reproduction			$	2,910,772
I Personnel and Related Expenses	$	1,104,484		
II Other Expenses		1,806,288		
City Storeroom and Central Warehouse			$	599,128
I Personnel and Related Expenses	$	128,928		
II Other Expenses		470,200		
Health Self Insurance			$	91,711,531
II Other Expenses	$	91,711,531		
Prescription Self Insurance			$	18,468,559
II Other Expenses	$	18,468,559		
TOTAL INTERNAL SERVICE FUNDS			$	**151,686,986**

ENTERPRISE FUNDS

DEPARTMENT OF PUBLIC UTILITIES

Utilities Administration			$	7,746,751
I Personnel and Related Expenses	$	6,295,276		
II Other Expenses		1,451,475		
Division of Fiscal Control			$	8,117,592
I Personnel and Related Expenses	$	6,492,273		
II Other Expenses		1,625,319		
Division of Water			$	358,603,442
I Personnel and Related Expenses	$	89,736,747		
II Other Expenses		268,866,695		
Division of Water Pollution Control			$	31,246,734
I Personnel and Related Expenses	$	11,256,144		
II Other Expenses		19,990,590		
Division of Cleveland Public Power			$	216,147,522
I Personnel and Related Expenses	$	27,191,748		
II Other Expenses		188,955,774		
TOTAL DEPARTMENT OF PUBLIC UTILITIES			$	**621,862,041**

DEPARTMENT OF PORT CONTROL

Divisions of Cleveland Hopkins & Burke Lakefront Airports - Operations			$	170,119,271
I Personnel and Related Expenses	$	35,335,788		
II Other Expenses		134,783,483		
TOTAL DEPARTMENT OF PORT CONTROL			$	**170,119,271**

DEPARTMENT OF PUBLIC WORKS

Division of Cemeteries			$	1,804,262
I Personnel and Related Expenses	$	1,305,178		
II Other Expenses		499,084		
Golf Course Fund			$	1,420,036
I Personnel and Related Expenses	$	—		
II Other Expenses		1,420,036		

Division of Parking Facilities-Off Street Parking			$	10,740,039
I Personnel and Related Expenses	$	1,475,206		
II Other Expenses		9,264,833		
Division of Public Auditorium			$	3,022,190
I Personnel and Related Expenses	$	1,556,898		
II Other Expenses		1,465,292		
Division of West Side Market			$	1,837,257
I Personnel and Related Expenses	$	575,618		
II Other Expenses		1,261,639		
TOTAL DEPARTMENT OF PUBLIC WORKS			$	**18,823,784**
TOTAL ENTERPRISE FUNDS			$	**810,805,096**

AGENCY FUND

Central Collection Agency			$	12,594,043
I Personnel and Related Expenses	$	8,406,652		
II Other Expenses		4,187,391		
TOTAL AGENCY FUND			$	**12,594,043**

Glossary

Accrual Accounting - Method of accounting in which liabilities are reported in the year in which they occur regardless of when payment is made and revenue must be reported in the year in which the services are provided.

Agency Funds - Are used to account for assets held by the City as an agent for individuals, private organizations and other governments. The Agency Funds are custodial in nature (assets equal liabilities) and do not have a measurement focus. However, the accrual basis of accounting is used to recognize receivables and payables. The City's more significant Agency Funds are used to account for Municipal Court and income tax collections for other municipalities.

Appropriation - Money authorized by formal legal action (City Council Ordinance) to be used for a specific purpose.

Assessed Value - The dollar value assigned to a property for purposes of measuring applicable taxes. In Cleveland the property tax equates to 35% of the appraised value.

Attrition - The loss of personnel in employment through resignation, retirement, etc.

Bed Tax - A levy imposed by the City Government on hotel stays within its jurisdiction.

Bond - A long-term IOU or promise to pay. It is a promise to repay a specific amount of money (the face amount of the bond) on a particular date (the maturity date). Bond proceeds are primarily used to finance capital projects.

Bond Ratings - A grade given to bonds that indicates the bond issuer's financial strength or it's the ability to pay a bond's principal and interest in a timely fashion. City ratings are from Moody's Investors Service, Standard & Poor's, and Fitch.

Budget - A plan of financial activity for a specified fiscal year indicating all planned revenues and appropriations for the year.

Budget Basis - Method of accounting in which revenues are recorded when received in cash, and expenditures are recorded when paid in cash or encumbered.

CCA - Central Collection Agency

CMSD - Cleveland Metropolitan School District

COC - City of Cleveland

CPI - Consumer Price Index

CRB - Community Relations Board

CSB - Cleveland Small Businesses

CWD - Cleveland Water Department

Capital Improvement Program (CIP) - The City developed a comprehensive 5 year plan which classifies and prioritizes capital projects by function. See page 24 for details.

Capital Outlay - Expenditures which cost more than $5,000 or have a useful life of at least 5 years. See page 24 for details.

Capital Projects - The construction, rehabilitation or acquisition of fixed assets or permanent improvements.

Carry-Forward Balance - An amount of cash in excess of all financial obligations at the end of a fiscal year and recognized as such at the beginning of the following year.

Cash Basis - Method of accounting in which transactions are recognized only when cash is received or disbursed.

Categorical Grant - Funds given through an agency of the Federal or State government with administrative regulation attached and received after an application and contract. This grant type is aimed at accomplishing a special purpose in a content area or to address a specific target group.

Certificates of Participation (COPS) - A certificate of participation (which looks very much like a bond) represents an undivided interest in the payments made by a public agency pursuant to a lease financing (or an installment purchase agreement).

Community Development Block Grant (CDBG) - United States Department of Housing and Urban Development (HUD) grant that is used to provide decent housing and a suitable living environment, and to expand economic opportunities. This program is targeted principally for persons earning less than the median family income and / or activities that will prevent or eliminate slums and blight.

Comprehensive Annual Financial Report (CAFR) - The report is the annual publication of the City's financial condition at conclusion of the fiscal year. The report is prepared to conform to Generally Accepted Accounting Principles (GAAP) for governmental units and presentation of the financial data in conformity with the Adopted Budget.

Contractual Services - Services provided under a contract subject to obtaining competitive quotations or bids.

DPC - The Department of Port Control

Debt Service - The cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

Decertification - The withdrawal of financial obligation.

Defeasance of Debt - A rendering void; the voiding of a contract. Methods / tools by which an outstanding bond issue can be made void, both legally and financially usually accomplished by a refunding transaction.

Department - The highest level of formal organization in the City, headed by a director who has overall responsibility for the performance of a service or work type in all related divisions.

Division - The second level of organization within the City; it is part of a Department and headed by a Commissioner, who administers a set of programs to accomplish specific City services.

EMS - Emergency Medical Service

Economic Indicator - A piece of economic data, usually of macroeconomic scale, that is used by investors to interpret current or future investment possibilities and judge the overall health of an economy. Economic

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.

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Acknowledgments

DEPARTMENT OF FINANCE

Sharon Dumas	Finance Director

OFFICE OF BUDGET AND MANAGEMENT

Gregory Cordek	Budget Administrator
Nicole Gallagher	Deputy Budget Administrator
Stanley Kolenda	Senior Budget and Management Analyst
Tina Magistro	Senior Budget and Management Analyst
Joanna Henderson	Senior Budget and Management Analyst
Michele Reese	Budget and Management Analyst
Daniel Hinkel	Budget and Management Analyst

SUPPORT

Division of Printing	Desktop Publishing and Printing Support

OFFICES

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REFERENCE DOCUMENTS

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

2018 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 (updates as of 1/8/2020)

CITY OF CLEVELAND

Mayor Frank G. Jackson

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.