

2014

BUDGET BOOK



CITY OF CLEVELAND, OHIO

FRANK G. JACKSON
MAYOR



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CITY OF CLEVELAND
Mayor Frank G. Jackson

ORDINANCE 180-14

Passed, March 24, 2014
Effective, April 1, 2014



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, 2013

Executive Director



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

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

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

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

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

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

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

FEBRUARY 1, 2014



To the Cleveland City Council and Citizens of Cleveland,

As my administration begins a new four year term, I have set three comprehensive goals for that term. Each of these goals furthers the long-term economic growth of the City by either growing existing City revenue sources or creating new opportunities for revenue growth.

First and foremost is a continuing commitment to education, which is the key to our economy's long-term success. We will continue implementing the "Cleveland Plan" for Cleveland Metropolitan School District which includes a 15 mill school levy passed in late 2012 that provides funding through the end of 2017. In tandem, the Higher Education Compact with universities will improve our students' opportunities to enroll in colleges and complete their courses of study.

Second, we will continue to leverage our public projects and major private projects through community benefits agreements that insure that all of our citizens have the opportunity to participate in our region's economic growth. In September of 2013, the region's leading private and public employers (Cleveland Clinic Foundation, Dominion East Ohio, The Geis Companies, The Medical Center Co., Northeast Ohio Regional Sewer District, Case Western Reserve University, and Cleveland Municipal School District) executed a seven-page Community Benefits Memorandum of Understanding that will link billions of dollars of future construction investments to expanded apprenticeship and pre-apprenticeship programs and best practices for improving diversity and inclusion in the construction industry.

Third, I want to embed the fiscal policies and procedures we have developed over the last 8 years-strong fiscal management, operational efficiency, accountability, and community benefits oriented development-into the normal operations of every department and division.

We enter my next four-year term with significant momentum from 2013. While celebrating the opening of the \$272 million Flats East Bank project and the \$465 million convention center and medical mart, we assisted the Wolstein Companies in launching Phase Two of Flats East Bank (which will include 200 residential units), partnered with Cuyahoga County on its \$250 million Ameritrust Project (new County headquarters building, housing, office space, and a new Heinen's grocery store) and its \$260 million Convention Hotel, and worked with the Cleveland Browns to assemble a \$120 million renovation package for FirstEnergy Stadium. In the first quarter of 2014, we expect to select a development team amongst four respondents to our Request for Proposals for private lakefront development.

While the downtown development projects attained more notoriety, our neighborhood development progress is just as important. In April, 2013, the Globe and Mail stated: "For the first time in recent history, the inner city and neighborhoods such as Ohio City, Tremont and Detroit Shoreway are growing faster than the suburbs that surround it." Our lakefront neighborhoods received a major boost in June, 2013, when Governor John Kasich and I joined with Cleveland Metroparks to finalize a leasing deal that transferred management of our lakefront parks back to local control.

I plan to add several neighborhoods each year as new neighborhoods of choice. Heritage View Homes (formerly Garden Valley Estates) is a public housing redevelopment project that includes 350 new rental housing units, 32 single-family detached housing units, and associated infrastructure improvements. Nearby projects are the Bridgeport Place Shopping Center and an Urban Agriculture Innovation Zone. Last year the U.S. Department of Housing and Urban Development awarded three grants totaling \$17 million for construction at three public housing projects, including Heritage View Homes and Cedar Extension in Cleveland. In Cleveland, an additional \$14 million in private investment will go into rebuilding and upgrading 387 units at Cedar Extension, Bohn Tower, and Heritage View Homes.

The Buckeye neighborhood is gaining momentum after we opened the third and last phase of the St. Luke's project which includes a high performing charter school, nonprofit office space and a community meeting room. In the spring of 2014 we will dedicate the \$6 million renovation of League Park: this project will make Cleveland the only city in the nation to achieve adaptive reuse of an original major league ballpark, and-along with the Upper Chester project-it will be a major catalyst in the continuing redevelopment of the Hough neighborhood.

As 2014 begins, we expect to face new challenges to our budget. The federal assistance that has supported three years of aggressive demolition of condemned structures expired last year, and we need to identify new funding sources. We are in the midst of collective bargaining discussions, and State funding decisions can also impact our budget.

However, as in 2013, this Mayor's Estimate will provide a solid base for our budget and the retention of City services in the face of these uncertainties. We will continue to probe the efficiencies of all City operations to achieve similar outcomes.

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 2014, representing a general fund operating budget of \$540.3 million and a total citywide budget of \$1.47 billion.

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 roadmap 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
- Information Systems Services
- Motor Vehicle Maintenance
- Printing & Reproduction
- Public Auditorium
- Restricted Income Tax
- Sinking Fund
- Stadium Fund
- Storeroom
- Street Construction & Maintenance
- Telephone Exchange
- Utilities
- West Side Market

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

Examples are:

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

HISTORY

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



Moses Cleaveland

STRATEGIC LOCATION

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

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

Public Square 1912

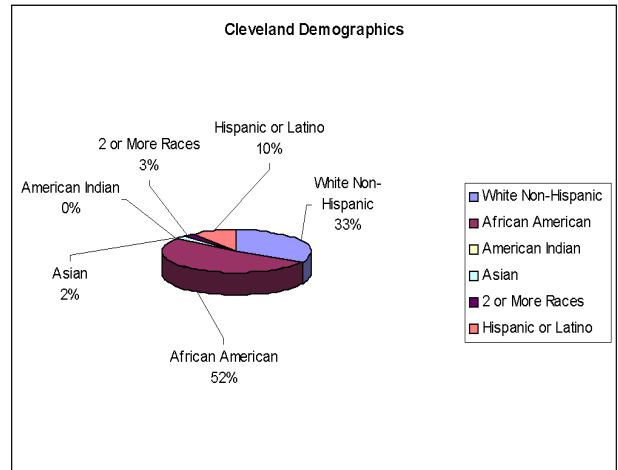


Present Day Skyline



DIVERSITY

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



EDUCATION



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



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

SPORTS

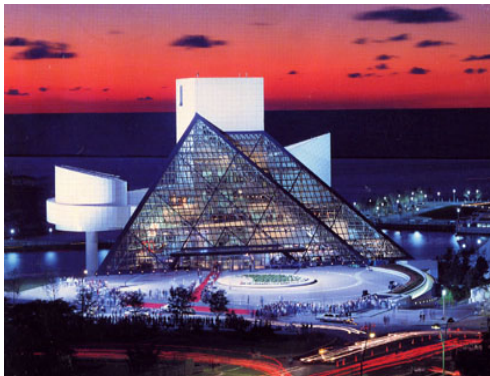
Several professional sports teams call Cleveland home, and they have drawn incredibly loyal fans and impacted the revenue of the city heavily. Despite the weather conditions, many traditions have been formed across the board.

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

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



TOURISM



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



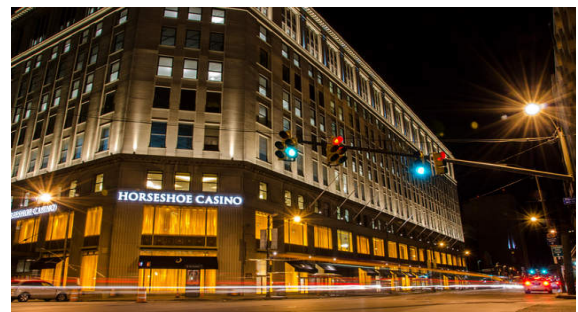
The Great Lakes Science Center is one of the nation's leading science and technology centers. The center houses many hands-on and traveling exhibits and is also known for its Omnimax Theatre. The center hosts many over night events for youth to help bring awareness to science and how it affects the world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

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



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

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



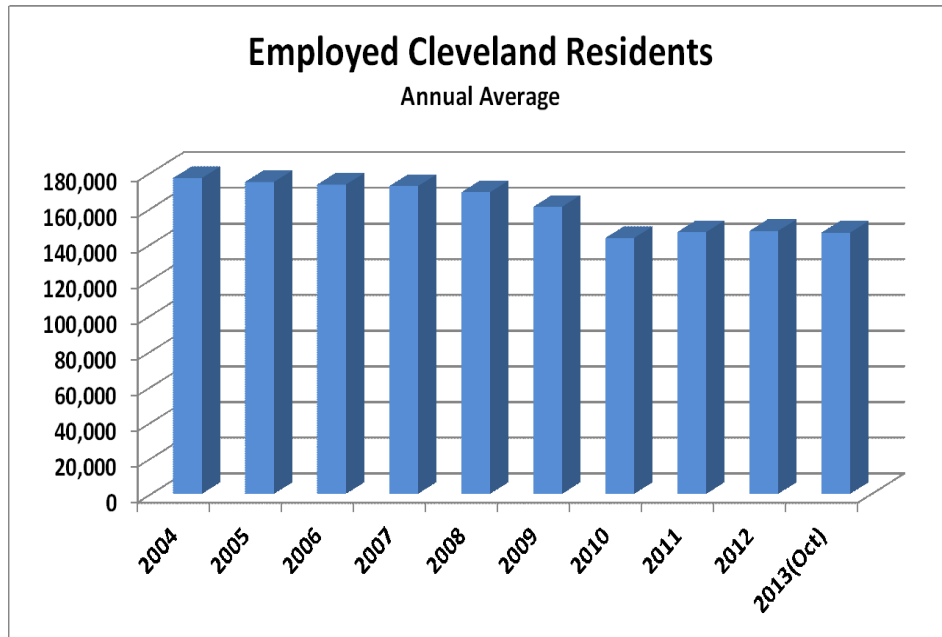
INTERNATIONAL

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

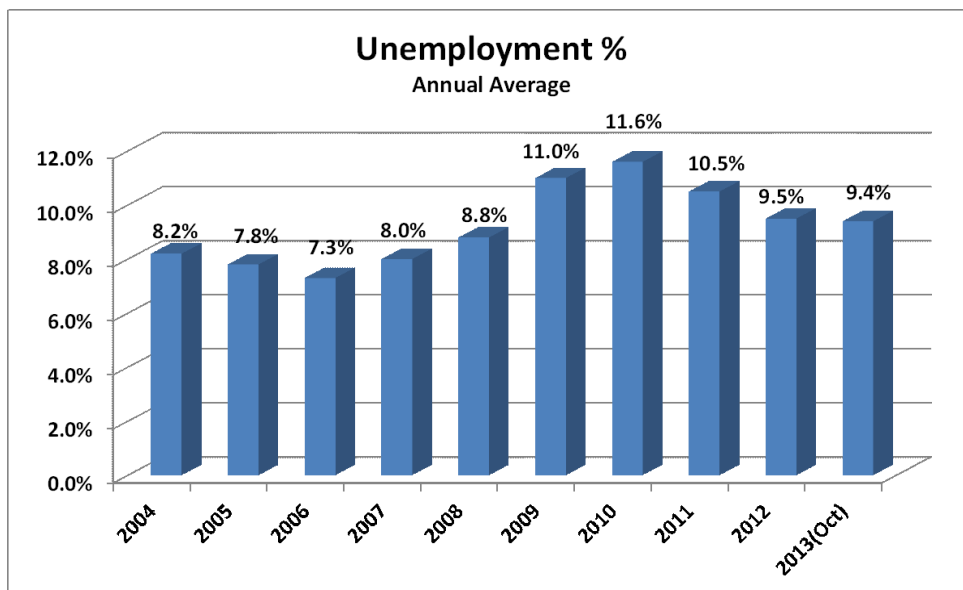
Cleveland, Ohio is home to 110 different ethnic groups, speaking over 60 different languages. The City of Cleveland maintains 21 strategic Sister City partnerships around the globe that focus on economic, cultural, and educational exchanges. In addition to the Sister City Program, the City of Cleveland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

EMPLOYMENT AND UNEMPLOYMENT

Among the most common occupations in Cleveland are Sales and office occupations, 22%. Service occupations, 20%. and Management, professional, and related occupations, 19%. Approximately 65 percent of workers in Cleveland, Ohio work for companies, 15 percent work for the government and 3 percent are self-employed.



The leading industries in Cleveland, Ohio are Educational Services, and Health Care, and Social Assistance, 20%; Manufacturing, 11%; and Arts, Entertainment, and Recreation, and Accommodation, and Food Services, 8%. According to government data, the average salary for jobs in Cleveland, Ohio is \$31,476, and the median income of households in Cleveland was \$24,105.





MAJOR EMPLOYERS

<u>Company</u>	<u>Number of Employees</u>
Cleveland Clinic Foundation	30,979
University Hospitals	12,719
U.S. Office of Personnel Management	11,939
Cuyahoga County	7,544
Cleveland Metropolitan School District	6,875
City of Cleveland	6,825
MetroHealth System	5,396
KeyCorp	4,955
Case Western Reserve University	4,543
Sherwin-Williams Company	3,221

SOURCE: Crain's 2014 Book of Lists

AIRPORT QUICK FACTS

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

Layout:

• Acres	2,000
• Concourses	4
• Runways	3
• Terminals	1

Operations Per Year:

• Taxi/Commuter Commercial	105,717
• Commercial Airline Operations	52,840
• General Aviation	7,930
• Cargo Commercial Airline Operations	2,636
• Military Flights	207

Landings per day:

• General Aviation	145
• Commercial Departures	228
• Commercial Arrivals	228

Public Parking Spaces:

• CLE Smart Parking Garage (Long/Short-Term)	3,959
• Economy Parking (Blue Lot)	370
• Economy Parking (Orange Lot)	500
• Red Lot Parking	230

Services:

• General Aviation Based Aircraft	50
• Passenger Airlines	7
• All-Cargo Airlines	2

POLICE QUICK FACTS

• 911 Calls Per Year	252,330
• Investigated Cases	70,502
• Vehicles	660
• Neighborhood Watch Locations	50
• Motorcycles	34
• Canine Teams	7
• Stations	5
• Helicopters	2
• Public Safety Communications Center	1
• Police Headquarters	1



FIRE & EMS QUICK FACTS

• EMS Incoming Calls Per Year	106,385
• EMS Medical Runs Per Year Dispatched	93,389
• Fire Emergency Responses	68,283
• Patients Transported to Hospitals by EMS	67,532
• Fire Stations	26 (23 Active)
• Engine Companies	22
• EMS Units	18
• Ladder Companies	11
• Rescue Squads	2



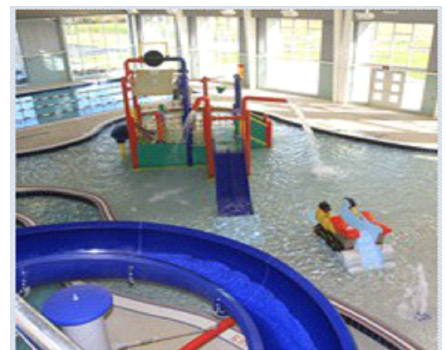
PARKS & RECREATION QUICK FACTS

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



PARKING QUICK FACTS

•Parking Meters	2,800
•Parking Lots	4
•Parking Garages	2

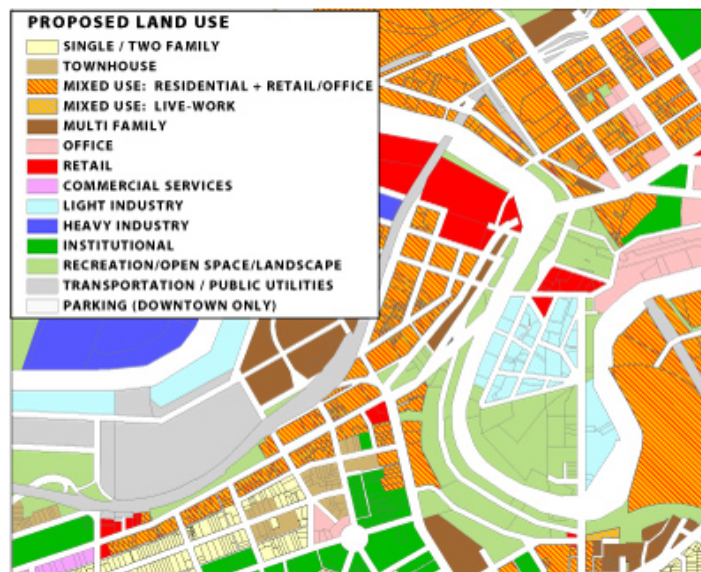


2020 FUTURE LAND USE

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

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





Proposed Citywide Land Use:2020

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

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

Long-term population and job loss, coupled with the recent mortgage foreclosure crisis, has, ironically, made *vacant land* Cleveland's most rapidly growing "land use." Today approximately 3,300 acres of land in Cleveland sits vacant, nearly all having been once occupied by development. This vacant or "vacated" land represents about 20,000+ parcels of land, over 12,000 of which are under City control in Cleveland's Land Bank. This scenario creates a unique opportunity for Cleveland to "re-imagine" itself as a smaller but more vibrant, more healthful and more prosperous community that provides a better quality of life for its residents.

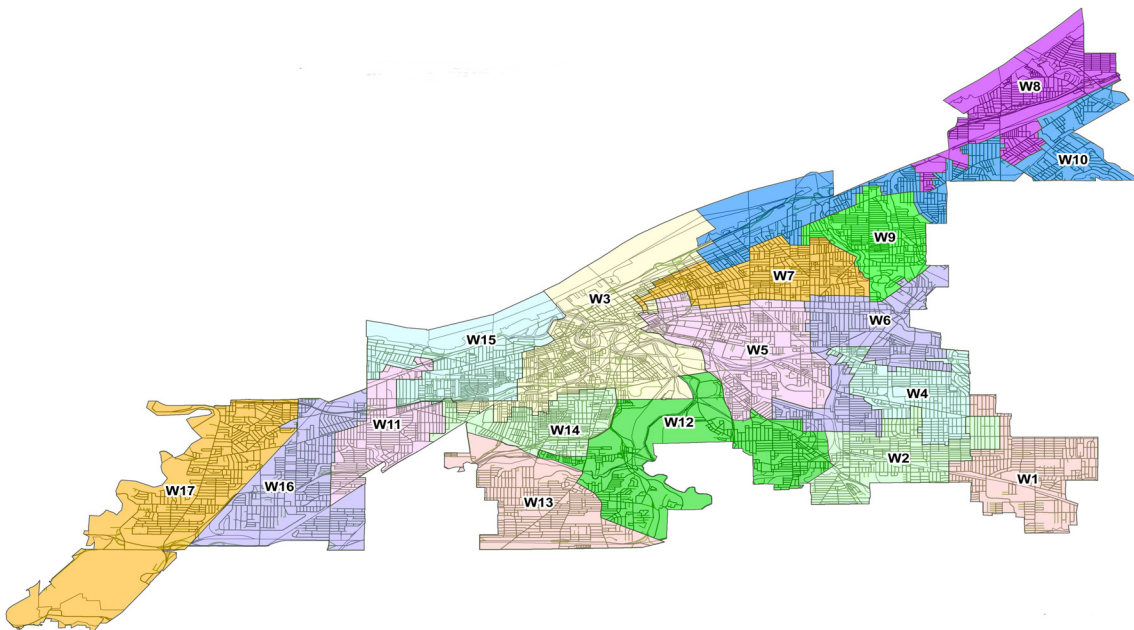
Building on the recent study known as *Reimagining a More Sustainable Cleveland*, the City of Cleveland Planning Commission and its partners assembled eight interdisciplinary Working Groups to prepare action-oriented recommendations designed to facilitate sustainable re-use of vacant land in Cleveland and Cuyahoga County. Most groups focused on a particular land use type or land treatment, such as urban agriculture, stormwater management and environmental remediation, while other groups focused on reconfiguring the citywide development pattern.

This effort represents a strategy that outlines "eight big ideas" for the sustainable and productive re-use of the increasing supply of vacant land in Cleveland and Cuyahoga County. These ideas are guided by the themes of improving Community, Prosperity and Public Health. More specifically, the document identifies "issues" and "opportunities" and then "keys to moving forward" for each of the land use and treatment types, while presenting a map and criteria to guide the placement and targeting of these uses on an interim basis and on a long-term basis.

Roster of Elected Officials

CITY COUNCIL	WARD	TELEPHONE	E-MAIL
Frank G. Jackson	Mayor	664-3990	frankjackson@city.cleveland.oh.us
Terrell H. Pruitt	1	664-4944	tpruitt@clevelandcitycouncil.org
Zachary Reed	2	664-4945	council2@clevelandcitycouncil.org
Joe Cimperman	3	664-2691	council3@clevelandcitycouncil.org
Kenneth L. Johnson	4	664-4941	council4@clevelandcitycouncil.org
Phyllis Cleveland	5	664-2309	council5@clevelandcitycouncil.org
Mamie J. Mitchell	6	664-4234	council6@clevelandcitycouncil.org
TJ Dow	7	664-2908	council7@clevelandcitycouncil.org
Michael D. Polensek	8	664-4236	council8@clevelandcitycouncil.org
Kevin Conwell	9	664-4252	council9@clevelandcitycouncil.org
Jeffrey Johnson	10	664-4231	council10@clevelandcitycouncil.org
Dona Brady	11	664-3708	council11@clevelandcitycouncil.org
Anthony Brancatelli	12	664-4233	council12@clevelandcitycouncil.org
Kevin J Kelley	13	664-2943	council13@clevelandcitycouncil.org
Brian J. Cummins	14	664-4238	council14@clevelandcitycouncil.org
Matt Zone	15	664-4235	council15@clevelandcitycouncil.org
Martin J. Sweeney	16	664-2942	council16@clevelandcitycouncil.org
Martin J. Keane	17	664-4239	council17@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) | Happy Gilmore (1996) |
| Air Force One (1997) | Antwone Fisher (2002) | Welcome to Collinwood (2002) |
| American Splendor (2003) | Spiderman 3 (2007) | The Soloist (2009) |
| 25 Hill (2011) | Falling Backwards (2011) | Boot Tracks (2011) |
| Take Shelter (2011) | The Avengers (2012) | Fun Size (2012) |
| Alex Cross (2012) | Captain America 2 (2013) | Bad Grandpa (2013) |
| Jenny's Wedding (2013) | | |



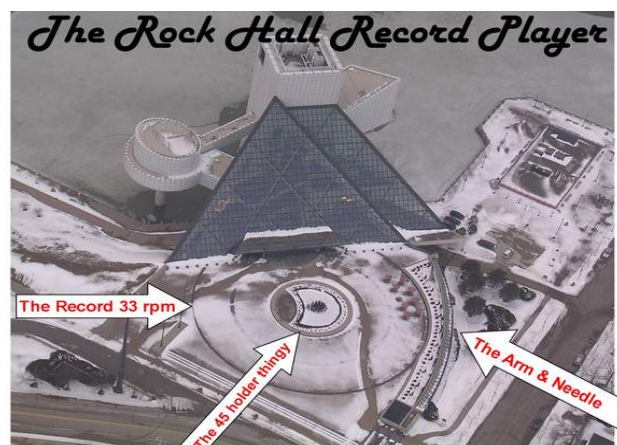
What Does the Rock & Roll Hall of Fame Have in Common With a Record Player?



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

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

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



Famous Clevelanders

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

Steven Adler- Drummer for Guns and Roses

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

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

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

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

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

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

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

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

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

Steve Harvey- Born in Welch, West Virginia, 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 a radio personality and author of Act Like a Lady, Think Like a Man, and is currently the host of television's top game show Family Feud.

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, and Red Tails.

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

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

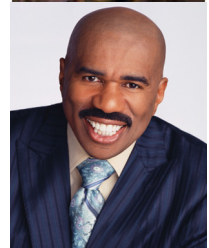
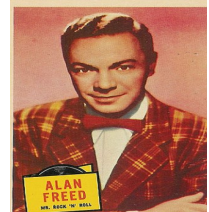
Paul Newman- Award winning actor who also is the co-founder of Newman's Own food manufacturing company in which all tax profits and royalties are donated to charity.

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

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

Michael Symon- Award winning chef and television personality of Iron Chef which can be seen regularly on the Food Network.

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



Famous Clevelanders

The Following Are Notable Sports Figures From Cleveland



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

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

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



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.

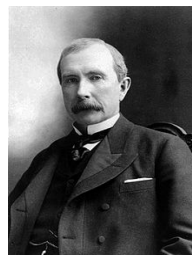
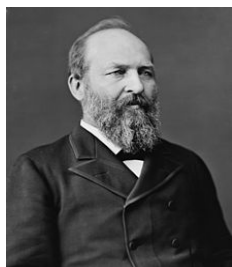
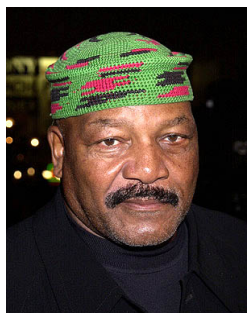
James A. Garfield- 20th president of the United States whose term only lasted 200 days because he was assassinated in July 1881.

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



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

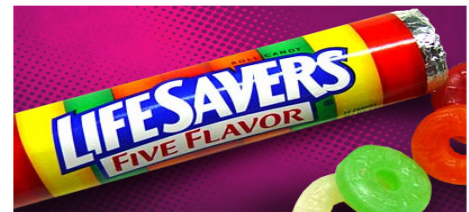
Cleveland was home to the first traffic signal which was invented in 1914 and created by Garrett A. Morgan, who also invented the first gas mask.



SHERWIN WILLIAMS.

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

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



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

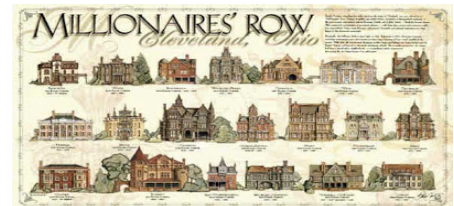
Cleveland vs Cleaveland

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.

AUGUST

- Office of Budget & Management (OBM) conducts Budget training sessions with each department distributing factors for the upcoming Budget preparations.
- Departments submit preliminary revenue and expense budget requests estimates to OBM

OCTOBER

- Preliminary budget review hearings are conducted with each Department.

NOVEMBER

- The current year Transfer Ordinance is prepared to make funds available to Departments / Divisions exceeding their original, current year, budget due to programmatic or priority changes during the year. Funds are shifted from Divisions which will not expend their original budget to Divisions requiring additional, approved, programmatic expenditures.
- The current year Supplemental Appropriation Ordinance is prepared to make additional appropriations for approved expenditures, mainly to Non GF Departments, based on additional generation of revenue identified in the Amended Certificate of Resources.

DECEMBER

- The Temporary Appropriation Ordinance for the following year is prepared, per State Law, to provide Department / Divisions with sufficient level of appropriation to continue services through the first quarter of the calendar year until the final budget is passed by City Council by April 1.
- 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 conducting the affairs of the City for the following 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**

- Council must approve a balanced budget by April 1 at which time the City's Annual Appropriation Ordinance goes into effect.
- After approval of revisions to the Annual Appropriation Ordinance a final Budget Book is printed and posted online.
- The Draft Capital Improvement Plan is generated



Calendar

MAY

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

JUNE

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

THROUGH THE YEAR AS REQUIRED

CERTIFICATE / AMENDED CERTIFICATE OF RESOURCES

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

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

Budgetary Control

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

Capital and Debt

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

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

Capital Assets

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

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

Cash Management & Investments

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

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

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

Fees and Charges

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



Economic Analysis

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

Indirect Costs

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

Operational

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

Revenues and Reserves

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

Salaries

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

Unencumbered Funds

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

Vacancy Replacements

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

County Tax Budget

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

Transfer of Appropriations

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

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

Mayor's Estimate

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

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

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

Using the Mayor's estimate, the Finance Department initiates the drafting of a Temporary Appropriation Ordinance, passed by City Council, which authorizes expenditures against the proposed budget for the first quarter of the new budget year.

The City is required by State Law to adopt annual budgets for the General fund, certain Debt Service and Special Revenue Funds, Restricted Income Tax Fund, Rainy Day Reserve Fund, Reserve Fund, and the Schools Recreation and Cultural Activities Fund. 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. The Cuyahoga County Auditor must certify that the City's appropriation measure does not exceed the amounts set forth in the County Budget Commission's Certificate of Estimated Resources.



Basis of Budgeting

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

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

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

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

Art in Everything! a Cleveland Initiative

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



Automated Waste Collection Program

The Division of Waste Collection services weekly approximately 152,000 households. And, in 2013 disposed of 216,046 tons of landfill debris; in addition to 28,280 tons of recyclable materials. Services include residential collection, curbside recycling, commercial collections, recycling drop-off program and the operation of a Transfer Station.

In 2006, via the Operational Efficiency Task Force, the Division of Waste Collection developed goals to Improve Services to the Residents, Gain Operational Efficiency, and Re-instate Curbside Recycling. In order to achieve these goals, Mayor Frank G. Jackson administration adopted the Automated Waste Collection and Curbside Recycling Program. This program 1) Provides residents free carts which allowed for easier, more efficient waste collection and cleaner neighborhoods; 2) Reducing Worker's Comp, and improving services; and 3) Establishes a Curbside Recycling program that increases revenue to the General Fund.



Full implementation of this program requires the purchase of 40 new automated trucks and 300,000 carts for the collection of regular household waste and recyclables, totaling a cost of \$25 million dollars. 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. The automated collection vehicles are equipped with an automated arm which extends out and grabs and dumps the carts. The city has planned to phase in the program citywide over a five year period. Each year the city allocates funds via the Restricted Income Tax (R.I.T.) and other Capital Funding. In 2007 the City implemented a Pilot Program for the automated program which yielded positive results and led to the following Program Roll Out:

PHASE	ROLL OUT DATE	NUMBER OF HOUSEHOLDS	PERCENTAGE OF CITY
Pilot	October 2007	15,000	10%
Phase I	September 2011	25,000	26%
Phase II	June 2012	30,000	46%
Phase III	October 2013	25,000	62%
Phase IV	TBD	25,000	78%
Phase V	TBD	25,000	95%

Currently, 95,000 of the 152,000 households in the City of Cleveland participate in the Automated Collection and Curbside Recycling program. Another 25,000 households are scheduled to participate by October, 2014. Each resident will receive one (1) cart for regular household waste, and one (1) cart for recyclables adhering to their normally scheduled collection service day. Recycling and cart utilization is mandatory! Monitoring and enforcement procedures have been established in order to ensure the proper utilization of the system. Each cart is equipped with a Radio Frequency Identification tag (RFID) that allows tracking of various collection and routing data.

Also, this program reduces 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 system, injuries will be less frequent and will be reduced to every six (6) months or longer. 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

As of December 31,2013, Cleveland has processed 28,280 tons of recyclable material. (Glass, plastic, metal, paper and cardboard from both residents and commercial businesses)

- Drop off recycling 4,248 tons (up 3% from 2012)
- Residential recycling 11,895 tons (Increased 40% compared to 2012 reported numbers)
- Commercial recycling 12,137 tons (Increased of 25% compared to 2012 reported numbers)

The City of Cleveland has a Recycling Contract which issues a cash rebate for each ton of uncontaminated recyclables processed. In 2013, the City was reimbursed for 15,893 tons of recyclables processed! The overall results from this year's program are as follows:

- 2013* generated \$457,679 in recycling revenue; market rate fluctuations in 2013 were volatile
- Landfill Diversion (Disposal cost savings): *\$934,382
- Total Savings and Revenue: *\$1,392,061
- These savings were generated with 95,000 households participating in the recycling program; as the program expands so does the potential for landfill cost avoidance savings and revenue reimbursements.

*Numbers as reported through December 31,2013

The city negotiated a three (3) year recycling contract with a guaranteed minimum cash rebate based on the current market. To explain, the cash rebate is based on the current market rates for the sale of recyclable material. Under the new contract, the City of Cleveland receives a variable rate per ton for recyclables. This rate fluctuates up and down based on the market rate, and in the event the market falls, the City is guaranteed a minimum cash rebate of \$21 per ton of recyclables processed.

Recycling can generate additional savings in landfill disposal costs. The recycling rebate plus avoided landfill disposal cost equals Landfill Diversion Cost Savings.

In 2013, the disposal contract yielded a \$89,207 savings over the 2012 contract year. The cost however, did climb to \$26.76 per ton. Essentially, based on the current recycling average market rate for recyclables; plus the disposal cost savings/diverting recycling tonnages we are at \$1,392,061 in savings for the year.

In October of 2014, the program will expand to an additional 25,000 households or more! Education and Awareness is provided to the residents. Our citywide recycling Goal is 18%, by 4th quarter of 2014.

Citywide Municipal Wireless Broadband Network Initiative

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

To solve immediate, specific, operational needs in a more cost-efficient way, the City of Cleveland has completed a survey of its entire wireless infrastructure to develop ways of collaborating with other departments within the city. The survey will reduce the possibility of having duplicate wireless systems serving similar purposes, by redirecting cost and standardizing systems. Based on the results of the wireless infrastructure survey the City of Cleveland developed a strategy and installed free wireless internet access in City Hall and the Public Auditorium during 2013. We are evaluating the possibility of adding wireless infrastructure in other city owned facilities in the near future.

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

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

Clean Cleveland Initiative

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

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

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



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

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

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

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

While the CitiStat process supports 311 by:

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

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

Department	Service
Building and Housing	<ul style="list-style-type: none"> • In 2013, the Qty processed for demolition approximately 1,100 condemned, uninhabitable, blighted structures at a cost that exceeded \$9 million. • As a result of Mayor Jackson’s Emergency Vacant Property Inspection Initiative, in 2012 and 2013, in excess of 8,900 vacant structures were inspected and in excess of 5,000 structures were condemned. • To address the public safety at vacant properties, approximately 4,000 vacant open structures were boarded and secured in 2013.
Health	<ul style="list-style-type: none"> • Performed 12,774 proactive nuisance inspections in 2011 down 16% from previous year. Nuisance complaints decreased overall by 51%, from 17,685 in 2010 to 8,695 in 2011.
Public Service and Parks, Recreation and Properties (Services now provided by Public Works in 2011)	<ul style="list-style-type: none"> • 47,539 vacant properties were cleaned in 2011 which was an increase of 2.39% compared to 2010
Public Utilities	<ul style="list-style-type: none"> • Cleaned 18,266 catch basins in 2011



Connecting Cleveland 2020 Citywide Plan

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

The plan responds to Cleveland's long-term loss in population by targeting development to stronger market areas, building on the City's competitive assets, creating strategic connections to capitalize on those assets, and investing in catalytic infrastructure improvements. Among the competitive assets that the plan seeks to enhance in the long-term efforts to regenerate development in Cleveland are the following:

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

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

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

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

The Citywide Plan has now been supplemented by a plan known as "Reimagining a More Sustainable Cleveland", the recipient of a 2012 national award for innovative planning from the American Planning Association. This plan responds to the recent foreclosure crisis and national economic downturn by proposing innovative and sustainable uses for Cleveland's increasing supply of vacant land, including such uses as urban agriculture, storm water management, greenways and neighborhood amenities. This 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.

Connecting Cleveland: Developing Healthier Communities

"Why Place Matters for Health": Mayor Frank G. Jackson is guiding the City to make public health and healthy living a priority in future planning efforts. Inspired by this directive, 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 will conduct 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.

Connecting Cleveland: The Waterfront District Plan

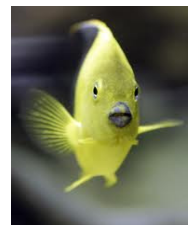
On April 20, 2012, the Cleveland City Planning Commission unanimously adopted an updated plan for Cleveland's Downtown Lakefront. That plan created a framework that is now allowing the city to move forward in creating a robust, mixed-use development on its downtown lakefront - with over two million square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



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

waterfront projects

- **Cleveland Lakefront Nature Preserve:** A "dredge deposit" site, formerly known as Dike 14, opened to the public on a daily basis in 2012 as an 88-acre nature preserve on Lake Erie, approximately four miles east of downtown Cleveland, off Gordon Lakefront State Park. This rare example of an urban nature preserve offers hiking, bird-watching and appreciation of vegetation and wildlife, in the heart of the city.
- **Flats East Bank:** The \$300 million Flats East Bank project, undertaken by the Wolstein Group and Fairmount Properties, is nearing the halfway point of construction and will be completing in the Spring of 2013. The development will include an 18-story, 476,000 s.f. office tower anchored by the headquarters of Ernst and Young, a big-five accounting firm; a 150 room conference hotel, a 550-space parking garage, and retail amenities. In addition, a multi-acre public park and boardwalk hugging the shoreline of the Cuyahoga River will be completed as a key element of the first phase of the major development. Project developers are working to advance the second phase that will bring hundreds of new market-rate housing units to the riverfront.





Connecting Cleveland
2020 Citywide Plan

•North Coast Harbor Pedestrian Bridge: An iconic pedestrian bridge linking Voinovich Park and the East 9th Pier to proposed mixed-use development on Dock 32 has been designed and is scheduled to be in operation by 2014. The bridge is funded largely by a federal grant secured by the City.

•North Coast Harbor Marina: Cleveland's first visitor-oriented downtown marina will be developed in North Coast Harbor beginning in the fall of 2013. This "transient marina" will be able to accommodate up to 50 boats for Great Lakes boaters visiting Cleveland and its many attractions.

Implementation of the waterfront plan has been expedited through the 2012 adoption of ordinances that establish a logical division of waterfront development and management responsibilities between the City and the Cleveland-Cuyahoga County Port Authority.

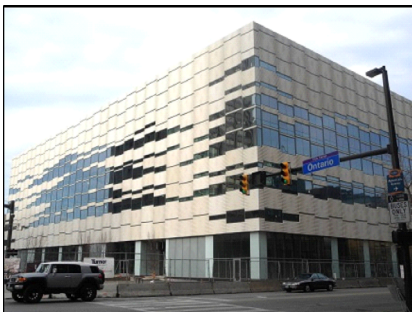
Making Cleveland a City of Choice: Strategy for Development and Revitalization

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

The Downtown Front

AmTrust Financial: More than filling the gap left by Calfee's relocation from 800 Superior Avenue to East 6th Street, AmTrust Financial, an insurance company based in New York, recently acquired the 450,000 square foot building on Superior and announced its decision to move 1,000 jobs to the location. The company will invest \$20 million to transform the building into a prime office complex. AmTrust's expansion in Cleveland is the largest single-company boost for the downtown office market in decades.

BrandMuscle: In 2012, BrandMuscle, a 12-year old innovative marketing firm, moved its operations and 157 employees, with a \$12 million payroll to 55,000 s.f. of space in the 1100 Superior Building in Downtown Cleveland. BrandMuscle anticipates creating an additional 200 jobs, with a payroll of approximately \$17.5 million over the next 5 years.



Cleveland Convention Center and Global Center for Health Innovation: The half-a-billion Cleveland Convention Center and Global Center for Health Innovation both opened in 2013. The venue features conference facilities ideally tailored to the medical marketplace. It is anticipated that that the Convention Center and Global Health Center will generate \$330 million in direct new annual spending in Cleveland.

Horseshoe Casino: the \$500 million Horseshoe Casino within the restored Higbee Building on Public Square is in its second year of operation. The Horseshoe attracts 5 million visitors a year to a one-of-a-kind entertainment district that connects within several blocks two major league sports venues, a nationally acclaimed theatre district, the historic East 4th & Prospect neighborhood, and the massive Tower City retail and office facility.



On Other Fronts

Cleveland State University's North Campus District: The north side of the Cleveland State campus has been transformed by development of 300 housing units, with ground-floor retail, along Chester Avenue, stretching from East 21st to East 24th Street. The housing is being rented to students, staff and the general public.



Courtyard by Marriott: The 150-room courtyard by Marriott is open on Cornell Road in University Circle. The \$26 million development was built to help meet the substantial demand generated by the hospitals, university, and other institutions in and around University Circle. Construction is now nearly complete on a 150-room Courtyard by Marriott hotel on Cornell Road in University Circle. The \$26 million development is being built by Snavely construction and University Circle Incorporated to help meet the substantial demand generated by the hospitals, university and other institutions in and around University Circle.

Green City Growers Greenhouse: Green City Growers redeveloped a 10-acre brownfield site near I-490 & East 55th Street in the Central neighborhood into a nearly 4-acre urban greenhouse for the production of hydroponically-grown lettuce, leafy greens and herbs - projected at 3 million heads of lettuce and 300,000 pounds of herbs each year. The greenhouse will be cooperatively-owned by its 30-40 employees, allowing formerly lower-income Clevelanders to gain equity in the business and create personal wealth. The City provided \$10 million in HUD financing to support the \$16.5 million project.



GreenCity Growers
COOPERATIVE

Midtown Technology Park III: The third phase of the Midtown Tech Park campus, 6555 Carnegie Avenue, will add 66,000 s.f. of renovated office space to the heart of the Health Tech Corridor. The entire first floor has been leased to Radio One, one of the largest minority-owned radio broadcasting companies in the nation. The City provided a \$4 million HUD 108 loan and a \$500,000 Economic Development Administration loan to help finance the project. The project will create upwards of 80 jobs in the City of Cleveland.



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



Mayor Frank G. Jackson Scholarship Program

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

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

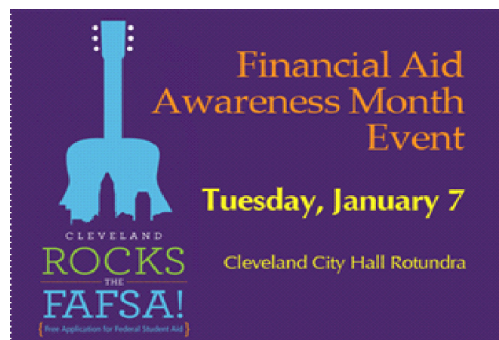
Improving the quality of life for all residents has been the driving force behind the goals Mayor Jackson has set for his administration. The key to this effort is ensuring that all children have access to a high quality education. In a society that has transformed from a manufacturing economy to a knowledge-based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

The Frank Jackson-Maxine Goodman Levin College of Urban Affairs Scholarship Program has been established to support those students who are interested in pursuing a full-time college education majoring in urban studies, urban planning and public administration.

For students graduating from a Cleveland Metropolitan District High School who aspire to attend Cuyahoga Community College (Tri-C), Mayor Jackson created the Cleveland Scholarship for Education and Training (CSET). Mayor Jackson allotted \$200,000 for the CSET scholarship program. Additional funding of \$1 million dollars was donated by several area foundations and businesses to Tri-C for the CSET program.

To assist Cleveland's high school graduates to defray the cost of their college education, the City of Cleveland partnered with The Cleveland Foundation in 2013 to create the City of Cleveland Scholarship Fund to distribute, over time, an amount of \$2,000,000 in scholarships to the residents of the City of Cleveland. In order to qualify for the scholarship, each student:

- Must be a current City of Cleveland resident and have been for a minimum of 1 year;
- Met with a College Now advisor during his/her high school senior year;
- Completed a College Now scholarship application;
- Was enrolled in a high school where College Now provides service;
- Planned to attend a public or private, not-for-profit higher educational institution approved for Federal Financial aid;
- Had a 2.5 GPA and scored an 18 or higher on the ACT or 860 or higher on the SAT critical reading and math tests; and
- Met College Now's income criteria as defined by Federal guidelines for Pell grant eligibility.



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.



Sustainable Cleveland was founded by Mayor Frank G. Jackson in 2009, is administrated by the City of Cleveland's Office of Sustainability, powered by community-wide, action-focused volunteers and led by the Sustainable Cleveland Stewardship Council. Sustainable Cleveland seeks to fulfill a vision of building an economic engine to empower a green city on a blue lake by 2019; the 50th anniversary of the last fire on the Cuyahoga River.

To support the long-term success of Sustainable Cleveland 2019, staff and community stakeholders worked in 2012 to develop clear metrics, an effective evaluation process, a communication strategy, and an on-going culture of learning and continuous improvement. Much of the activity and momentum of the initiative is distributed across a network of participants representing a variety of sectors including the involvement of 300 volunteers in 20 working groups that have set in motion local action, research, and entrepreneurial for-profit and non-profit enterprises. An annual summit with 600 stakeholders and quarterly meetings support progress toward the vision, peer-learning, and optimal networking. The work of Sustainable Cleveland is important to the Cleveland region because it engages people in cross-sector dialogue and action to shift the region's paradigm from post-industrial rustbelt city to a new, sustainable economy that takes into account economics, equity and the environment.

Sustainable Cleveland has identified nine categories of sustainability that will be priority for the initiative and that will be celebrated each year until the end date of the initiative. Sustainable Cleveland has performance indicators that demonstrate progress that is the foundation for implementing each of those sustainability topic areas. The metrics communicate what is important, drive change, and evaluate city-wide results. Those categories include: energy efficiency, local food, advanced and renewable resources, zero waste, sustainable mobility, clean water, vibrant green space, vital neighborhoods, and healthy empowered people.

The City is continuing its commitment to Sustainability in the 2012 Five Year Capital Improvement Program. Well over 10 percent of the 2013 Capital Budget is dedicated to projects that will make Cleveland a more sustainable community. Examples of 2013 "green" projects include:

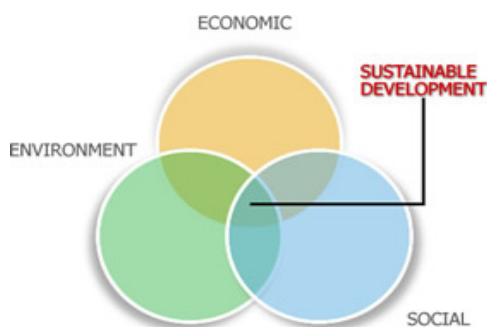
Improvement	Cost
Recycling Carts	2,500,000
Scranton Road	736,000
Woodland Avenue	1,100,000
Playhouse Square Streetscape	1,000,000
Browns Pedestrian Bridge	1,000,000
Bike Trail Euclid Creek Greenway	280,000
Lorain Avenue Streetscape	1,000,000
Bike Trail Scranton Road	476,500
West Side Market Parking Lot	1,200,000
Total	\$9,292,500

The City of Cleveland is wrapping up \$4.5 million in energy efficiency and conservation projects funded by federal Energy Efficiency and Conservation Block Grant (EECBG) funds. These projects are moving Cleveland toward Mayor Jackson's sustainability goals.

- **Cleveland EnergySaver** is a collaborative pilot between the City, Cleveland Housing Network and Cleveland Action to Support Housing (CASH) to retrofit and weatherize 145 Cleveland homes, resulting in energy cost savings. The program offers Cleveland homeowners with incentives, rebates, low cost financing options, and end-end audit to retrofit program.
- The **Downtown Recycling Pilot Project** will include the initial purchase of 40 recycling stations to be placed throughout downtown Cleveland in Q1 2014.
- The **Lake to Lakes Bike Trail** between the Shaker Lakes area and University Circle was opened to bike commuters in Fall 2012.
- The City completed **HVAC Upgrades** at the apparatus bays and garages of 14 fire stations in 2012 to provide more energy efficient infrared heating, resulting in annual projected savings of 16,000 MMBtus/year and \$125,000 in energy costs.
- **A Housing Deconstruction** pilot for 22 properties on the City's list for demolition prevented usable building materials from going into landfills. Approximately 117 tons of material was salvaged for reuse and another 1,700 tons of material, including construction and demolition debris, were diverted from landfills.
- **Energy Audits** were performed for 25 of Cleveland Public Power's commercial and industrial customers. Audits revealed annual projected energy savings of 26,575 MMBtu that could be realized if all cost-effective recommended measures were implemented.
- **Lighting Retrofits** were implemented at 16 City facilities (health centers, police stations, fire stations, recreation centers) across Cleveland to install more energy efficient lighting fixtures and bulbs, with projected overall annual savings of more than 3 million kilowatt hours (KWh) and \$390,000/year in energy costs.
- **360 LED Streetlights** were installed, as part of a larger Cleveland Public Power (CPP) Pilot in 2013, to determine which types of LED technology provide the best value (lighting needs, cost, energy savings, etc.) to the City. A **Solar Thermal Domestic Hot Water** (DHW) heating system was commissioned at the LEED Gold Certified Collinwood Recreation Center in 2011 to save on natural gas at the facility.
- The **Sustainable Cleveland Municipal Action Plan** (SC-MAP) was created in conjunction with the community-wide **Climate Action Plan**, enabling the City to lead by example in sustainability. Both plans have bold yet achievable actions and greenhouse gas (GHG) reduction goals.

Additional projects completed in 2013 include:

- Completed the Complete & Green Streets Typology to assist in implementing the Complete and Green Streets Ordinance. The inter-organizational Task Force classified streets into 10 different types, each with its own priorities for pedestrians, vehicles, transit, cyclists and green infrastructure.
- Completed a Bike Share Feasibility Study for the City of Cleveland. The Business Plan is in development.
- Completed the City of Cleveland's municipal energy aggregation in 2013, resulting in over 65,000 Cleveland residents receiving 100% of their electricity from renewable energy sources (30% Ohio wind, 20% out-of-state wind, 50% hydropower), making Cleveland one of the leading cities in the country in terms of supporting renewable energy development. The City received a Bright Place to Live Award from the World Wildlife Fund for this program.
- Secured approximately \$210,000 in utility rebates for previously completed energy efficiency upgrades.



The Future of Public Safety

The Department of Public Safety, since January 2006, received \$73,781,960 in grant funding. Our Safety Grant Coordinator and staff have aggressively sought and successfully obtained funding to help staff and equip our first responders, improving the quality of safety in the City of Cleveland. Although funding sources have diminished, we will continue to seek state and federal funding to off-set costs that may be incurred directly by the citizens of our community.



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

In November of 2013, Mayor Jackson, along with Director Flask, and Chief McGrath, the Department of Public Safety broke ground on a new Division of Police Third District Headquarters. The state-of-the-art facility will be completed in the second quarter of 2015 and in addition to Division of Police field and support functions, it will also be home to a new Public Safety

Communications Center. The facility will also feature community meeting rooms for citizen gatherings, and will be LEED silver certified. In the spring of 2014, the Department of Public Safety will break ground for a new Division of Fire, Rescue and Emergency Medical Service facility replacing outdated Fire Station 36. The new facility at 3552 East 131 Street is designed to headquarter cross-trained, dual role firefighter-paramedics. The first station of the new era of fire and medical service for our community, like the new Third District Police Headquarters, will be LEED silver certified and have a community meeting room. A site for a new Kennel at 9203 Detroit Avenue was approved. Public Safety engaged community stakeholders in the design of the new Kennel and groundbreaking is scheduled for the third quarter of 2014.

In addition to the new Public Safety facility, the City of Cleveland completed the purchase and deployment of a new \$31.6 million dollar 800MHz voice communication system. As a result of the new system, every City department and division has new mobile and portable radios, capable of transmitting and receiving critical information. In addition, every officer in the Division of Police was issued a new hand-held portable radio that can be used on and off-duty.



The new communication system allows the City of Cleveland to expand interoperability with our community partners across Cuyahoga County. The following municipalities have joined the Greater Cleveland Radio Communication Network: Brook Park, Berea, Strongsville, Parma Heights, Middleburg Heights, North Royalton, Olmsted Falls, Olmsted Township, CMHA, and the Cuyahoga County Sheriff's Office. The ability to communicate across jurisdictions is paramount to our strong regional partnerships. Other regional agencies are also planning to join our system.

Under the leadership and direction of Mayor Jackson, the integration of the Divisions of Fire and EMS into the Division of Fire, Rescue and Emergency Medical Service is well underway. In addition to the administrative consolidation of timekeeping and payroll, supply and equipment purchasing, tracking and delivery, a new classification of firefighter-paramedic was created. The process of cross-training employees into the all hazard classification is underway and the deployment of firefighter-paramedics onto ambulances and fire response apparatus will commence in the second quarter of 2014. This integration will significantly enhance response capabilities and provide a higher level of medical service to the community while maintaining fire suppression and rescue services. In addition, the integrated division will begin providing community health screenings, and fire safety programs at facilities throughout the community.



Through City Council legislation passed in May 2013, the City of Cleveland increased the Portable Camera Program from 24 locations to 47. Fifteen of the cameras are portable, allowing the Chief of Police to utilize Portable Camera Units for targeted mobile speed enforcement. In November 2013, we began upgrading our current photo enforcement cameras with the latest technology and video surveillance capabilities which immediately aided in several traffic accident investigations for the City and other municipalities. The 47 Automated Photo Enforcement Cameras consist of Red Light, Speed on Green and Fixed Speed pole configurations. Portable Camera Units enabled the Division of Police Traffic Unit to redeploy officers for traditional enforcement and various related duties.

In September 2013, Mayor Frank G. Jackson, Councilman Joe Cimperman, Clerk of Courts Earle B. Turner and Public Safety Director Martin Flask opened the new City One Stop Impound and Clerk of Courts Payment Center. The center, designed to provide a more efficient way of doing business for the City and improve our customer service to the community, has been a resounding success. For decades, the process of recovering a towed vehicle involved stopping first at the Justice Center downtown to handle paperwork, then going to the impound center at Quigley Road. Now, people retrieving their vehicles can go straight to the One Stop Impound and Clerk of Courts Payment Center. The necessity of visiting the Justice Center to recover a towed vehicle was eliminated.

September 2013 also brought big changes to the Office of Professional Standards. The responsibility for investigating complaints against Cleveland police officers, previously conducted by Cleveland police officers, has been transferred to Civilian Investigators. Our two newest investigators, Barbara Williams and Vincent Funari, replace two Sergeants of Police who were reassigned to other duties by Chief Michael McGrath. The new investigators bring considerable investigative experience to their duties as investigators for the Civilian Police Review Board. "I'm confident that the new investigators will help establish and maintain trust within our community," stated Office of Professional Standards Administrator Cassandra Bledsoe. "Conducting a factual, impartial and evidence-based investigation is essential to maintaining that trust." In addition to civilianizing the investigative staff, the Office of Professional Standards has worked hard to break down barriers, real or perceived, for the community by providing on-line access to the complaint process, free parking for complainants, and the installation of audio and video cameras in the lobby of every police district.

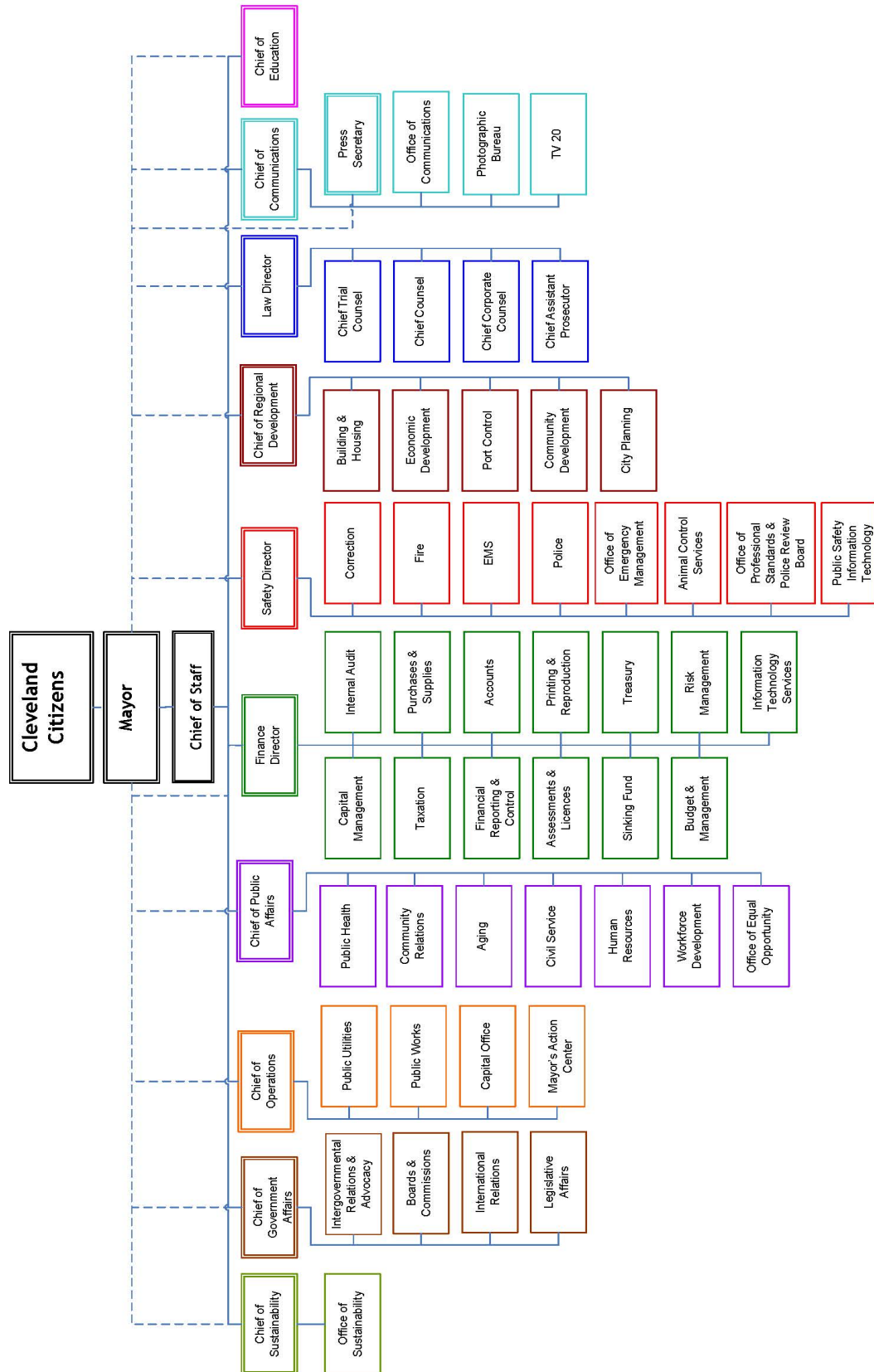


Management and leadership training for all police, fire and EMS officers is a priority in 2014 and beyond. Every front-line supervisor and middle manager will receive a leadership assessment; learn how to use the G.R.O.W./E.R.G.O. Model that assists supervisors in setting goals, removing barriers to those goals and identifying employee's willingness to meet those goals; and; Calibration Training to ensure evaluations are consistent and objective. In addition, Command Staff employees will also receive training in motivating, guiding, and coaching subordinates.



Maximizing technology to ensure the Department of Public Safety has the tools to ensure accountability and oversight is a priority. A complete technology assessment will be completed in 2014. The assessment will provide a detailed review of the Departments existing systems, their strengths and weaknesses; a current gap analysis of the existing systems; interviews with division leadership to determine future needs based on mission and community need for service; a review and gap analysis of current IT staff and resources; and, a five year strategic IT plan to map the appropriate direction to ensure our IT infrastructure meets our needs today and in into the future.

Increasing dialogue with the community is paramount to improving customer service. In 2014 the Department of Public Safety will implement a Public Affairs Office as part of the Safety Administration. The Public Affairs Office is tasked with enhancing our community interaction; ensuring a transparent and open dialogue through community outreach and social media; and, consolidating inter-departmental communication to ensure a consistent internal and external message.





Official Certificate of Estimated Resources

OFFICIAL 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 90.90% current & delinquent collection of current levy for previous tax year

Fund	Unencumbered Balance, Jan. 1, 2014	General Property Tax	Local Government	Other Sources	Total
General Fund	\$49,302,827.21	\$34,518,938.67	\$25,110,474.37	\$431,475,147.00	\$540,407,387.25
Fire Pension	-	1,336,217.27	-	-	1,336,217.27
Police Pension	-	1,336,217.27	-	-	1,336,217.27
Total General Fund	49,302,827.21	37,191,373.21	25,110,474.37	431,475,147.00	543,079,821.79
Restricted Income Tax	1,356,608.53	-	-	37,074,375.00	38,430,983.53
Schools Rec & Cult Activities	-	-	-	1,175,000.00	1,175,000.00
Rainy Day Fund	18,622,898.50	-	-	65,000.00	18,687,898.50
Street Construction, Mtc & Rep	15,888.76	-	-	27,432,004.00	27,447,892.76
Cleveland Stadium	18,244,040.01	-	-	16,224,398.00	34,468,438.01
Debt Service	12,951,454.37	19,375,145.93	-	67,299,918.00	99,626,518.30
Utilities Administration	496,111.45	-	-	3,173,386.00	3,669,497.45
Utilities Radio Communications	56,386.57	-	-	3,455,852.00	3,512,238.57
Utilities Fiscal Control	480,599.27	-	-	3,951,493.00	4,432,092.27
Water	168,181,444.76	-	-	287,745,000.00	455,926,444.76
Water Control	11,939,955.70	-	-	22,685,075.00	34,625,030.70
Cleveland Public Power	13,408,901.02	-	-	192,560,000.00	205,968,901.02
Airport Operations	70,932,385.48	-	-	161,192,537.00	232,124,922.48
Cemetery	67,161.44	-	-	1,613,944.00	1,681,105.44
Golf	54,955.16	-	-	243,045.00	298,000.16
Parking Facilities	1,666,837.45	-	-	8,187,695.00	9,854,532.45
Public Auditorium	7,878.50	-	-	2,609,508.00	2,617,386.50
West Side Market	1,223,951.06	-	-	1,268,000.00	2,491,951.06
East Side Market	28,192.10	-	-	11,808.00	40,000.10
Sinking Fund General Oper	5,508.46	-	-	954,132.00	959,640.46
Telephone Exchange	166,757.27	-	-	6,669,549.00	6,836,306.27
Health Self Insurance Fund	-	-	-	44,896,329.00	44,896,329.00
Prescription Self Insurance Fund	-	-	-	9,897,644.00	9,897,644.00
Motor Vehicle Maintenance	67,267.76	-	-	19,645,774.00	19,713,041.76
Printing	267,704.90	-	-	2,490,188.00	2,757,892.90
Storeroom	16,224.12	-	-	548,807.00	565,031.12
Central Collection Agency	306,120.87	-	-	10,236,300.00	10,542,420.87
Total	\$369,868,060.72	\$56,566,519.14	\$25,110,474.37	\$1,364,781,908.00	\$1,816,326,962.23

Transfers

Amount:

General Fund To:

Stadium Fund	\$ 10,113,125.00
Streets Fund	7,974,936.00
Other Subfunds	2,000,000.00
Debt Service Fund	8,703,807.00
Schools Fund	1,175,000.00
IX Center Fund	200,000.00
Sinking Fund	828,132.00
Cemetery Fund	50,134.00
Golf Fund	189,893.00
Public Auditorium	1,688,193.00

\$ 32,923,220.00

A LETTER FROM MAYOR JACKSON

In January, 2007, my administration re-instituted a Five Year Capital Improvement Program for the City of Cleveland and linked the Program to Connecting Cleveland 2020, the Citywide Plan. This 2014 Five Year Capital Improvement Program represents our eighth annual installment.

We are proposing to issue \$41 million in additional general obligation bond debt in 2014: this is \$16 million more than the amount of prior debt we will retire in 2014. In developing our capital spending plan for 2014, I have set the following priorities.

Sustainability

Since taking office in 2006, I have placed a priority on transforming Cleveland into a "green city on a blue lake". We have a fully staffed Office of Sustainability, and last fall we held our fifth annual Sustainability Summit as we seek to transform our economy by the year 2019. Our ongoing efforts in capital spending include:

Existing Facilities. In early 2014 we issued a \$30.5 million in bonds secured in part through pledged revenues from the Horseshoe Casino. That bond issue included \$15 million for renovations of police stations, fire stations, recreation centers and other City facilities. Many of these renovations achieve energy efficiencies, and we anticipate annual energy cost savings of \$280,000 resulting from these improvements.

New Facilities. In 2013 my office adopted a Sustainable Cleveland Municipal Action Plan that will insure that the City's new facilities are designed, constructed and maintained in a sustainable manner. This Plan will apply to the new Ward 1 recreation center.

Complete Streets. In 2011, we worked with Cleveland City Council to pass a complete streets ordinance that will lead to expanded pedestrian, bicycling and green infrastructure elements. In furtherance of that ordinance, I have instructed my directors to include these elements in all of our cost estimates for future major road and bridge projects. We'll use this approach on our major new 2014 street reconstruction projects-Warner Road, Scranton Road, West 130th Street and Woodland Avenue. I've been using streetscape projects for economic development purposes since I took office in 2006. We've achieved great success in revitalizing retail and office corridors (Euclid Avenue, Kamms Corners, Gordon Square, and Broadway Avenue), and in 2014 we'll be commencing construction on the Larchmere Streetscape project.

Additionally, nearly 25 percent of the 2014 Capital Budget is dedicated to projects that will make Cleveland a more sustainable community. As noted above, these 2014 "green" projects include:

Improvement	Cost
Recycling Carts	\$2,500,000
Scranton Road	\$736,000
Woodland Avenue	\$1,100,000
Playhouse Square Streetscape	\$1,000,000
Browns Pedestrian Bridge	\$1,000,000
Bike Trail Euclid Creek Greenway	\$280,000
Lorain Avenue Streetscape	\$1,000,000
Bike Trail Scranton Road	\$476,500
West Side Market Parking Lot	\$1,200,000
Total	\$9,292,500

"Fix It First"

Beginning in 2011, we began prioritizing the repair or replacement of our existing facilities. Commencing in 2012, we began investing \$500,000 a year over a four year period in improvements to recreation center parking lots. As noted above, we are investing \$15 million in repairs to existing facilities.

Our entire 2014 Five Year Capital Improvement Program will be posted on the City of Cleveland website, and we invite your comments and suggestions.

Sincerely,



Frank G. Jackson, Mayor

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 reinitiated 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 to attracting private investment and making Cleveland a vital, vibrant and connected city.

How Does the City Prioritize Capital Projects?

Capital project requests are solicited annually from each department and division of the City of Cleveland. A Capital Planning Committee reviews all requests before meeting with each department. The Capital Planning Committee is led by Mayor Jackson's Chief of Staff and includes the:

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

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

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

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

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

Projects listed in the first year of the Capital Plan are adopted as part of that year's Capital Budget. The inclusion of a project in later years signifies the Jackson Administration's recognition that the project is a priority and that the City is committed to funding it in the near future; however, the later year projects are less certain of receiving funding in their respective scheduled years. While the Capital Plan is based on financial forecasts provided by the Department of Finance, projects included in the Plan are subject to change based on factors such as scheduling considerations, evolving community priorities and unforeseen changes in the City's economic circumstances.

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

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

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

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

II. GIS and the Capital Improvement Program

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

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

GIS also allows the City to facilitate the coordination of capital projects among divisions and departments. For example, if the Mayor's Office of Capital Projects is planning on reconstructing a street in 2014 and the Division of Water is planning a project for the same street in 2015, the two divisions may be able to do all work at the same time, ensuring that the street is excavated only once. This will save taxpayer dollars and reduce the disruption of daily life for nearby residents.

III. General Obligation Bond Capacity

In creating a Capital Improvement Program, the needs of the City must be balanced with available dollars. The Finance Department has advised the Mayor's Office that the City's general obligation bond capacity in years 2014-2030 will most likely be in the range of \$25 to \$30 million.

Legal Limitations on General Obligation Bond Capacity

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

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



Bond Capacity and the Five Year Capital Improvements Program

In publishing a Five Year Capital Improvement Program, we are obligated to clearly explain the City's funding limitations. Our Finance Department is conservatively advising that recent events may limit the City's general obligation bond capacity in the years 2014-2030 to a range of \$25-30 million.

This sound financial advice seems to conflict with the 2014 Plan's projections of general obligation funding of the following amounts:

- ♦ \$41 million in year 2014;
- ♦ \$108 million in year 2015;
- ♦ \$107 million in year 2016;
- ♦ \$103 million in year 2017; and
- ♦ \$105 million in year 2018.

The City's realistic capacity to fund general obligation bonds in these future years is likely to be much closer to the Finance Department's predictions. Accordingly, for years 2015-2018 assume that the City will only be able to fund one-third of the listed projects.

Why, then, are we showing these higher totals in our plan? There are several reasons.

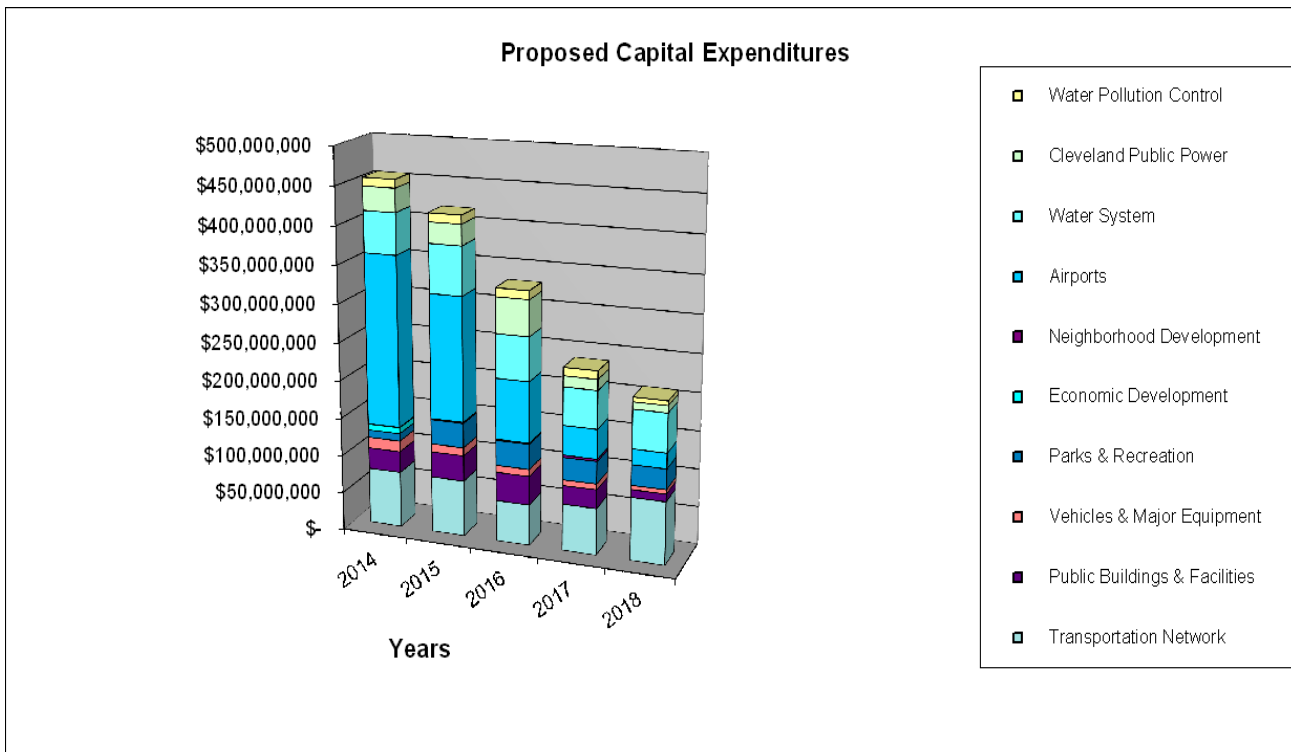
State and Federal Stimulus Moneys: The nation's economic challenges will require a long-term fix, and we do not think we have seen the last of federal and state injections of stimulus moneys. Assuming these opportunities arise, we want to be ready to respond with well-conceived, shovel-ready projects. 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—that each contained unprecedented statements of City capital needs. Knowing that we lacked the capacity to incorporate all these recommended improvements within a five-year timeline, we met with the relevant departments and asked them to prioritize 20% of the total list of needs. These prioritized needs were placed in out years of the Program. As we move from year to year, we will gradually place additional projects from the Facilities Plan and the Pavement Management Program into the later years of the Five Year Program.

SUMMARY OF 2014 - 2018 CITY-WIDE DEVELOPMENT PROGRAM BY PROJECT TYPE

PROJECT TYPE	PROPOSED CAPITAL EXPENDITURES (In 000's)					5 YEAR TOTAL
	2014	2015	2016	2017	2018	
BASIC SERVICES						
Transportation Network	\$ 74,177,086	\$ 74,052,498	\$ 54,126,107	\$ 61,657,575	\$ 82,820,900	\$ 346,834,166
Public Buildings & Facilities	\$ 27,977,000	\$ 33,716,500	\$ 37,804,000	\$ 24,548,000	\$ 9,960,000	\$ 134,005,500
Vehicles & Major Equipment	\$ 14,460,653	\$ 10,771,059	\$ 9,208,327	\$ 7,574,127	\$ 5,596,459	\$ 47,610,625
Parks & Recreation	\$ 9,900,000	\$ 32,366,643	\$ 33,137,793	\$ 29,275,000	\$ 26,575,000	\$ 131,254,436
Total Basic Services	\$126,514,739	\$ 150,906,700	\$134,276,227	\$ 123,054,702	\$ 124,952,359	\$ 659,704,727
DEVELOPMENT						
Economic Development	\$ 8,000,000	\$ -	\$ -	\$ -	\$ -	\$ 8,000,000
Neighborhood Development	\$ 500,000	\$ 1,500,000	\$ 1,500,000	\$ 3,000,000	\$ -	\$ 6,500,000
Total Development	\$ 8,500,000	\$ 1,500,000	\$ 1,500,000	\$ 3,000,000	\$ -	\$ 14,500,000
MAJOR ENTERPRISES						
Airports	\$ 225,505,061	\$ 163,291,945	\$ 79,583,985	\$ 38,430,333	\$ 20,263,625	\$ 527,074,949
Water System	\$ 54,300,000	\$ 63,850,000	\$ 57,450,000	\$ 49,600,000	\$ 50,600,000	\$ 275,800,000
Cleveland Public Power	\$ 30,820,000	\$ 27,200,000	\$ 46,700,000	\$ 14,050,000	\$ 9,225,000	\$ 127,995,000
Water Pollution Control	\$ 11,100,000	\$ 11,250,000	\$ 11,350,000	\$ 10,850,000	\$ 6,000,000	\$ 50,550,000
Total Major Enterprises	\$321,725,061	\$ 265,591,945	\$195,083,985	\$ 112,930,333	\$ 86,088,625	\$ 981,419,949
TOTAL CITYWIDE CAPITAL PROGRAM	\$456,739,800	\$ 417,998,645	\$330,860,212	\$ 238,985,035	\$ 211,040,984	\$ 1,655,624,676

Note: 2015-2018 are estimated budgets





Projected Fund Balance at Year End

CITY OF CLEVELAND FUND STRUCTURE

The fund structure makes it difficult to define the City's budget because, in fact each fund has its own budget. Federal and State grants not only have their own funds, but operate on a fiscal year determined by the grantor agency rather than the City's fiscal year (which coincides with the calendar year). The chart below does not include grants for the above reason and eliminates inter-fund subsidies, Internal Service, and other miscellaneous funds in order to avoid "double counting". Capital Projects and Debt Service are not included in the operating budget.

Details to support the various operations are shown in the Program Section of this report

	Revenue	Expenditures	Excess/ (Deficiency) of Revenue Over Expenditures	Balance Beginning	Ending
GENERAL FUND					
General Fund	\$ 493,776,994	\$ 540,589,781	\$ (46,812,787)	\$ 49,302,827	\$ 2,490,040
SPECIAL REVENUE FUNDS					
Street Maint & Construction*	\$ 27,432,004	\$ 27,447,892	\$ (15,888)	\$ 15,889	\$ 1
Cleveland Stadium*	16,224,398	10,723,249	5,501,149	18,244,040	23,745,189
	<u>\$ 43,656,402</u>	<u>\$ 38,171,141</u>	<u>\$ 5,485,261</u>	<u>\$ 18,259,929</u>	<u>\$ 23,745,190</u>
ENTERPRISES					
MAJOR					
Water	\$ 287,745,000	\$ 287,253,133	\$ 491,867	\$ 168,181,445	\$ 168,673,312
Water Control	22,685,075	22,685,075	—	11,939,956	11,939,956
Cleveland Public Power	192,560,000	188,852,226	3,707,774	13,408,901	17,116,675
Airport-General Operations	161,192,537	161,192,537	—	70,932,385	70,932,385
	<u>\$ 664,182,612</u>	<u>\$ 659,982,971</u>	<u>\$ 4,199,641</u>	<u>\$ 264,462,687</u>	<u>\$ 268,662,328</u>
SMALL					
Cemeteries*	\$ 1,613,944	\$ 1,681,105	\$ (67,161)	\$ 67,161	\$ —
Golf*	243,045	298,000	(54,955)	54,955	—
Parking Facilities*	8,187,695	8,643,915	(456,220)	1,666,837	1,210,617
Public Auditorium*	2,609,508	2,617,386	(7,878)	7,879	1
West Side Market	1,268,000	1,274,592	(6,592)	1,223,951	1,217,359
East Side Market	11,808	40,000	(28,192)	28,192	—
	<u>\$ 13,934,000</u>	<u>\$ 14,554,998</u>	<u>\$ (620,998)</u>	<u>\$ 3,048,976</u>	<u>\$ 2,427,978</u>
AGENCY FUND					
Central Collection Agency	\$ 10,236,300	\$ 10,236,300	\$ —	\$ 306,121	\$ 306,121
Less: Interfund Subsidies	<u>\$ 20,016,281</u>	<u>\$ 20,016,281</u>	<u>\$ —</u>	<u>\$ —</u>	<u>\$ —</u>
from GF					
NET CITY OF CLEVELAND OPERATING BUDGET FOR 2014	<u><u>\$ 1,205,770,027</u></u>	<u><u>\$ 1,243,518,910</u></u>	<u><u>\$ (37,748,883)</u></u>	<u><u>\$ 335,380,540</u></u>	<u><u>\$ 297,631,657</u></u>

*Includes General Fund

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 27% or \$12.6 million in fiscal 2012. Commercial Activity Tax and Tangible Personal Property Tax was reduced to the amount pledged for debt service only which was a decrease of 79% or \$899 thousand in fiscal 2012.

CURRENT FINANCIAL ENVIRONMENT

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

As part of the City's continuing effort to shift its tax base from manufacturing to health care, technology and service industries, the Horseshoe Casino opened in downtown Cleveland in May of 2012. This 24 hour, 7 day a week operation has been a catalyst for business creation and expansion in the downtown area. It has created extended hours for visitors to downtown Cleveland for many attractions and has helped to highlight the world class amenities available to residents and visitors to the City of Cleveland. Income tax revenue, which represents 60% of operating revenue, at year end fiscal 2012 was \$290,474,306 compared to \$275,730,596 at year end fiscal 2011. The unemployment rate in the Cleveland area in April, 2013 is currently 8.7% compared to 9.9% in April, 2011. 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.

Cleveland's economic condition draws strength and stability from its evolving role as the focal point of a growing, changing and substantial regional economy. The City is located at the center of one of the nation's heaviest population concentrations. The Cleveland metropolitan area is a significant local market, housing 2.1 million people. Cleveland also provides superior links to the global markets. The Cleveland-Cuyahoga Port Authority handles the largest amount of overseas cargo on Lake Erie and includes a Foreign Trade Zone. The City is also well-served with extensive highways and Cleveland Hopkins International Airport serves as a United Airlines Hub and is serviced by all major airlines. The reemergence of downtown Cleveland as a vibrant center for national and regional entertainment and major cultural activities signals a turning point in the City's overall fortunes and is paving the way for further economic expansion that will be significantly more entrepreneurial in scope. (CAFR 2012)

For fiscal 2014, the City has conservatively budgeted its revenue estimates and budgeted as anticipated on expenditures. Revenues include approximately \$9.3 million from casino revenue and the 2014 operating budget supports an enhanced downtown public safety and services and scheduled debt service for the stadium.



Fund Structure

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.

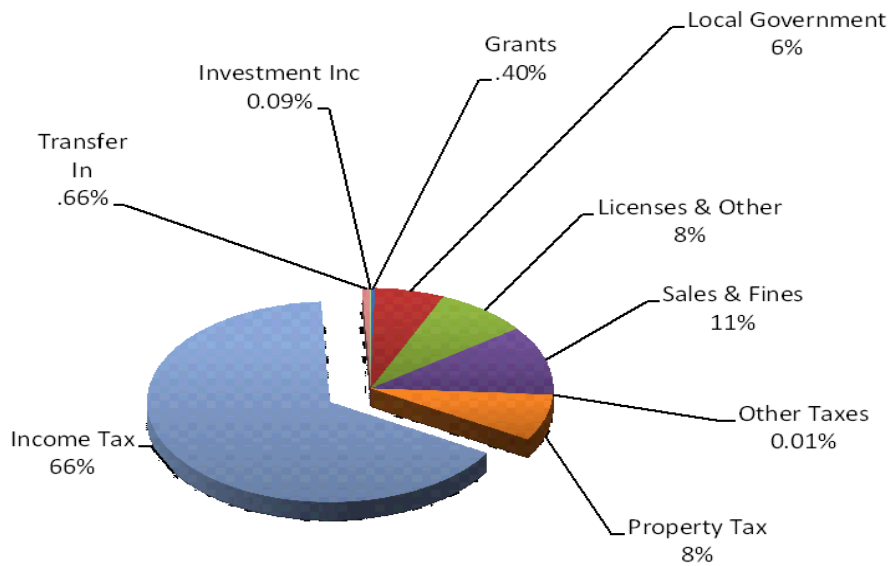
FUND	PURPOSE	REVENUE
Agency	Central Collection Agency for collection of income taxes.	User fees charged to city and suburbs for collection of income tax.
Debt Service	Sinking Fund pays and records transactions involved in debt financing.	Property tax, Restricted Income Tax and interest earnings.
Enterprise Major	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, Information Systems Services, Motor Vehicle Maintenance, 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	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	DEPARTMENT	DEPARTMENTAL BUDGET
Agency	CCA Income Tax Administration	pp 214-219
Debt Service Fund	Sinking Fund General Operations	pp 228-232
Enterprise Major Funds	Department of Public Utilities	pp 261-265, pp 272-306
	Department of Port Control	pp 307-318
General Fund	General Government	pp 92-141
	Municipal Courts	pp 142-166
	Department of Aging	pp 167-173
	Department of Human Resources	pp 174-178
	Department of Law	pp 181-185
	Department of Finance	pp 186-213, pp 241-250, pp 254-260
	Department of Public Health	pp 330-349
	Department of Public Safety	pp 350-387
	Department of Public Works	pp 391-423
	Department of Community Development	pp 464-467
	Department of Building and Housing	pp 468-482
	Department of Economic Development	pp 483-486
	Non-Departmental	pp 487-490
Internal Service Funds	Telephone Exchange	pp 251-253
	Motor Vehicle Maintenance	pp 432-437
	Printing & Reproduction	pp 220-224
	Storeroom & Warehouse	pp 225-227
	Health Self Insurance Fund	pg 179
	Prescription Self Insurance Fund	pg 180
	Radio	pp 266-271
Small Enterprise Funds	Public Auditorium	pp 452-457
	West Side Market	pp 458-461
	Cemeteries	pp 445-448
	Golf	pp 449-451
	Parking Facilities	pp 424-431
	East Side Market	pg 463
Special Revenue	Restricted Income Tax	pg 491
Stadium	Cleveland Stadium	pg 462
Streets	Division of Street Construction, Maintenance & Repair	pp 438-444

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 Personnel, 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 2014 General Fund budget is comprised of \$540.6 million in expenditures. The 2014 proposed revenues are estimated at \$493.78 million.

General Fund Revenue Distribution



REVENUE

As the previous chart indicates, the City's Income Tax is the largest source of revenue for the General Fund. It is generated by a 2% tax on wages and earnings, not only of Cleveland residents but also of those working within the City, regardless of place of residence. Of total collections, eight-ninths (88.9%) flows to the General Fund while one-ninth (11.1%) is placed in a Restricted Income Tax Fund to be used for debt service payments and capital expenditures. Because the Income Tax makes up such a large proportion of the General Fund, the amount of financial resources available to provide City services is directly related to the health of the local economy.

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

The Local Government Fund is State of Ohio revenue sharing program in which cities share in the collection of the State Income, Sales, Corporate Franchise and Public Utilities Excise Taxes. 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.

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.

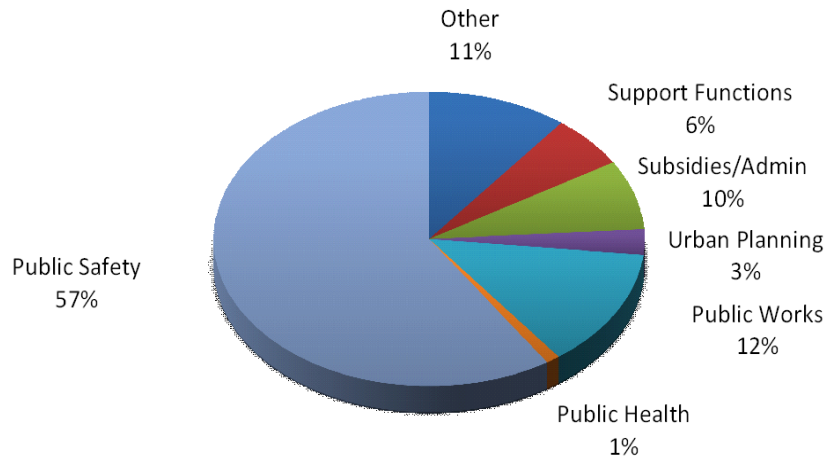
The Other Tax Category now includes both locally and state collected sources. Locally, the City receives Admission Tax for most entertainment events scheduled in the City as well as a tax on the leasing of motor vehicles. Both of these taxes were previously increased as part of an overall funding plan 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 Admission Tax was increased from 6% to 8% effective January 1, 1997. 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.

The Licenses and Permits Category 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.

EXPENDITURES

The City delivers tax-supported services to its residents in several basic program areas including Safety, Service, Public Works, Health, and Urban Planning and Development. The following chart shows that well over half of the General Fund budget (58%) is devoted to Public Safety, with 13% of all funds going to Public Works (including Waste Collection and the General Fund Operating Transfer to Streets. Only 6% is devoted to support functions such as financial, legal and personnel administration. Other includes Aging, City Council, Community Relations, Mayor's Office and Municipal Courts.

General Fund Expenditure Distribution



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 2013, the actual numbers of employees on the payroll at year-end and actual expenditures are presented. In some divisions such as Police, Fire, Streets and Waste Collection where there is substantial turnover, average staffing levels are used for a more realistic picture. Due to rounding, numbers in the expenditure detail sections may not add.

INTRODUCTION

The City of Cleveland has embarked upon an effort to prepare and execute a Long Term Financial Plan (LTFP) as an integral step of its ongoing, citywide, strategic planning efforts. As we are only in the beginning stages of this process, it is our intent that the plan will be fully implemented over the next few years. This document then is the preliminary outline for that completed plan.

This plan will focus on financial and organizational issues designed to provide solutions to problems identified and highlighted in the financial planning process. Included also in this plan will be additional principles and policies identified to help guide the City in making the decisions necessary to address future financial challenges.

For the purposes of assessing the overall future and financial position of the City, this plan will focus on assessing the vitality of the General Fund as it is assumed to be the most critical at this point since it accounts for a high proportion of discretionary expenditures and revenue. The other City funds, (Enterprise, Special Revenue, etc.), will be included in the plan and reviewed in detail in the coming future.

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.

Although the City typically projects revenues conservatively, resulting in projected expenses exceeding revenues, the final budget is required by state law to be balanced. It should also be noted that, due to the timing of final budget revisions, the enclosed chart projections may differ slightly from the final adopted budget presented in this document. Updates and revisions, reflecting a less pessimistic view, are performed continuously through out the year.

EXECUTIVE SUMMARY

The City's current and projected financial condition is currently extremely positive due to the expected increase in revenues and actions underway in the City to achieve a Structurally Balanced Budget within the next two fiscal years.

Until recently, and 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. Currently in Ohio, leading economic indicators are beginning to highlight modest economic growth and businesses are expanding as our demand for manufactured products grow. The City's economic recovery from the nation's 2008 economic crisis also continues in spite of the additional \$32 million dollar revenue lose from the State.

The current economic climate in Cleveland is as follows:

- Cleveland's unemployment levels improved slightly.
- The home foreclosure problem in the area continues to recover in spite of foreclosures.
- The median home sales price in Cleveland increased 11.7% over the last year.
- Additional pressure on our General Fund is expected until we fully emerge from the 2008 economic crisis.

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.

Identified issues to be addressed as we continue to develop a successful LTFP include:

- Continued balanced budget activities.
- Identification and development of realistic, quantifiable, performance measures, by Departments, that measure the extent to which goals are met.

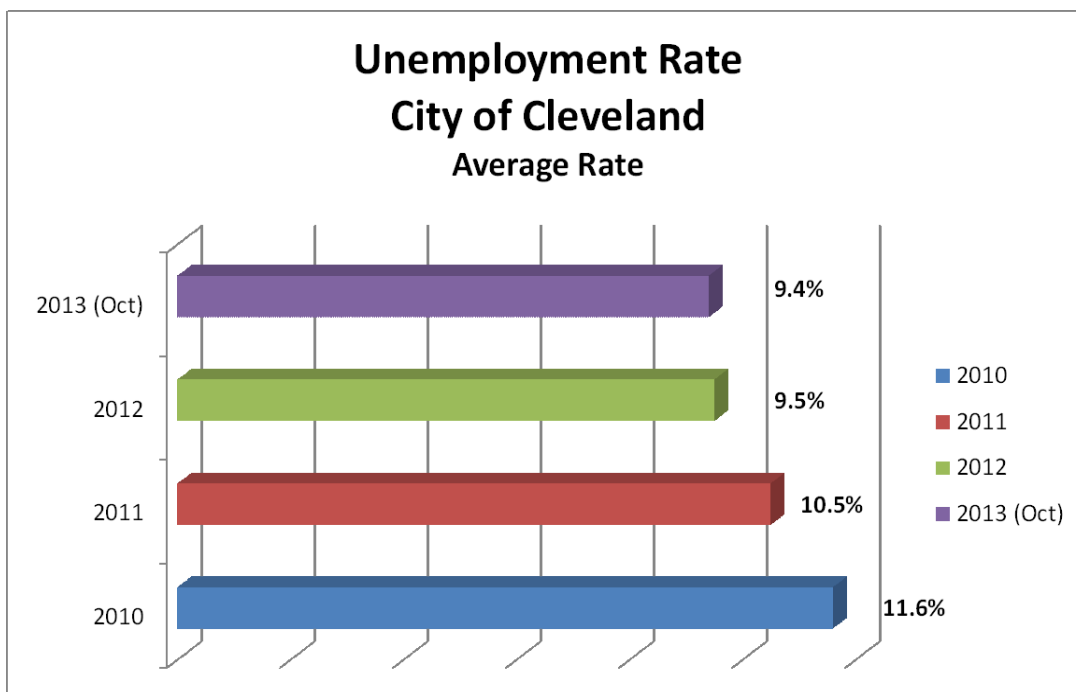
CURRENT ASSESSMENT

The graphs below provide a summary pictorial view 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 charts only summarize the many Consumer Price Index (CPI) parameters monitored by the City of Cleveland on a monthly basis in tracking, reporting, planning, and directing the City's day-to-day financial affairs.

As can be seen from these charts:

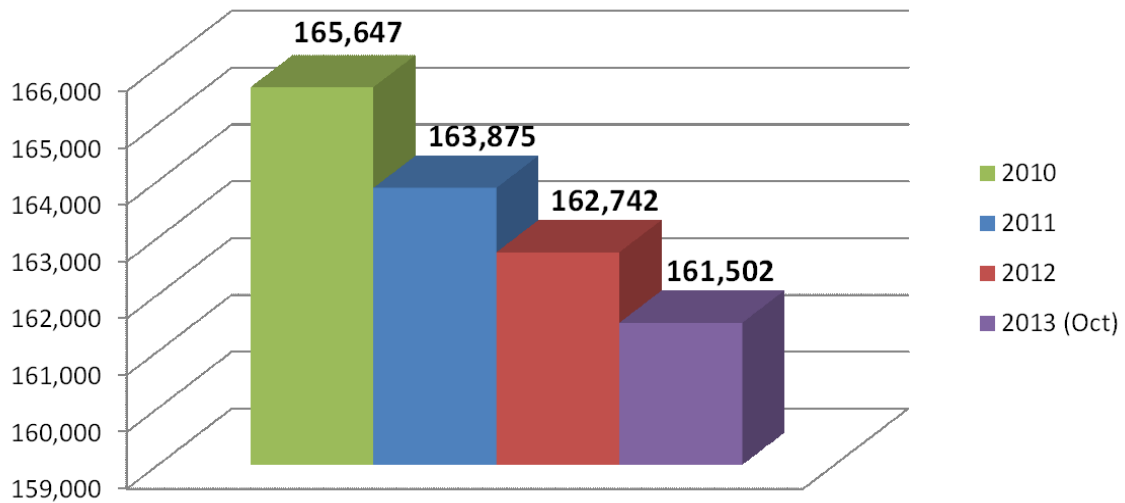
- Unemployment has slightly decreased year over year
- The City's actual Labor Force has declined steadily year over year.
- Residential Building Permits have continued to increase year over year

YEAR-OVER-YEAR UNEMPLOYMENT



YEAR-OVER-YEAR LABOR FORCE

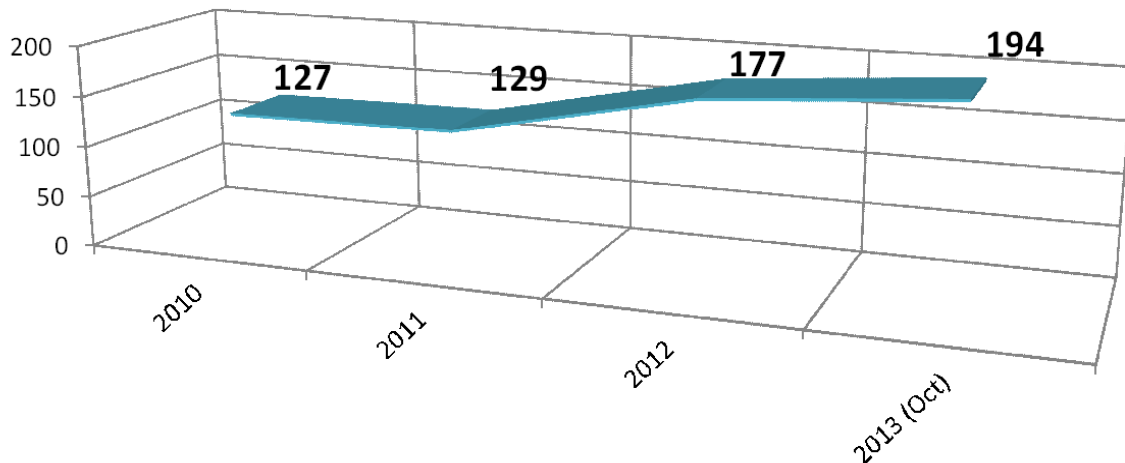
**Labor Force
City of Cleveland
Average**



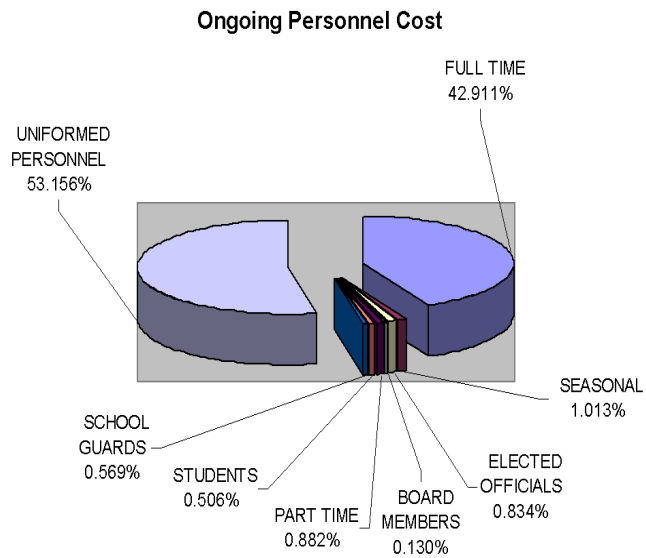
YEAR-OVER-YEAR RESIDENTIAL BUILDING PERMITS

Residential Building Permits by Year

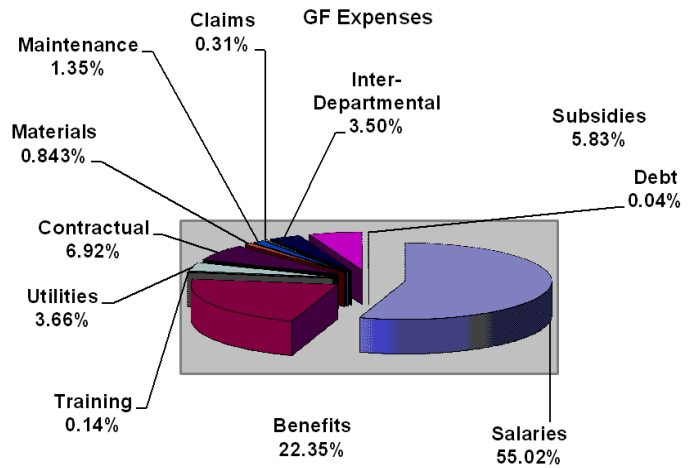
Source: HUD.gov SOCDs



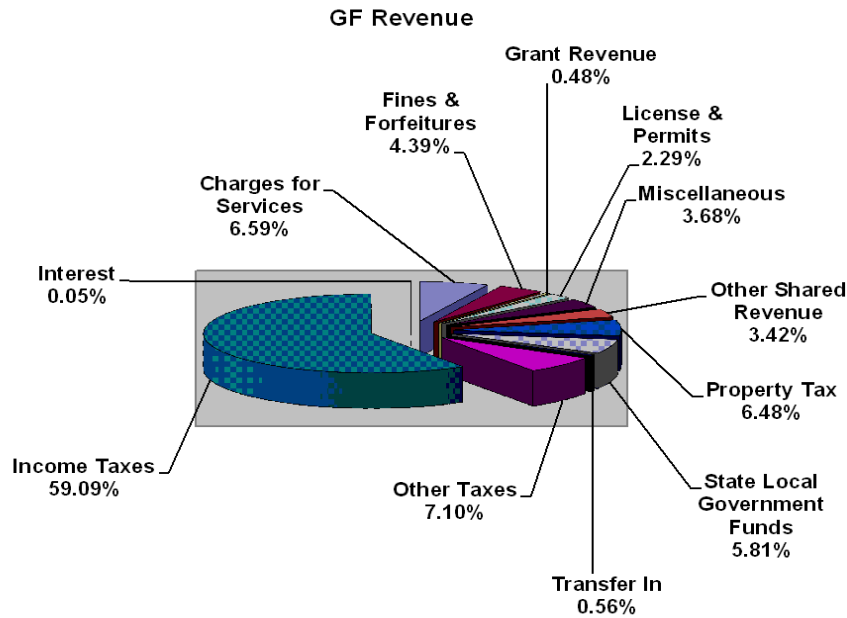
PERSONNEL COSTS



AVERAGE COST BY MAJOR OBJECT CODE



AVERAGE REVENUE BY MAJOR OBJECT CODE



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. This financial plan will encompass, and is being built around, a number of financial projections and outlooks of the present and future. Expenses and revenues are examined here 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.

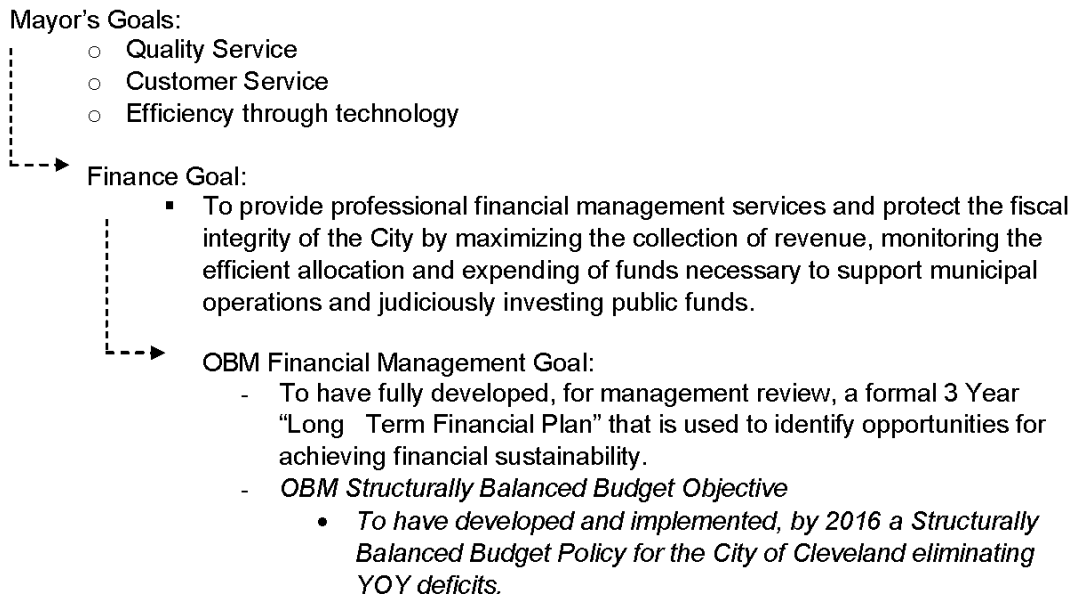
Definitions:

- **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.



Long-Term Financial Plan

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



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

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

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

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

Debt/Investment Policy

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

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

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

The Ohio Revised Code also provides that net debt of a municipal corporation shall not exceed 10.5% of the assessed value of all property in the municipal corporation as listed and assessed for taxation. As of the beginning of 2013, the City had no capacity under the indirect debt limitation to issue any additional unvoted debt.

Five Year Forecast

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

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

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

Expense Forecast

Although the City produces a 5 year plan, this initial document will only include excerpts from that plan which show the initial 2014 Estimates along with the subsequent next 3 years through 2017. Updated plans will reflect the results of the full 5 year updates.

	<u>INITIAL 2014 ESTIMATE</u>	<u>2015 ESTIMATE</u>	<u>2016 ESTIMATE</u>	<u>2017 ESTIMATE</u>
GENERAL FUND				
SALARIES	285,599,220	285,599,220	285,599,220	285,599,220
BENEFITS	127,206,214	132,174,591	133,030,298	136,988,531
TOTAL SALARIES & BENEFITS	412,805,434	417,773,810	418,629,518	422,587,751
TRAVEL & TRAINING	738,351	801,702	825,753	850,526
UTILITIES	20,318,769	20,928,332	21,556,182	22,202,867
CONTRACTUAL SERVICES	36,849,704	36,406,866	38,245,742	38,612,284
MATERIALS & SUPPLIES	4,624,148	4,762,873	4,905,759	5,052,932
MAINTENANCE	3,410,855	3,513,181	3,618,576	3,727,134
CLAIMS & MISC. AND CAPITAL	1,743,503	1,795,808	1,849,682	1,905,172
INTERDEPARTMENTAL	21,328,337	21,903,668	22,453,229	23,021,533
INTERFUND SUBSIDIES	30,468,307	32,305,008	33,013,159	33,718,550
DEBT SERVICE	250,000	250,000	250,000	250,000
TOTAL OTHER	119,771,975	122,667,436	126,718,082	129,345,997
TOTAL GENERAL FUND	532,577,409	540,441,247	545,347,600	551,933,748

Revenue Forecast

As with the Expense Forecast above, this initial document will only include excerpts from the 5 year plan which show the initial 2014 Estimates along with the subsequent next 3 years through 2017. Updated plans will reflect the results of the full 5 year updates.

	<u>2014 ESTIMATE</u>	<u>2015 ESTIMATE</u>	<u>2016 ESTIMATE</u>	<u>2017 ESTIMATE</u>
GENERAL FUND				
CHARGES FOR SERVICES	32,519,700	32,519,700	32,519,700	32,519,700
FINES & FORFEITURES	21,627,362	21,627,362	21,627,362	21,627,362
GRANT REVENUE	1,831,809	0	0	0
LICENSES & PERMITS	11,301,437	11,301,437	11,301,437	11,301,437
MISCELLANEOUS	17,903,294	18,124,902	18,124,902	18,124,902
OTHER SHARED REVENUE	14,370,005	14,370,005	14,370,005	14,370,005
PROPERTY TAX	32,452,260	31,910,916	31,910,916	31,910,916
STATE & LOCAL GOVERNMENT FUND	27,705,698	30,801,173	31,879,214	32,994,986
TRANSFERS IN	2,864,934	2,893,126	2,908,071	2,924,005
OTHER TAXES	32,215,000	31,990,000	31,990,000	31,990,000
INCOME TAX	296,466,761	302,396,096	308,444,018	314,612,898
INVESTMENT INCOME	400,422	250,422	250,422	240,422
TOTAL GENERAL FUND	491,658,682	498,185,139	505,326,047	512,626,633

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
- CitiStat Performances
- 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.

CitiStat

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

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

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

311 Call Center

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

The 311 solution creates a customer service oriented government which:

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

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

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

Conclusion

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

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

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

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

Expenditure by Program



(000's Omitted)

	2011 Actual	Staff	2012 Actual	Staff	2013 Unaudited	Staff	2014 Budget	Staff
LEGISLATIVE BRANCH COUNCIL	\$ 6,261	62	\$ 6,317	63	\$ 6,967	62	\$ 6,937	60
JUDICIAL BRANCH								
Municipal Court	\$ 21,010	258	\$ 19,926	246	\$ 20,863	253	\$ 22,073	263
Clerk of Courts	13,672	149	13,813	150	13,670	153	14,412	157
Housing Court	3,191	44	2,971	40	3,259	41	3,583	45
TOTAL JUDICIAL BRANCH	\$ 37,873	451	\$ 36,710	436	\$ 37,792	447	\$ 40,068	465
EXECUTIVE BRANCH GENERAL GOVERNMENT								
Office of the Mayor	\$ 2,167	24	\$ 2,238	25	\$ 2,313	25	\$ 2,568	27
Office of Capital Projects	—	—	4,114	46	4,360	47	5,116	54
Landmarks Commission	177	2	230	2	188	2	244	2
Building Standards and Appeals	117	1	117	1	127	1	136	1
Zoning Appeals	198	2	201	2	208	2	235	2
Civil Service Commission	1,188	8	863	8	1,185	8	804	8
Community Relations Board	1,136	14	1,155	14	1,079	12	1,313	17
City Planning Commission	1,475	16	1,423	16	1,403	15	1,642	18
Boxing & Wrestling Commission	6	—	6	—	5	—	8	—
Office of Equal Opportunity	483	8	486	8	473	7	848	10
Office of Budget & Management	571	7	669	6	675	8	784	9
TOTAL GENERAL GOVERNMENT	\$ 7,518	82	\$ 11,502	128	\$ 12,016	127	\$ 13,698	148
DEPARTMENT OF AGING	\$ 799	9	\$ 769	9	\$ 1,019	10	\$ 1,119	11
DEPARTMENT OF PERSONNEL	\$ 1,747	15	\$ 1,901	16	\$ 1,957	17	\$ 2,182	18
COMMUNITY DEVELOPMENT DIRECTOR'S OFFICE	\$ 126	2	\$ 148	2	\$ 172	3	\$ 293	4
DEPARTMENT OF LAW	\$ 8,953	72	\$ 9,043	75	\$ 9,591	74	\$ 10,625	81
DEPARTMENT OF FINANCE								
Director's Office	\$ 849	9	\$ 820	8	\$ 1,002	6	\$ 1,263	10
Accounts	1,654	18	1,823	18	1,827	17	2,019	18
Assessments & Licenses	2,519	31	3,830	32	3,104	29	3,770	37
Treasury	536	6	552	6	571	7	729	7
Purchases & Supplies	532	8	554	9	622	8	721	10
Bureau of Internal Audit	761	5	606	5	626	4	1,224	7



Expenditure by Program

(000's Omitted)

	2011 Actual	Staff	2012 Actual	Staff	2013 Unaudited	Staff	2014 Budget	Staff
Financial Reporting & Control	1,096	13	1,072	12	1,108	11	1,355	15
Information Technology Services	3,232	17	2,801	20	3,112	17	4,014	23
Information Technology & Planning	162	2	166	2	—	—	—	—
TOTAL FINANCE	\$ 11,341	109	\$ 12,224	112	\$ 11,972	99	\$ 15,095	127
DEPARTMENT OF PORT CONTROL HARBORS	\$ 24	—	\$ 26	—	\$ —	—	\$ —	—
DEPARTMENT OF PUBLIC SERVICE								
Public Service Administration	\$ 408	5	\$ —	—	\$ —	—	\$ —	—
Architecture	421	5	—	—	—	—	—	—
Waste Collection & Disposal	25,367	209	—	—	—	—	—	—
Engineering & Construction	4,646	56	—	—	—	—	—	—
Traffic Engineering	3,728	34	—	—	—	—	—	—
TOTAL PUBLIC SERVICE	\$ 34,570	309	\$ —	—	\$ —	—	\$ —	—
DEPARTMENT OF PUBLIC HEALTH								
Director's Office	\$ 847	7	\$ 887	5	\$ 947	8	\$ 1,004	8
Health	2,602	28	3,173	28	2,763	28	3,379	30
Environment	919	11	890	11	957	11	988	12
Air Quality	369	1	386	1	390	1	392	1
TOTAL PUBLIC HEALTH	\$ 4,737	47	\$ 5,336	45	\$ 5,057	48	\$ 5,763	51
DEPARTMENT OF PUBLIC SAFETY								
Director's Office	\$ 3,213	27	\$ 3,554	29	\$ 3,931	35	\$ 4,899	44
Police-Uniform	170,594	1,466	171,975	1,470	174,664	1,474	179,023	1,512
Civilian	—	222	—	222	—	228	—	245
Fire-Uniform	88,483	773	84,289	753	85,362	773	86,104	764
Civilian	—	10	—	8	—	9	—	7
Emergency Medical Service	20,232	216	20,670	243	21,835	252	23,043	261
Animal Control Services	1,197	14	1,176	14	1,332	15	1,425	16
Correction	14,051	157	13,082	140	13,951	128	14,693	156
TOTAL PUBLIC SAFETY	\$ 297,770	2,885	\$ 294,746	2,879	\$ 301,075	2,914	\$ 309,187	3,005
PARKS, RECREATION & PROPERTIES								
Director's Office	\$ 700	7	\$ —	—	\$ —	—	\$ —	—
Research, Planning & Development	481	6	—	—	—	—	—	—
Recreation	12,165	112	—	—	—	—	—	—
Parking Facilities	1,237	21	—	—	—	—	—	—

(000's Omitted)

	2011 Actual	Staff	2012 Actual	Staff	2013 Unaudited	Staff	2014 Budget	Staff
Property Management	7,627	71	—	—	—	—	—	—
Parks, Maintenance & Properties	12,546	107	—	—	—	—	—	—
TOTAL PARKS, REC, & PROP	\$ 34,756	324	\$ —	—	\$ —	—	\$ —	—
DEPARTMENT OF PUBLIC WORKS								
Division of Public Works Administration	\$ —	—	\$ 2,658	34	\$ 2,878	37	\$ 3,013	39
Recreation	—	—	11,841	101	11,526	99	12,150	109
Parking Facilities	—	—	1,176	21	1,130	20	1,234	21
Property Management	—	—	7,938	74	8,140	72	8,011	78
Parks Maintenance & Properties	—	—	12,622	97	12,651	99	13,569	107
Division of Waste Disposal	—	—	24,242	188	24,413	194	24,998	232
Division of Traffic Engineering	—	—	3,371	30	3,088	29	3,466	34
TOTAL PUBLIC WORKS	\$ —	—	\$ 63,848	545	\$ 63,826	550	\$ 66,441	620
DEPARTMENT OF BUILDING & HOUSING								
Director's Office	\$ 1,854	22	\$ 1,975	22	\$ 2,384	22	\$ 2,217	23
Code Enforcement	5,066	76	5,132	76	5,441	78	5,906	84
Construction Permit	1,383	16	1,210	14	1,210	15	1,620	19
TOTAL BUILDING & HOUSING	\$ 8,303	114	\$ 8,317	112	\$ 9,035	115	\$ 9,743	126
ECONOMIC DEVELOPMENT	\$ 1,392	16	\$ 1,413	14	\$ 1,456	19	\$ 1,734	19
NON-DEPARTMENTAL								
County Auditor Deductions	\$ 1,627	—	\$ 1,787	—	\$ 1,124	—	\$ 2,314	—
Other Administrative	15,082	—	14,442	—	22,849	—	22,464	—
Subsidies to Other Funds	19,786	—	17,941	—	29,682	—	32,923	—
TOTAL NON-DEPARTMENTAL	\$ 36,495	—	\$ 34,170	—	\$ 53,655	—	\$ 57,701	—
TOTAL EXECUTIVE BRANCH	\$ 448,531	3,984	\$ 443,443	3,937	\$ 470,831	3,976	\$ 493,581	4,210
TOTAL GENERAL FUND	\$ 492,665	4,497	\$ 486,470	4,436	\$ 515,590	4,485	\$ 540,586	4,735



GENERAL FUND

Receipts

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

Fines & Forfeitures: Receipt of criminal fines and court costs from convictions of misdemeanor, felony offenses, camera enforcement program, parking, and non waiverable traffic violations.

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.

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. Interest income, Refunds, inspection fees, charges for return of NSF checks. Also included are Expenditure Recoveries, Cost Allocation Plan recovery, and Grant Indirect Costs.

Other Shared Revenue

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

Cigarette & Liquor Tax:

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

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

Estate Tax: Inheritance Tax is a State tax through Cuyahoga County to the City. The taxable estate equals the value of the gross estate less allowable deductions. 64% of the revenue received is distributed back to the municipal corporation of origin. Sponge Tax was eliminated beginning Fiscal 2006. Estate Tax will be eliminated in 2014.

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

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

Other Taxes

Admission Tax: Admission tax is an 8% tax on ticket receipts 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

Motor Vehicle Lessor Tax: Tax on Rental Cars

Parking Tax: 8% Commercial parking tax assessment

Property Taxes

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

• **Commercial/ Industrial:**

Schools: 60.12%

Cleveland: 12.70%

County: 19.83%

Library: 6.45%

• **Residential:**

Schools: 52.43%

Cleveland: 12.70%

County: 20.01%

Library: 6.33%

Sale of City Assets

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

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 basically a function of population and property tax values. The basis was collectively reduced by 50% by the State of Ohio.



Revenue Summaries

Transfer In

Income from land sales at Chagrin Highlands \$1,249,593 + Economic Development \$1,734,407.

Income Tax

The city income tax rate is 2% 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.

(000's Omitted)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
RECEIPTS				
CHARGES FOR SERVICES	\$ 31,604	\$ 33,837	\$ 32,954	\$ 31,564
FINES, FORFEITURES & SETTLEMENTS	\$ 23,461	\$ 21,626	\$ 20,174	\$ 18,780
GRANT REVENUE	\$ 3,934	\$ 5,464	\$ 2,903	\$ 1,800
LICENSES & PERMITS	\$ 14,326	\$ 12,372	\$ 13,521	\$ 14,467
MISCELLANEOUS	\$ 20,889	\$ 19,359	\$ 24,747	\$ 18,415
OTHER SHARED REVENUE				
CAT Tax	\$ 1,094	\$ 203	\$ 102	\$ 102
Property Tax-State Subsidy	3,991	3,936	3,278	3,253
Cigarette & Liquor Tax	785	772	779	775
Estate Tax	2,672	3,766	3,453	500
Casino	—	2,911	9,605	9,327
Other	409	(12)	27	27
	\$ 8,951	\$ 11,576	\$ 17,244	\$ 13,984
PROPERTY TAX	\$ 36,152	\$ 35,999	\$ 32,705	\$ 33,965
SALE OF CITY ASSETS	\$ 734	\$ 2	\$ 1	\$ —
STATE AND LOCAL GOVERNMENT FUND	\$ 47,257	\$ 34,673	\$ 28,180	\$ 27,629
TRANSFERS IN	\$ 5,883	\$ 16,981	\$ 2,444	\$ 2,984
INCOME TAX	\$ 275,731	\$ 290,474	\$ 300,648	\$ 296,275
INVESTMENT INCOME	\$ 208	\$ 250	\$ 467	\$ 400
OTHER TAXES				
Admission Tax	\$ 9,934	\$ 10,842	\$ 12,052	\$ 12,150
Motor Vehicle License Tax	2,480	2,680	2,762	2,672
Parking Tax	10,905	11,343	12,041	11,250
Electric Excise Tax	6,155	6,001	6,081	3,000
Hotel Tax	4,057	4,474	4,735	4,400
Other	41	42	39	42
	\$ 33,572	\$ 35,382	\$ 37,710	\$ 33,514
TOTAL RECEIPTS	\$ 502,703	\$ 517,995	\$ 513,698	\$ 493,777
EXPENDITURES	492,672	486,484	515,594	540,590
NET	\$ 10,032	\$ 31,511	\$ (1,896)	\$ (46,813)
DECERTIFICATIONS	685	2,181	639	—
CHANGE IN RECEIVABLES	—	7	—	—
BEGINNING BALANCE	\$ 6,144	\$ 16,861	\$ 50,559	\$ 49,303
ENDING BALANCE	\$ 16,861	\$ 50,559	\$ 49,303	\$ 2,490



Special Revenue Fund Group

(000's Omitted)

	2011 Actual	Staff	2012 Actual	Staff	2013 Unaudited	Staff	2014 Budget	Staff
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RESTRICTED INCOME TAX FUND

Established in 1981, this fund receives one-ninth of the City's income tax collections. These funds are restricted by law to expenditures for capital improvements and debt service.

RECEIPTS	\$ 34,484		\$ 36,326		\$ 37,616		\$ 37,074	
EXPENDITURES	33,511		35,599		38,754		38,431	
Net	<u>973</u>		<u>726</u>		<u>(1,138)</u>		<u>(1,357)</u>	
Decertifications	476		45		27		—	
Beginning Balance	247		1,696		2,468		1,357	
Ending Balance	<u>\$ 1,696</u>		<u>\$ 2,468</u>		<u>\$ 1,357</u>		<u>\$ —</u>	

STREET CONSTRUCTION

This fund supports basic street maintenance including snow removal, street repairs and resurfacing. The primary revenue sources are the State Auto License and Gasoline taxes and an operating transfer from the General Fund.

RECEIPTS	\$ 23,840		\$ 23,718		\$ 25,340		\$ 27,432	
EXPENDITURES	23,745	131	23,963	139	25,571	139	27,448	151
Net	<u>95</u>		<u>(245)</u>		<u>(231)</u>		<u>(16)</u>	
Decertifications	21		133		242		—	
Beginning Balance	1		117		6		16	
Ending Balance	<u>\$ 117</u>		<u>\$ 6</u>		<u>\$ 16</u>		<u>\$ —</u>	

RAINY DAY RESERVE FUND

This Fund was created in 1993 pursuant to Ordinance 1987-92. General Fund revenues in excess of anticipated expenditures are to be credited to this fund to be used only during periods of significant economic downturns or to fund unanticipated one-time General Fund obligations.

RECEIPTS	\$ 5,019		\$ 25		\$ 5,047		\$ 65	
EXPENDITURES	—		—		—		—	
Net	<u>5,019</u>		<u>25</u>		<u>5,047</u>		<u>65</u>	
Beginning Balance	8,532		13,551		13,576		18,623	
Ending Balance	<u>\$ 13,551</u>		<u>\$ 13,576</u>		<u>\$ 18,623</u>		<u>\$ 18,688</u>	

(000's Omitted)

	<u>2011 Actual</u>	<u>Staff</u>	<u>2012 Actual</u>	<u>Staff</u>	<u>2013 Unaudited</u>	<u>Staff</u>	<u>2014 Budget</u>	<u>Staff</u>
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SCHOOL ACTIVITIES

School payments for recreation and cultural activities are made through this fund group. Revenue is derived from parking and vehicle lessor taxes by transfer payments from the general fund.

RECEIPTS	\$ 1,000		\$ 1,000		\$ 1,175		\$ 1,175	
EXPENDITURES	1,000		1,000		1,175		1,175	
Net	<u>—</u>		<u>—</u>		<u>—</u>		<u>—</u>	
Beginning Balance	—		—		—		—	
Ending Balance	<u>\$ —</u>		<u>\$ —</u>		<u>\$ —</u>		<u>\$ —</u>	

CLEVELAND STADIUM

RECEIPTS	\$ 13,889		\$ 13,826		\$ 20,888		\$ 16,224	
EXPENDITURES	13,708		9,391		7,436		10,723	
Net	<u>181</u>		<u>4,435</u>		<u>13,452</u>		<u>5,501</u>	
Decertifications	86		—		90		—	
Beginning Balance	—		267		4,702		18,244	
Ending Balance	<u>\$ 267</u>		<u>\$ 4,702</u>		<u>\$ 18,244</u>		<u>\$ 23,745</u>	



Major Enterprise

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. The City of Cleveland operates two categories of enterprises. Major Enterprises, consisting of Public Utilities and Airports, are totally self-supporting, whereas the 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.

(000's Omitted)

	2011 Actual	Staff	2012 Actual	Staff	2013 Unaudited	Staff	2014 Budget	Staff
UTILITIES ADMINISTRATION								
RECEIPTS	\$ 2,627		\$ 2,809		\$ 3,330		\$ 3,173	
EXPENDITURES	2,831	28	2,882	27	3,099	26	3,186	27
Net	(204)		(74)		231		(13)	
Decertifications	6		83		11		—	
Beginning Balance	443		245		253		496	
Ending Balance	\$ 245		\$ 253		\$ 496		\$ 483	
RADIO								
RECEIPTS	\$ 1,736		\$ 2,598		\$ 2,003		\$ 3,456	
EXPENDITURES	1,692	6	2,216	5	2,690	6	3,512	8
Net	44		382		(686)		(56)	
Decertifications	1		116		41		—	
Beginning Balance	159		203		702		56	
Ending Balance	\$ 203		\$ 702		\$ 56		\$ —	
FISCAL CONTROL								
RECEIPTS	\$ 2,801		\$ 3,073		\$ 3,423		\$ 3,951	
EXPENDITURES	2,918	37	2,923	40	3,346	39	3,886	44
Net	(116)		150		77		65	
Decertifications	—		16		—		—	
Beginning Balance	353		237		403		481	
Ending Balance	\$ 237		\$ 403		\$ 481		\$ 546	
WATER								
RECEIPTS	\$ 231,247		\$ 266,402		\$ 273,997		\$ 287,745	
EXPENDITURES	239,894	1,066	234,953	1,038	254,559	968	287,253	1,131
Net	(8,647)		31,449		19,438		492	
Decertifications	8,217		11,873		3,274		—	
Beginning Balance	102,578		102,148		145,470		168,181	
Ending Balance	\$ 102,148		\$ 145,470		\$ 168,181		\$ 168,673	



Major Enterprise

(000's Omitted)

	<u>2011</u> <u>Actual</u>	<u>Staff</u>	<u>2012</u> <u>Actual</u>	<u>Staff</u>	<u>2013</u> <u>Unaudited</u>	<u>Staff</u>	<u>2014</u> <u>Budget</u>	<u>Staff</u>
WATER CONTROL								
RECEIPTS	\$ 22,100		\$ 23,147		\$ 22,848		\$ 22,685	
EXPENDITURES	20,801	144	19,909	139	21,418	133	22,685	162
Net	<u>1,299</u>		<u>3,238</u>		<u>1,431</u>		<u>—</u>	
Decertifications	23		975		190		—	
Beginning Balance	4,785		6,107		10,320		11,940	
Ending Balance	<u><u>\$ 6,107</u></u>		<u><u>\$ 10,320</u></u>		<u><u>\$ 11,940</u></u>		<u><u>\$ 11,940</u></u>	
CLEVELAND PUBLIC POWER								
RECEIPTS	\$ 167,979		\$ 164,573		\$ 167,902		\$ 192,560	
EXPENDITURES	163,814	329	163,539	319	178,928	295	188,852	344
Net	<u>4,165</u>		<u>1,034</u>		<u>(11,026)</u>		<u>3,708</u>	
Decertifications	267		2,107		278		—	
Beginning Balance	16,584		21,016		24,157		13,409	
Ending Balance	<u><u>\$ 21,016</u></u>		<u><u>\$ 24,157</u></u>		<u><u>\$ 13,409</u></u>		<u><u>\$ 17,117</u></u>	
PORT CONTROL								
RECEIPTS	\$ 124,004		\$ 144,319		\$ 139,470		\$ 161,193	
EXPENDITURES	130,781	370	132,063	367	137,669	350	161,193	420
Net	<u>(6,777)</u>		<u>12,256</u>		<u>1,801</u>		<u>—</u>	
Receivables & Adjustments	—		—		5,468		—	
Decertifications	1,932		1,811		2,556		—	
Beginning Balance	51,885		47,040		61,107		70,932	
Ending Balance	<u><u>\$ 47,040</u></u>		<u><u>\$ 61,107</u></u>		<u><u>\$ 70,932</u></u>		<u><u>\$ 70,932</u></u>	

(000's Omitted)

	2011 Actual	Staff	2012 Actual	Staff	2013 Unaudited	Staff	2014 Budget	Staff
CEMETERIES								
RECEIPTS	\$ 1,724		\$ 1,603		\$ 1,528		\$ 1,614	
EXPENDITURES	1,713	18	1,598	16	1,504	16	1,681	18
Net	<u>11</u>		<u>5</u>		<u>24</u>		<u>(67)</u>	
Decertifications	13		1		—		—	
Beginning Balance	13		37		43		67	
Ending Balance	<u><u>\$ 37</u></u>		<u><u>\$ 43</u></u>		<u><u>\$ 67</u></u>		<u><u>\$ —</u></u>	
GOLF COURSES								
RECEIPTS	\$ 1,089		\$ 834		\$ 56		\$ 243	
EXPENDITURES	1,115	6	827		39		298	
Net	<u>(26)</u>		<u>7</u>		<u>17</u>		<u>(55)</u>	
Decertifications	3		2		29		—	
Beginning Balance	23		—		9		55	
Ending Balance	<u><u>\$ —</u></u>		<u><u>\$ 9</u></u>		<u><u>\$ 55</u></u>		<u><u>\$ —</u></u>	
MUNICIPAL PARKING FACILITIES								
RECEIPTS	\$ 8,985		\$ 7,940		\$ 8,264		\$ 8,188	
EXPENDITURES	9,019	17	7,939	17	8,275	17	8,644	18
Net	<u>(34)</u>		<u>1</u>		<u>(11)</u>		<u>(456)</u>	
Receivables & Adjustments	—		—		(7)		—	
Decertifications	22		65		29		—	
Beginning Balance	1,602		1,590		1,656		1,667	
Ending Balance	<u><u>\$ 1,590</u></u>		<u><u>\$ 1,656</u></u>		<u><u>\$ 1,667</u></u>		<u><u>\$ 1,211</u></u>	
EAST SIDE MARKET								
RECEIPTS	\$ —		\$ —		\$ —		\$ 12	
EXPENDITURES	39		40		40		40	
Net	<u>(39)</u>		<u>(40)</u>		<u>(40)</u>		<u>(28)</u>	
Decertifications	29		2		—		—	
Beginning Balance	116		106		68		28	
Ending Balance	<u><u>\$ 106</u></u>		<u><u>\$ 68</u></u>		<u><u>\$ 28</u></u>		<u><u>\$ —</u></u>	



Small Enterprise

(000's Omitted)

	<u>2011</u> <u>Actual</u>	<u>Staff</u>	<u>2012</u> <u>Actual</u>	<u>Staff</u>	<u>2013</u> <u>Unaudited</u>	<u>Staff</u>	<u>2014</u> <u>Budget</u>	<u>Staff</u>
PUBLIC AUDITORIUM								
RECEIPTS	\$ 2,086		\$ 2,443		\$ 2,467		\$ 2,610	
EXPENDITURES	2,814	9	2,464	9	2,487	11	2,617	10
Net	<u>(728)</u>		<u>(21)</u>		<u>(20)</u>		<u>(8)</u>	
Decertifications	24		10		23		—	
Beginning Balance	720		16		5		8	
Ending Balance	<u>\$ 16</u>		<u>\$ 5</u>		<u>\$ 8</u>		<u>\$ —</u>	
WEST SIDE MARKET								
RECEIPTS	\$ 1,290		\$ 1,304		\$ 1,278		\$ 1,268	
EXPENDITURES	1,032	6	1,044	6	1,116	6	1,275	6
Net	<u>258</u>		<u>260</u>		<u>162</u>		<u>(7)</u>	
Decertifications	8		1		4		—	
Beginning Balance	531		797		1,058		1,224	
Ending Balance	<u>\$ 797</u>		<u>\$ 1,058</u>		<u>\$ 1,224</u>		<u>\$ 1,217</u>	

Internal Service Funds (ISFs) in the City of Cleveland are meant to provide internal support functions for divisions within the city. The City's ISFs were created to realize the following benefits:

- **Cost Control** serves as a means to manage expenses. For example, having a motor vehicle repair shop is cheaper than outsourcing vehicle repairs whenever a City vehicle breaks down
- **Resource Management** seeks to effectively and efficiently deploy resources on a needed basis. For example, how much paper supply is needed to minimize inventory storage?
- **Budget Planning** is the method developed for attaining estimated itemized expenses and income from anticipated sources.
- **Capital Plan** focuses on resource and expenditure plan to acquire capital assets. For example, acquiring a new vehicle might require temporarily raising reimbursement rates to satisfy any financial sources used
- **Financial Transaction Tracking** is the process of monitoring and recording events affecting the business (i.e. knowing how much was spent on outgoing mail)

The City of Cleveland currently has eight different ISFs. Each of the ISFs are tasked with specific objectives that should satisfy customer needs, resource management and fiscal management.

Type of ISF	Objective
Sinking Fund	To assist and monitor debt service activity
Telecommunication	Supervises the City's telephone communications network, equipment, services and customer services.
Motor Vehicle and Maintenance	Control and supervise the procurement, custody, maintenance repair and assignment for use of all motorized equipment.
Printing	Control and supervise the printing, microfilming, Photostatting, blueprinting, mimeographing or other reproduction of material required for use by any department or division of the City
Storeroom	Properly stamp and mail departments and divisions outgoing mail.
Radio	Oversee, monitor and regulate the City's radio communications system
Health Fund	To service health care claims and program costs (Self Insurance)
Prescription Fund	To service prescription claims and program costs (Self Insurance)

Internal Service Funds Goals

- Provide services to divisions that satisfies demand and pricing transparency
- Recovery of full cost (breakeven) to run service center.
- Implement rate strategies that adequately cover cost, focusing on delivering lower rates than industry standards
- Maintain inventory of materials and supplies
- Plan capital expenditures with identification of funding resources, or reserve mechanisms.

Internal Service Funds Cost Strategy

The City of Cleveland requires ISFs to adequately recover all direct costs associated with each fund. The different type of direct cost includes; personnel cost, materials and supplies, service and maintenance contracts.

Internal Service Fund Revenue Reimbursement Strategy

Revenue reimbursements (chargebacks) are usually done a monthly basis to individual divisions. Below is a breakdown of the reimbursement (rate) strategy maintained by each ISF:

Type of ISF	Reimbursement Strategy
Sinking Fund	Chargeback to divisions that issue debt
Telecommunication	Actual invoice: received from service providers (AT&T for example), based on device numbers and service agreements Overhead: Rate set to recover personnel service provided.
Motor Vehicle and Maintenance	Maintenance work: Labor hour and material usage Carpooling: Miles rate times miles driven Fuel: Gallon rate times gallon refueled
Printing	Paper Supply: Carton Rate times carton(s) ordered Copier Meter: Rate times number of copier count (meter read) Special Order: Various rates based on clients' needs
Storeroom	Mailing rate times number of outgoing mail
Radio	Chargeback to divisions that utilize radios on a per unit basis
Health Fund	Medical Rate (driven by headcount in each division)
Prescription Fund	Prescription Rate (driven by headcount in each division)

Revenue reimbursements are monitored monthly, which are used to project ending retained earnings balance. If projection shows high retained earnings or low retained earnings, a rate review is instituted, and credits to divisions are planned if needed.

Case Study: Division of Printing (An Internal Service Fund)

The Division of Printing currently uses the computer program known as, Franking Estimating System, when it comes to special order work. Printing the budget book would be considered a special order. The Franklin Estimating System usually gives the minimum selling rates based on average production costs gathered from efficiently run plants in the United States. The division then compares their internal rate with the result of the Franklin system, which should be equal or lower.

The Division of Printing charges \$0.025 for each photocopy printed (copier meter charges). The rate covers administrative, maintenance, and contractual obligations with vendors.

Paper supplies are usually charged based on how many cartons are ordered.

The Division of Printing plans for capital acquisitions by temporary increasing their rates. This increase helps with building large retained earnings, and thus leading to the capital acquisition.

(000's Omitted)

	2011 Actual	Staff	2012 Actual	Staff	2013 Unaudited	Staff	2014 Budget	Staff
SINKING FUND								
RECEIPTS	\$ 928		\$ 884		\$ 703		\$ 954	
EXPENDITURES	928	2	879	2	703	2	960	3
Net	—		5		1		(6)	
Decertifications	—		—		—		—	
Beginning Balance	—		—		5		6	
Ending Balance	\$ —		\$ 5		\$ 6		\$ —	
TELEPHONE EXCHANGE								
RECEIPTS	\$ 5,388		\$ 5,866		\$ 6,128		\$ 6,670	
EXPENDITURES	5,540	17	5,738	15	6,116	16	6,836	18
Net	(152)		128		13		(167)	
Decertifications	20		2		1		—	
Beginning Balance	155		23		154		167	
Ending Balance	\$ 23		\$ 154		\$ 167		\$ —	
MOTOR VEHICLE MAINTENANCE								
RECEIPTS	\$ 19,339		\$ 19,802		\$ 16,806		\$ 19,646	
EXPENDITURES	19,099	75	18,459	69	18,862	69	19,713	77
Net	240		1,343		(2,056)		(67)	
Decertifications	101		88		70		—	
Beginning Balance	281		622		2,053		67	
Ending Balance	\$ 622		\$ 2,053		\$ 67		\$ —	
PRINTING & REPRODUCTION								
RECEIPTS	\$ 2,078		\$ 2,189		\$ 2,200		\$ 2,490	
EXPENDITURES	2,145	14	2,194	13	2,106	12	2,758	13
Net	(67)		(5)		94		(268)	
Decertifications	42		107		5		—	
Beginning Balance	92		67		169		268	
Ending Balance	\$ 67		\$ 169		\$ 268		\$ —	



Internal Service Fund Group

(000's Omitted)

	2011 Actual	Staff	2012 Actual	Staff	2013 Unaudited	Staff	2014 Budget	Staff
STOREROOM								
RECEIPTS	\$ 837		\$ 495		\$ 520		\$ 549	
EXPENDITURES	834	1	568	1	524	1	565	2
Net	<u>3</u>		<u>(73)</u>		<u>(4)</u>		<u>(16)</u>	
Decertifications	—		—		2		—	
Beginning Balance	87		90		17		16	
Ending Balance	<u><u>\$ 90</u></u>		<u><u>\$ 17</u></u>		<u><u>\$ 16</u></u>		<u><u>\$ —</u></u>	
HEALTH SELF INSURANCE FUND								
RECEIPTS	\$ —		\$ —		\$ —		\$ 44,896	
EXPENDITURES	—		—		—		44,896	
Net	<u>—</u>		<u>—</u>		<u>—</u>		<u>—</u>	
Decertifications	—		—		—		—	
Beginning Balance	—		—		—		—	
Ending Balance	<u><u>\$ —</u></u>		<u><u>\$ —</u></u>		<u><u>\$ —</u></u>		<u><u>\$ —</u></u>	
PRESCRIPTION SELF INSURANCE FUND								
RECEIPTS	\$ —		\$ —		\$ —		\$ 9,898	
EXPENDITURES	—		—		—		9,898	
Net	<u>—</u>		<u>—</u>		<u>—</u>		<u>—</u>	
Decertifications	—		—		—		—	
Beginning Balance	—		—		—		—	
Ending Balance	<u><u>\$ —</u></u>		<u><u>\$ —</u></u>		<u><u>\$ —</u></u>		<u><u>\$ —</u></u>	

Department Goals & Objectives

(000's Omitted)

	<u>2011 Actual</u>	<u>Staff</u>	<u>2012 Actual</u>	<u>Staff</u>	<u>2013 Unaudited</u>	<u>Staff</u>	<u>2014 Budget</u>	<u>Staff</u>
CENTRAL COLLECTION								
AGENCY								
RECEIPTS	\$ 7,710		\$ 8,611		\$ 8,859		\$ 10,236	
EXPENDITURES	8,015	74	8,706	82	9,020	73	10,236	98
Net	<u>(305)</u>		<u>(95)</u>		<u>(161)</u>		<u>—</u>	
Decertifications	96		91		24		—	
Beginning Balance	655		447		443		306	
Ending Balance	<u>\$ 447</u>		<u>\$ 443</u>		<u>\$ 306</u>		<u>\$ 306</u>	

DEBT SERVICE

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.

RECEIPTS	\$ 62,923		\$ 66,330		\$ 83,382		\$ 86,675	
EXPENDITURES	61,910	2	61,685	2	85,530	2	86,690	2
Net	<u>1,013</u>		<u>4,645</u>		<u>(2,148)</u>		<u>(15)</u>	
Decertifications	—		—		—		—	
Beginning Balance	9,442		10,455		15,100		12,952	
Ending Balance	<u>\$ 10,455</u>		<u>\$ 15,100</u>		<u>\$ 12,952</u>		<u>\$ 12,937</u>	

The City of Cleveland recently launched, and is executing, formal Strategic Planning processes which cascade goals down from the Mayor to Divisions, Departments, 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.

Efficiency Through Technology

- Increase technological knowledge throughout the Department of Aging by ensuring each staff person, assigned a personal computer, and successfully completes one work related computer training class.

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.

BUILDING & HOUSING

Customer Service

- To secure a good Quality of Life for the City's citizens and business operators, through measured continued improvement in 2013 and 2014, Department staff will provide its customers service that achieves performance standard levels of service targets with aggressive property maintenance enforcement, significant abatement of nuisance, vacant, distressed properties, timely facilitation of private investment projects in all city neighborhoods and predictable, consistent implementation of the Department's regulatory programs.

Efficiency through Technology

- In 2013 and 2014, several revised business applications in the Accela Work Management System will "go live" resulting in more efficient business processes, enhanced productivity and more predictable quality customer service.
- In 2013 and concluded by mid-year 2014, the Department of Building and Housing web site will be analyzed and revamped to be more informative, clear and user friendly to the Department's customers.

Quality Service

- Through measured continued improvement in 2013 through 2014, Department staff will be accountable for achieving performance targets resulting in prompt responses to citizen property inspection requests, follow-up on property maintenance and permit actions, compliance with nuisance abatement contract and business process specifications, timely reviews of construction project plans and predictable, consistent administration of the Department's regulatory programs.
- To advance Mayor Jackson's goal of city government operating in a sustainable manner, in 2013 and 2014, the Department will execute specific action steps resulting in more sustainable business processes.
- Maintain a high quality, diverse Department staff that is enhanced through the development in 2013 and 2014 of training and employment strategies that seek to attract candidates for positions through the development of required skills.

CAPITAL PROJECTS

Customer Service

- Upgrade and maintain MOCAP website by providing more access to project information to the internal and external stakeholders starting in First Quarter, 2014 and completing first round of improvements by September 1, 2014. (Also Efficiency Through Technology)

Efficiency through Technology

- Implement the newly developed MOCAP Sharepoint program for the whole Department starting in First Quarter, 2014 and modify as needed to be fully operational by December 31, 2014.
- Upgrade and maintain MOCAP website by providing more access to project information to the internal and external stakeholders starting in First Quarter, 2014 and completing first round of improvements by September 1, 2014. (Also Customer Service)
- 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 by December 1, 2014.

Quality Service

- Standardize all processes and procedures dealing with project delivery for whole of Department to better predict outcomes and project delivery starting in First Quarter, 2014 and completing at least ten (10) Standard Operating Procedures by December 31, 2013
- Implement a Quality Assurance Program for all aspects of project delivery for the whole of Department starting in Second Quarter, 2014 and completing at least the Standard Operating Procedures Manual by December 31, 2014.



Departmental Goals & Objectives

CITY PLANNING

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

Quality Service

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

CIVIL SERVICE

Customer Service

- Explore Options for full online testing application.

Efficiency through Technology

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

Quality Service

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

COMMUNITY DEVELOPMENT

Efficiency through Technology

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

Quality Service

- Complete the tasks/performance to successfully close-out stimulus funded grants that expire early 2013.
- 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.
- Develop a strategy for support of micro-lending to encourage new small businesses, especially for women and minorities.

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

Efficiency through Technology

- To become more efficient through automation (benefits automation, Employee Self Service, applicant tracking, records retention and scanning).

Quality Service

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

LAW

Customer Service

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

Efficiency through Technology

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

OFFICE OF EQUAL OPPORTUNITY

Customer Service

- Host Quarterly Contractor Meetings
- Outreach, communications and information sharing.

Efficiency through Technology

- Citywide Prevailing Wage Standardization
- Effective Certification and Contract Compliance

Quality Service

- Refine the Small Contractor Rotation Program
- Explore Penalty Process for C.O. 187

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 by Q4 2014



Departmental Goals & Objectives

PUBLIC HEALTH

Customer Service

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

Efficiency through Technology

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

Quality Service

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

PUBLIC UTILITIES

Customer Service

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

Efficiency through Technology

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

Quality Service

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

PUBLIC SAFETY

Customer Service

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

Quality Service

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

PUBLIC WORKS

Efficiency through Technology

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

Quality Service

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

WORKFORCE DEVELOPMENT

Customer Service

- To place 4,000 individuals into jobs during the July, 2013 - June 2014 program year.
- To increase the number of individuals successfully transitioned from Public Assistance to employment by 10%.
- To increase the number of youth provided opportunities for employment by 10% over the previous program year.



COUNCIL AND CLERK OF COUNCIL

Kevin J. Kelley, Council President

Patricia J. Britt, Clerk Of Council

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

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

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

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

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

COUNCIL AND CLERK OF COUNCIL

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,897,592	\$ 2,039,734	\$ 2,260,013	\$ 2,182,137
Elected Officials	1,416,724	1,458,926	1,450,467	1,306,399
Part-Time Permanent	111,427	98,420	86,161	96,949
Longevity	11,125	12,025	13,925	16,075
Separation Payments	—	610	87,374	60,000
	\$ 3,436,867	\$ 3,609,715	\$ 3,897,940	\$ 3,661,560
Benefits				
Hospitalization	\$ 412,167	\$ 429,896	\$ 456,538	\$ 484,784
Flex Save Admin Fees	—	660	490	—
Prescription	93,839	110,961	113,577	112,532
Dental	33,897	35,561	35,046	35,946
Vision Care	3,436	3,582	3,587	3,540
Public Employees Retire System	480,975	495,437	522,284	495,260
Fica-Medicare	41,871	45,368	49,924	46,535
Workers' Compensation	61,531	52,739	50,613	49,772
Life Insurance	2,734	2,780	2,595	2,472
Unemployment Compensation	4,872	2,187	—	32,000
	\$ 1,135,324	\$ 1,179,171	\$ 1,234,655	\$ 1,262,841
Other Training & Professional Dues				
Travel	\$ 44,120	\$ 33,910	\$ 44,909	\$ 50,964
Tuition & Registration Fees	22,977	23,667	30,760	33,579
Professional Dues & Subscript	3,702	4,214	4,849	5,252
	\$ 70,799	\$ 61,791	\$ 80,518	\$ 89,795
Utilities				
Steam	\$ —	\$ —	\$ 11,887	\$ 14,000
	\$ —	\$ —	\$ 11,887	\$ 14,000
Contractual Services				
Professional Services	\$ 626,662	\$ 340,434	\$ 433,200	\$ 465,035
Expense Account Reimbursement	219,954	212,329	139,557	244,800
Advertising And Public Notice	449,999	503,689	658,148	662,650
Parking In City Facilities	47,912	34,986	26,765	32,500
Insurance And Official Bonds	100	250	—	100
Taxes	139	5	—	500
	\$ 1,344,767	\$ 1,091,692	\$ 1,257,670	\$ 1,405,585
Materials & Supplies				
Office Supplies	\$ 20,435	\$ 13,018	\$ 15,770	\$ 13,400
Postage	125,297	200,258	289,620	289,403
Computer Software	—	315	—	—
Food	12,676	12,814	13,710	12,000

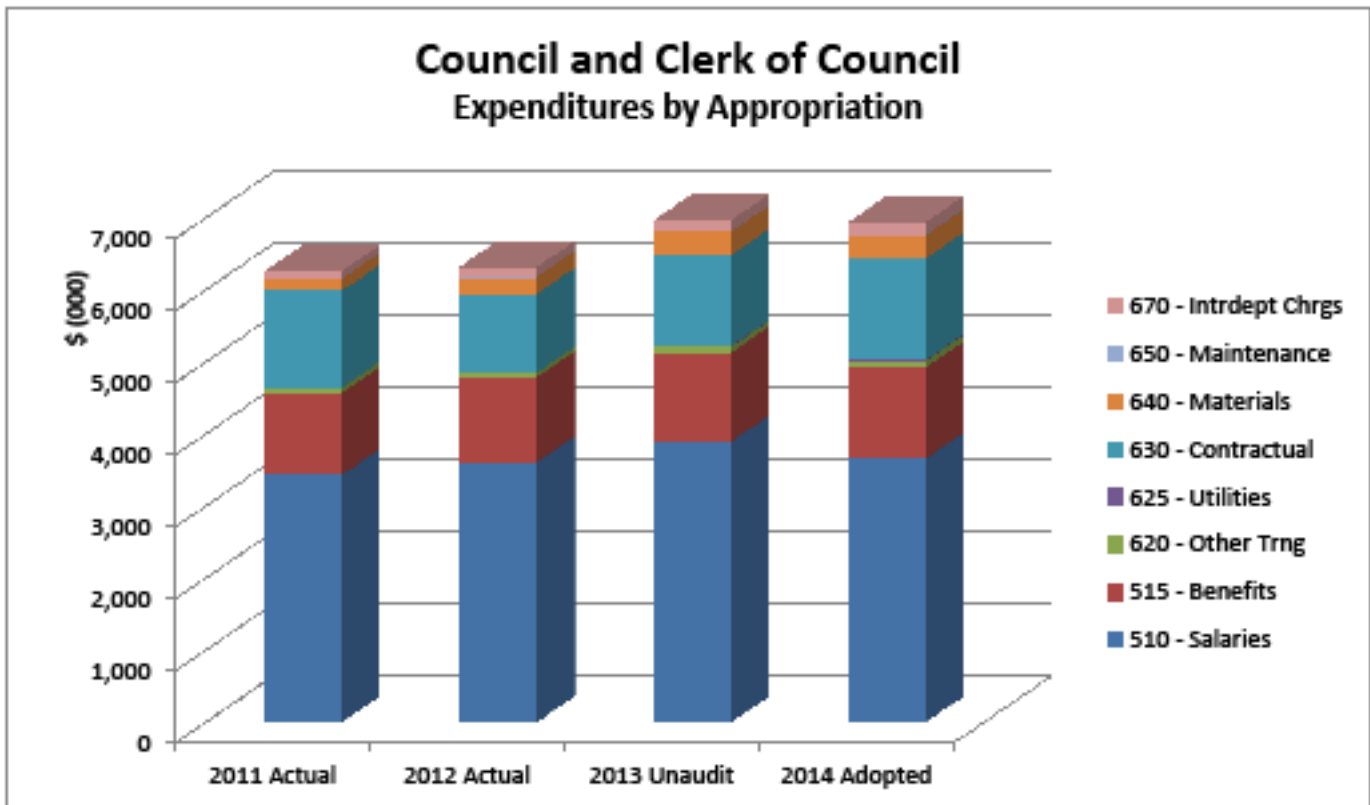
COUNCIL AND CLERK OF COUNCIL

Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Just In Time Office Supplies	6,348	11,097	4,730	8,000
	\$ 164,757	\$ 237,503	\$ 323,830	\$ 322,803
Maintenance				
Maintenance Office Equipment	\$ 5,650	\$ 3,039	\$ 2,084	\$ 6,781
	\$ 5,650	\$ 3,039	\$ 2,084	\$ 6,781
Interdepart Service Charges				
Charges From Telephone Exch	\$ 45,697	\$ 56,031	\$ 30,353	\$ 33,371
Charges From Print & Repro	31,313	45,311	77,807	88,227
Charges From Central Storeroom	25,700	33,654	50,143	52,243
	\$ 102,710	\$ 134,996	\$ 158,303	\$ 173,841
	\$ 6,260,874	\$ 6,317,907	\$ 6,966,887	\$ 6,937,206

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges For Services	\$ 6,209	\$ 1,260	\$ —	\$ 200
Miscellaneous	404	1,941	45,446	1,000
	\$ 6,614	\$ 3,201	\$ 45,446	\$ 1,200



COUNCIL AND CLERK OF COUNCIL

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Clerk of Council	42,865.60	106,865.05
1	1	1	Council President	86,259.22	86,259.22
18	18	16	Councilman	76,259.21	76,259.21
1	1	1	Director of Policy Research	24,974.46	77,490.61
21	21	19			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Council Receptionist	20,800.00	46,494.36
18	18	16	Executive Assistant Council	20,800.00	45,000.00
1	1	1	Executive Assistant Council President	24,975.00	45,000.00
20	20	18			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Assistant	21,851.06	73,469.32
1	1	1	Administrative Secretary	20,800.00	73,469.32
1	1	1	Chief City Archivist	21,851.06	77,490.61
1	1	1	Chief Legislative Secretary	21,851.06	77,490.61
1	1	1	Deputy City Archivist	20,800.00	73,469.32
1	1	1	Deputy Clerk	21,851.06	73,469.32
1	1	1	Executive Assistant	24,974.46	77,490.61
1	1	1	Executive Assistant-Clerk of Council	24,974.46	77,490.61
1	1	1	Financial Assistant	20,800.00	46,494.36
1	1	1	Financial Officer	20,800.00	73,469.32
1	0	0	First Assistant Clerk	24,975.91	77,490.61
1	1	1	Information & Technology Administrator	21,851.06	74,211.15
3	3	5	Legislative Assistant	20,800.00	61,992.49
2	2	2	Legislative Committee Clerk	20,800.00	61,992.49
1	1	1	Personnel Administrator-Council	21,851.06	77,490.61
1	1	1	Planning and Development Advisor	55,000.00	77,233.52
1	1	1	Policy Research Analyst	21,851.06	73,469.32
1	1	1	Public Relations Manager	21,851.06	77,490.61
1	1	1	Special Counsel	41,416.04	82,750.20
22	21	23			
63	62	60	TOTAL FULL TIME		



General Government

COUNCIL AND CLERK OF COUNCIL

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
			PART TIME		
1	1	1	Legislative Assistant	20,800.00	61,992.49
1	1	1	Special Counsel	41,416.04	82,750.20
2	2	2	TOTAL PART TIME		
65	64	62	TOTAL DIVISION		

OFFICE OF THE MAYOR

Frank G. Jackson, Mayor

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

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

PROGRAM NAME: MAYOR'S ACTION CENTER

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

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

PROGRAM NAME: OFFICE OF COMMUNICATIONS

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

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

PROGRAM NAME: GOVERNMENT AND INTERNATIONAL AFFAIRS

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

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



Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,416,502	\$ 1,474,690	\$ 1,531,142	\$ 1,647,287
Elected Officials	132,775	135,597	136,758	136,758
Part-Time Permanent	13,636	14,078	14,237	20,000
Longevity	3,950	4,250	5,375	6,450
Separation Payments	—	3,393	7,071	50,000
Overtime	—	—	1	—
	\$ 1,566,863	\$ 1,632,007	\$ 1,694,585	\$ 1,860,495
Benefits				
Hospitalization	\$ 172,469	\$ 178,559	\$ 189,331	\$ 225,258
Flex Save Admin Fees	—	60	110	120
Prescription	35,306	39,303	40,551	45,736
Dental	12,432	12,965	13,471	14,810
Vision Care	1,347	1,374	1,416	1,536
Public Employees Retire System	219,026	226,363	228,469	252,565
Fica-Medicare	22,372	23,347	24,154	22,412
Workers' Compensation	27,404	24,010	22,617	21,638
Life Insurance	1,069	1,039	1,022	1,056
	\$ 491,425	\$ 507,020	\$ 521,141	\$ 585,131
Other Training & Professional Dues				
Travel	\$ 15,253	\$ 14,289	\$ 11,983	\$ 15,000
Tuition & Registration Fees	2,099	739	1,300	4,000
Professional Dues & Subscript	5,866	5,983	5,449	5,700
	\$ 23,219	\$ 21,012	\$ 18,732	\$ 24,700
Contractual Services				
Professional Services	\$ 277	\$ 552	\$ 468	\$ 650
Mileage (Private Auto)	112	688	377	650
Security Services	—	—	—	600
Expense Account Reimbursement	580	339	198	600
Insurance And Official Bonds	100	250	—	250
	\$ 1,069	\$ 1,829	\$ 1,043	\$ 2,750
Materials & Supplies				
Office Supplies	\$ 1,377	\$ —	\$ —	\$ 500
Computer Supplies	313	—	—	3,000
Computer Software	—	560	—	—
Food	425	1,000	326	1,000
Other Supplies	80	—	—	—
Special Events Supplies	2,750	3,720	3,000	4,000
Just In Time Office Supplies	4,068	4,139	3,849	7,000
	\$ 9,012	\$ 9,419	\$ 7,176	\$ 15,500

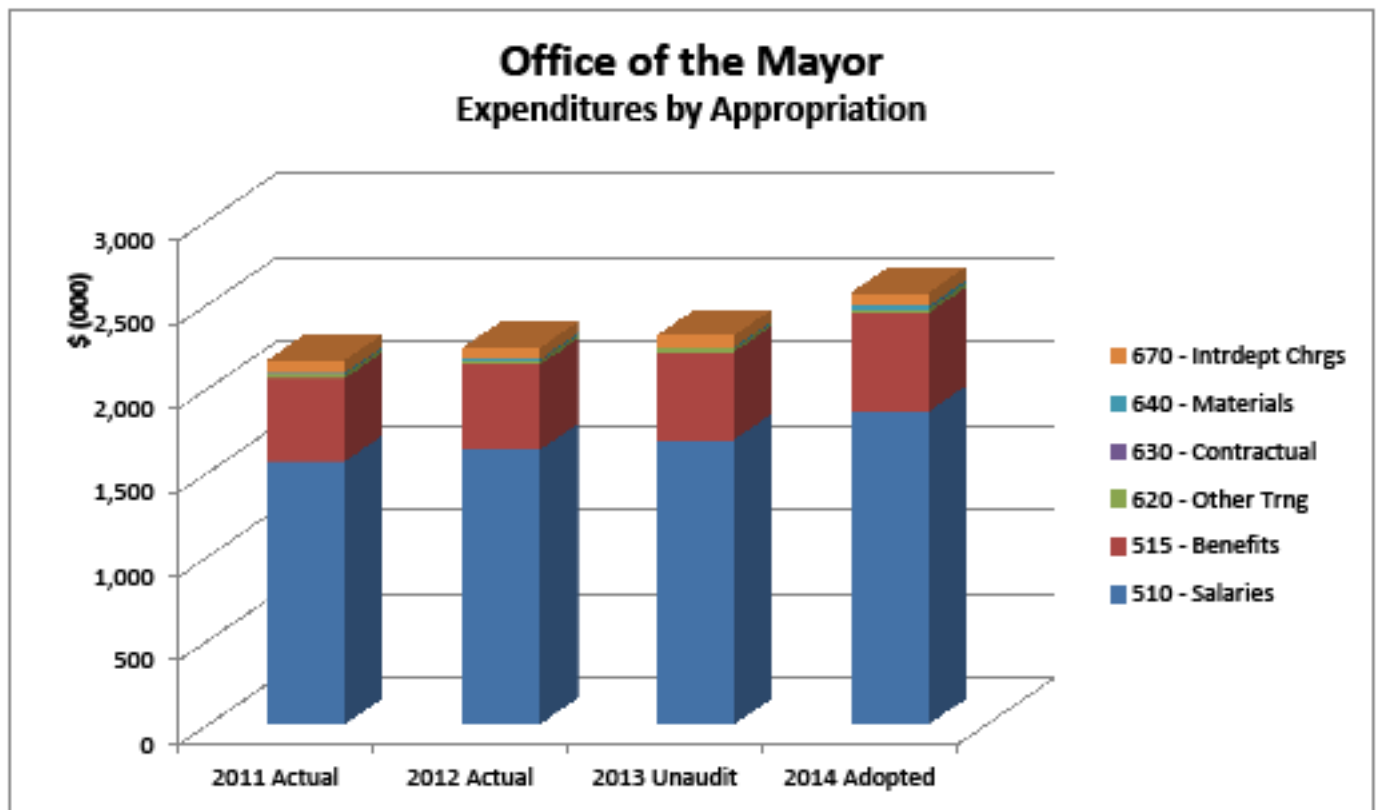
OFFICE OF THE MAYOR

Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 27,112	\$ 26,124	\$ 24,731	\$ 27,190
Charges From Print & Repro	19,247	19,331	22,584	25,609
Charges From Central Storeroom	7,717	5,905	7,516	7,932
Charges From M.V.M.	21,180	15,847	15,913	18,870
	\$ 75,256	\$ 67,207	\$ 70,744	\$ 79,601
	\$ 2,166,845	\$ 2,238,494	\$ 2,313,421	\$ 2,568,177

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Miscellaneous	\$ 425	\$ 259	\$ 20,285	\$ —
	\$ 425	\$ 259	\$ 20,285	\$ —





COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
6	5	6	Executive Assistant to the Mayor	50,795.81	182,067.01
1	1	1	Mayor	132,775.20	132,775.20
1	1	1	Secretary to the Mayor	50,795.00	183,340.00
18	18	19	Special Assistant to the Mayor	20,800.00	112,639.75
<u>26</u>	<u>25</u>	<u>27</u>	TOTAL FULL TIME		
<u>PART TIME</u>					
1	1	1	Special Assistant to the Mayor	20,800.00	112,639.75
<u>1</u>	<u>1</u>	<u>1</u>	TOTAL PART TIME		
<u>27</u>	<u>26</u>	<u>28</u>	TOTAL DIVISION		



OFFICE OF CAPITAL PROJECTS

Matthew L. Spronz, Director

Mission Statement

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

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

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



Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ —	\$ 2,633,546	\$ 2,721,842	\$ 3,148,029
Part-Time Permanent	—	64,045	118,565	149,370
Longevity	—	19,950	19,875	22,050
Separation Payments	—	1,684	92,256	—
Overtime	—	15,169	8,626	10,000
	\$ —	\$ 2,734,394	\$ 2,961,163	\$ 3,329,449
Benefits				
Hospitalization	\$ —	\$ 390,027	\$ 411,517	\$ 527,309
Flex Save Admin Fees	—	300	303	300
Prescription	—	83,795	85,968	107,878
Dental	—	29,461	29,941	36,328
Vision Care	—	2,852	2,847	3,355
Public Employees Retire System	—	381,877	385,718	463,036
Fica-Medicare	—	35,541	39,536	47,977
Workers' Compensation	—	40,403	49,060	39,690
Life Insurance	—	2,053	1,894	2,280
Unemployment Compensation	—	2,820	—	—
Clothing Allowance	—	3,820	3,420	4,620
Clothing Maintenance	—	1,200	1,050	1,500
	\$ —	\$ 974,147	\$ 1,011,254	\$ 1,234,273
Other Training & Professional Dues				
Travel	\$ —	\$ 3,262	\$ 2,423	\$ 2,000
Tuition & Registration Fees	—	3,196	3,750	9,350
Professional Dues & Subscript	—	6,694	8,436	8,650
	\$ —	\$ 13,152	\$ 14,609	\$ 20,000
Contractual Services				
Professional Services	\$ —	\$ 128,603	\$ 122,810	\$ 179,000
Mileage (Private Auto)	—	6,668	2,971	7,400
Advertising And Public Notice	—	—	683	1,500
Appraisal Fees	—	9,250	500	10,000
Parking In City Facilities	—	12,661	11,580	13,250
Taxes	—	127,425	149,495	200,000
Property Rental	—	5,753	—	—
Equipment Rental	—	—	—	1,000
Other Contractual	—	575	624	500
	\$ —	\$ 290,934	\$ 288,662	\$ 412,650

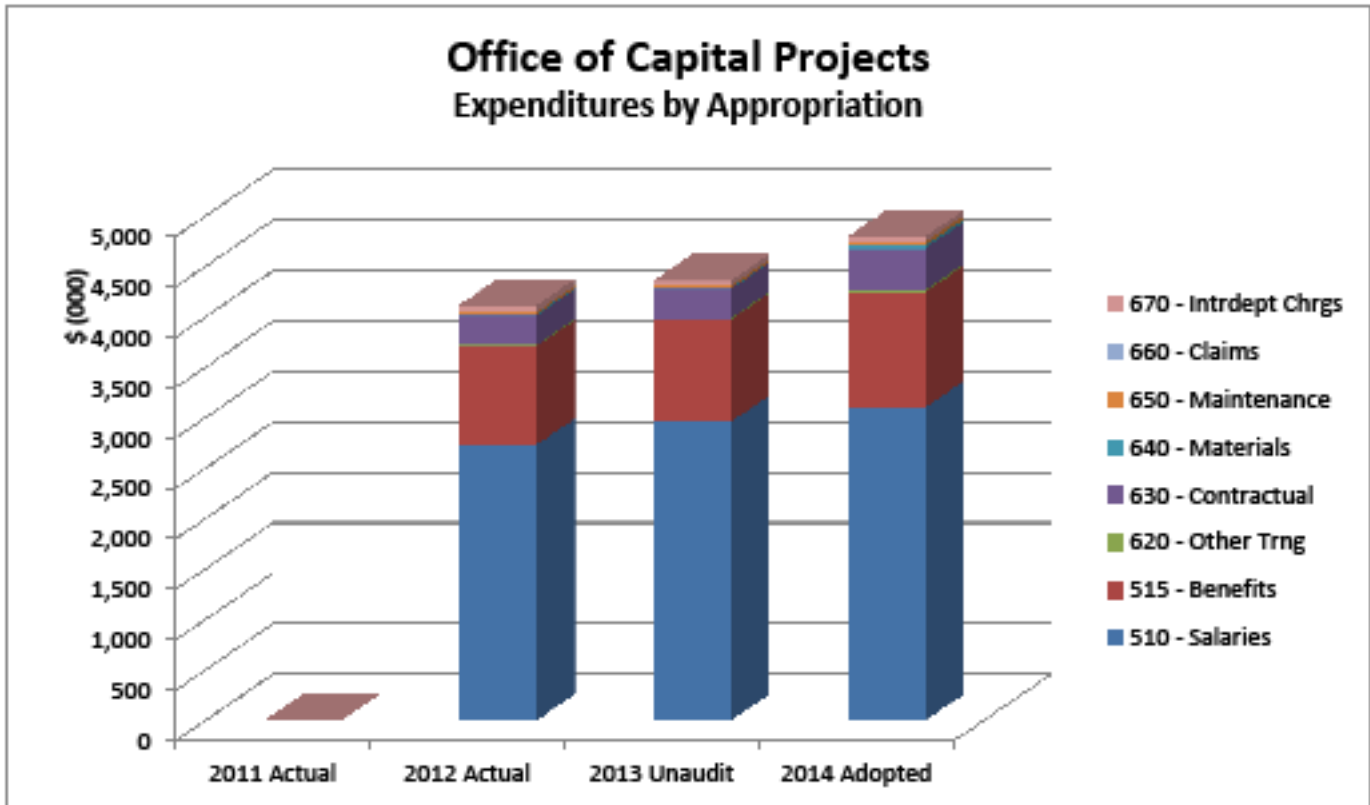
OFFICE OF CAPITAL PROJECTS

Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Materials & Supplies				
Office Supplies	\$ —	\$ 716	\$ 115	\$ 2,800
Computer Supplies	—	627	—	2,000
Computer Software	—	249	—	—
Small Equipment	—	—	4,000	3,000
Hygiene And Cleaning Supplies	—	—	—	200
Photographic Supplies	—	—	—	500
Paper And Other Printing Suppl	—	2,352	—	3,000
Other Supplies	—	—	—	500
Bridge Maintenance Supplies	—	—	—	5,000
Safety Equipment	—	—	—	5,000
Just In Time Office Supplies	—	8,084	4,389	8,100
	\$ —	\$ 12,028	\$ 8,504	\$ 30,100
Maintenance				
Maintenance Office Equipment	\$ —	\$ 616	\$ 686	\$ 2,000
Computer Software Maintenance	—	21,462	24,702	35,000
	\$ —	\$ 22,078	\$ 25,388	\$ 37,000
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ —	\$ 496	\$ 1,371	\$ —
	\$ —	\$ 496	\$ 1,371	\$ —
Interdepart Service Charges				
Charges From Telephone Exch	\$ —	\$ 8,225	\$ 8,710	\$ 9,576
Charges From Radio Comm System	—	3,931	1,463	2,538
Charges From Print & Repro	—	20,636	24,402	22,473
Charges From Central Storeroom	—	798	471	497
Charges From M.V.M.	—	31,707	13,412	17,860
Charges From Waste Collection	—	1,452	595	—
	\$ —	\$ 66,749	\$ 49,053	\$ 52,944
	\$ —	\$ 4,113,978	\$ 4,360,004	\$ 5,116,416

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges For Services	\$ —	\$ 24,019	\$ 14,968	\$ —
Licenses & Permits	—	81,875	69,935	57,000
Miscellaneous	—	1,195,844	1,236,316	1,200,300
Sale Of City Assets	—	—	560	—
	\$ —	\$ 1,301,738	\$ 1,321,779	\$ 1,257,300





OFFICE OF CAPITAL PROJECTS

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
0	1	1	Assistant Director	36,590.39	146,639.64
1	1	1	Commissioner of Real Estate	40,314.82	125,582.86
1	1	1	Executive Assistant to the Mayor	50,795.81	182,067.01
2	2	2	Special Assistant to the Mayor	20,800.00	112,639.75
1	1	1	Superintendent of Sidewalks	22,333.40	65,528.58
5	6	6			
<u>ADMINISTRATIVE SUPPORT</u>					
2	2	2	Administrative Officer	20,800.00	54,579.99
1	1	1	Junior Personnel Assistant	20,800.00	40,556.67
2	2	2	Principal Clerk	14.88	20.10
5	5	5			
<u>PROFESSIONALS</u>					
1	1	1	Architect	10.00	30.55
1	1	1	Chief Sidewalk Inspector	20,800.00	47,332.96
2	2	2	Construction Technician	12.02	23.32
6	6	7	Consulting Engineer	36,000.00	97,860.03
1	1	1	Deputy Project Director	20,092.80	64,734.08
1	1	1	Landscape Designer	10.00	28.86
1	0	0	Manager of Parks Rec Research & Planning	22,333.40	76,344.01
1	0	1	Manager of Site Development	22,333.40	76,344.01
1	1	2	Project Coordinator	27,325.56	93,021.80
2	2	2	Project Director	22,333.40	82,706.96
0	0	1	Project Manager	20,800.00	62,545.73
3	3	3	Section Chief Engineering and Construction	50,000.00	100,773.99
3	3	3	Senior Assistant Designer	10.00	24.59
1	1	1	Senior Budget and Management Analyst	26,273.96	80,628.83
1	1	1	Senior Landscape Architect	10.00	30.54
1	1	1	Supervisor of Site Development	20,800.00	55,528.34
1	1	1	Surveyor	10.00	27.39
2	2	2	Survey Party Chief	20,800.00	58,026.67
29	27	31			



General Government

OFFICE OF CAPITAL PROJECTS

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
			TECHNICIANS		
0	0	1	Chief Engineering and Construction Inspector	25.39	27.39
7	9	11	Engineering & Construction Inspector	19.05	21.05
7	9	12			
46	47	54	TOTAL FULL TIME		
2	5	4	TOTAL PART TIME		
48	52	58	TOTAL DIVISION		

 LANDMARKS COMMISSION

Robert Keiser, Secretary

Mission Statement

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

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

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

PROGRAM NAME: DESIGN REVIEW

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

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

PROGRAM NAME: PERMITS AND CASES

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

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



LANDMARKS COMMISSION

PROGRAM NAME: SURVEY

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

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

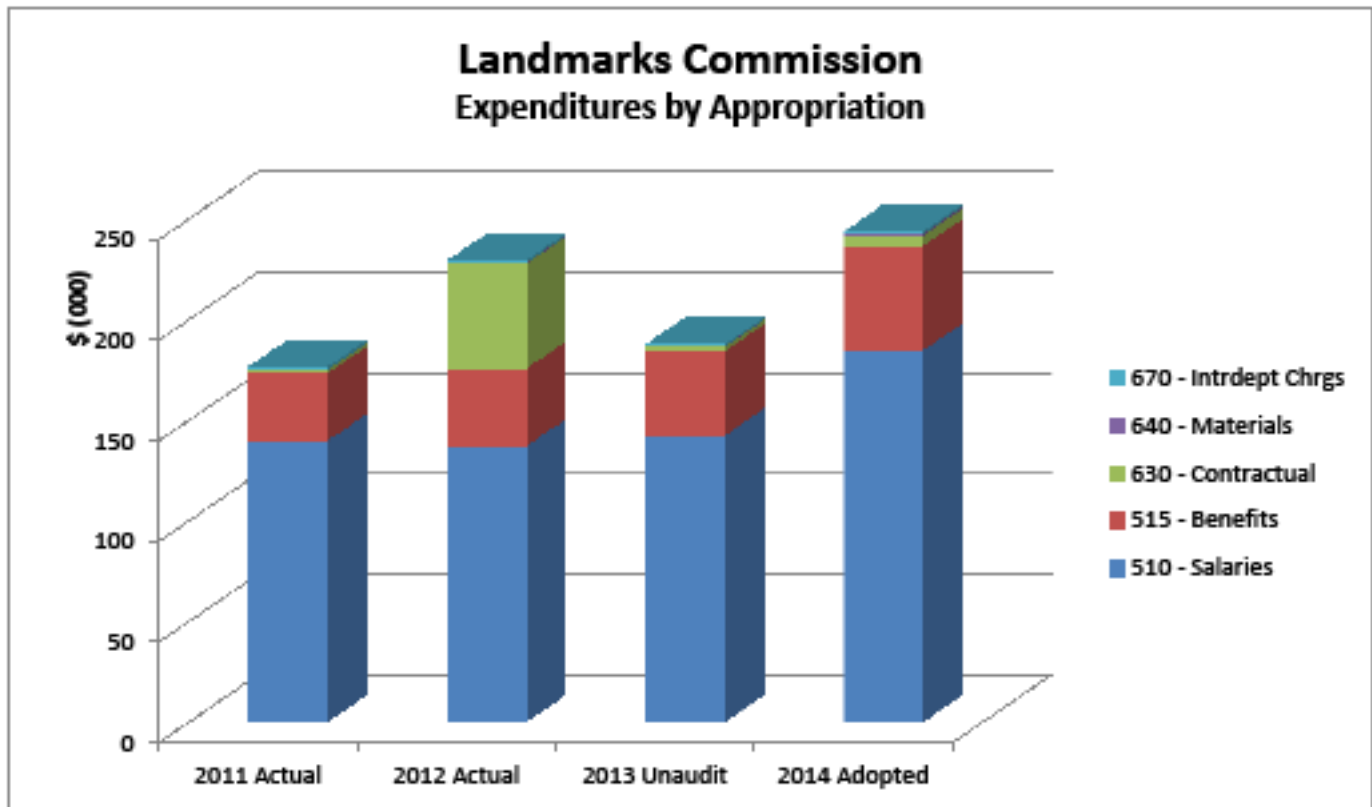
LANDMARKS COMMISSION

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 94,362	\$ 96,321	\$ 100,931	\$ 97,193
Board Members	44,179	39,575	40,134	50,973
Longevity	1,375	1,375	1,375	1,550
Separation Payments	—	—	—	35,000
	\$ 139,915	\$ 137,271	\$ 142,440	\$ 184,716
Benefits				
Hospitalization	\$ 6,986	\$ 10,904	\$ 13,628	\$ 14,572
Prescription	2,135	3,233	3,782	3,782
Dental	537	886	1,067	1,076
Vision Care	113	118	118	118
Public Employees Retire System	19,642	18,971	19,377	27,882
Fica-Medicare	1,211	1,155	1,191	2,580
Workers' Compensation	2,486	2,144	1,888	1,819
Life Insurance	90	90	84	82
Unemployment Compensation	299	959	759	—
	\$ 33,499	\$ 38,460	\$ 41,895	\$ 51,911
Contractual Services				
Professional Services	\$ 750	\$ 50,948	\$ 918	\$ 3,600
Advertising And Public Notice	269	645	554	800
Parking In City Facilities	582	513	664	650
	\$ 1,601	\$ 52,107	\$ 2,136	\$ 5,050
Materials & Supplies				
Just In Time Office Supplies	\$ —	\$ 374	\$ 247	\$ 900
	\$ —	\$ 374	\$ 247	\$ 900
Interdepart Service Charges				
Charges From Print & Repro	\$ 1,335	\$ 1,145	\$ 894	\$ 1,014
Charges From Central Storeroom	363	196	193	204
	\$ 1,698	\$ 1,341	\$ 1,087	\$ 1,218
	\$ 176,714	\$ 229,553	\$ 187,804	\$ 243,795

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Miscellaneous	\$ 2	\$ 3	\$ 1,978	\$ —
	\$ 2	\$ 3	\$ 1,978	\$ —





LANDMARKS COMMISSION

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>PROFESSIONALS</u>					
1	1	1	Chief City Planner	30,000.00	85,281.07
1	1	1	City Planner	30,000.00	62,541.14
<u>2</u>	<u>2</u>	<u>2</u>	TOTAL FULL TIME		
<u>BOARD MEMBERS</u>					
1	1	1	Chairman of Landmarks Commission	7,775.00	7,775.00
6	5	6	Member of Landmarks Commission	6,500.00	6,500.00
<u>7</u>	<u>6</u>	<u>7</u>	TOTAL BOARD MEMBERS		
<u>9</u>	<u>8</u>	<u>9</u>	TOTAL DIVISION		



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.



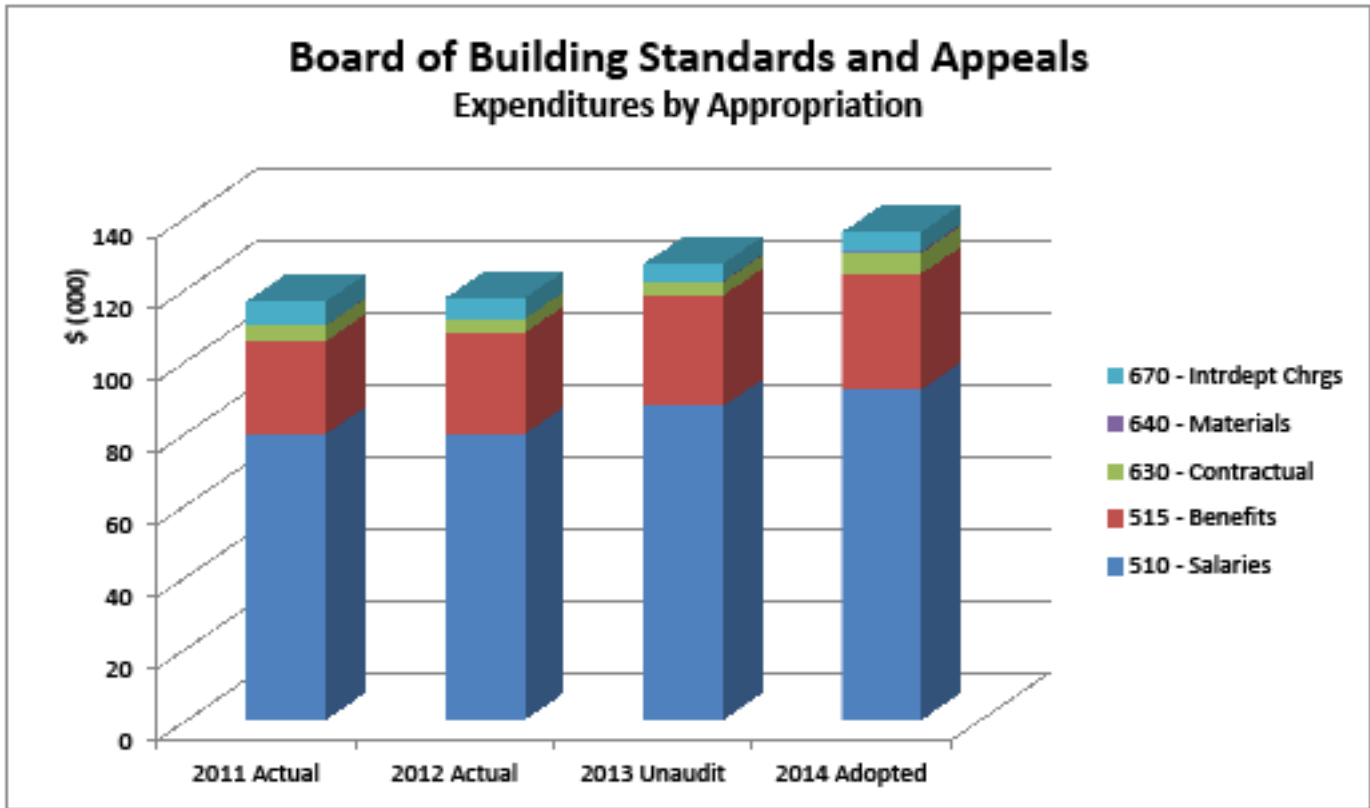
BOARD OF BUILDING STANDARDS AND APPEALS

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 44,262	\$ 45,182	\$ 49,535	\$ 52,000
Board Members	34,760	33,745	36,965	39,136
Longevity	700	700	800	800
	\$ 79,722	\$ 79,627	\$ 87,300	\$ 91,936
Benefits				
Hospitalization	\$ 8,696	\$ 11,171	\$ 12,753	\$ 13,533
Prescription	2,457	2,576	2,636	2,636
Dental	739	770	782	789
Vision Care	56	59	59	59
Public Employees Retire System	11,151	11,141	12,187	12,759
Fica-Medicare	1,140	1,134	1,244	1,333
Workers' Compensation	1,418	1,222	1,095	1,115
Life Insurance	45	45	42	41
	\$ 25,704	\$ 28,117	\$ 30,800	\$ 32,265
Contractual Services				
Professional Services	\$ —	\$ 169	\$ 50	\$ 100
Court Reporter	3,466	2,983	3,022	5,000
Parking In City Facilities	922	753	663	720
	\$ 4,388	\$ 3,905	\$ 3,735	\$ 5,820
Materials & Supplies				
Office Supplies	\$ 112	\$ —	\$ —	\$ 250
Just In Time Office Supplies	—	—	240	180
	\$ 112	\$ —	\$ 240	\$ 430
Interdepart Service Charges				
Charges From Telephone Exch	\$ 347	\$ 415	\$ 446	\$ 490
Charges From Print & Repro	2,984	2,513	2,134	2,420
Charges From Central Storeroom	3,282	2,874	2,296	2,424
	\$ 6,613	\$ 5,802	\$ 4,876	\$ 5,334
	\$ 116,539	\$ 117,450	\$ 126,951	\$ 135,785

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges For Services	\$ 24,975	\$ 18,910	\$ 18,195	\$ 18,000
Licenses & Permits	145	—	15	—
Miscellaneous	—	—	1,013	—
	\$ 25,120	\$ 18,910	\$ 19,223	\$ 18,000





BOARD OF BUILDING STANDARDS AND APPEALS

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
PROFESSIONALS					
1	1	1	Secretary to Board of Building Standards & Appeals	23,647.11	85,281.07
1	1	1	TOTAL FULL TIME		
BOARD MEMBERS					
1	1	1	Chairman of Board of Building Standards & Appeals	9,545.00	9,545.00
4	3	4	Labor Member Alternate (Board Member)	6,960.00	6,960.00
5	4	5	TOTAL BOARD MEMBERS		
6	5	6	TOTAL DIVISION		



BOARD OF ZONING APPEALS

Jan Huber, Acting 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

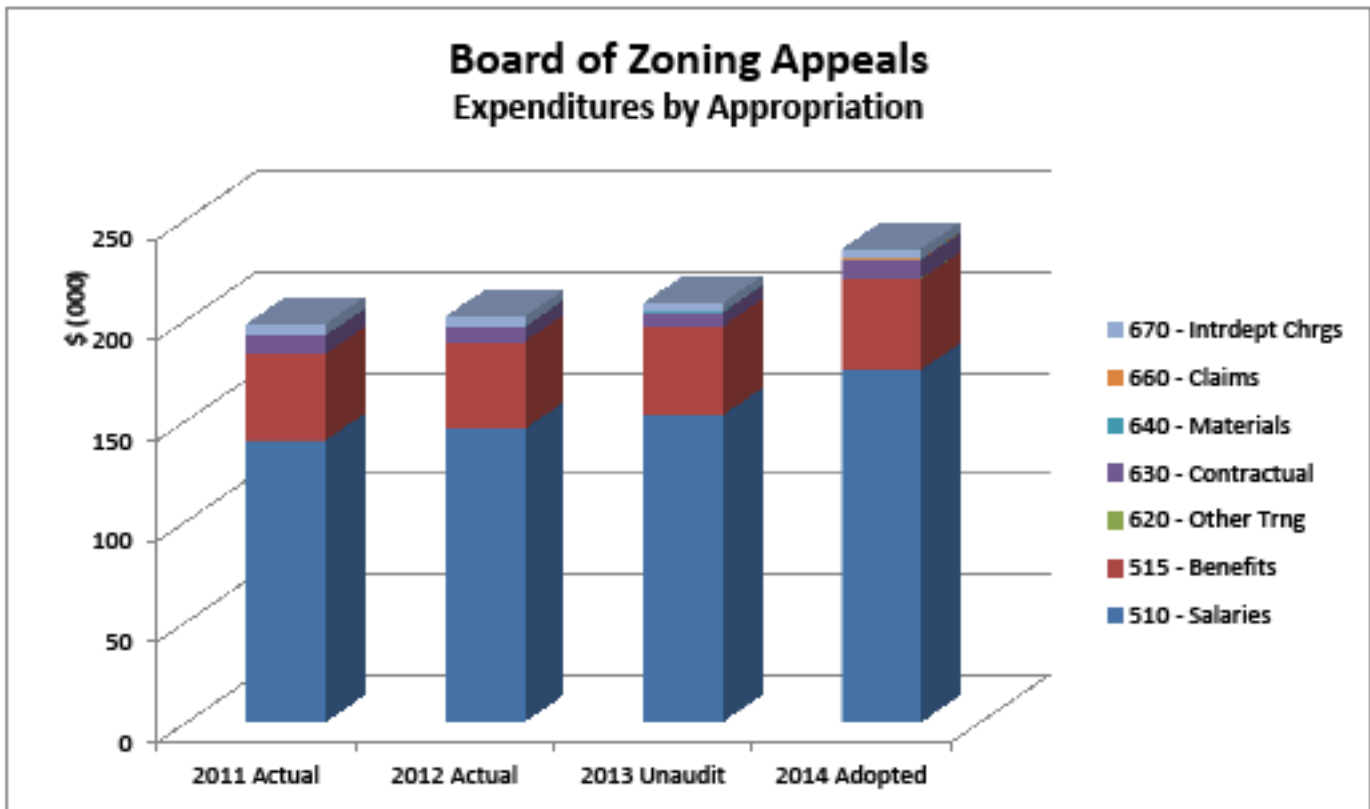
	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 102,089	\$ 104,886	\$ 111,406	\$ 108,896
Board Members	36,742	39,675	39,675	39,681
Longevity	1,275	1,275	1,450	1,450
Separation Payments	—	—	—	25,000
	\$ 140,106	\$ 145,836	\$ 152,531	\$ 175,027
Benefits				
Hospitalization	\$ 17,032	\$ 16,407	\$ 16,772	\$ 17,700
Prescription	1,067	1,120	1,146	1,146
Dental	1,008	1,049	1,067	1,076
Vision Care	137	140	140	140
Public Employees Retire System	19,366	20,157	20,773	20,794
Fica-Medicare	1,987	2,062	2,159	2,176
Workers' Compensation	2,374	2,147	2,006	1,948
Life Insurance	90	90	84	82
	\$ 43,061	\$ 43,173	\$ 44,148	\$ 45,062
Other Training & Professional Dues				
Tuition & Registration Fees	\$ —	\$ —	\$ —	\$ 325
	\$ —	\$ —	\$ —	\$ 325
Contractual Services				
Court Reporter	\$ 7,725	\$ 5,921	\$ 5,721	\$ 7,100
Parking In City Facilities	1,386	1,354	1,212	2,065
	\$ 9,111	\$ 7,275	\$ 6,933	\$ 9,165
Materials & Supplies				
Office Supplies	\$ 104	\$ 104	\$ 90	\$ 150
Just In Time Office Supplies	—	—	86	150
	\$ 104	\$ 104	\$ 176	\$ 300
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ —	\$ —	\$ —	\$ 300
	\$ —	\$ —	\$ —	\$ 300
Interdepart Service Charges				
Charges From Telephone Exch	\$ 44	\$ 53	\$ 43	\$ 47
Charges From Print & Repro	2,342	2,157	1,570	1,780
Charges From Central Storeroom	3,322	2,941	3,024	3,191
	\$ 5,708	\$ 5,151	\$ 4,636	\$ 5,018
	\$ 198,091	\$ 201,538	\$ 208,423	\$ 235,197



BOARD OF ZONING APPEALS

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges For Services	\$ 19,596	\$ 19,423	\$ 24,375	\$ 19,000
Miscellaneous	904	—	1,781	—
	\$ 20,500	\$ 19,423	\$ 26,156	\$ 19,000





BOARD OF ZONING APPEALS

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	Budget 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Principal Clerk	14.88	20.10
1	1	1			
<u>PROFESSIONALS</u>					
1	1	1	Project Coordinator	27,325.56	93,021.80
1	1	1			
2	2	2	TOTAL FULL TIME		
<u>BOARD MEMBERS</u>					
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

Lucille Ambroz, 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

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 365,339	\$ 372,912	\$ 396,182	\$ 400,695
Board Members	39,675	39,609	39,675	39,097
Longevity	2,725	3,125	2,825	3,100
Overtime	3,945	121	3,310	10,000
	\$ 411,684	\$ 415,767	\$ 441,991	\$ 452,892
Benefits				
Hospitalization	\$ 52,245	\$ 53,643	\$ 56,287	\$ 67,140
Flex Save Admin Fees	—	60	114	—
Prescription	11,963	12,440	12,626	14,326
Dental	3,708	3,813	3,716	4,292
Vision Care	452	446	453	472
Public Employees Retire System	57,584	57,852	59,586	61,576
Fica-Medicare	5,237	5,279	5,713	5,736
Workers' Compensation	7,384	6,726	5,719	5,644
Life Insurance	360	334	335	287
	\$ 138,932	\$ 140,592	\$ 144,548	\$ 159,473
Other Training & Professional Dues				
Travel	\$ —	\$ 265	\$ —	\$ —
Tuition & Registration Fees	100	250	—	2,500
	\$ 100	\$ 515	\$ —	\$ 2,500
Contractual Services				
Professional Services	\$ 559,089	\$ 224,089	\$ 507,655	\$ 100,000
Court Reporter	11,042	8,409	5,549	14,000
Referee Services	7,000	13,500	4,456	14,000
Mileage (Private Auto)	13	158	—	—
Medical Services	35,044	35,000	60,000	35,000
Parking In City Facilities	2,319	940	728	1,000
	\$ 614,507	\$ 282,096	\$ 578,387	\$ 164,000
Materials & Supplies				
Office Supplies	\$ 271	\$ —	\$ —	\$ —
Other Supplies	17	45	52	—
Just In Time Office Supplies	773	2,787	1,371	3,600
	\$ 1,061	\$ 2,832	\$ 1,423	\$ 3,600



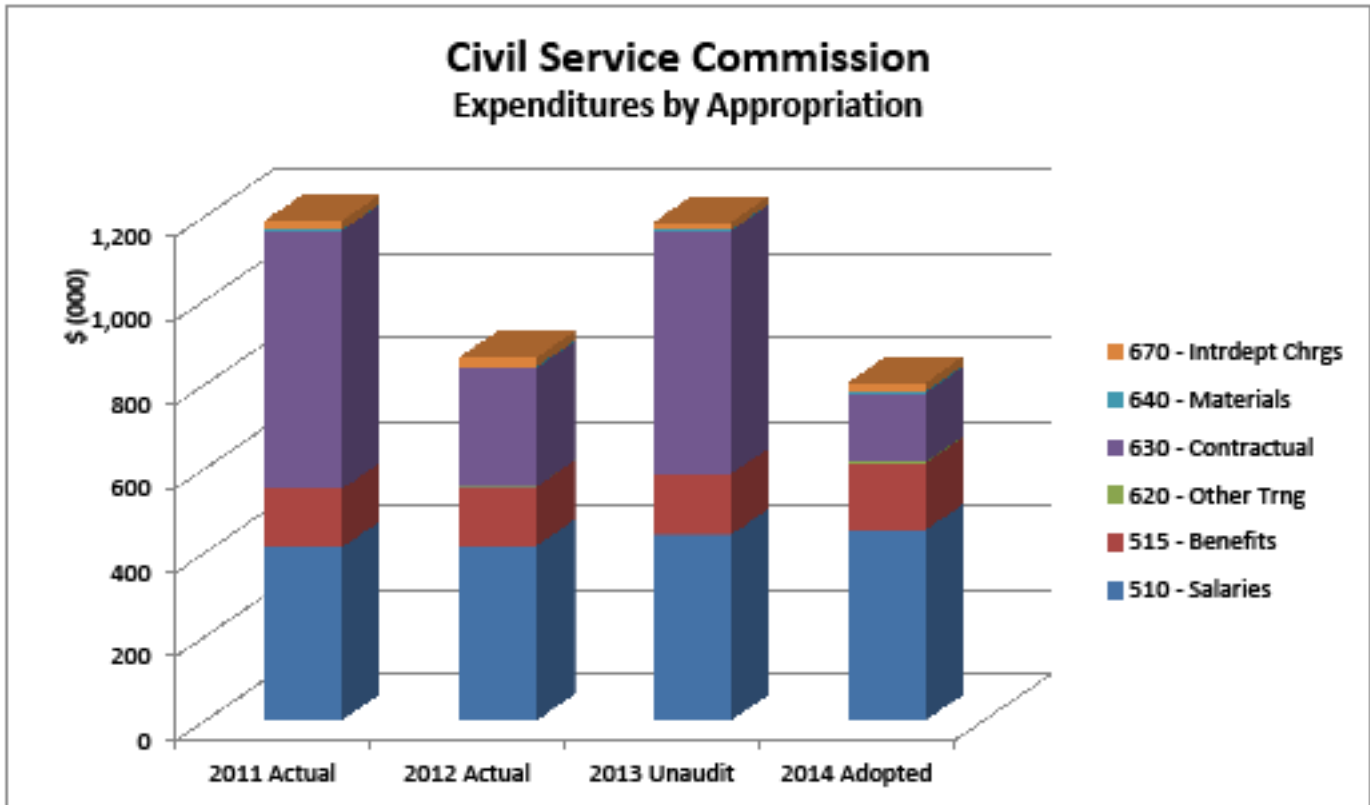
CIVIL SERVICE COMMISSION

Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 2,562	\$ 2,473	\$ 2,495	\$ 2,743
Charges From Print & Repro	9,687	10,142	10,566	11,981
Charges From Central Storeroom	9,220	6,567	5,780	6,101
Charges From M.V.M.	494	2,660	192	230
	\$ 21,963	\$ 21,843	\$ 19,033	\$ 21,055
	\$ 1,188,247	\$ 863,646	\$ 1,185,383	\$ 803,520

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Miscellaneous	\$ 15,319	\$ 21,845	\$ 43,153	\$ 25,000
	\$ 15,319	\$ 21,845	\$ 43,153	\$ 25,000





CIVIL SERVICE COMMISSION

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	Budget 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Secretary of the Civil Service Commission	25,011.85	102,338.45
1	1	1			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Private Secretary	10.00	21.21
1	1	1			
<u>PROFESSIONALS</u>					
1	1	1	Chief Civil Service Examiner	26,273.96	72,945.53
1	1	1	Civil Service Examiner III	20,800.00	51,677.50
1	1	1	Civil Service Examiner II	20,800.00	45,020.62
1	1	1	Deputy Project Director	20,092.80	64,734.08
1	1	1	Personnel Administrator	26,273.96	84,984.86
1	1	1	Supervisor of Civil Service Records	20,800.00	58,564.01
6	6	6			
8	8	8	TOTAL FULL TIME		
<hr/> <hr/>					
5	5	5	TOTAL BOARD MEMBERS		
<hr/> <hr/>					
13	13	13	TOTAL DIVISION		
<hr/> <hr/>					



COMMUNITY RELATIONS BOARD

Blaine Griffin, Director

Mission Statement

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

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

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

PROGRAM NAME: COMMUNITY OUTREACH

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

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

 COMMUNITY RELATIONS BOARD
PROGRAM NAME: COMMUNITY REENTRY

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

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

PROGRAM NAME: HUMAN RELATIONS CIVIL RIGHTS TRAINING AND COMMUNITY EDUCATION

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

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

PROGRAM NAME: POLICE/COMMUNITY COOPERATION AND SPECIAL EVENTS

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

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



COMMUNITY RELATIONS BOARD

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

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

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

COMMUNITY RELATIONS BOARD

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 716,145	\$ 710,575	\$ 677,193	\$ 796,538
Board Members	78,400	65,938	68,626	108,572
Part-Time Permanent	10,282	10,316	265	10,999
Longevity	5,250	6,650	6,375	5,725
Separation Payments	3,845	21,066	18,348	—
Overtime	—	371	—	—
	\$ 813,922	\$ 814,916	\$ 770,807	\$ 921,834
Benefits				
Hospitalization	\$ 109,765	\$ 112,757	\$ 106,451	\$ 129,945
Flex Save Admin Fees	—	60	24	60
Prescription	26,114	27,779	25,170	32,102
Dental	8,048	8,454	7,238	8,833
Vision Care	950	970	891	1,032
Public Employees Retire System	115,459	111,349	104,333	143,550
Fica-Medicare	9,510	9,599	9,089	14,072
Workers' Compensation	16,810	14,583	18,962	15,146
Life Insurance	705	712	733	687
	\$ 287,361	\$ 286,261	\$ 272,893	\$ 345,427
Other Training & Professional Dues				
Travel	\$ —	\$ 758	\$ —	\$ 800
Tuition & Registration Fees	—	580	130	50
Professional Dues & Subscript	—	—	—	50
	\$ —	\$ 1,338	\$ 130	\$ 900
Contractual Services				
Professional Services	\$ 1,086	\$ 995	\$ 1,546	\$ 1,600
Mileage (Private Auto)	4,139	5,886	6,916	6,000
Janitorial Services	—	637	—	200
Advertising And Public Notice	120	420	450	500
Program Promotion	250	150	470	500
Parking In City Facilities	3,291	2,054	1,856	2,500
Local Match-Grant Programs	—	5,948	—	4,000
	\$ 8,886	\$ 16,090	\$ 11,238	\$ 15,300
Materials & Supplies				
Office Supplies	\$ 58	\$ —	\$ —	\$ 100
Food	1,029	1,166	800	1,500
Other Supplies	274	—	—	100
Special Events Supplies	2,062	4,332	1,330	2,300
Just In Time Office Supplies	—	2,102	646	1,500
	\$ 3,423	\$ 7,600	\$ 2,777	\$ 5,500



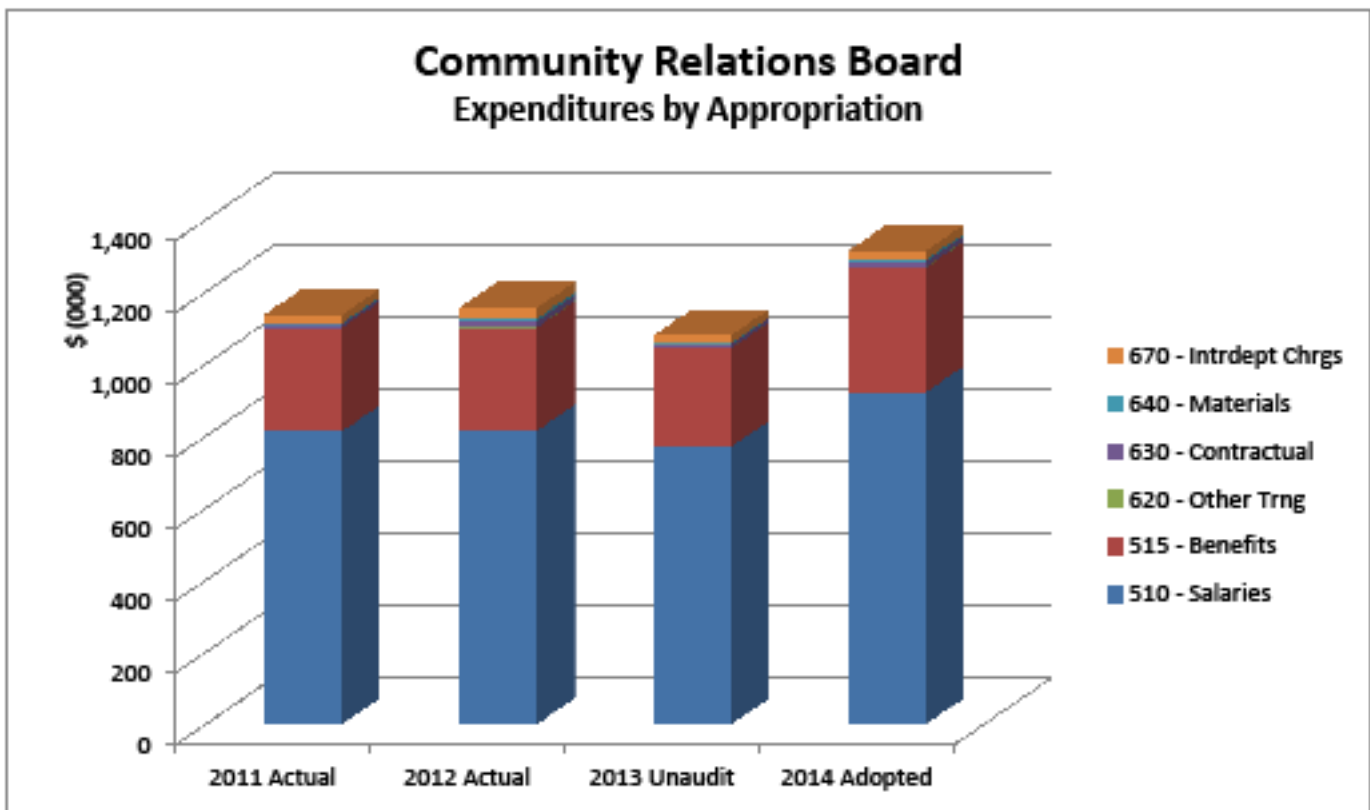
COMMUNITY RELATIONS BOARD

Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 8,187	\$ 6,252	\$ 7,375	\$ 8,109
Charges From Print & Repro	10,123	17,637	11,010	12,485
Charges From Central Storeroom	4,106	4,386	3,101	3,273
Charges From M.V.M.	331	1,084	251	594
	\$ 22,746	\$ 29,360	\$ 21,738	\$ 24,461
	\$ 1,136,337	\$ 1,155,564	\$ 1,079,582	\$ 1,313,422

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Miscellaneous	\$ 387	\$ 479	\$ 68,278	\$ —
	\$ 387	\$ 479	\$ 68,278	\$ —





COMMUNITY RELATIONS BOARD

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Exec. Director Community Relations Board	50,795.81	182,067.01
1	1	1			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Assistant	21,851.06	73,469.32
0	0	1	Administrative Manager	27,193.55	104,891.07
2	2	2	Case Worker II	14.03	20.20
2	1	2	Community Relations Rep. I	10.00	19.29
1	0	1	Community Relations Rep. II	10.00	23.32
1	1	1	Community Relations Rep. III	10.00	28.86
4	3	4	Project Coordinator	27,325.56	93,021.80
4	3	4	Project Director	22,333.40	82,706.96
15	11	16			
16	12	17	TOTAL FULL TIME		
<u>PART TIME</u>					
1	0	1	Administrative Officer	20,800.00	54,579.99
1	0	1	TOTAL PART TIME		
<u>BOARD MEMBERS</u>					
1	1	1	Member of Community Relations Board-Chair	5,075.00	5,075.00
14	13	14	Member of Community Relations Board	4,500.00	5,075.00
15	14	15	TOTAL BOARD MEMBERS		
32	26	33	TOTAL DIVISION		



CITY PLANNING COMMISSION

Robert Brown, Director

Mission Statement

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

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

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

PROGRAM NAME: ADMINISTRATIVE SERVICES

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

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

PROGRAM NAME: NEIGHBORHOOD AND COMPREHENSIVE PLANNING

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

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

PROGRAM NAME: PLANNING ADMINISTRATION

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

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

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.



CITY PLANNING COMMISSION

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.



Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 968,182	\$ 886,181	\$ 878,928	\$ 990,159
Board Members	41,280	41,280	42,495	41,280
Part-Time Permanent	65,492	82,058	32,915	35,598
Longevity	10,275	8,300	7,850	6,675
Separation Payments	4,320	29,094	86,875	106,000
	\$ 1,089,549	\$ 1,046,912	\$ 1,049,063	\$ 1,179,712
Benefits				
Hospitalization	\$ 114,097	\$ 93,337	\$ 96,047	\$ 147,102
Flex Save Admin Fees	—	60	42	60
Prescription	17,840	12,919	12,912	23,500
Dental	8,344	6,367	6,372	9,662
Vision Care	1,045	909	898	1,112
Public Employees Retire System	152,183	142,483	129,293	149,307
Fica-Medicare	10,525	10,921	11,207	13,375
Workers' Compensation	19,315	16,696	14,401	13,395
Life Insurance	810	695	605	730
	\$ 324,159	\$ 284,387	\$ 271,777	\$ 358,243
Other Training & Professional Dues				
Travel	\$ —	\$ 359	\$ —	\$ 500
Tuition & Registration Fees	365	358	331	2,000
	\$ 365	\$ 717	\$ 331	\$ 2,500
Contractual Services				
Advertising And Public Notice	\$ —	\$ 83	\$ 485	\$ 500
Parking In City Facilities	5,410	4,228	3,225	4,500
Other Contractual	25,441	58,000	50,400	60,400
	\$ 30,851	\$ 62,310	\$ 54,110	\$ 65,400
Materials & Supplies				
Office Supplies	\$ 8,823	\$ 2,070	\$ 607	\$ 1,500
Computer Hardware	1,406	804	1,250	1,500
Computer Software	—	311	646	4,100
Other Supplies	—	89	—	—
Just In Time Office Supplies	—	1,729	4,435	4,400
	\$ 10,229	\$ 5,003	\$ 6,937	\$ 11,500

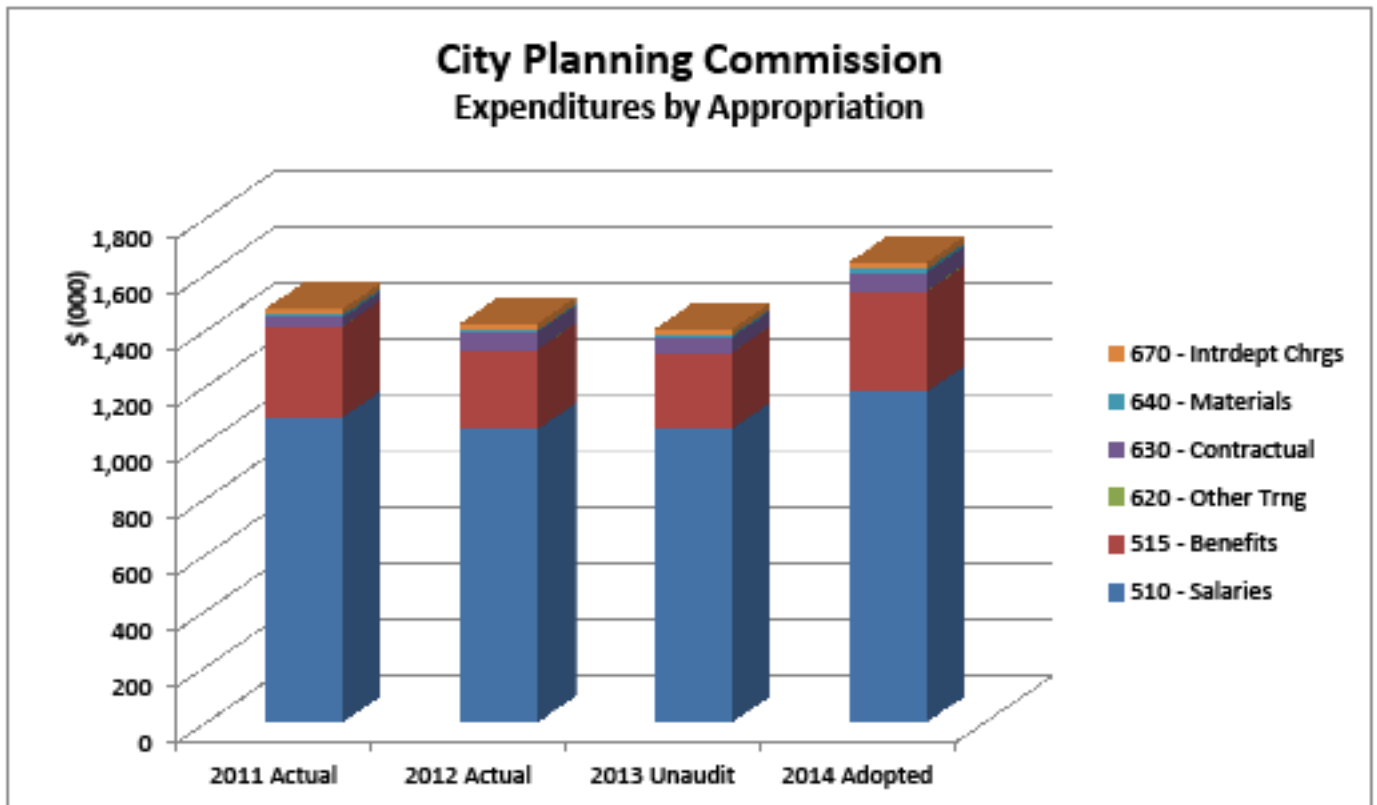
CITY PLANNING COMMISSION

Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 4,112	\$ 4,097	\$ 4,133	\$ 4,544
Charges From Print & Repro	9,600	4,347	8,479	9,614
Charges From Central Storeroom	1,818	1,466	763	806
Charges From M.V.M.	4,443	13,854	7,699	9,266
	\$ 19,973	\$ 23,764	\$ 21,074	\$ 24,230
	\$ 1,475,125	\$ 1,423,093	\$ 1,403,292	\$ 1,641,585

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Miscellaneous	\$ 14	\$ 4	\$ 13,925	\$ —
	\$ 14	\$ 4	\$ 13,925	\$ —





COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	0	0	Administrator of Engineering & Planning	30,214.95	115,924.76
1	1	1	Director of Planning	50,795.81	182,067.01
1	1	1	Secretary to the Director	36,590.00	106,355.69
3	2	2			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Secretary	10.00	17.69
1	1	1			
<u>PROFESSIONALS</u>					
2	2	2	Assistant Administrator	20,800.00	58,564.01
4	3	4	Chief City Planner	30,000.00	85,281.07
7	6	6	City Planner	30,000.00	62,541.14
1	1	1	Office Manager	20,800.00	51,170.01
0	0	2	Senior Assistant City Planner	10.00	24.59
14	12	15			
18	15	18	TOTAL FULL TIME		
<u>PART TIME</u>					
1	1	1	City Planner	30,000.00	62,541.14
1	1	1	TOTAL PART TIME		
<u>BOARD MEMBERS</u>					
6	6	6	Member of City Planning Commission	7,820.00	7,820.00
6	6	6	TOTAL BOARD MEMBERS		
25	22	25	TOTAL DIVISION		



BOXING AND WRESTLING COMMISSION

Abdul A. Muhaymin, Chairman

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



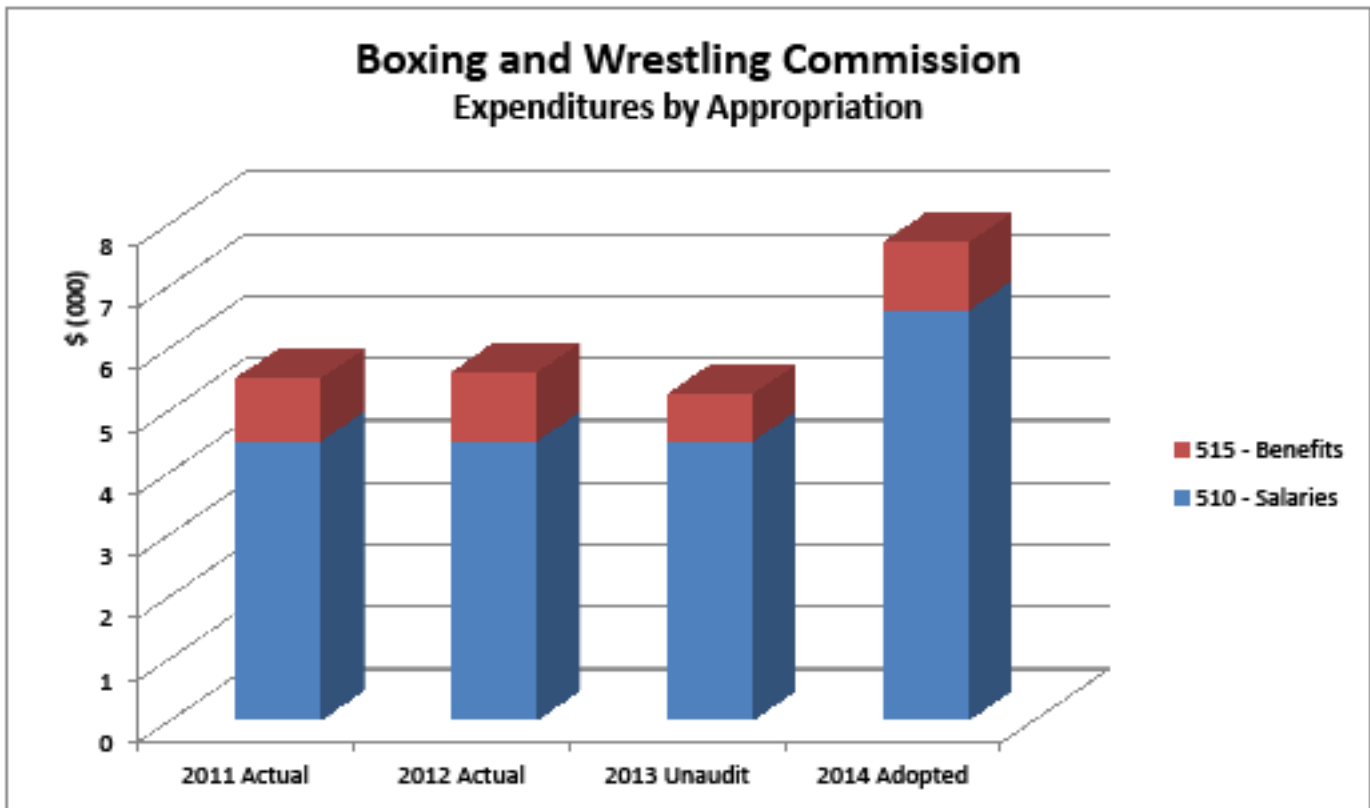
BOXING AND WRESTLING COMMISSION

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Board Members	\$ 2,400	\$ 2,400	\$ 2,400	\$ 2,400
Part-Time Permanent	2,100	2,100	2,100	4,200
	\$ 4,500	\$ 4,500	\$ 4,500	\$ 6,600
Benefits				
Public Employees Retire System	\$ 630	\$ 604	\$ 630	\$ 927
Fica-Medicare	65	65	65	102
Workers' Compensation	81	69	62	68
Unemployment Compensation	230	368	—	—
	\$ 1,007	\$ 1,106	\$ 757	\$ 1,097
	\$ 5,507	\$ 5,606	\$ 5,257	\$ 7,697

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Miscellaneous	\$ —	\$ —	\$ 57	\$ —
	\$ —	\$ —	\$ 57	\$ —





BOXING AND WRESTLING COMMISSION

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>BOARD MEMBERS</u>					
1	1	1	Chairman Boxing & Wrestling Commission	2,400.00	2,400.00
2	1	2	Commission Member	2,100.00	2,100.00
3	2	3	TOTAL BOARD MEMBERS		
3	2	3	TOTAL DIVISION		



OFFICE OF EQUAL OPPORTUNITY

Natoya J. Walker Minor, Chief

Mission Statement

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

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

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

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

PROGRAM NAME: CLEVELAND AREA BUSINESS CODE

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

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

PROGRAM NAME: FANNIE M. LEWIS CLEVELAND RESIDENT EMPLOYMENT LAW

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

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

PROGRAM NAME: OUTREACH

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

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

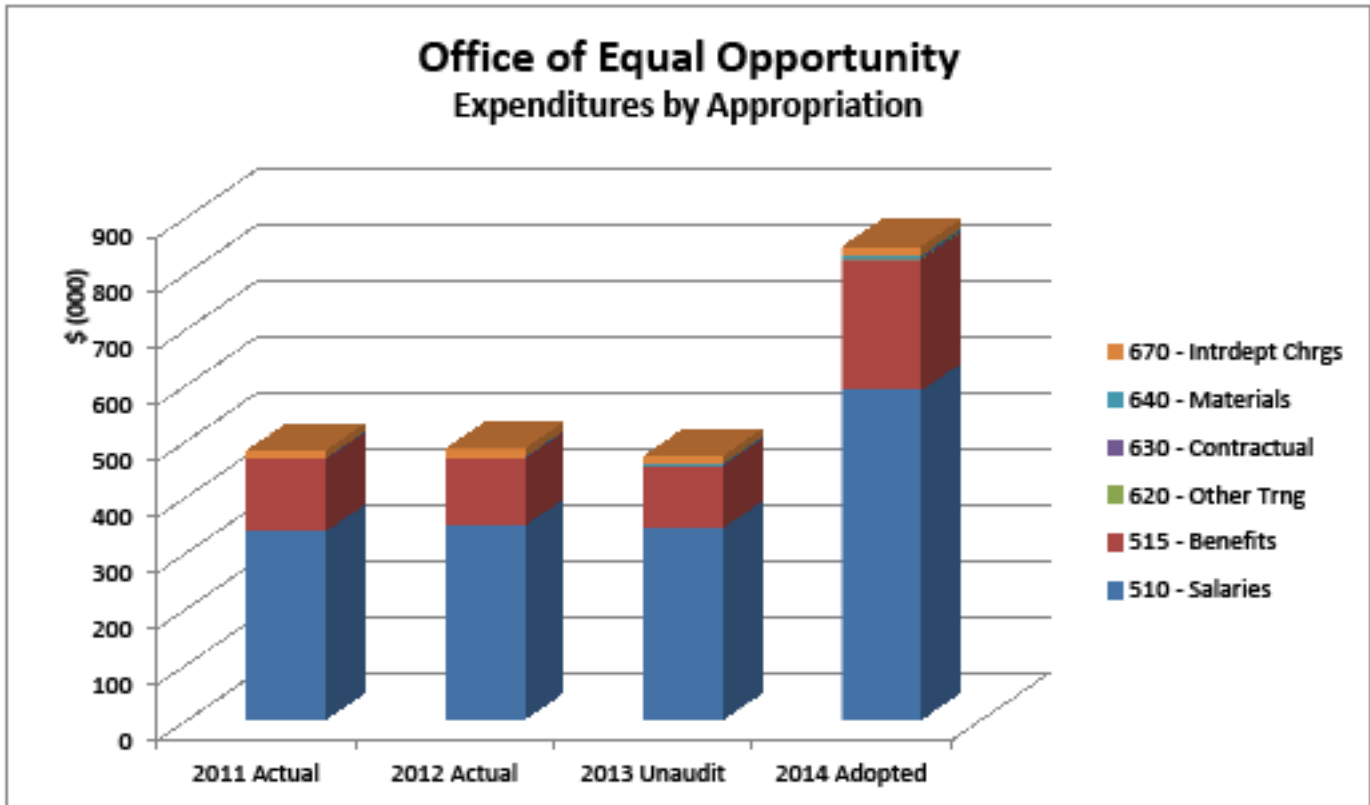
OFFICE OF EQUAL OPPORTUNITY

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 329,818	\$ 346,800	\$ 339,707	\$ 587,672
Longevity	1,275	1,400	2,000	2,000
Separation Payments	7,006	—	1,939	—
	\$ 338,099	\$ 348,200	\$ 343,646	\$ 589,672
Benefits				
Hospitalization	\$ 46,940	\$ 42,415	\$ 40,650	\$ 81,564
Flex Save Admin Fees	—	60	31	—
Prescription	10,082	11,427	11,584	20,998
Dental	3,301	3,194	2,965	5,706
Vision Care	458	470	429	593
Public Employees Retire System	46,711	48,693	46,047	109,926
Fica-Medicare	4,134	4,219	4,153	10,818
Workers' Compensation	7,044	5,181	4,790	4,366
Life Insurance	368	353	301	395
Unemployment Compensation	9,146	2,955	162	—
	\$ 128,183	\$ 118,966	\$ 111,111	\$ 234,366
Other Training & Professional Dues				
Professional Dues & Subscript	\$ —	\$ —	\$ —	\$ 1,000
	\$ —	\$ —	\$ —	\$ 1,000
Contractual Services				
Parking In City Facilities	\$ 2,204	\$ 1,920	\$ 1,900	\$ 3,000
	\$ 2,204	\$ 1,920	\$ 1,900	\$ 3,000
Materials & Supplies				
Office Supplies	\$ 530	\$ —	\$ —	\$ —
Just In Time Office Supplies	—	1,092	2,296	3,000
	\$ 530	\$ 1,092	\$ 2,296	\$ 3,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 4,054	\$ 2,837	\$ 3,543	\$ 3,895
Charges From Print & Repro	6,797	8,809	8,426	9,554
Charges From Central Storeroom	1,950	1,505	1,636	1,727
Charges From M.V.M.	1,318	2,686	778	1,704
	\$ 14,119	\$ 15,838	\$ 14,383	\$ 16,880
	\$ 483,135	\$ 486,017	\$ 473,336	\$ 847,918

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Miscellaneous	\$ 15,074	\$ 17,680	\$ 16,507	\$ 15,000
	\$ 15,074	\$ 17,680	\$ 16,507	\$ 15,000





OFFICE OF EQUAL OPPORTUNITY

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Minority Business Development Administrator	27,325.56	79,843.51
1	1	1			
<u>ADMINISTRATIVE SUPPORT</u>					
0	0	1	Director of Office of Equal Opportunity	50,795.81	171,581.77
1	1	1	Private Secretary to the Director	20,800.00	48,986.27
1	1	2			
<u>PROFESSIONALS</u>					
1	1	2	Administrative Manager	27,193.55	104,891.07
1	2	2	Assistant Administrator	20,800.00	58,564.01
4	0	0	Contract Compliance Officer	26,273.96	72,945.53
0	0	1	Project Coordinator	27,325.56	93,021.80
0	2	2	Regulatory Compliance Manager	50,000.00	94,970.71
6	5	7			
8	7	10	TOTAL FULL TIME		
8	7	10	TOTAL DIVISION		



General Government

CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

Ronald B. Adrine, Administrative And Presiding Judge

Mission Statement

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

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

COMMUNICATION AWARENESS PROJECT (CAP)

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

COMMUNITY ORIENTATION PROGRAM (COP)

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

DEDICATED DOMESTIC VIOLENCE DOCKET (DDVD)

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

CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

DOMESTIC INTERVENTION, EDUCATION AND TRAINING PROGRAM (DIET)

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

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

DRUG COURT

In 1998, Cleveland Municipal Court accepted a federal grant in the amount of \$385,000 to establish the Greater Cleveland Drug Court.

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

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

Over 1,200 people have successfully completed the Greater Cleveland Drug Court Program.

GET ON TRACK (GOT)

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

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

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

MENTAL HEALTH DOCKET

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

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

If eligible, after placement into the program the offender may be linked to a variety of community programs and agencies with the assistance of specially trained Probation Officers. Certain offenders may be offered a full range



CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

of services provided by agency providers, including forensic psychiatry, medication management, intensive outpatient substance abuse treatment for dually diagnosed offenders, partial hospitalization services and support services.

MOCK TRIAL

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

PROJECT HOPE

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

REDIRECTING OUR CURFEW KIDS (ROCK)

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

SELECTIVE INTERVENTION PROGRAM (SIP)

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

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

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

SMALL CLAIMS MEDIATION

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

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

CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

TRAFFIC INTERVENTION PROGRAM (TIP)

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

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

TRUANCY ENFORCEMENT

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

VETERANS TREATMENT DOCKET

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

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

WEED AND SEED

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

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

SERVICES

CLEVELAND JUSTICE

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

INTERPRETERS UNIT

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



TOWN HALL MEETINGS

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

CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 12,485,029	\$ 11,882,424	\$ 12,745,298	\$ 13,314,079
Seasonal	—	19,958	20,350	—
Elected Officials	408,450	442,817	422,755	445,497
Part-Time Permanent	200,882	169,073	192,142	191,009
Student Trainees	11,758	—	11,183	16,004
Longevity	114,700	110,875	108,625	119,450
Separation Payments	242,886	94,399	138,865	100,000
Overtime	2,188	2,538	3,398	—
	\$ 13,465,893	\$ 12,722,084	\$ 13,642,617	\$ 14,186,039
Benefits				
Hospitalization	\$ 1,969,288	\$ 1,856,757	\$ 1,933,160	\$ 2,196,272
Flex Save Admin Fees	—	1,680	1,552	—
Prescription	433,835	421,408	423,410	452,370
Dental	149,243	143,087	141,300	154,171
Vision Care	15,171	14,359	14,146	15,058
Public Employees Retire System	1,858,909	1,763,609	1,817,761	1,972,045
Fica-Medicare	163,772	154,997	170,222	196,056
Workers' Compensation	274,833	224,453	191,380	195,996
Life Insurance	12,529	11,421	10,724	10,807
Unemployment Compensation	161,323	58,700	758	26,052
	\$ 5,038,902	\$ 4,650,471	\$ 4,704,412	\$ 5,218,827
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ 19,364	\$ 18,000
Tuition & Registration Fees	—	—	15,944	17,000
Professional Dues & Subscript	—	—	4,655	5,000
	\$ —	\$ —	\$ 39,963	\$ 40,000
Contractual Services				
Professional Services	\$ 2,224,627	\$ 2,241,058	\$ 2,253,517	\$ 2,328,756
Court Reporter	2,870	3,620	9,092	3,000
Mileage (Private Auto)	—	47	—	250
Jury And Witness Fees	45,916	56,822	18,189	45,500
Parking In City Facilities	5,148	4,814	5,460	5,275
Insurance And Official Bonds	2,197	1,989	2,925	2,925
	\$ 2,280,757	\$ 2,308,349	\$ 2,289,183	\$ 2,385,706
Materials & Supplies				
Office Supplies	\$ 24,185	\$ 3,619	\$ 4,811	\$ 10,000
Just In Time Office Supplies	4,559	22,507	17,946	28,000
	\$ 28,743	\$ 26,125	\$ 22,757	\$ 38,000



General Government

CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

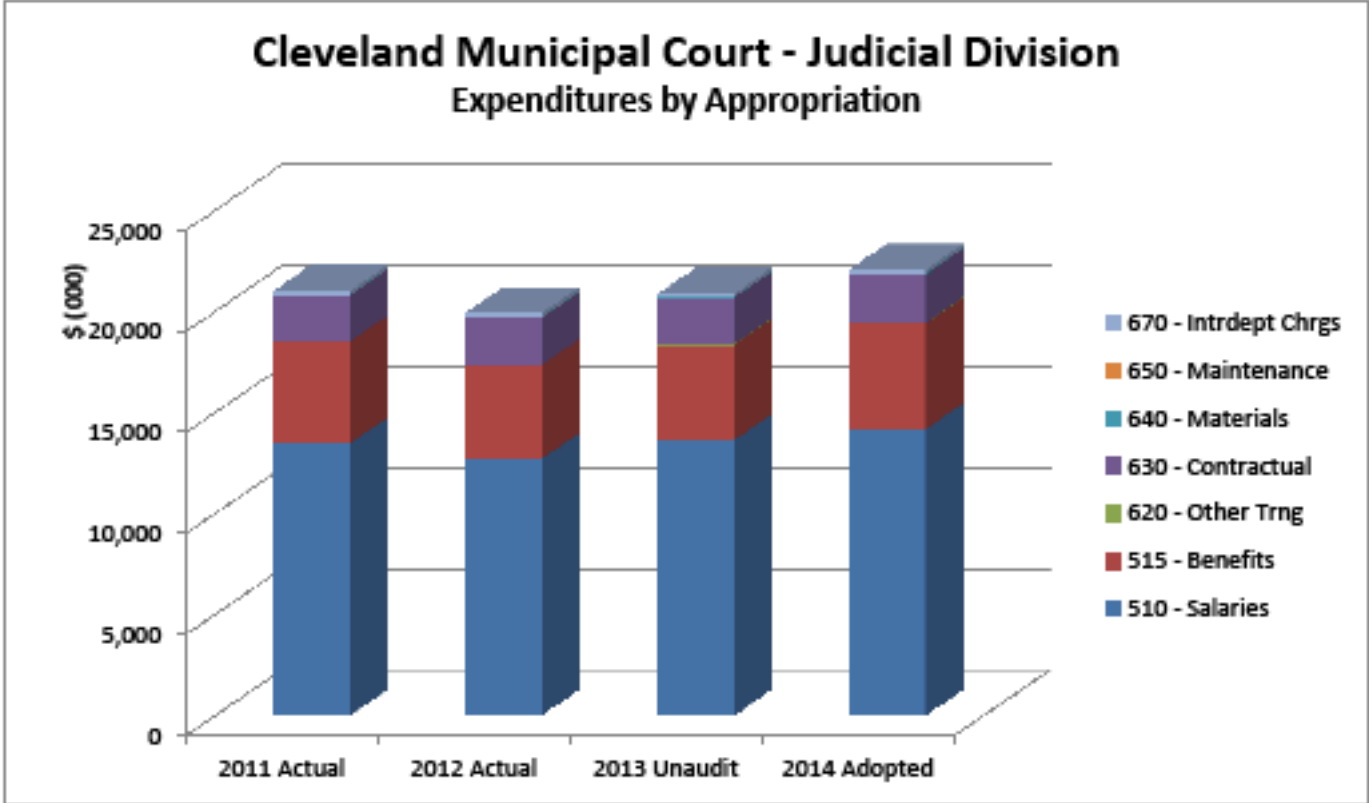
Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Maintenance				
Car Washes	\$ —	\$ —	\$ —	\$ 300
	\$ —	\$ —	\$ —	\$ 300
Interdepart Service Charges				
Charges From Telephone Exch	\$ 64,671	\$ 73,373	\$ 57,954	\$ 63,716
Charges From Radio Comm System	12,746	18,357	12,209	52,043
Charges From Water	2,774	1,704	2,240	—
Charges From Print & Repro	64,687	70,052	65,370	60,201
Charges From Central Storeroom	51,128	55,928	26,565	28,036
	\$ 196,006	\$ 219,414	\$ 164,338	\$ 203,996
	\$ 21,010,302	\$ 19,926,444	\$ 20,863,270	\$ 22,072,868

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges For Services	\$ —	\$ 700	\$ —	\$ —
Fines, Forfeitures & Settlements	10,174,850	9,050,867	9,122,196	9,209,860
Miscellaneous	397,571	1,018,784	218,234	510,376
	\$ 10,572,421	\$ 10,070,351	\$ 9,340,431	\$ 9,720,236

CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION





General Government

CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Administrative & Presiding Judge	37,950.00	37,950.00
1	0	0	Bailiff	36,085.00	70,491.18
4	3	3	Deputy Bailiff Administrative Assistant III	48,750.00	73,036.08
1	1	1	Deputy Bailiff Chief Deputy Bailiff	42,000.00	95,172.00
2	1	1	Deputy Bailiff Chief Probation Officer	58,333.00	95,172.00
1	1	1	Deputy Bailiff Court Administrator	79,167.00	117,420.00
1	2	2	Deputy Bailiff Deputy Court Administrator	71,667.00	106,296.00
1	1	1	Deputy Bailiff Dir Central Scheduling	52,500.00	77,868.00
1	1	1	Deputy Bailiff Finance Director	52,500.00	77,868.00
8	8	8	Deputy Bailiff Probation Officer Supervisor	48,750.00	72,306.00
1	0	0	Probation Officer General	34,035.00	61,981.28
11	11	11	Judge	37,050.00	37,050.00
3	3	3	Scheduling Supervisor	40,343.06	56,227.81
36	33	33			
<u>ADMINISTRATIVE SUPPORT</u>					
0	1	0	Business Process Analyst	55,000.00	100,805.07
1	1	1	Court Interpreter Coordinator	39,167.00	58,678.56
73	65	69	Deputy Bailiff	27,491.00	53,833.98
1	1	1	Deputy Bailiff Accounts Coordinator	45,492.00	72,305.72
3	2	3	Deputy Bailiff Administrative Assistant I	34,167.00	50,676.00
2	3	3	Deputy Bailiff Administrative Assistant II	39,167.00	58,092.00
1	0	0	Deputy Bailiff Chief of Enforcement	50,212.00	79,809.08
1	1	1	Deputy Bailiff Chief of Security	48,750.00	72,306.00
15	12	13	Deputy Bailiff Clerk Typist	24,525.00	50,842.86
2	2	2	Deputy Bailiff Clerk Typist Supervisor	39,167.00	58,092.00
1	0	0	Deputy Bailiff Court Interp I	35,192.00	53,763.00
1	2	2	Deputy Bailiff Court Interp II	40,342.00	61,630.00
1	1	1	Deputy Bailiff HR / Personnel Director	58,333.00	86,520.00
0	1	0	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	72,306.00
9	9	10	Deputy Bailiff Scheduler I	22,284.00	50,117.58
3	6	6	Deputy Bailiff Supervisor	44,167.00	64,890.00



CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
4	4	3	Deputy Bailiff Warrant Officer	27,492.00	58,092.00
11	11	11	Personal Bailiff	63,969.00	79,065.89
<u>131</u>	<u>124</u>	<u>128</u>			
PROFESSIONALS					
2	1	1	Dep Bail Alcohol & Drug Treatment Case Manager	48,750.00	72,306.00
1	0	1	Deputy Bailiff Caseflow Coordinator	52,500.00	78,654.24
1	1	1	Deputy Bailiff Chief Court Reporter	52,500.00	77,868.00
1	1	1	Deputy Bailiff Chief Magistrate	71,667.00	106,296.00
1	1	1	Deputy Bailiff Chief Social Worker	48,750.00	77,868.00
0	1	1	Deputy Bailiff Computer Specialists II	45,492.00	69,498.00
6	6	6	Deputy Bailiff Court Reporter	36,509.00	61,958.62
1	1	1	Deputy Bailiff Database Administrator III	64,167.00	96,132.96
1	0	0	Deputy Bailiff Dep Ch Magist	64,167.00	96,132.96
1	0	0	Deputy Bailiff Deputy Chief Court Reporter	48,750.00	72,306.00
0	2	2	Deputy Bailiff Deputy Chief Pro Officer	58,333.00	87,393.60
1	1	1	Deputy Bailiff Deputy Director IT	64,167.00	95,172.00
1	1	1	Deputy Bailiff Director IT	71,667.00	106,296.00
1	1	1	Deputy Bailiff Drug Court Coordinator	52,500.00	77,868.00
1	1	1	Deputy Bailiff Education & Training Specialist	50,212.00	79,809.08
1	0	1	Deputy Bailiff Employment Specialist	48,750.00	73,036.08
0	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
0	1	1	Deputy Bailiff Jury Coordinator	50,212.00	76,710.00
10	9	9	Deputy Bailiff Magistrate	58,333.00	86,520.00
0	1	1	Deputy Bailiff Mediation Coordinator	48,750.00	73,036.08
1	1	1	Deputy Bailiff Network Engineer I	39,167.00	58,092.00
2	2	2	Deputy Bailiff Network Engineer II	44,167.00	64,890.00
1	1	1	Deputy Bailiff Probation Systems Admin/Trainer	48,750.00	72,306.00
1	1	1	Deputy Bailiff Program Analyst I	39,167.00	58,092.00
1	1	1	Deputy Bailiff Program Analyst II	52,500.00	77,868.00
2	4	5	Deputy Bailiff Project Manager II	64,167.00	95,172.00
1	1	1	Deputy Bailiff Psychiatric Social Worker	34,167.00	50,676.00
1	1	2	Deputy Bailiff Senior Magistrate	58,333.00	92,595.60
1	0	2	Deputy Bailiff System Analyst II	52,500.00	77,868.00
1	1	1	Deputy Bailiff Technical Support Specialist I	27,083.00	40,170.00
1	2	2	Deputy Bailiff Technical Support Specialist II	39,167.00	58,092.00



General Government

CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
0	1	1	Deputy Bailiff Technical Support Specialist III	44,167.00	64,890.00
1	1	1	Deputy Blf Probation Training Coordinator	44,167.00	64,890.00
1	1	1	Docket Coordinator	48,750.00	73,036.08
0	1	0	Judicial Assistant	40,343.00	48,410.00
1	0	1	Muni Court Psychologist	99,299.20	216,987.49
45	45	45	Probation Officer General	34,035.00	61,981.28
1	1	1	Small Claims Magistrate	20,800.00	56,244.49
93	96	102			
260	253	263	TOTAL FULL TIME		
			PART TIME		
2	2	2	Deputy Bailiff Court Reporter	36,509.00	61,958.62
6	6	7	Deputy Bailiff Law Clerk	20,000.00	24,720.00
0	1	1	Deputy Bailiff Spec Proj Off	48,750.00	72,306.00
3	1	2	Judge	37,050.00	37,050.00
5	0	4	Student Aide	10.00	11.37
16	10	16	TOTAL PART TIME		
276	263	279	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.



General Government

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 parking tickets and associated handheld devices to parking enforcement 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

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 5,607,625	\$ 5,579,904	\$ 6,063,875	\$ 6,192,597
Elected Officials	58,191	58,191	58,191	58,191
Part-Time Permanent	120,496	108,025	86,134	115,000
Student Trainees	12,683	30,112	25,950	30,000
Longevity	57,275	58,675	59,200	64,425
Separation Payments	38,098	42,538	22,093	40,000
Overtime	15,690	17,337	18,989	20,000
	\$ 5,910,057	\$ 5,894,782	\$ 6,334,432	\$ 6,520,213
Benefits				
Hospitalization	\$ 1,236,592	\$ 1,196,169	\$ 1,276,899	\$ 1,393,051
Flex Save Admin Fees	—	—	238	—
Prescription	247,058	250,689	261,479	269,900
Dental	90,680	89,474	91,496	97,861
Vision Care	9,088	8,925	8,938	9,440
Public Employees Retire System	839,357	817,633	850,015	907,230
Fica-Medicare	75,366	75,731	82,078	87,929
Workers' Compensation	116,710	98,912	82,049	83,429
Life Insurance	6,994	6,726	6,316	6,437
Unemployment Compensation	17,197	9,533	2,037	26,520
	\$ 2,639,042	\$ 2,553,793	\$ 2,661,544	\$ 2,881,797
Other Training & Professional Dues				
Professional Dues & Subscript	\$ 35	\$ 35	\$ 35	\$ 300
	\$ 35	\$ 35	\$ 35	\$ 300
Contractual Services				
Professional Services	\$ 4,335,760	\$ 4,668,287	\$ 3,970,658	\$ 4,319,000
Advertising And Public Notice	21,788	20,345	28,030	22,000
Parking In City Facilities	1,540	1,210	1,380	2,340
Insurance And Official Bonds	1,750	2,297	—	1,750
Property Rental	(45)	32,000	40,967	50,000
Equipment Rental	500	14	175	980
Other Contractual	87,772	81,482	60,000	90,000
	\$ 4,449,065	\$ 4,805,635	\$ 4,101,210	\$ 4,486,070
Materials & Supplies				
Office Supplies	\$ 113	\$ —	\$ 1,022	\$ 1,000
Postage	148,032	332,383	367,396	335,000
Computer Supplies	—	2,658	—	—
Small Equipment	—	6,555	4,733	1,000
Office Furniture & Equipment	—	2,301	27,008	—



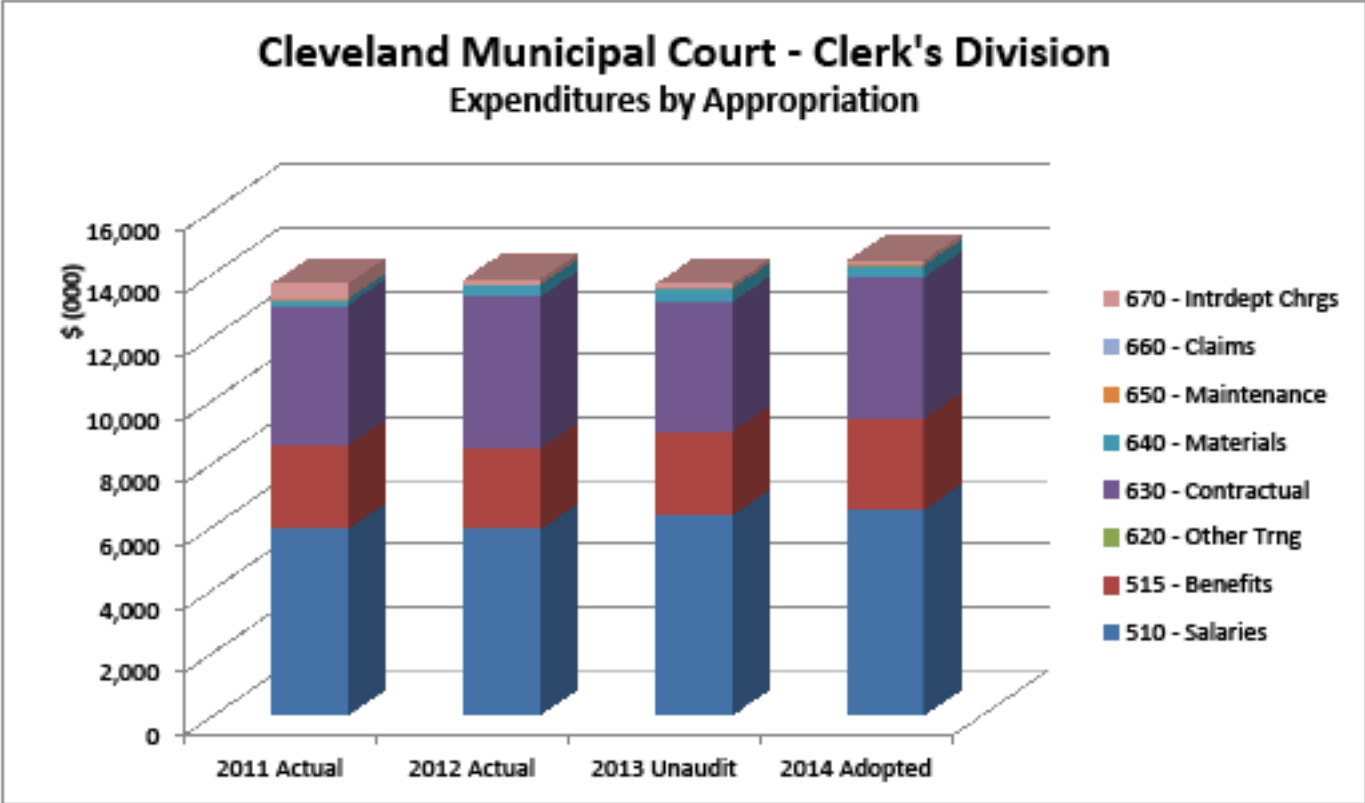
General Government

CLEVELAND MUNICIPAL COURT - CLERK'S DIVISION

Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Food	285	180	154	500
Other Supplies	30,068	38,867	11,252	30,000
Just In Time Office Supplies	4,446	6,022	8,086	7,000
	\$ 182,944	\$ 388,965	\$ 419,651	\$ 374,500
Maintenance				
Maintenance Office Equipment	\$ 6,165	\$ 5,770	\$ 4,379	\$ 7,000
Maintenance Contracts	542	804	80	900
Car Washes	—	—	120	—
	\$ 6,707	\$ 6,575	\$ 4,579	\$ 7,900
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ —	\$ 156	\$ 190	\$ —
	\$ —	\$ 156	\$ 190	\$ —
Interdepart Service Charges				
Charges From Telephone Exch	\$ 72,305	\$ 68,684	\$ 57,520	\$ 63,240
Charges From Radio Comm System	9,398	17,420	13,320	5,712
Charges From Print & Repro	78,538	73,541	75,302	69,349
Charges From Central Storeroom	321,585	—	—	—
Charges From M.V.M.	2,659	3,483	1,929	2,877
	\$ 484,485	\$ 163,127	\$ 148,071	\$ 141,178
	\$ 13,672,336	\$ 13,813,068	\$ 13,669,712	\$ 14,411,958
Revenues				
	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges For Services	\$ 386,447	\$ 406,518	\$ 359,464	\$ 352,659
Fines, Forfeitures & Settlements	12,140,209	11,362,987	10,010,469	8,580,199
Miscellaneous	414,424	554	76,141	1,146
	\$ 12,941,080	\$ 11,770,058	\$ 10,446,074	\$ 8,934,004

CLEVELAND MUNICIPAL COURT - CLERK'S DIVISION





General Government

CLEVELAND MUNICIPAL COURT - CLERK'S DIVISION

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
154	152	156	Chief Deputy Clerk	20,800.00	93,435.40
1	1	1	Clerk of Courts	58,191.00	58,191.00
<u>155</u>	<u>153</u>	<u>157</u>	TOTAL FULL TIME		
<u>PART TIME</u>					
11	7	11	Chief Deputy Clerk	20,800.00	93,435.40
17	0	17	Student Assistant	10.00	11.37
<u>28</u>	<u>7</u>	<u>28</u>	TOTAL PART TIME		
<u>183</u>	<u>160</u>	<u>185</u>	TOTAL DIVISION		

CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

Raymond L. Pianka, Judge

Mission Statement

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

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

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

PROGRAM NAME: "CLEAN HANDS" DOCKET

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

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

PROGRAM NAME: COMPREHENSIVE PLEA/SENTENCING

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

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

PROGRAM NAME: CORPORATE DOCKET

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

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



General Government

CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

PROGRAM NAME: **COURT COMMUNITY SERVICE (CCS)**

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

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

PROGRAM NAME: **HOUSING COURT CLINIC**

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

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

PROGRAM NAME: **MEDIATION/ALTERNATIVE DISPUTE RESOLUTION**

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

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

PROGRAM NAME: **NEIGHBORHOOD ADVOCATES**

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

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

 CLEVELAND MUNICIPAL COURT - HOUSING DIVISION
PROGRAM NAME: NUISANCE ABATEMENT/"TOOL KIT"

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

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

PROGRAM NAME: PLACARD PROGRAM

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

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

PROGRAM NAME: PROPERTY-OWNER FORECLOSURE LETTERS

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

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

PROGRAM NAME: RECEIVERSHIP/NUISANCE ABATEMENT CASES

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

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



CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

PROGRAM NAME: ***SELECTIVE INTERVENTION PROGRAM ("SIP")***

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

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

PROGRAM NAME: ***WARRANT/CAPIAS PROGRAM***

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

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

PROGRAM NAME: ***WHAT EVERY LANDLORD/TENANT SHOULD KNOW***

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

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

CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 2,128,012	\$ 1,943,486	\$ 2,182,582	\$ 2,367,697
Elected Officials	37,050	37,050	37,050	37,050
Part-Time Permanent	44,837	48,334	16,491	31,105
Longevity	14,900	15,075	14,875	14,825
Separation Payments	8,280	19,336	25,373	50,000
Bonus Incentive	—	22,013	53,179	—
Overtime	—	—	—	1,080
	\$ 2,233,078	\$ 2,085,293	\$ 2,329,549	\$ 2,501,757
Benefits				
Hospitalization	\$ 312,083	\$ 281,908	\$ 311,624	\$ 378,716
Flex Save Admin Fees	—	600	615	—
Prescription	74,949	71,584	75,582	86,760
Dental	25,304	23,415	24,037	27,744
Vision Care	2,494	2,361	2,418	2,680
Public Employees Retire System	310,600	288,488	302,928	343,246
Fica-Medicare	29,976	28,576	32,864	35,250
Workers' Compensation	58,635	42,629	27,062	30,379
Life Insurance	1,845	1,683	1,691	1,796
Unemployment Compensation	5,420	—	4,044	13,026
Clothing Allowance	3,300	4,800	3,000	4,400
	\$ 824,606	\$ 746,045	\$ 785,866	\$ 923,997
Other Training & Professional Dues				
Travel	\$ 1,095	\$ 1,463	\$ 3,165	\$ 1,700
Tuition & Registration Fees	2,554	2,114	6,568	5,600
Mileage (Priv Auto) Trng Prps	99	—	—	—
Professional Dues & Subscript	10,223	11,510	10,040	10,000
	\$ 13,971	\$ 15,087	\$ 19,774	\$ 17,300
Contractual Services				
Professional Services	\$ 18,979	\$ 27,095	\$ 24,699	\$ 20,000
Court Reporter	1,078	343	75	2,500
Mileage (Private Auto)	2,374	3,720	4,338	6,000
Jury And Witness Fees	264	616	130	600
Advertising And Public Notice	—	—	—	600
Parking In City Facilities	5,579	1,643	985	2,040
Insurance And Official Bonds	—	120	1,283	1,400
Other Contractual	—	267	—	500
	\$ 28,272	\$ 33,803	\$ 31,509	\$ 33,640



General Government

CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

Expenditures (Continued)

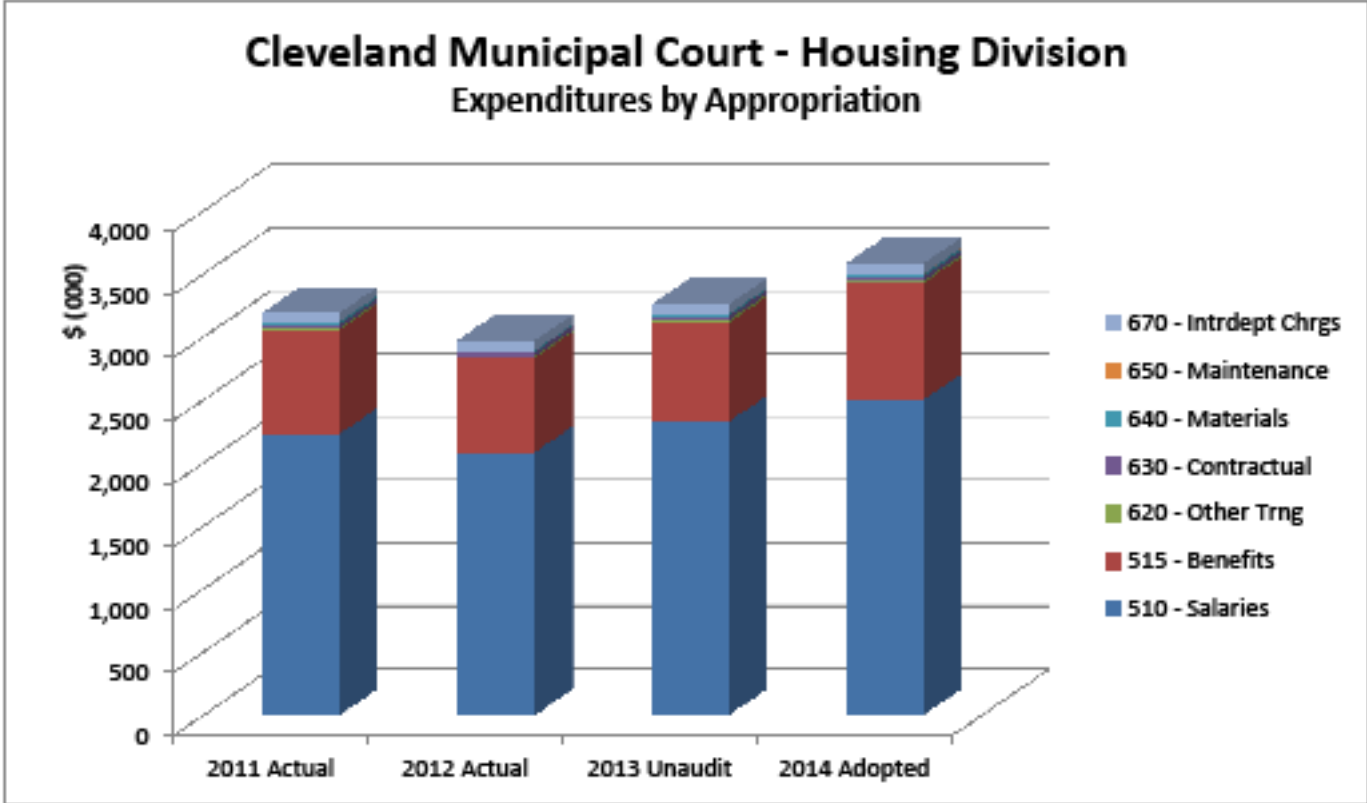
	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Materials & Supplies				
Office Supplies	\$ 5,963	\$ 550	\$ 2,077	\$ 1,750
Postage	26	72	82	100
Clothing	2,205	—	694	3,500
Office Furniture & Equipment	2,392	—	2,774	8,000
Other Supplies	3,408	2,140	2,737	—
Just In Time Office Supplies	8,307	6,802	7,364	7,500
	\$ 22,302	\$ 9,564	\$ 15,728	\$ 20,850
Maintenance				
Maintenance Office Equipment	\$ —	\$ 32	\$ —	\$ 1,000
Car Washes	244	216	168	500
	\$ 244	\$ 248	\$ 168	\$ 1,500
Interdepart Service Charges				
Charges From Telephone Exch	\$ 18,103	\$ 23,719	\$ 13,471	\$ 14,811
Charges From Radio Comm System	1,840	2,966	1,971	9,520
Charges From Print & Repro	19,452	21,256	29,400	27,075
Charges From M.V.M.	29,594	32,755	31,256	32,163
	\$ 68,989	\$ 80,696	\$ 76,098	\$ 83,569
	\$ 3,191,462	\$ 2,970,736	\$ 3,258,692	\$ 3,582,613

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Fines, Forfeitures & Settlements	\$ 1,105,775	\$ 1,113,315	\$ 1,007,459	\$ 984,325
Miscellaneous	6,221	31	28,464	—
	\$ 1,111,995	\$ 1,113,347	\$ 1,035,923	\$ 984,325



CLEVELAND MUNICIPAL COURT - HOUSING DIVISION





General Government

CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Deputy Bailiff Court Administrator	64,815.84	96,917.89
1	1	1	Deputy Bailiff Finance Officer	38,544.06	66,470.10
1	1	1	Judge	37,050.00	37,050.00
1	1	1	Personal Bailiff	63,969.00	79,065.89
4	4	4			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Housing Court Administrative Assistant	23,063.94	54,990.00
1	1	1	Housing Court Receptionist	23,064.00	35,083.94
1	1	1	Housing Court Secretary	20,815.92	38,151.00
1	1	1	Housing Court Scheduler	23,063.94	51,104.81
4	4	4			
<u>PROFESSIONALS</u>					
2	2	2	Deputy Bailiff Supervisor	44,167.00	64,890.00
10	9	10	Deputy Bailiff Housing Court	22,173.84	54,367.68
1	1	1	Deputy Bailiff Chief Housing Court Specialist	52,158.83	86,233.74
1	1	1	Deputy Bailiff Court Coordinator	23,064.00	52,418.10
1	1	1	Deputy Bailiff Court Reporter	36,509.00	61,958.62
11	8	10	Deputy Bailiff Housing Court Specialist	34,000.00	69,000.00
0	1	1	Housing Court Adr Specialist	42,178.00	84,012.07
1	1	1	Housing Court Chief Bailiff	38,884.00	88,026.00
1	1	1	Housing Court Chief Magistrate	71,667.00	116,982.00
0	1	1	Housing Court Compliance Specialist	35,000.00	50,000.00
5	5	5	Housing Court Magistrate	42,178.32	91,529.00
2	1	2	Housing Court DP Bailiff / Staff Attorney	29,585.00	69,902.23
1	1	1	Project Coordinator	27,325.56	93,021.80
36	33	37			
44	41	45	TOTAL FULL TIME		
<u>PART TIME</u>					
0	0	1	Housing Court Dp Bailiff / Judicial Clerk	21,993.75	50,839.15
1	1	1	Student Aide	10.00	11.37
1	1	2	TOTAL PART TIME		
45	42	47	TOTAL DIVISION		



DEPARTMENT OF AGING

Jane Fumich, Director

Mission Statement

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

**PROGRAM NAME: ACCESS YOUR BENEFITS
(An Aging and 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: 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.

**PROGRAM NAME: ECONOMIC SECURITY
(An Aging and 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 and 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.

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.



DEPARTMENT OF AGING

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.



Expenditures

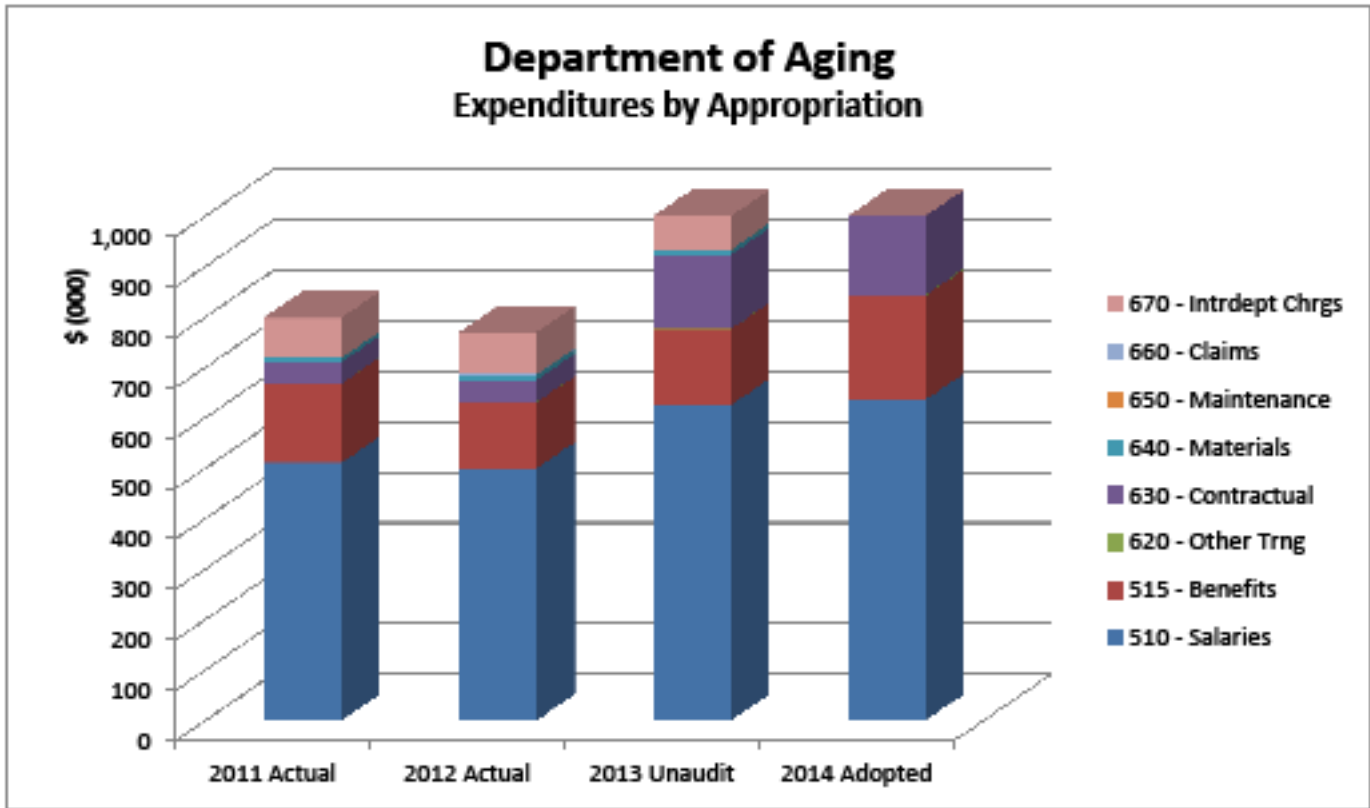
	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 466,923	\$ 456,584	\$ 490,300	\$ 539,479
Part-Time Permanent	25,219	38,132	57,514	64,735
Student Trainees	612	—	—	20,498
Longevity	1,975	1,850	1,075	1,250
Separation Payments	16,404	2,904	76,441	10,000
	\$ 511,134	\$ 499,471	\$ 625,331	\$ 635,962
Benefits				
Hospitalization	\$ 37,353	\$ 35,998	\$ 46,741	\$ 76,905
Prescription	6,175	6,978	8,223	14,962
Dental	2,862	3,178	3,819	5,710
Vision Care	448	465	553	731
Public Employees Retire System	78,211	67,109	72,280	87,463
Fica-Medicare	7,084	6,902	8,699	9,070
Workers' Compensation	24,324	8,543	10,000	8,855
Life Insurance	332	336	370	464
Unemployment Compensation	(6)	1,527	—	1,529
	\$ 156,785	\$ 131,036	\$ 150,685	\$ 205,689
Other Training & Professional Dues				
Travel	\$ 49	\$ 340	\$ 2	\$ 1,220
Tuition & Registration Fees	110	125	505	675
Mileage (Priv Auto) Trng Prps	102	—	—	—
Professional Dues & Subscript	—	—	—	100
	\$ 261	\$ 465	\$ 507	\$ 1,995
Contractual Services				
Professional Services	\$ 2,005	\$ 2,381	\$ 101,486	\$ 102,365
Travel- Non-Training	1,165	—	425	1,200
Mileage (Private Auto)	580	1,104	973	1,140
Parking In City Facilities	3,368	3,463	2,711	3,640
Other Contractual	35,000	36,750	41,750	49,950
	\$ 42,118	\$ 43,698	\$ 147,345	\$ 158,295
Materials & Supplies				
Office Supplies	\$ 1,908	\$ —	\$ —	\$ —
Computer Supplies	1,084	999	—	1,000
Clothing	376	793	74	1,000
Hardware & Small Tools	—	228	—	200
Office Furniture & Equipment	—	—	310	579
Food	3,631	3,000	2,645	3,520
Printed Materials	100	117	120	150



DEPARTMENT OF AGING

Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Other Supplies	696	783	1,132	1,300
Special Events Supplies	1,203	1,232	1,291	1,500
Just In Time Office Supplies	121	3,313	3,996	4,156
	\$ 9,119	\$ 10,465	\$ 9,569	\$ 13,405
Maintenance				
Computer Software Maintenance	\$ —	\$ —	\$ —	\$ 100
Car Washes	60	48	268	214
Maintenance Misc. Equipment	—	—	—	160
	\$ 60	\$ 48	\$ 268	\$ 474
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ —	\$ 1,156	\$ —	\$ —
Indirect Cost	—	—	(865)	—
	\$ —	\$ 1,156	\$ (865)	\$ —
Interdepart Service Charges				
Charges From Telephone Exch	\$ 8,882	\$ 8,606	\$ 7,948	\$ 8,738
Charges From Print & Repro	32,650	32,671	49,074	55,645
Charges From Central Storeroom	8,540	11,979	11,122	11,738
Charges From M.V.M.	29,228	29,507	18,192	27,420
	\$ 79,300	\$ 82,764	\$ 86,336	\$ 103,541
	\$ 798,776	\$ 769,102	\$ 1,019,176	\$ 1,119,361
Revenues				
	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Grant Revenue	\$ —	\$ —	\$ 390	\$ —
Miscellaneous	254	118	6,872	125
Property Tax	—	3	—	—
	\$ 254	\$ 121	\$ 7,262	\$ 125





DEPARTMENT OF AGING

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	Budget 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Director of Aging	50,795.81	182,067.01
1	1	1			
<u>PARA-PROFESSIONALS</u>					
3	3	3	Geriatric Outreach Worker	10.00	22.17
3	3	3			
<u>PROFESSIONALS</u>					
2	2	2	Administrative Manager	27,193.55	104,891.07
1	1	1	Grants Administrator	22,333.40	77,446.20
3	2	3	Project Coordinator	27,325.56	93,021.80
1	1	1	Supervisor Admin Services-Data	20,092.80	58,564.01
7	6	7			
11	10	11	TOTAL FULL TIME		
2	2	3	TOTAL PART TIME		
13	12	14	TOTAL DIVISION		



DEPARTMENT OF HUMAN RESOURCES

Deborah Southerington, 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 with civil service rules and collective bargaining agreements. Serve as point of contact for federal and state agencies, municipalities, local businesses and outside agencies seeking employment and statistical data concerning the City of Cleveland's workforce; processing questionnaires, surveys and request for information. Assist departments in filling vacancies by providing qualified candidates and ensure compliance with Equal Employment Opportunity (EEO) principles and guidelines. Establish recruitment and outreach programs to identify candidates for professional, summer and seasonal positions as well as other programs. Maintain and support the integrated Human Resource Management System.



DEPARTMENT OF HUMAN RESOURCES

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

PROGRAM NAME: HRIS

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

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

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

PROGRAM NAME: LABOR RELATIONS

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

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

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

PROGRAM NAME: PERFORMANCE MANAGEMENT

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

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

PROGRAM NAME: TRAINING AND DEVELOPMENT

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

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

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



Department of Human Resources

DEPARTMENT OF HUMAN RESOURCES

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 693,509	\$ 894,142	\$ 904,398	\$ 981,122
Part-Time Permanent	18,379	16,603	16,664	25,317
Longevity	3,325	3,275	4,925	5,100
Separation Payments	22,442	—	9,298	10,000
Overtime	—	—	92	—
	\$ 737,655	\$ 914,020	\$ 935,376	\$ 1,021,539
Benefits				
Hospitalization	\$ 110,422	\$ 126,798	\$ 124,792	\$ 159,761
Flex Save Admin Fees	—	600	301	—
Prescription	23,117	28,027	25,461	32,442
Dental	7,742	8,787	7,777	9,801
Vision Care	730	889	811	946
Public Employees Retire System	106,868	127,211	128,582	140,898
Fica-Medicare	10,023	12,806	13,100	14,666
Workers' Compensation	12,925	14,118	14,164	13,777
Life Insurance	566	731	655	728
Unemployment Compensation	11,538	184	—	—
	\$ 283,931	\$ 320,152	\$ 315,644	\$ 373,019
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ 241	\$ —
Tuition & Registration Fees	—	2,190	9,560	7,500
Other Training Supplies	—	—	1,335	1,200
Mileage (Priv Auto) Trng Prps	—	—	167	1,000
Professional Dues & Subscript	8,075	9,210	—	9,000
	\$ 8,075	\$ 11,400	\$ 11,303	\$ 18,700
Contractual Services				
Professional Services	\$ 577,750	\$ 507,758	\$ 590,125	\$ 655,500
COBRA-Medical Coverage	—	—	—	36,000
Mileage (Private Auto)	319	579	156	—
Medical Services	115,000	115,028	—	—
Expense Account Reimbursement	205	338	—	—
Advertising And Public Notice	—	—	200	10,000
Parking In City Facilities	1,664	1,964	1,749	1,500
Other Contractual	—	—	45,625	—
	\$ 694,937	\$ 625,667	\$ 637,855	\$ 703,000
Materials & Supplies				
Office Supplies	\$ 198	\$ —	\$ —	\$ 1,500
Computer Supplies	—	—	170	—

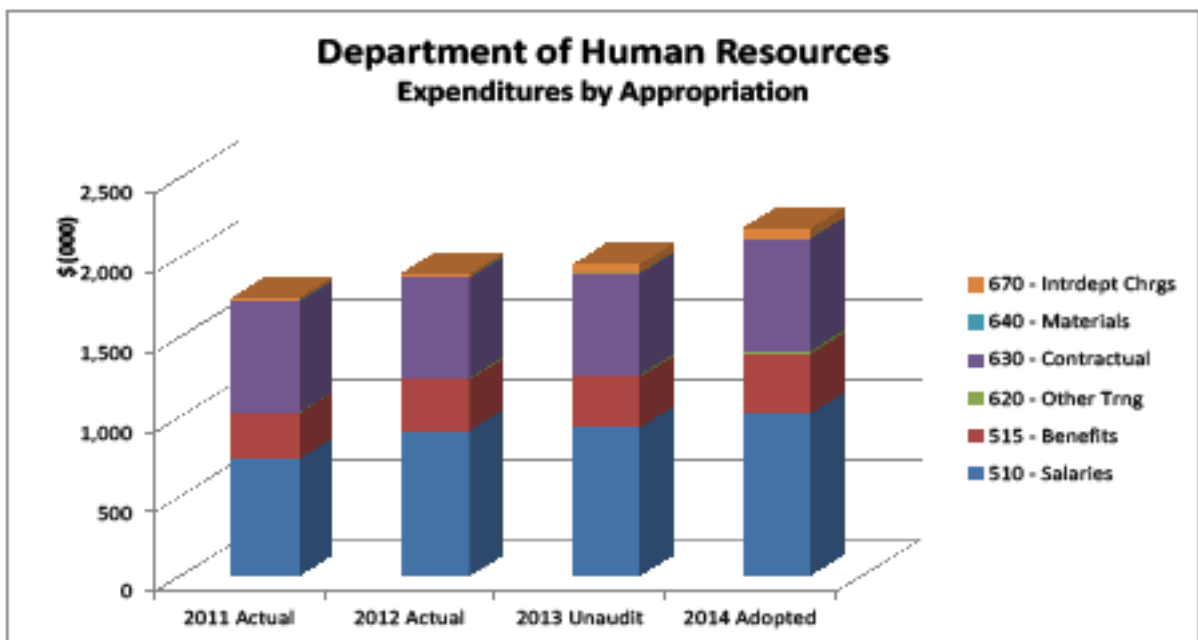
DEPARTMENT OF HUMAN RESOURCES

Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Small Equipment	—	—	—	300
Medical Supplies	—	—	—	100
Food	1,036	1,139	—	1,000
Paper And Other Printing Suppl	360	337	325	—
Other Supplies	—	—	—	1,000
Just In Time Office Supplies	493	3,131	1,501	1,500
	\$ 2,087	\$ 4,607	\$ 1,996	\$ 5,400
Interdepart Service Charges				
Charges From Telephone Exch	\$ 2,526	\$ 1,941	\$ 3,032	\$ 3,333
Charges From Print & Repro	16,363	21,134	35,526	40,284
Charges From Central Storeroom	1,028	1,880	16,189	17,086
Charges From M.V.M.	46	64	—	39
	\$ 19,963	\$ 25,019	\$ 54,747	\$ 60,742
	\$ 1,746,649	\$ 1,900,864	\$ 1,956,921	\$ 2,182,400

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges For Services	\$ —	\$ —	\$ 160	\$ —
Miscellaneous	317,094	273,868	595,440	—
	\$ 317,094	\$ 273,868	\$ 595,600	\$ —





Department of Human Resources

DEPARTMENT OF HUMAN RESOURCES

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Administration Bureau Mgr	40,314.82	136,049.25
1	1	0	Asst Mgr of HR Program Planning and Mgmt	22,333.40	63,607.63
1	1	1	Director of Personnel and Human Resources	50,795.81	182,067.01
1	1	1	Labor Relations Manager	30,214.95	115,924.76
6	6	6	Mgr of HR Program Planning and Mgmt	26,273.96	84,984.86
<u>10</u>	<u>10</u>	<u>9</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	0	0	Junior Personnel Assistant	20,800.00	40,556.67
1	1	1	Private Secretary to the Director	20,800.00	48,986.27
			Secretary to Director	10.00	17.69
<u>2</u>	<u>1</u>	<u>1</u>			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Manager	27,193.55	104,891.07
0	1	1	Budget Analyst	10.00	11.37
1	1	1	Labor Relations Assistant	20,800.00	55,528.34
1	1	3	Labor Relations Officer	27,325.56	79,843.51
1	1	1	Senior Systems Analyst	20,800.00	42,414.34
1	1	1	Supervisor of Computer Operations	30,214.95	91,848.40
<u>5</u>	<u>6</u>	<u>8</u>			
<u>17</u>	<u>17</u>	<u>18</u>	TOTAL FULL TIME		
<u>PART TIME</u>					
0	0	1	Student Aide	10.00	11.37
2	1	1	Junior Personnel Assistant	20,800.00	40,556.67
<u>2</u>	<u>1</u>	<u>2</u>	TOTAL PART TIME		
<u>19</u>	<u>18</u>	<u>20</u>	TOTAL DIVISION		

HEALTH SELF INSURANCE FUND

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Claims, Refunds, Maintenance				
Claims Health Care	\$ —	\$ —	\$ —	\$ 44,896,328
	\$ —	\$ —	\$ —	\$ 44,896,328
	\$ —	\$ —	\$ —	\$ 44,896,328

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges For Services	\$ —	\$ —	\$ —	\$ 44,896,328
	\$ —	\$ —	\$ —	\$ 44,896,328



Department of Human Resources

PRESCRIPTION SELF INSURANCE FUND

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Claims, Refunds, Maintenance				
Claims Health Care	\$ —	\$ —	\$ —	\$ 9,897,644
	<u>\$ —</u>	<u>\$ —</u>	<u>\$ —</u>	<u>\$ 9,897,644</u>
	<u><u>\$ —</u></u>	<u><u>\$ —</u></u>	<u><u>\$ —</u></u>	<u><u>\$ 9,897,644</u></u>

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges For Services	\$ —	\$ —	\$ —	\$ 9,897,644
	<u>\$ —</u>	<u>\$ —</u>	<u>\$ —</u>	<u>\$ 9,897,644</u>
	<u><u>\$ —</u></u>	<u><u>\$ —</u></u>	<u><u>\$ —</u></u>	<u><u>\$ 9,897,644</u></u>

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

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

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 4,712,105	\$ 4,240,348	\$ 4,429,664	\$ 4,808,806
Part-Time Permanent	—	—	(1,308)	—
Student Trainees	—	—	5,215	—
Longevity	29,575	26,250	27,375	27,400
Separation Payments	77,645	15,798	38,865	—
	\$ 4,819,324	\$ 4,282,396	\$ 4,499,811	\$ 4,836,206
Benefits				
Hospitalization	\$ 532,579	\$ 511,833	\$ 557,432	\$ 673,316
Flex Save Admin Fees	—	1,020	1,431	1,020
Prescription	133,593	127,909	136,202	156,862
Dental	39,799	38,188	40,364	46,268
Vision Care	4,419	4,216	4,332	4,671
Public Employees Retire System	665,919	610,272	630,438	674,004
Fica-Medicare	60,483	55,949	60,761	64,232
Workers' Compensation	89,219	76,480	68,985	60,120
Life Insurance	3,724	3,293	3,097	3,160
Unemployment Compensation	28,985	29,405	—	—
	\$ 1,558,719	\$ 1,458,565	\$ 1,503,041	\$ 1,683,653
Other Training & Professional Dues				
Travel	\$ 2,045	\$ 5,433	\$ 2,947	\$ 3,000
Tuition & Registration Fees	24,350	1,050	23,100	1,800
Professional Dues & Subscript	140,828	160,623	144,758	150,000
	\$ 167,222	\$ 167,106	\$ 170,805	\$ 154,800
Contractual Services				
Professional Services	\$ 814,707	\$ 717,075	\$ 1,285,316	\$ 900,000
Court Reporter	110,917	84,851	74,987	90,000
Parking In City Facilities	1,952	1,605	1,437	1,500
Insurance And Official Bonds	120	250	—	250
Other Contractual	6,120	5,655	9,273	10,000
Local Match-Grant Programs	80,800	39,699	38,466	45,340
	\$ 1,014,616	\$ 849,135	\$ 1,409,479	\$ 1,047,090
Materials & Supplies				
Office Supplies	\$ 8,365	\$ 3,206	\$ 2,286	\$ 8,500
Postage	2,649	688	644	1,000
Computer Software	—	—	3,786	—
Photographic Supplies	816	—	—	1,000
Just In Time Office Supplies	672	8,327	4,263	10,000
	\$ 12,502	\$ 12,221	\$ 10,979	\$ 20,500



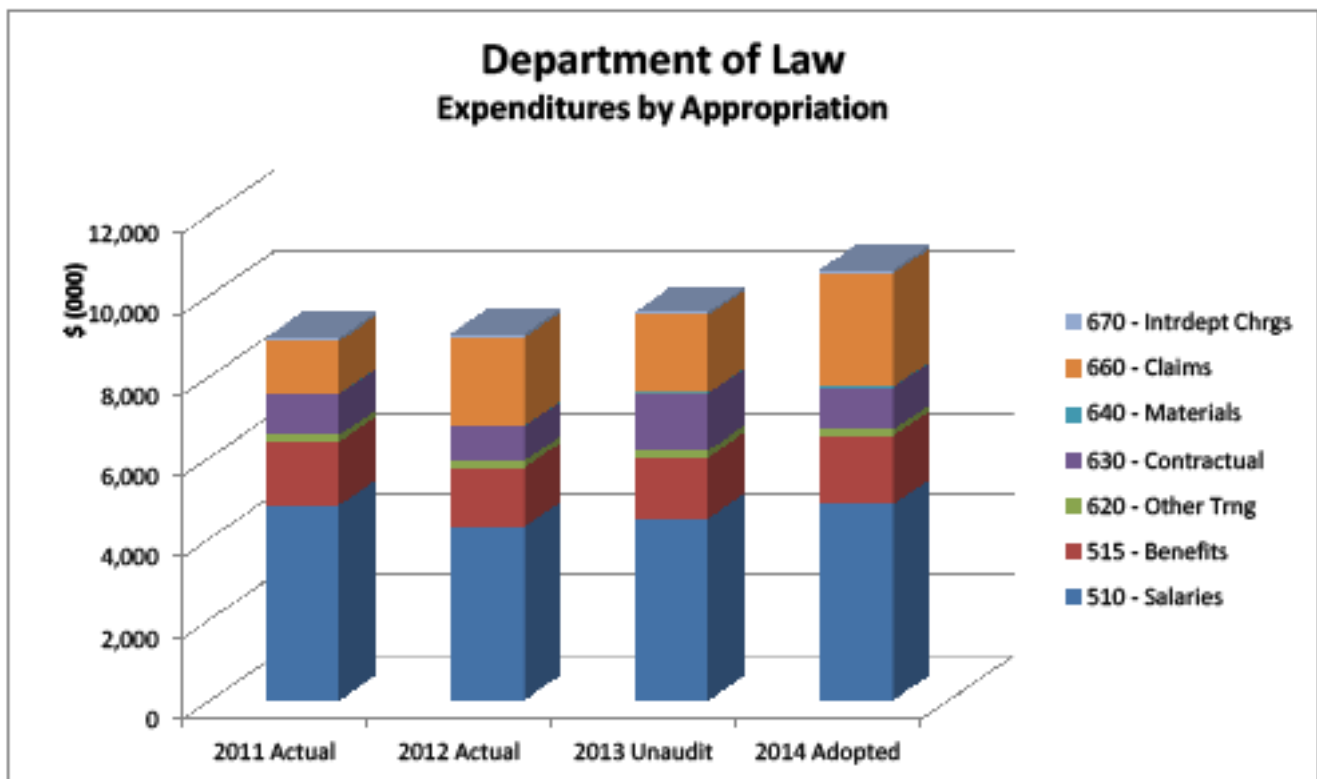
DEPARTMENT OF LAW

Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Claims, Refunds, Maintenance				
Court Costs	\$ 18,165	\$ 36,557	\$ 25,413	\$ 40,000
Judgements, Damages, & Claims	1,278,663	2,145,543	1,894,063	2,756,021
	\$ 1,296,828	\$ 2,182,100	\$ 1,919,475	\$ 2,796,021
Interdepart Service Charges				
Charges From Telephone Exch	\$ 23,702	\$ 29,329	\$ 19,039	\$ 20,932
Charges From Print & Repro	50,761	52,924	48,787	55,320
Charges From Central Storeroom	7,392	7,429	8,443	8,910
Charges From M.V.M.	2,391	1,885	1,449	2,041
	\$ 84,246	\$ 91,566	\$ 77,717	\$ 87,203
	\$ 8,953,458	\$ 9,043,088	\$ 9,591,308	\$ 10,625,473

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Fines, Forfeitures & Settlements	\$ 26,142	\$ 86,509	\$ 16,526	\$ —
Miscellaneous	10,083	118,150	227,753	8,000
Sale Of City Assets	565,550	—	—	—
	\$ 601,775	\$ 204,659	\$ 244,279	\$ 8,000





DEPARTMENT OF LAW

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	Budget 2013	Budget 2014		December 2013	Minimum
<u>ADMINISTRATORS & OFFICIALS</u>					
6	6	6	Chief Assistant Director of Law	31,500.00	130,083.54
1	1	1	Chief Assistant Prosecutor	36,750.00	143,195.23
1	1	1	Chief Corporate Counsel	36,750.00	143,195.23
1	0	1	Chief Counsel	36,750.00	143,195.23
1	1	1	Chief Trial Counsel	36,750.00	143,195.23
1	1	1	Director of Law	50,795.81	182,067.01
1	1	1	First Assistant Prosecutor	31,500.00	130,083.54
1	1	1	Supervisor of Hardware Evaluation	30,214.95	91,848.40
13	12	13			
<u>ADMINISTRATIVE SUPPORT</u>					
5	5	6	Legal Secretary	20,800.00	47,303.11
2	2	2	Senior Clerk	12.47	16.58
7	7	8			
<u>PARA-PROFESSIONALS</u>					
2	2	2	Chief Legal Investigator	23,647.11	69,041.87
1	1	1	Claims Examiner	10.00	23.32
3	3	3	Docket Clerk	20,800.00	37,422.27
6	6	6			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Manager	27,193.55	104,891.07
3	3	3	Assistant Administrator	20,800.00	58,564.01
24	23	24	Assistant Director of Law I (S)	26,250.00	88,693.33
3	2	3	Assistant Director of Law I	26,250.00	82,780.43
1	1	1	Assistant Director of Law II	31,500.00	100,519.11
17	14	17	Assistant Prosecutor	23,100.00	100,519.11
3	3	3	Misdemeanor Investigator	20,800.00	48,972.49
1	1	1	Personnel Administrator	26,273.96	84,984.86
1	1	1	Project Director	22,333.40	82,706.96
54	49	54			
80	74	81	TOTAL FULL TIME		
80	74	81	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

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 605,617	\$ 592,683	\$ 533,011	\$ 665,362
Seasonal	23,450	19,404	39,976	35,000
Part-Time Permanent	5,698	—	—	—
Longevity	2,775	2,300	2,900	2,500
Separation Payments	4,040	—	—	—
Overtime	434	—	—	—
	\$ 642,014	\$ 614,387	\$ 575,887	\$ 702,862
Benefits				
Hospitalization	\$ 51,670	\$ 52,511	\$ 42,753	\$ 74,351
Flex Save Admin Fees	—	120	112	—
Prescription	13,812	14,125	10,954	17,776
Dental	3,776	3,819	2,838	4,914
Vision Care	462	456	377	534
Public Employees Retire System	88,987	86,185	79,083	98,404
Fica-Medicare	9,057	8,737	8,174	10,192
Workers' Compensation	9,350	9,908	8,452	7,298
Life Insurance	356	379	313	395
Unemployment Compensation	1,548	—	—	—
	\$ 179,018	\$ 176,240	\$ 153,056	\$ 213,864
Other Training & Professional Dues				
Travel	\$ 4,934	\$ 3,492	\$ 231	\$ 17,000
Tuition & Registration Fees	225	3,725	1,010	2,600
Mileage (Priv Auto) Trng Prps	—	86	162	200
Professional Dues & Subscript	2,302	1,966	1,635	6,700
	\$ 7,462	\$ 9,268	\$ 3,039	\$ 26,500
Contractual Services				
Professional Services	\$ 1,950	\$ 311	\$ 750	\$ 2,000
Mileage (Private Auto)	—	—	70	—
Advertising And Public Notice	—	356	—	2,000
Parking In City Facilities	3,360	2,805	2,627	3,000
Insurance And Official Bonds	—	283	—	—
Other Contractual	—	—	254,578	299,250
	\$ 5,310	\$ 3,754	\$ 258,025	\$ 306,250
Materials & Supplies				
Office Supplies	\$ 267	\$ 176	\$ —	\$ 200
Postage	897	1,011	842	1,000
Computer Software	—	280	—	300
Other Supplies	765	212	—	250



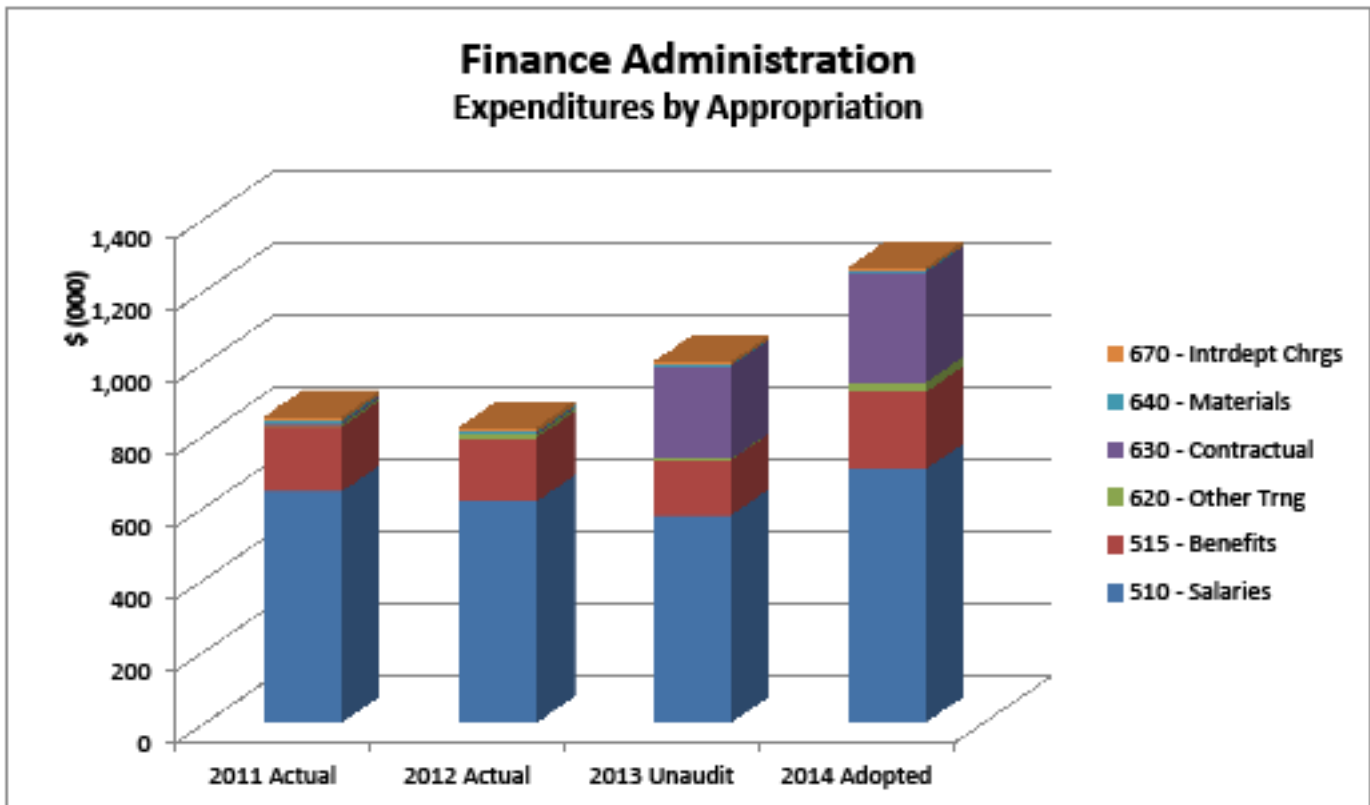
FINANCE ADMINISTRATION

Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Just In Time Office Supplies	3,034	1,592	1,802	2,000
	\$ 4,963	\$ 3,271	\$ 2,644	\$ 3,750
Interdepart Service Charges				
Charges From Telephone Exch	\$ 7,034	\$ 6,523	\$ 6,009	\$ 6,607
Charges From Print & Repro	2,955	3,951	3,113	2,867
Charges From Central Storeroom	582	260	319	337
Charges From M.V.M.	—	2,355	52	109
	\$ 10,571	\$ 13,089	\$ 9,493	\$ 9,920
	\$ 849,338	\$ 820,009	\$ 1,002,145	\$ 1,263,146

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges For Services	\$ —	\$ —	\$ 555	\$ —
Licenses & Permits	952	—	1,170	—
Miscellaneous	729	299	158,826	75,000
Other Tax	2,087	—	—	—
	\$ 3,768	\$ 299	\$ 160,551	\$ 75,000





FINANCE ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Director of Finance	50,795.81	182,067.01
1	0	1	Secretary to Director of Finance	36,590.00	132,880.22
<u>2</u>	<u>1</u>	<u>2</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Jr Personnel Assistant	20,800.00	40,556.67
1	1	1	Private Secretary to Director	20,800.00	48,986.27
<u>2</u>	<u>2</u>	<u>2</u>			
<u>PARA-PROFESSIONALS</u>					
1	0	1	Chief Legal Investigator	23,647.11	69,041.87
<u>1</u>	<u>0</u>	<u>1</u>			
<u>PROFESSIONALS</u>					
1	0	1	Assistant Administrator	20,800.00	58,564.01
1	0	0	Assistant Director of Law I	26,250.00	88,693.33
0	0	1	Asst Secy of Snking Fund	27,325.56	100,773.99
1	1	1	Deputy Project Director	20,092.80	64,734.08
1	1	1	Project Coordinator	27,325.56	93,021.80
1	1	1	Risk Manager	27,325.56	100,773.99
<u>5</u>	<u>3</u>	<u>5</u>			
<u>10</u>	<u>6</u>	<u>10</u>	TOTAL FULL TIME		
<u>PART TIME</u>					
4	2	4	Student Aide	10.00	11.37
<u>4</u>	<u>2</u>	<u>4</u>	TOTAL PART TIME		
<u>14</u>	<u>8</u>	<u>14</u>	TOTAL DIVISION		



Department of Finance

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

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 892,504	\$ 901,243	\$ 892,071	\$ 943,480
Part-Time Permanent	—	—	31,326	36,638
Longevity	7,475	7,550	6,750	6,725
Separation Payments	13,523	—	29,517	22,210
Overtime	234	—	—	—
	\$ 913,737	\$ 908,793	\$ 959,663	\$ 1,009,053
Benefits				
Hospitalization	\$ 123,314	\$ 113,589	\$ 102,194	\$ 126,544
Flex Save Admin Fees	—	120	176	—
Prescription	29,006	26,856	24,057	26,478
Dental	8,701	7,470	6,790	7,825
Vision Care	1,243	1,184	1,124	1,180
Public Employees Retire System	126,120	126,897	125,486	138,159
Fica-Medicare	11,646	11,476	12,549	14,310
Workers' Compensation	16,666	14,002	12,497	12,254
Life Insurance	825	789	720	733
	\$ 317,521	\$ 302,383	\$ 285,593	\$ 327,483
Other Training & Professional Dues				
Travel	\$ 1,293	\$ 732	\$ 870	\$ 2,000
Tuition & Registration Fees	1,589	370	2,932	4,000
Professional Dues & Subscript	883	828	986	2,000
	\$ 3,765	\$ 1,930	\$ 4,788	\$ 8,000
Contractual Services				
Professional Services	\$ 191,586	\$ 241,585	\$ 164,300	\$ 221,880
Advertising And Public Notice	—	—	200	—
Parking In City Facilities	440	27	105	—
Insurance And Official Bonds	275	327	—	—
Other Contractual	207,488	344,870	381,740	422,000
	\$ 399,788	\$ 586,809	\$ 546,345	\$ 643,880
Materials & Supplies				
Office Supplies	\$ 93	\$ 1,756	\$ 1,890	\$ 1,500
Postage	128	502	1,305	1,000
Just In Time Office Supplies	747	4,848	2,454	2,500
	\$ 968	\$ 7,106	\$ 5,649	\$ 5,000
Maintenance				
Maintenance Office Equipment	\$ 165	\$ 447	\$ 179	\$ 1,000
	\$ 165	\$ 447	\$ 179	\$ 1,000



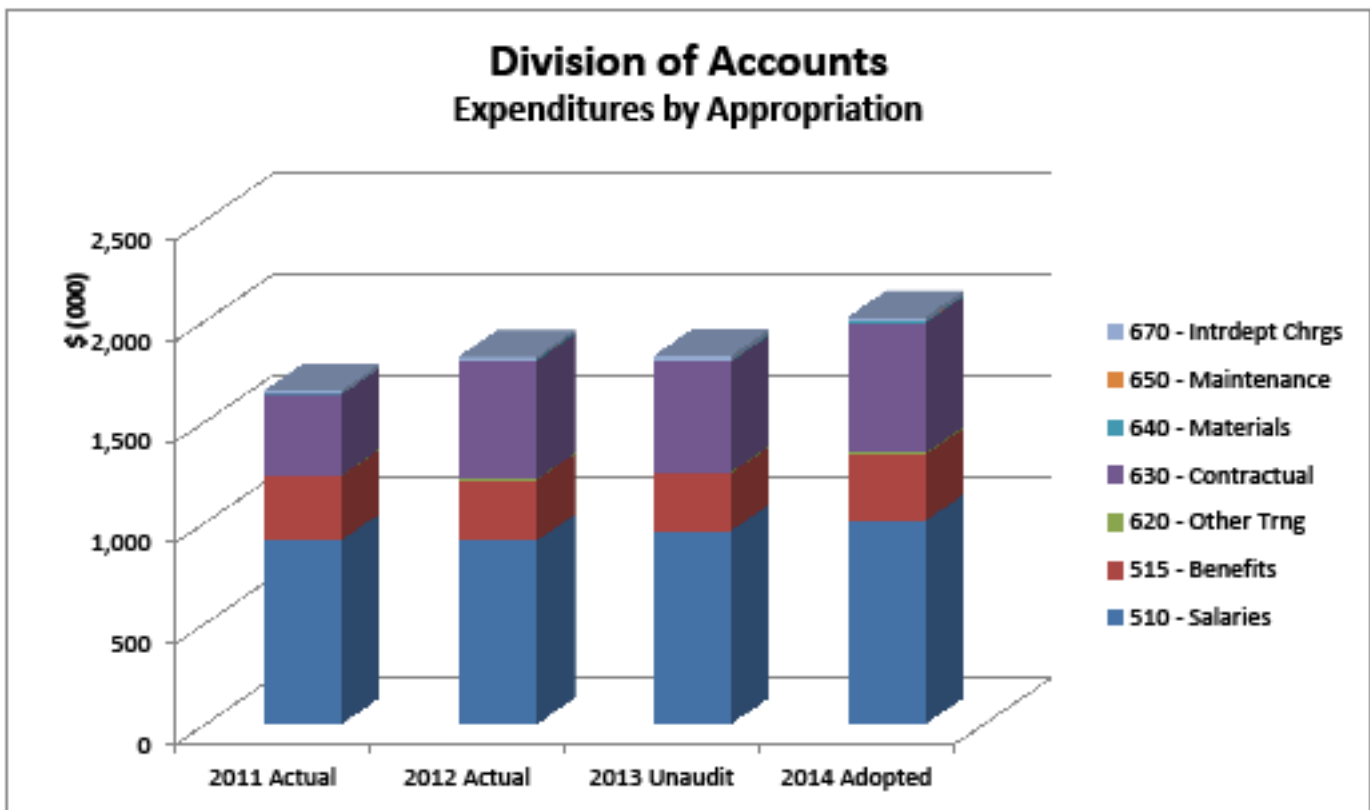
DIVISION OF ACCOUNTS

Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 8,687	\$ 4,705	\$ 1,951	\$ 2,145
Charges From Print & Repro	8,322	9,418	7,783	7,167
Charges From Central Storeroom	1,365	1,144	14,610	15,419
	\$ 18,373	\$ 15,267	\$ 24,343	\$ 24,731
	\$ 1,654,317	\$ 1,822,736	\$ 1,826,560	\$ 2,019,147

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Miscellaneous	\$ 381	\$ 115	\$ 11,673	\$ —
	\$ 381	\$ 115	\$ 11,673	\$ —





DIVISION OF ACCOUNTS

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Commissioner of Accounts	40,314.82	136,049.25
1	1	1	Deputy Commissioner of Accounts	26,273.96	91,058.48
<u>2</u>	<u>2</u>	<u>2</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Chief Clerk	22,050.00	48,986.27
5	5	5	Principal Clerk	14.88	20.10
1	1	1	Receptionist	10.00	15.61
<u>7</u>	<u>7</u>	<u>7</u>			
<u>PROFESSIONALS</u>					
2	2	2	Accountant II	14.88	22.17
1	1	1	Accountant IV	20,800.00	61,213.89
1	0	1	Accountant Supervisor	23,647.11	74,729.73
1	1	1	Administrative Officer	20,800.00	54,579.99
1	0	0	Auditor	20,092.80	60,614.58
1	1	1	Central Payroll Supervisor	20,800.00	58,564.01
1	1	1	Personnel Administrator	26,273.96	84,984.86
1	1	1	Senior Personnel Assistant	20,800.00	51,677.50
1	1	1	Senior System Analyst	20,800.00	42,414.34
<u>10</u>	<u>8</u>	<u>9</u>			
<u>19</u>	<u>17</u>	<u>18</u>	TOTAL FULL TIME		
<u>PART TIME</u>					
0	1	1	Auditor	20,092.80	60,614.58
<u>19</u>	<u>18</u>	<u>19</u>	TOTAL DIVISION		



DIVISION OF ASSESSMENTS AND LICENSES

Dedrick C. Stephens, CFE, Commissioner

Mission Statement

We strive to provide value-added regulatory, financial, accounting and administrative shared services that enhance the quality of life in the City of Cleveland. For the benefit of our constituents, we will effectively regulate various professions and industries, efficiently bill for services and fairly collect revenues with the highest degree of integrity and ethics.

The Division of Assessments and Licenses supports the health and safety of our citizens and promotes fair business practices throughout the City of Cleveland. The Division administers and collects various excise and gross receipts taxes to fund City operations; regulate and enforce licensing and permitting laws to protect the public; and manages a city-wide billing and collection service in order to recoup monies expended on various services. Consumers and businesses are uniformly protected through the Division’s regulation of weights and measures standards. The Division’s assessment activities support business improvement districts and recoup funds expended on public improvements. The Division also manages a centralized shared service center that provides accounting, billing, accounts receivable management, and processing services for other City departments.

Our vision is to inspire governmental excellence through expertise and innovative business practices in order to benefit constituents. Our actions also reflect values of service, integrity, and respect that will enable us to consistently provide accurate, efficient and timely responses. We strive to proactively enhance operations in order to continuously add value in a rapidly changing environment.

PROGRAM NAME: ADMINISTRATION STRATEGIC BUSINESS UNIT

OBJECTIVES: To provide division-wide administration through efficient, accurate, and timely processing of internal data items and requests; to effectively provide information and processing services to the citizens and several departments of the City; and to accurately account for all monies and receipts processed by the Division.

ACTIVITIES: Plan, organize, budget and allocate resources to efficiently provide administrative support for Divisional activities. Execute, plan, monitor and control the performance of programs and projects. Accurate and timely reporting of financial and performance results.

PROGRAM NAME: ADMINISTRATION - ASSESSMENTS

OBJECTIVES: Allocate cost connected to a public improvement to benefiting parties pursuant to State and local laws. Timely and accurately certify all assessments to the County. Prepare, support and administer special assessments and business improvement districts (BIDs) including the Downtown Cleveland Alliance, Gordon Square Arts Improvement District and the Market Business Improvement District.

ACTIVITIES: Assist in the establishment of BIDs that contribute to economic development and quality of life activities. Prepare, invoice and account for payments of various assessments - BIDs, sidewalks, vaults, trees, etc. Appropriation of property, vacate streets, serve legal notices, billing for tax incremental financing project, etc.

PROGRAM NAME: ADMINISTRATION - LICENSING AND PERMITS

OBJECTIVES: Ensure that the statutes of the Codified Ordinances of the City are met for the issuance of licenses and permits that protect the public. Provide value-added centralized shared services of cashiering, accounting, receipting, processing and licensing services for various City divisions that reduce cost, strengthen internal controls and improve efficiencies.

ACTIVITIES: Process and issue over 140 different types of licenses and permits (approximately 25,000 per year). Collect, deposit and accurately account for licenses, permits, invoices, tax returns, registrations and fees.



DIVISION OF ASSESSMENTS AND LICENSES

PROGRAM NAME: BILLING STRATEGIC BUSINESS UNIT

OBJECTIVES: Ensure the collection of revenues due the City for services provided to citizens and businesses by providing accurate and timely billing services for several City departments to achieve optimal cost recovery. Provide responsive and courteous service to end users of City services; and to foster seamless communication and interfaces between all constituent partnerships.

ACTIVITIES: **Ambulance Transportation Service Billing and Collections-** Invoice and collect the cost of ambulance transportation services provided by EMS, Fire Department and Port Control from those treated and transported as well as from medical insurance carriers. Pre-bill research and verification; medical coding; generate and distribute invoices; bill appropriate medical insurance carriers; electronic claims submission and remittance; manage accounts receivable; collect delinquent accounts; comply with various federal and state statutes including the Health Insurance Portability and Accountability Act; manage collection agency relationship; maintain management information system of billing and collection activities. Over 6,000 invoices billed annually.

ACTIVITIES: **City Service Billing-** Manage the billing and collection function for city-wide services provided by Waste Collection; Building and Housing; Public Works; Streets; Police and Fire. Activities performed by this centralized billing service include pre-billing verification; data entry of all billing source documents; generating and distributing invoices; managing accounts receivables and annual certification to County Auditor; and collection of delinquent accounts. Over 40,000 invoices billed annually.

ACTIVITIES: **Prisoner Health Claim Management-** Reduce and control the cost of prisoner healthcare by review of claims for cost, contractual compliance, and medical necessity in order to prevent waste and abuse. Post-claim eligibility verification; claim management and pricing verification; as well as payment management.

PROGRAM NAME: COMPLIANCE STRATEGIC BUSINESS UNIT

OBJECTIVES: Uniform and equitable enforcement (criminal and civil) of the City's ordinances and licensing requirements; to ensure all business taxes are collected to support services provided by the City; and to educate those conducting business within the City of compliance responsibilities through effective communication and informational products.

PROGRAM NAME: COMPLIANCE - LICENSES

OBJECTIVES: Assist, educate, and protect the public through the implementation and enforcement of City laws mandating regulation and licensing of businesses, occupations and other specific activities.

ACTIVITIES: Enforce Divisional licensing requirements fairly and consistently in order to promote compliance with the laws and maintain confidence in the integrity of the City's business regulatory environment. Research and/or canvass City to ensure businesses are properly licensed and observe statutes stipulated in the Ordinance.

PROGRAM NAME: COMPLIANCE - TAX ADMINISTRATION

OBJECTIVES: Fully collect business tax revenues required to be paid by law and necessary to fund operations of the City, through the uniform and fair administration of admissions, parking, hotel and motor vehicle lessor tax laws in a manner that merits the highest degree of public confidence in our integrity, efficiency and fairness.

ACTIVITIES: Interpret the laws and educate taxpayers of their obligations and rights. Respond to taxpayer questions. Investigate and audit to identify and resolve discrepancies and discourage tax evasion. Enforce the tax laws through criminal or civil prosecution for those that do not comply voluntarily.



Department of Finance

DIVISION OF ASSESSMENTS AND LICENSES

PROGRAM NAME: **COMPLIANCE - WEIGHTS AND MEASURES**

OBJECTIVES: Achieve equity in the marketplace through the uniform enforcement of local, State and national weights and measures laws. Protect consumers and businesses from unfair and deceptive practices which create a level playing field for all.

ACTIVITIES: Inspect and seal all weighing and measuring devices. These devices include commercial scales, scanners, timing devices and gasoline pumps in the City. Investigate complaints concerning the accuracy of weighing devices. Issue violations, condemn equipment, and ensure that all violations are corrected.



DIVISION OF ASSESSMENTS AND LICENSES

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,315,367	\$ 1,372,211	\$ 1,463,060	\$ 1,618,389
Longevity	7,800	8,700	8,425	8,225
Separation Payments	10,334	14,471	3,299	—
Overtime	15,465	17,466	52,996	28,000
	\$ 1,348,966	\$ 1,412,849	\$ 1,527,779	\$ 1,654,614
Benefits				
Hospitalization	\$ 227,166	\$ 249,400	\$ 267,504	\$ 350,864
Flex Save Admin Fees	—	60	—	—
Prescription	52,915	60,922	62,474	78,072
Dental	17,154	19,559	20,462	24,634
Vision Care	2,095	2,085	2,154	2,425
Public Employees Retire System	187,350	195,247	206,752	231,646
Fica-Medicare	18,309	19,586	21,503	23,992
Workers' Compensation	26,209	24,158	20,595	26,528
Life Insurance	1,350	1,375	1,343	1,364
Unemployment Compensation	12,622	—	—	—
Clothing Allowance	645	773	975	975
	\$ 545,816	\$ 573,165	\$ 603,763	\$ 740,500
Other Training & Professional Dues				
Travel	\$ 2,119	\$ 8,961	\$ —	\$ 2,000
Tuition & Registration Fees	2,504	2,698	2,135	3,500
Other Training Supplies	—	892	703	655
Professional Dues & Subscript	879	578	1,030	1,300
	\$ 5,502	\$ 13,129	\$ 3,868	\$ 7,455
Utilities				
Security & Monitoring System	\$ —	\$ —	\$ —	\$ 100
	\$ —	\$ —	\$ —	\$ 100
Contractual Services				
Professional Services	\$ 262,760	\$ 1,329,487	\$ 498,120	\$ 886,818
Court Reporter	—	457	326	1,500
Travel- Non-Training	—	24	—	—
Mileage (Private Auto)	459	18,315	275	2,125
Security Services	146	—	—	—
Expense Account Reimbursement	27	142	—	300
Advertising And Public Notice	9,355	6,798	13,034	8,000
Participation Fee	—	525	—	—
Parking In City Facilities	84	15	183	500
Insurance And Official Bonds	100	250	—	250



Department of Finance

DIVISION OF ASSESSMENTS AND LICENSES

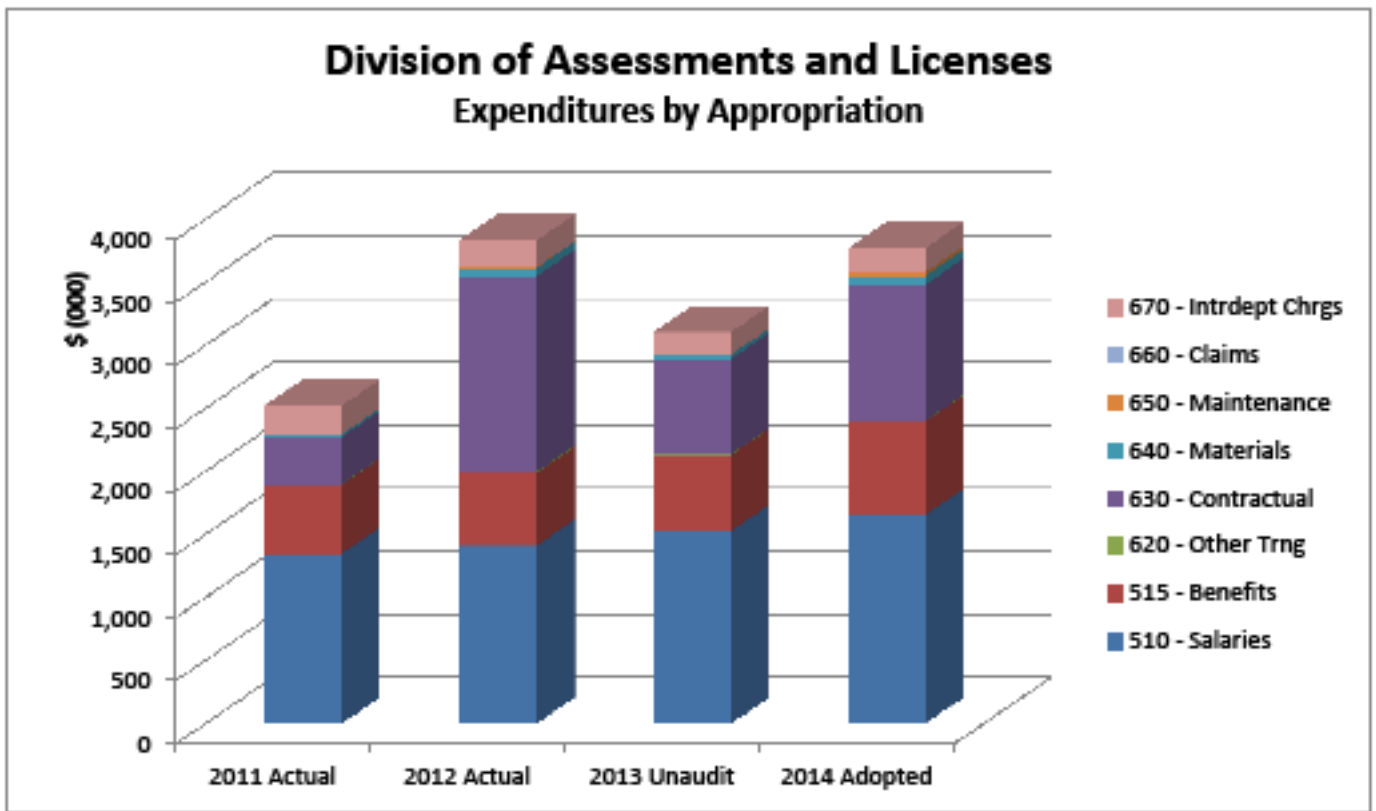
Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Other Contractual	763	25,181	69,005	—
Credit Card Processing Fees	96,834	167,563	175,672	180,000
	\$ 370,528	\$ 1,548,757	\$ 756,615	\$ 1,079,493
Materials & Supplies				
Office Supplies	\$ 802	\$ 2,349	\$ 1,589	\$ 2,000
Postage	2,213	29,390	25,200	37,500
Computer Supplies	—	497	—	800
Computer Hardware	3,351	—	—	—
Computer Software	1,200	2,697	—	6,875
Hardware & Small Tools	3,596	381	—	1,800
Small Equipment	1,142	1,682	1,972	3,750
Office Furniture & Equipment	802	3,511	—	—
Paper And Other Printing Suppl	975	—	—	—
Other Supplies	684	18,689	737	9,425
Safety Equipment	—	56	—	—
Just In Time Office Supplies	6,704	7,259	4,544	8,500
	\$ 21,468	\$ 66,512	\$ 34,042	\$ 70,650
Maintenance				
Maintenance Contracts	\$ —	\$ —	\$ 949	\$ 2,680
Computer Software Maintenance	—	3,020	—	26,448
	\$ —	\$ 3,020	\$ 949	\$ 29,128
Claims, Refunds, Maintenance				
Court Costs	\$ 1,044	\$ 20	\$ —	\$ 1,000
	\$ 1,044	\$ 20	\$ —	\$ 1,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 11,205	\$ 11,483	\$ 11,722	\$ 12,887
Charges From Print & Repro	104,958	84,668	59,861	55,128
Charges From Central Storeroom	93,933	72,311	86,001	90,765
Charges From M.V.M.	15,783	44,357	19,538	28,400
	\$ 225,879	\$ 212,819	\$ 177,121	\$ 187,180
	\$ 2,519,203	\$ 3,830,271	\$ 3,104,137	\$ 3,770,120

DIVISION OF ASSESSMENTS AND LICENSES

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges For Services	\$ 119,201	\$ 77,088	\$ 155,093	\$ 175,000
Fines, Forfeitures & Settlements	3,625	2,075	7,450	5,200
Licenses & Permits	358,422	347,619	384,168	333,795
Miscellaneous	22,076	61,404	17,431	—
Other Tax	27,417,456	29,381,230	31,629,199	30,514,325
	\$ 27,920,779	\$ 29,869,416	\$ 32,193,340	\$ 31,028,320





Department of Finance

DIVISION OF ASSESSMENTS AND LICENSES

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Assistant Commissioner of Assessments and Licenses	23,647.11	87,143.34
1	1	1	Commissioner of Assessments and Licenses	40,314.82	125,582.86
<u>2</u>	<u>2</u>	<u>2</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
0	1	0	Data Control Clerk	10.00	16.98
1	1	1	Principal Cashier	14.66	23.74
2	2	3	Senior Cashier	12.57	20.20
<u>3</u>	<u>4</u>	<u>4</u>			
<u>PARA-PROFESSIONALS</u>					
1	1	1	Chief Legal Investigator	23,647.11	69,041.87
<u>1</u>	<u>1</u>	<u>1</u>			
<u>PROFESSIONALS</u>					
1	0	0	Accountant II	14.88	22.17
1	1	2	Administrative Manager	27,193.55	104,891.07
2	1	2	Assessments Analyst	20,800.00	52,843.08
3	2	2	Assistant Administrator	20,800.00	58,564.01
1	1	1	Assistant Director of Law I	26,250.00	88,693.33
3	1	2	Auditor	20,092.80	60,614.58
1	0	1	Chief Auditor	23,647.11	87,143.34
2	2	3	Medical Billing Reimbursement Specialist	10.42	22.06
1	1	2	Medical Coder & Billing Analyst	10.17	22.73
2	1	2	Miscellaneous Investigator	15.35	18.62
4	3	4	Project Coordinator	27,325.56	93,021.80
<u>21</u>	<u>13</u>	<u>21</u>			
<u>TECHNICIANS</u>					
1	1	0	Data Conversion Operator	12.02	15.39
3	3	3	Inspector of Weights & Measures	12.89	17.90
5	4	5	Senior Data Conversion Operator	13.47	18.44



DIVISION OF ASSESSMENTS AND LICENSES

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	Budget 2013	December 2013		Budget 2014	Minimum
1	1	1	Supervisor of Weights & Measures	20,800.00	65,556.14
10	9	9			
37	29	37	TOTAL FULL TIME		
37	29	37	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

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 335,013	\$ 341,073	\$ 364,678	\$ 460,953
Longevity	2,350	2,625	2,625	2,625
Separation Payments	—	—	2,153	—
	\$ 337,363	\$ 343,698	\$ 369,456	\$ 463,578
Benefits				
Hospitalization	\$ 38,816	\$ 42,140	\$ 42,019	\$ 70,729
Prescription	10,110	11,088	10,754	16,966
Dental	3,024	3,148	3,009	5,024
Vision Care	363	375	370	436
Public Employees Retire System	47,166	48,063	48,320	64,900
Fica-Medicare	4,763	4,839	5,220	6,719
Workers' Compensation	9,157	9,741	4,728	4,773
Life Insurance	270	270	242	282
	\$ 113,669	\$ 119,665	\$ 114,662	\$ 169,829
Other Training & Professional Dues				
Tuition & Registration Fees	\$ 400	\$ 400	\$ 400	\$ 1,500
Mileage (Priv Auto) Trng Prps	187	181	90	500
Professional Dues & Subscript	120	120	—	500
	\$ 707	\$ 700	\$ 490	\$ 2,500
Contractual Services				
Parking In City Facilities	\$ 190	\$ 241	\$ 172	\$ 350
Insurance And Official Bonds	3,029	3,029	11,060	—
Other Contractual	34,284	37,201	34,057	41,160
	\$ 37,502	\$ 40,470	\$ 45,288	\$ 41,510
Materials & Supplies				
Office Supplies	\$ 1,368	\$ 376	\$ 65	\$ 1,000
Postage	19	46	—	150
Office Furniture & Equipment	—	—	—	4,500
Other Supplies	2,190	2,190	2,665	3,000
Just In Time Office Supplies	—	887	444	1,000
	\$ 3,577	\$ 3,499	\$ 3,173	\$ 9,650
Maintenance				
Maintenance Office Equipment	\$ 3,140	\$ 2,845	\$ 2,980	\$ 3,700
Maintenance Contracts	774	774	836	1,500
	\$ 3,914	\$ 3,619	\$ 3,816	\$ 5,200

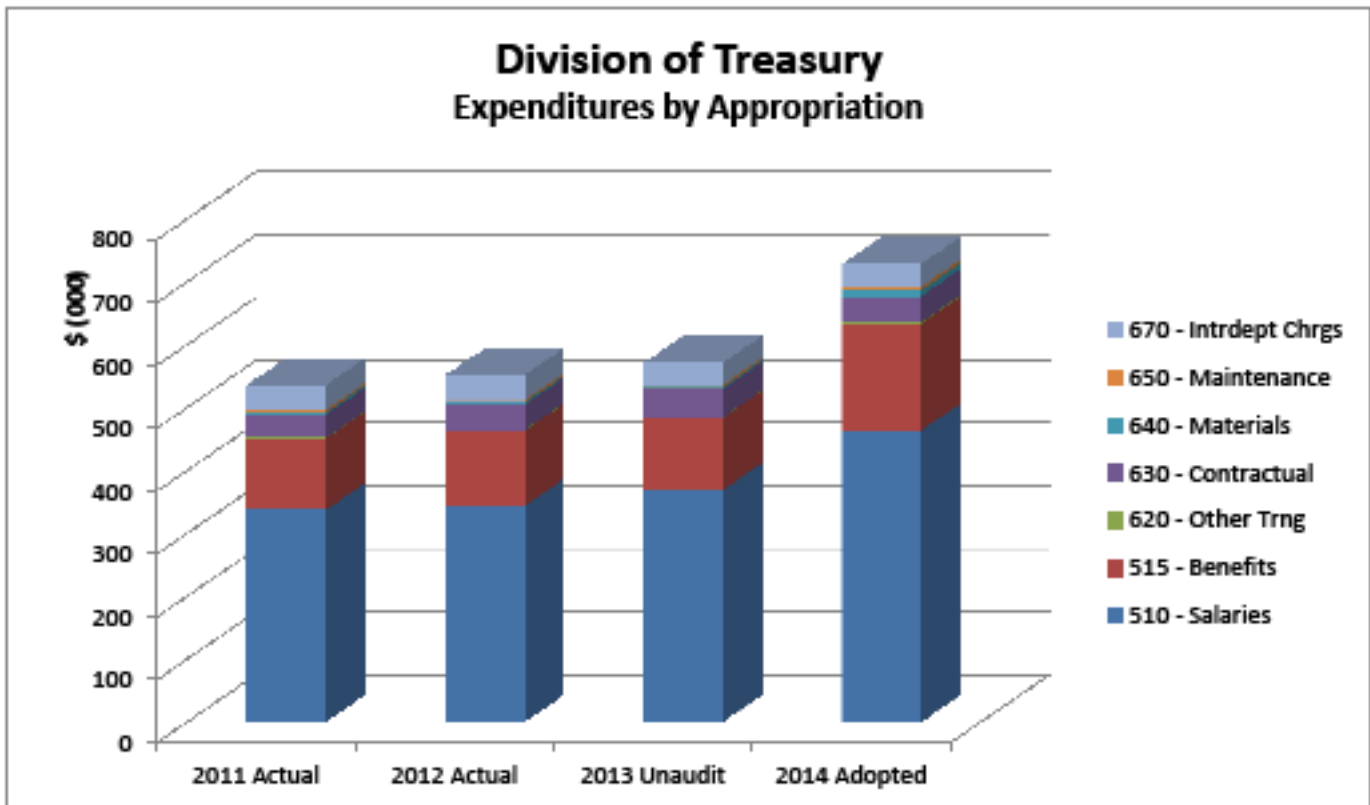


Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 3,612	\$ 4,016	\$ 5,212	\$ 5,731
Charges From Print & Repro	4,197	2,931	3,072	2,829
Charges From Central Storeroom	31,585	33,295	26,274	27,729
	\$ 39,394	\$ 40,242	\$ 34,558	\$ 36,289
	\$ 536,126	\$ 551,895	\$ 571,443	\$ 728,556

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Miscellaneous	\$ 5	\$ —	\$ 4,288	\$ —
Interest Earnings/Investment Income	208,310	250,155	466,979	400,000
	\$ 208,315	\$ 250,155	\$ 471,267	\$ 400,000





DIVISION OF TREASURY

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
0	1	1	City Treasurer	42,758.15	131,098.50
0	0	1	Deputy City Treasurer	26,273.96	85,815.69
<u>0</u>	<u>1</u>	<u>2</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Principal Cashier	14.66	23.74
<u>1</u>	<u>1</u>	<u>1</u>			
<u>PROFESSIONALS</u>					
3	3	2	Fiscal Manager	23,647.11	87,143.34
1	1	1	Investment Manager	23,647.11	87,143.34
1	1	1	Senior Personnel Assistant	20,800.00	51,677.50
<u>5</u>	<u>5</u>	<u>4</u>			
<u>6</u>	<u>7</u>	<u>7</u>	TOTAL FULL TIME		
<u>6</u>	<u>7</u>	<u>7</u>	TOTAL DIVISION		



Department of Finance

DIVISION OF PURCHASES AND SUPPLIES

Tiffany White, 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, (requisitioned and telephone quoted items); develops, implements, and maintains citywide requirements contracts; performs out-reach to the local vendor community; evaluates, 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

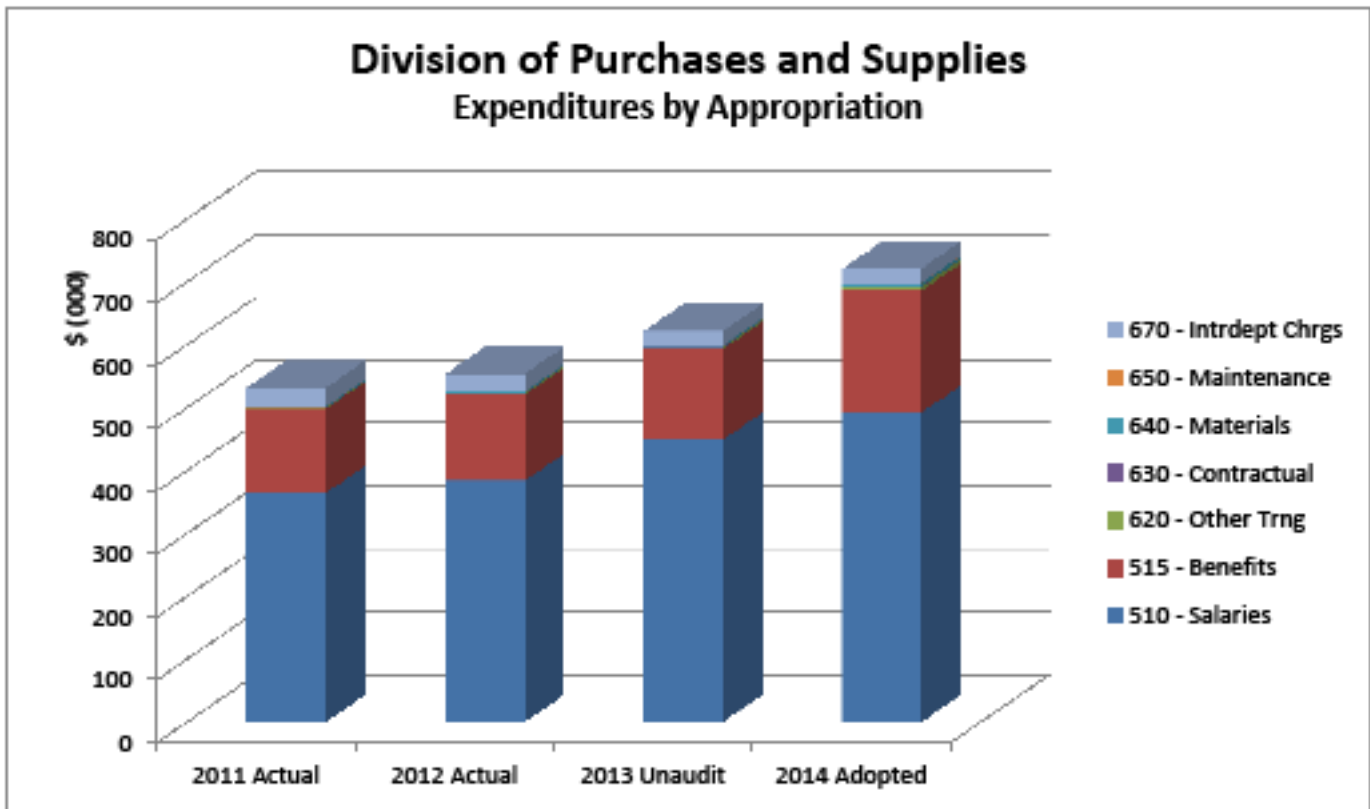
	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 361,611	\$ 380,373	\$ 425,884	\$ 488,227
Longevity	3,175	3,475	3,475	3,750
Separation Payments	—	—	19,676	—
	\$ 364,786	\$ 383,848	\$ 449,034	\$ 491,977
Benefits				
Hospitalization	\$ 49,419	\$ 50,902	\$ 54,412	\$ 84,128
Flex Save Admin Fees	—	60	129	—
Prescription	14,098	14,784	15,113	20,586
Dental	4,032	4,197	4,531	6,175
Vision Care	525	537	595	717
Public Employees Retire System	50,989	53,445	58,451	68,877
Fica-Medicare	4,676	4,901	5,807	7,137
Workers' Compensation	9,348	7,555	5,072	5,734
Life Insurance	360	361	373	441
	\$ 133,447	\$ 136,742	\$ 144,484	\$ 193,795
Other Training & Professional Dues				
Tuition & Registration Fees	\$ —	\$ —	\$ —	\$ 3,200
Professional Dues & Subscript	1,130	2,122	2,407	3,192
	\$ 1,130	\$ 2,122	\$ 2,407	\$ 6,392
Contractual Services				
Mileage (Private Auto)	\$ —	\$ 50	\$ —	\$ 350
Parking In City Facilities	—	—	289	—
	\$ —	\$ 50	\$ 289	\$ 350
Materials & Supplies				
Office Supplies	\$ 284	\$ 1,490	\$ 618	\$ 2,500
Postage	331	—	—	—
Just In Time Office Supplies	1,927	1,094	2,088	2,500
	\$ 2,542	\$ 2,584	\$ 2,706	\$ 5,000
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 400
	\$ —	\$ —	\$ —	\$ 400
Interdepart Service Charges				
Charges From Telephone Exch	\$ 1,545	\$ 3,207	\$ 3,536	\$ 3,888
Charges From Print & Repro	18,346	17,233	11,677	10,754
Charges From Central Storeroom	10,244	8,007	7,831	8,264
	\$ 30,134	\$ 28,447	\$ 23,044	\$ 22,906
	\$ 532,039	\$ 553,792	\$ 621,965	\$ 720,820



DIVISION OF PURCHASES AND SUPPLIES

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges For Services	\$ (119)	\$ —	\$ —	\$ —
Miscellaneous	28,090	31,484	48,276	—
	\$ 27,971	\$ 31,484	\$ 48,276	\$ —





DIVISION OF PURCHASES AND SUPPLIES

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
0	0	1	Administrative Manager	27,193.55	104,891.07
1	1	1	Commissioner of Purchases & Supplies	42,758.15	131,098.50
1	0	0	Project Manager	20,800.00	62,545.73
<u>2</u>	<u>1</u>	<u>2</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Principal Clerk	14.88	20.10
1	1	1	Senior Clerk	12.47	16.58
1	1	1	Typist	12.02	15.39
<u>3</u>	<u>3</u>	<u>3</u>			
<u>PROFESSIONALS</u>					
4	3	4	Buyer	20,800.00	49,930.03
1	1	1	Contract Administrator / Purchasing Supervisor	23,647.11	69,041.87
<u>5</u>	<u>4</u>	<u>5</u>			
<u>10</u>	<u>8</u>	<u>10</u>	TOTAL FULL TIME		
<u>10</u>	<u>8</u>	<u>10</u>	TOTAL DIVISION		



Department of Finance

BUREAU OF INTERNAL AUDIT

Natasha Brandt, Manager Of Internal Audit

Mission Statement

To assist departments and divisions in the achievement of financial and operational goals by planning and conducting financial and administrative audits.

The Division of Internal Audit acts as an independent Division within the Department of Finance to provide an 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

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 321,850	\$ 297,108	\$ 276,392	\$ 409,232
Seasonal	—	—	5,642	—
Part-Time Permanent	—	—	2,255	35,005
Longevity	475	475	300	300
Separation Payments	2,220	782	—	—
Overtime	249	47	879	—
	\$ 324,794	\$ 298,413	\$ 285,468	\$ 444,537
Benefits				
Hospitalization	\$ 40,768	\$ 29,658	\$ 32,648	\$ 54,092
Flex Save Admin Fees	—	60	64	—
Prescription	11,144	8,477	8,443	13,192
Dental	3,184	2,831	2,703	4,367
Vision Care	318	289	225	357
Public Employees Retire System	45,376	42,212	38,395	62,236
Fica-Medicare	4,551	4,174	4,005	6,446
Workers' Compensation	8,806	7,056	4,422	4,688
Life Insurance	210	212	197	272
Unemployment Compensation	8,302	1,428	—	—
	\$ 122,659	\$ 96,398	\$ 91,103	\$ 145,650
Other Training & Professional Dues				
Travel	\$ 3,180	\$ 233	\$ 576	\$ 300
Tuition & Registration Fees	4,341	359	1,745	3,000
Other Training Supplies	—	99	—	—
Mileage (Priv Auto) Trng Prps	1,440	155	502	900
Professional Dues & Subscript	2,325	1,430	1,895	2,050
	\$ 11,287	\$ 2,276	\$ 4,719	\$ 6,250
Contractual Services				
Professional Services	\$ —	\$ 69,838	\$ —	\$ 175,000
Mileage (Private Auto)	45	735	978	—
Parking In City Facilities	1,820	1,100	—	1,500
State Auditor Examination	293,393	131,310	239,148	444,000
	\$ 295,258	\$ 202,983	\$ 240,126	\$ 620,500
Materials & Supplies				
Office Supplies	\$ 788	\$ 260	\$ 608	\$ 800
Computer Hardware	90	59	—	—
Computer Software	1,680	—	1,515	1,800
Just In Time Office Supplies	412	614	269	2,000
	\$ 2,970	\$ 933	\$ 2,392	\$ 4,600

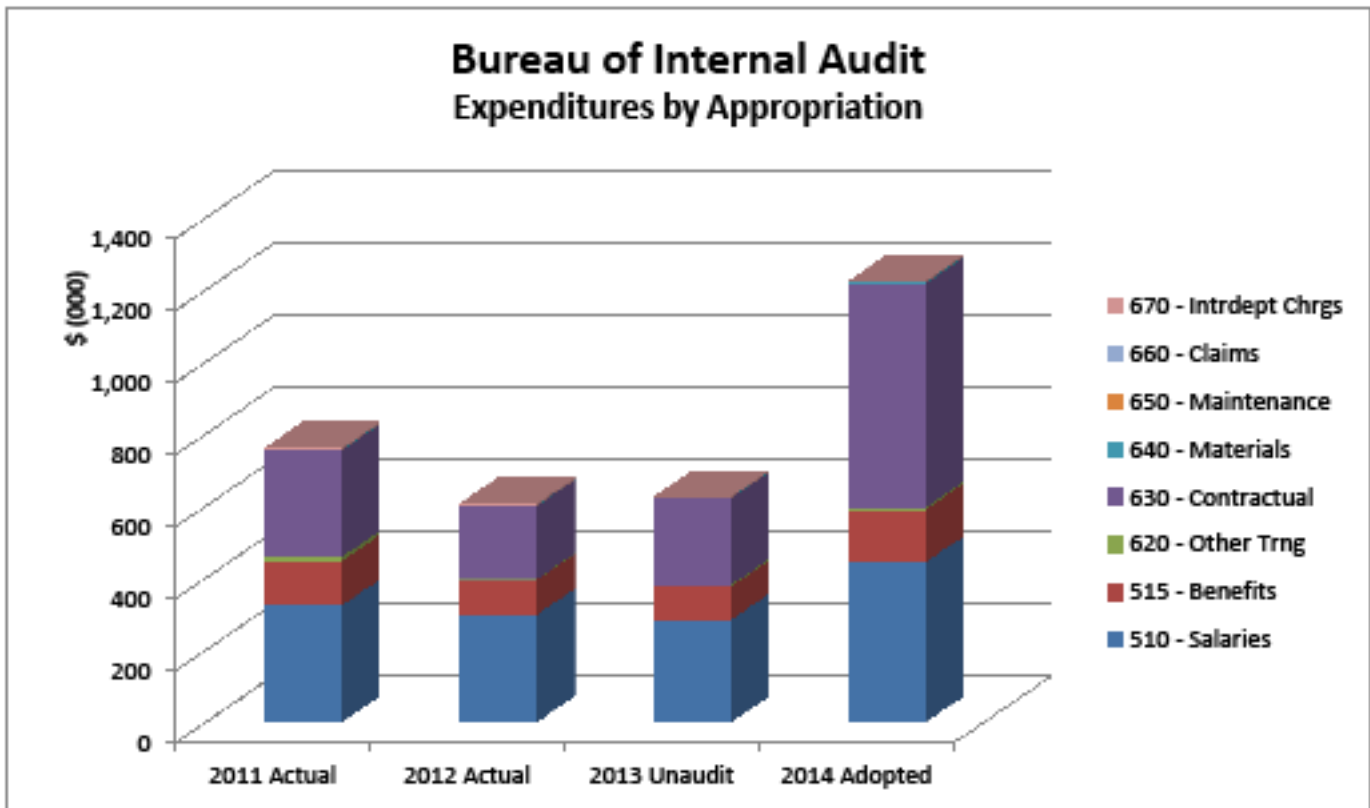


Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 1,570	\$ 1,103	\$ 1,560	\$ 1,715
Charges From Print & Repro	2,421	3,689	1,143	1,052
Charges From Central Storeroom	34	320	35	37
	\$ 4,025	\$ 5,113	\$ 2,738	\$ 2,804
	\$ 760,992	\$ 606,115	\$ 626,545	\$ 1,224,341

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges For Services	\$ 930	\$ 330	\$ —	\$ —
Grant Revenue	—	—	29,026	—
Miscellaneous	97	17,586	14,837	—
	\$ 1,027	\$ 17,916	\$ 43,863	\$ —





BUREAU OF INTERNAL AUDIT

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	Budget 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Manager Internal Audit	40,314.82	125,582.86
1	1	1			
<u>PROFESSIONALS</u>					
4	1	2	Accountant II	14.88	22.17
0	0	1	Accountant III	15.48	24.58
0	1	1	Administrative Manager	27,193.55	104,891.07
0	0	1	Auditor	20,092.80	60,614.58
1	1	1	In-Charge Senior Internal Auditor	49,500.00	86,918.31
1	0	0	Senior Internal Auditor	23,647.11	69,041.87
6	3	6			
7	4	7	TOTAL FULL TIME		
<u>PART TIME</u>					
0	1	2	Student Aide	10.00	11.37
0	1	2	TOTAL PART TIME		
7	5	9	TOTAL DIVISION		



CCA INCOME TAX ADMINISTRATION

Nassim M. Lynch, Administrator

Mission Statement

To provide an efficient, centralized collection structure for collection of income tax for Cleveland and other member communities.

The Division of Taxation was established by Ordinance 2393-66 effective November 28, 1966. As provided in the Ordinance, the Division operates a centralized collection facility known as the Central Collection Agency for purposes of collecting the municipal income tax for the City of Cleveland and many other municipalities that wish to join the tax agency for purposes of administering their municipal tax ordinances. The contract between the City of Cleveland and other member communities provides that the general policy of the Agency is established under an Executive Board made up of the Finance Director of the City of Cleveland and four members elected by the members of the agency.

The Income Tax Administrator is charged with the responsibility of receiving, recording and maintaining accurate records of the taxes collected for the sixty-two member municipalities of the Central Collection Agency. This includes the enforcement of the ordinance, making and enforcing regulation, determining tax due and investigating persons or corporations who the Administrator has reason to believe owes taxes.

PROGRAM NAME: AUDIT

OBJECTIVES: To ensure that all taxpayers file correctly and pay the correct amount of income taxes for each year a return is due.

ACTIVITIES: Conduct audits to ensure compliance with the income tax ordinances.

PROGRAM NAME: COLLECTION

OBJECTIVES: To process municipal income tax collections on a daily basis.

ACTIVITIES: Pre-audit and process incoming municipal income tax returns, withholding reports and estimates daily upon receipt. Balance and deposit all cash and checks.

PROGRAM NAME: COMPLIANCE

OBJECTIVES: To enforce strict compliance of the municipal income tax ordinances.

ACTIVITIES: Key or translate all tax forms, returns, source documents, and employers' supplied W-2's into machine readable language.

PROGRAM NAME: DATA ENTRY

OBJECTIVES: To generate accurate daily additions to the income tax records.

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: 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

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 3,106,060	\$ 3,348,186	\$ 3,430,848	\$ 3,962,539
Seasonal	1,164	—	—	—
Part-Time Permanent	247,283	200,224	254,472	427,273
Longevity	35,775	35,625	33,875	31,225
Separation Payments	39,890	22,503	173,073	—
Overtime	235,761	238,890	334,646	250,000
	\$ 3,665,932	\$ 3,845,429	\$ 4,226,913	\$ 4,671,037
Benefits				
Hospitalization	\$ 485,903	\$ 512,750	\$ 540,041	\$ 810,887
Flex Save Admin Fees	—	300	517	—
Prescription	93,601	110,669	116,390	173,632
Dental	35,736	37,489	37,362	54,370
Vision Care	4,850	5,059	5,028	6,256
Public Employees Retire System	507,696	533,196	549,372	653,946
Fica-Medicare	45,042	48,384	54,583	67,731
Workers' Compensation	121,438	64,633	66,548	54,265
Life Insurance	3,274	3,439	3,289	3,835
Unemployment Compensation	9,695	6,324	216	—
	\$ 1,307,235	\$ 1,322,244	\$ 1,373,345	\$ 1,824,922
Other Training & Professional Dues				
Travel	\$ 2,761	\$ 4,570	\$ 7,061	\$ 6,000
Tuition & Registration Fees	305	1,822	660	1,000
Professional Dues & Subscript	12,254	25,569	12,404	27,000
	\$ 15,320	\$ 31,962	\$ 20,125	\$ 34,000
Utilities				
Electricity - Cpp	\$ 23,383	\$ 24,344	\$ 28,405	\$ 29,260
Steam	—	—	47,549	96,000
	\$ 23,383	\$ 24,344	\$ 75,953	\$ 125,260
Contractual Services				
Professional Services	\$ 987,882	\$ 1,344,239	\$ 1,321,258	\$ 1,290,000
Mileage (Private Auto)	6,117	13,472	20,474	18,000
Advertising And Public Notice	448	2,965	1,442	5,000
Parking In City Facilities	3,348	2,646	2,449	2,500
Insurance And Official Bonds	574	—	580	600
Property Rental	—	19,711	20,865	22,000
Other Contractual	10,080	10,588	21,290	15,000
State Auditor Examination	49,996	41,900	40,000	50,000
Bank Service Fees	101,594	89,952	102,154	150,000



Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Credit Card Processing Fees	92,587	103,663	126,337	100,000
	\$ 1,252,624	\$ 1,629,136	\$ 1,656,849	\$ 1,653,100
Materials & Supplies				
Office Supplies	\$ 13,662	\$ 12,275	\$ 16,617	\$ 15,000
Postage	297,732	302,031	204,866	450,000
Computer Supplies	—	1,797	789	2,000
Computer Hardware	102,383	84,865	56,976	50,000
Computer Software	16,616	20,933	13,530	29,000
Office Furniture & Equipment	1,370	7,024	23,030	6,000
Hygiene And Cleaning Supplies	—	—	—	500
Medical Supplies	—	—	—	500
Paper And Other Printing Suppl	—	—	—	500
Other Supplies	360	340	941	1,000
Batteries	—	—	—	500
Just In Time Office Supplies	21,405	34,364	21,737	30,000
	\$ 453,527	\$ 463,628	\$ 338,486	\$ 585,000
Maintenance				
Maintenance Office Equipment	\$ 8,930	\$ 10,317	\$ 10,016	\$ 11,500
Maintenance Contracts	—	—	—	1,500
Computer Hardware Maintenance	10,512	51,611	9,910	20,000
Computer Software Maintenance	63,874	72,975	60,032	42,000
Car Washes	—	—	600	200
	\$ 83,316	\$ 134,902	\$ 80,557	\$ 75,200
Claims, Refunds, Maintenance				
Court Costs	\$ 9,202	\$ 18,383	\$ 16,631	\$ 15,000
Judgements, Damages, & Claims	—	82	—	—
Indirect Cost	401,050	414,261	434,533	435,000
	\$ 410,252	\$ 432,726	\$ 451,164	\$ 450,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 77,407	\$ 78,322	\$ 90,900	\$ 99,939
Charges From Print & Repro	321,330	267,313	253,512	233,469
Charges From M.V.M.	10,348	17,924	12,051	14,373
Charges From Division Of Maint	393,948	425,000	425,000	425,000
	\$ 803,033	\$ 788,559	\$ 781,464	\$ 772,781

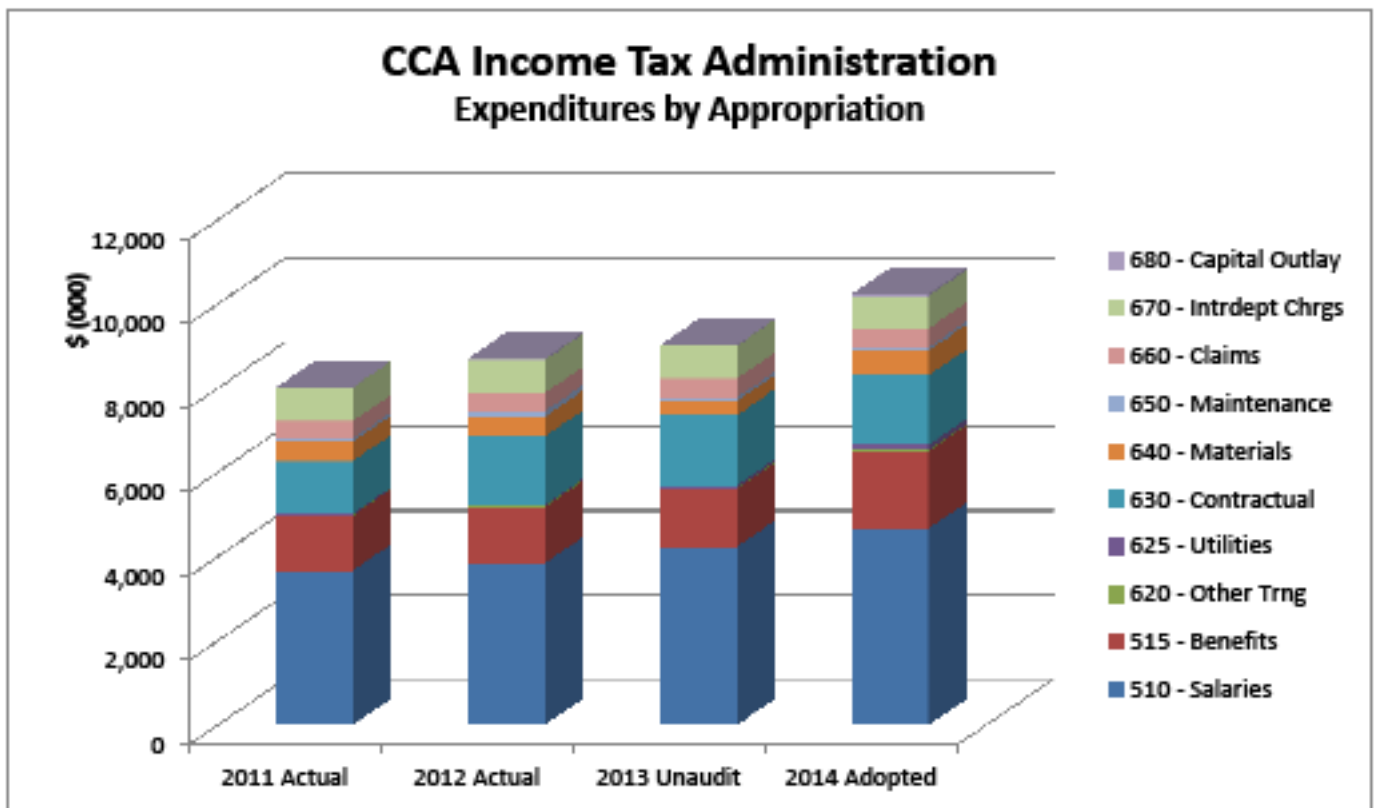
CCA INCOME TAX ADMINISTRATION

Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Capital Outlay				
Building Betterments -Existing	\$ 529	\$ —	\$ —	\$ —
Office Equipment	—	—	—	10,000
Fixtures	—	5,538	—	—
Automobiles	—	27,424	15,603	35,000
	\$ 529	\$ 32,962	\$ 15,603	\$ 45,000
	\$ 8,015,151	\$ 8,705,891	\$ 9,020,459	\$ 10,236,300

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Miscellaneous	\$ 2,311,789	\$ 2,581,560	\$ 2,688,390	\$ 3,008,160
Due To Member Municipalities	1,965	1,800	1,830	1,500
Income Tax	5,390,000	6,020,000	6,160,000	7,226,640
Interest Earnings/Investment Income	6,738	7,410	8,895	—
	\$ 7,710,492	\$ 8,610,770	\$ 8,859,115	\$ 10,236,300





COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Asst. Income Tax Administrator	26,273.96	92,066.54
1	1	1	Income Tax Administrator	42,758.15	142,024.13
1	1	1	Chief Bureau of Accounts and Collections	22,333.40	65,528.58
1	1	1	Chief of Auditing Bureau	22,333.40	67,822.56
4	4	4			
<u>ADMINISTRATIVE SUPPORT</u>					
4	2	4	Accountant Clerk II	10.00	17.69
25	21	25	Income Tax Tracer	12.60	17.86
2	1	2	Junior Cashier	11.14	16.97
2	1	0	Messenger	10.00	15.24
1	0	1	Principal Cashier	14.66	23.74
1	1	1	Principal Clerk	14.88	20.10
2	2	2	Private Secretary to the Director	20,800.00	48,986.27
0	0	1	Stock Clerk	13.11	18.23
37	28	36			
<u>PROFESSIONALS</u>					
4	3	4	Administrative Manager	27,193.55	104,891.07
4	3	5	Assistant Administrator	20,800.00	58,564.01
11	11	11	Auditor	20,092.80	60,614.58
3	3	3	Assistant Director of Law	26,250.00	82,780.43
1	1	1	Fiscal Manager	23,647.11	87,143.34
3	2	3	Income Tax Supervisor	20,092.80	58,564.01
9	8	10	Tax Auditor I	14.39	18.75
4	3	9	Tax Auditor II	15.48	20.73
1	1	1	Personnel Administrator	26,273.96	84,984.86
1	0	0	Project Leader /Application	45,000.00	94,606.21
3	2	4	Supervising Tax Auditor	20,800.00	58,564.01
3	0	3	Senior Tax Auditor	20,092.80	50,312.58
47	37	54			



CCA INCOME TAX ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>PARA-PROFESSIONALS</u>					
2	2	2	Paralegal	20,800.00	45,020.62
<u>2</u>	<u>2</u>	<u>2</u>			
<u>TECHNICIANS</u>					
2	2	2	Citizens Information Rep	10.00	19.29
<u>2</u>	<u>2</u>	<u>2</u>			
<u>92</u>	<u>73</u>	<u>98</u>	TOTAL FULL TIME		
<u>PART TIME</u>					
0	1	1	Administrative Manager	27,193.55	104,891.07
4	2	4	Assistant Administrator	20,800.00	58,564.01
4	2	3	Auditor	20,092.80	60,614.58
1	0	1	Income Tax Tracer	12.60	17.86
16	6	12	Student Aide	10.00	11.37
<u>25</u>	<u>11</u>	<u>21</u>	TOTAL PART TIME		
<u>117</u>	<u>84</u>	<u>119</u>	TOTAL DIVISION		



Department of Finance

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

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 576,364	\$ 572,472	\$ 564,614	\$ 582,694
Longevity	4,150	5,025	5,500	5,500
Separation Payments	—	—	1,230	—
Overtime	885	409	872	10,000
	\$ 581,399	\$ 577,906	\$ 572,216	\$ 598,194
Benefits				
Hospitalization	\$ 93,496	\$ 92,954	\$ 92,705	\$ 105,997
Flex Save Admin Fees	—	60	81	—
Prescription	15,165	14,888	13,982	16,622
Dental	5,773	5,891	5,676	6,304
Vision Care	930	934	861	887
Public Employees Retire System	81,089	81,982	77,121	81,573
Fica-Medicare	8,279	8,161	8,087	8,531
Workers' Compensation	20,864	18,646	14,591	19,724
Life Insurance	630	622	535	528
Unemployment Compensation	—	1,367	—	—
Clothing Allowance	—	—	760	1,000
Clothing Maintenance	609	1,192	1,168	1,500
	\$ 226,836	\$ 226,697	\$ 215,565	\$ 242,666
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ —	\$ 250
Tuition & Registration Fees	295	—	685	1,000
Other Training Supplies	—	—	—	500
Professional Dues & Subscript	1,467	1,488	1,653	7,208
	\$ 1,762	\$ 1,488	\$ 2,338	\$ 8,958
Utilities				
Gas	\$ 4,887	\$ 4,541	\$ 3,812	\$ 4,574
Electricity - Cpp	33,366	34,678	33,590	34,597
Security & Monitoring System	—	1,117	—	2,000
	\$ 38,253	\$ 40,336	\$ 37,402	\$ 41,171
Contractual Services				
Professional Services	\$ 3,375	\$ 3,319	\$ 562	\$ 3,000
Waste Disposal	496	—	—	500
Parking In City Facilities	263	216	364	350
Photocopy Machine Rental	649,103	631,029	621,500	700,000
Other Contractual	500	829	—	1,000
	\$ 653,736	\$ 635,392	\$ 622,426	\$ 704,850
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 1,000

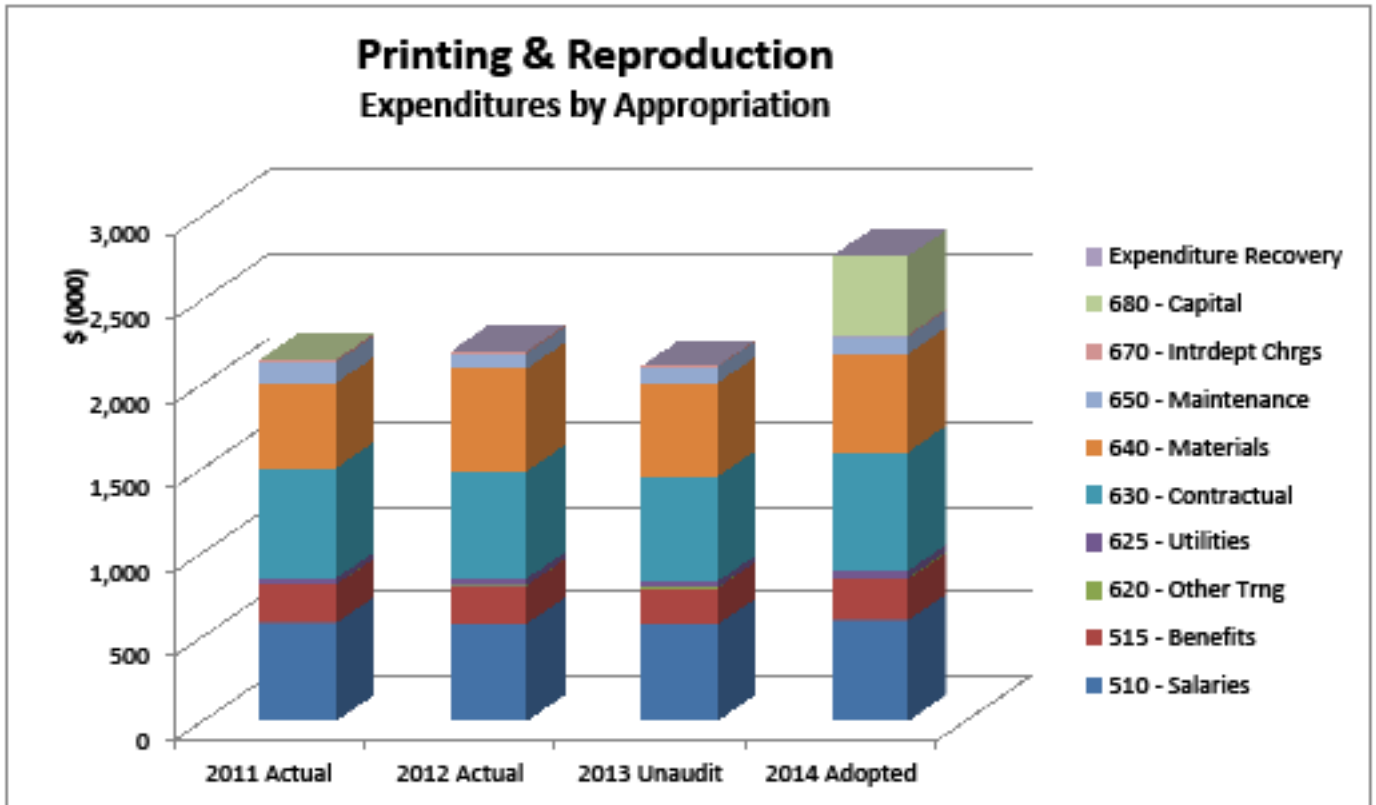


PRINTING & REPRODUCTION

Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Computer Hardware	7,824	8,610	13,344	15,000
Computer Software	478	—	—	3,500
Clothing	977	—	—	—
Small Equipment	—	3,461	—	5,000
Electrical Supplies	2,460	1,180	—	1,250
Hygiene And Cleaning Supplies	—	2,397	2,496	2,500
Paper And Other Printing Suppl	485,594	586,201	533,280	550,000
Other Supplies	1,964	1,479	1,437	1,000
Just In Time Office Supplies	4,232	5,295	4,994	4,000
	\$ 503,529	\$ 608,623	\$ 555,551	\$ 583,250
Maintenance				
Maintenance Contracts	\$ 118,237	\$ 88,551	\$ 84,260	\$ 90,000
Computer Hardware Maintenance	563	—	4,330	1,000
Computer Software Maintenance	—	—	2,693	2,119
Maintenance Machinery & Tools	4,040	—	1,000	6,918
Car Washes	395	—	—	270
Repair Of Overhead Doors	—	—	—	500
	\$ 123,235	\$ 88,551	\$ 92,284	\$ 100,807
Interdepart Service Charges				
Charges From Telephone Exch	\$ 7,751	\$ 7,808	\$ 4,869	\$ 5,353
Charges From M.V.M.	2,677	3,602	1,828	2,890
Charges From Division Of Maint	5,609	3,202	1,283	3,000
Charges From Parks Maintenance	776	84	114	—
	\$ 16,812	\$ 14,696	\$ 8,094	\$ 11,243
Capital Outlay				
Transfer To Capital Project	\$ —	\$ —	\$ —	\$ 466,753
	\$ —	\$ —	\$ —	\$ 466,753
Expenditure Recovery				
Expenditure Recovery	\$ (613)	\$ —	\$ —	\$ —
	\$ (613)	\$ —	\$ —	\$ —
	\$ 2,144,948	\$ 2,193,689	\$ 2,105,875	\$ 2,757,892
Revenues				
	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges For Services	\$ 2,271	\$ —	\$ 1,307	\$ —
Miscellaneous	2,074,415	2,188,228	2,196,169	2,490,188
Interest Earnings/Investment Income	869	1,113	2,046	—
	\$ 2,077,555	\$ 2,189,341	\$ 2,199,521	\$ 2,490,188

PRINTING & REPRODUCTION





PRINTING & REPRODUCTION

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Asst. Commissioner of Printing and Reproduction	23,647.11	87,143.34
1	1	1	Commissioner of Printing and Reproduction	40,314.82	136,049.25
<u>2</u>	<u>2</u>	<u>2</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Principal Clerk	14.88	20.10
1	1	1	Senior Clerk	12.47	16.58
<u>2</u>	<u>2</u>	<u>2</u>			
<u>PROFESSIONALS</u>					
1	1	1	Desktop Publishing Specialist	20,231.40	59,870.58
<u>1</u>	<u>1</u>	<u>1</u>			
<u>SERVICE AND MAINTENANCE</u>					
2	1	2	Print Shop Helper	12.85	14.96
<u>2</u>	<u>1</u>	<u>2</u>			
<u>SKILLED CRAFT</u>					
3	3	3	Copy Center Operator	10.00	18.74
<u>3</u>	<u>3</u>	<u>3</u>			
<u>TECHNICIANS</u>					
1	1	1	First Press Operator	12.00	22.25
1	1	1	PC Technician	25,000.00	51,170.01
1	1	1	Second Press Operator	10.00	19.90
<u>3</u>	<u>3</u>	<u>3</u>			
<u>13</u>	<u>12</u>	<u>13</u>	TOTAL FULL TIME		
<u>13</u>	<u>12</u>	<u>13</u>	TOTAL DIVISION		

STOREROOM & WAREHOUSE

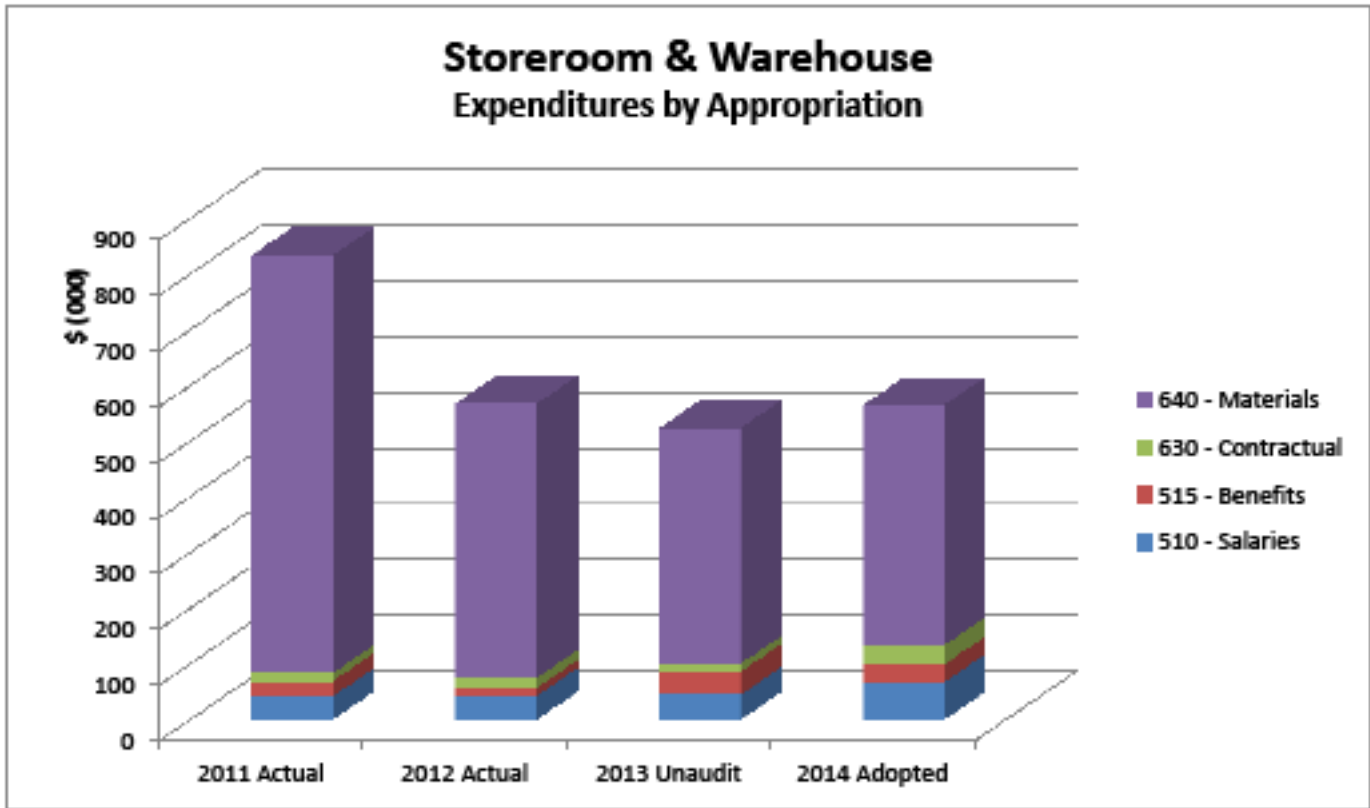
Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 41,523	\$ 42,762	\$ 44,803	\$ 67,607
Longevity	300	300	300	300
	\$ 41,823	\$ 43,062	\$ 45,103	\$ 67,907
Benefits				
Hospitalization	\$ 3,388	\$ 2,951	\$ 3,765	\$ 15,036
Prescription	1,067	942	1,146	3,786
Dental	269	233	284	1,079
Vision Care	81	68	81	141
Public Employees Retire System	5,840	5,941	6,198	9,462
Fica-Medicare	590	606	635	981
Workers' Compensation	15,901	3,383	28,992	576
Life Insurance	45	38	42	77
Unemployment Compensation	375	—	—	—
	\$ 27,556	\$ 14,160	\$ 41,144	\$ 31,138
Contractual Services				
Equipment Rental	\$ 14,220	\$ 18,072	\$ 14,517	\$ 25,000
Other Contractual	—	—	—	10,000
	\$ 14,220	\$ 18,072	\$ 14,517	\$ 35,000
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 200
Postage	750,000	490,000	423,000	429,286
Computer Supplies	—	2,228	—	1,500
	\$ 750,000	\$ 492,228	\$ 423,000	\$ 430,986
	\$ 833,599	\$ 567,521	\$ 523,764	\$ 565,031

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Miscellaneous	\$ 837,079	\$ 494,396	\$ 520,002	\$ 548,807
Interest Earnings/Investment Income	103	183	196	—
	\$ 837,182	\$ 494,579	\$ 520,198	\$ 548,807

STOREROOM & WAREHOUSE





STOREROOM & WAREHOUSE

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	Budget 2013	December 2013		Budget 2014	Minimum
			<u>ADMINISTRATIVE SUPPORT</u>		
1	0	1	Messenger	10.00	15.24
1	1	1	Storekeeper	16.66	20.76
2	1	2	TOTAL FULL TIME		
2	1	2	TOTAL DIVISION		



SINKING FUND GENERAL OPERATIONS

Debt Service

Sinking Fund Commission

Frank G. Jackson, President
Sharon Dumas, Secretary
Kevin J. Kelley, Member
Elizabeth C. Hruby, Assistant Secretary

The Sinking Fund is the bond retirement fund of the City and its operations are governed by the Ohio Revised Code, the City Charter and the General Bond Ordinance. The Sinking Fund Commission consists of the Mayor, Director of Finance, and City Council President. An Assistant Secretary is appointed by the members to conduct the business of the Sinking Fund Commission. The Sinking Fund Commission is responsible for the issuance and payment of all City debt including general obligation bonds, special revenue bonds, certificates of participation, non-tax revenue bonds and tax increment financing debt.

DEBT MANAGEMENT POLICY

The Sinking Fund Commission is responsible for maintaining detailed records of the City's outstanding debt obligations until their maturity and ensuring that all debt is paid when due. The Sinking Fund Commission's composition is defined in the City Charter and its duties are outlined in the covenants of the General Bond Ordinance and the Sinking Fund Ordinance.

The Sinking Fund Commission acts as the citywide coordinator for all debt issuance and monitoring activities. This includes the sale of all general obligation, special obligation and enterprise (revenue) bonds and notes. In addition the Commission deposits on behalf of itself and the Enterprise Funds any moneys to be applied to the payment of debt charges. This includes money and investments derived from ad valorem property taxes, restricted income tax, enterprise reimbursements, non-tax revenues and the proceeds of renewal bonds or notes. The Commission maintains and reconciles all bank accounts for General Obligation, Special Obligation and Enterprise (Proprietary) Obligations of the City. In addition, the Commission ensures that all debt issued by the City falls within the State's legal debt limits and that, in most cases, bonds issued to refund outstanding bonds achieve a 3% debt service savings level. If permitted by the authorizing ordinance, bonds can also be funded in order to eliminate or modify unduly restrictive covenants or to obtain a more favorable debt structure.

The City issues its general obligation bonds in connection with its overall Capital Improvement Program. Projects that have benefited from the issuance of general obligation debt include, but are not limited to, public facilities improvements, bridge and roadway improvements, cemeteries, recreation facilities, and urban redevelopment. In recent years, the City has also issued subordinate lien income tax bonds for these purposes.

The City's Enterprise Funds develop their own individual capital improvement programs and issue revenue debt as necessary to assist with the implementation of their CIP programs. The Sinking Fund Commission works jointly with each individual Enterprise Fund when issuing revenue debt, and ensures that the City complies with all debt covenants.

PROGRAM NAME: DEBT ADMINISTRATION AND RECORD MAINTENANCE

OBJECTIVES: To ensure the proper disbursement of funds for the payment of debt by maintaining accurate records of fixed rate and variable rate debt service requirements and other schedules of cash and investments.

ACTIVITIES: Maintain complete records of all financing transactions and outstanding debt service requirements. Respond to bondholder questions and requests. Record and reconcile all debt related activity within the City's accounting system. Process all principal and interest payments. Collect funds from Cuyahoga County, the General Fund, the Restricted Income Tax Fund, Special Revenue Funds and Enterprise Funds in order to make funds available for disbursements on a timely basis for the payment of debt service. Prepare the state required debt schedule, which certifies the amount to be paid from taxes and levying tax sufficient to



SINKING FUND GENERAL OPERATIONS

cover debt service. Through an escrow agent or trustee, coordinate the investment of cash in investments permitted under the General Bond Ordinance, the Sinking Fund Ordinance and enterprise fund indentures.

PROGRAM NAME: DEBT ISSUANCE AND COMPLIANCE

OBJECTIVES: To ensure that the City issues all debt in a cost effective manner and complies with all covenants in the General Bond Ordinance, the Sinking Fund Ordinance and in all revenue or special obligation bond indentures, as well as with all state debt limits and federal regulations governing the issuance of tax-exempt debt.

ACTIVITIES: Coordinate the issuance of debt and other obligations by working with the Law Department, bond counsel, financial advisors, underwriters, rating agencies and insurers. Evaluate financing proposals received by the City. Determine structure of financing transactions. Coordinate the submission of continuing disclosure information pursuant to the City's various Continuing Disclosure Agreements for its bond issues in accordance with SEC Rule 15c2-12. Facilitate the required arbitrage rebate calculations required by federal regulations.



SINKING FUND GENERAL OPERATIONS

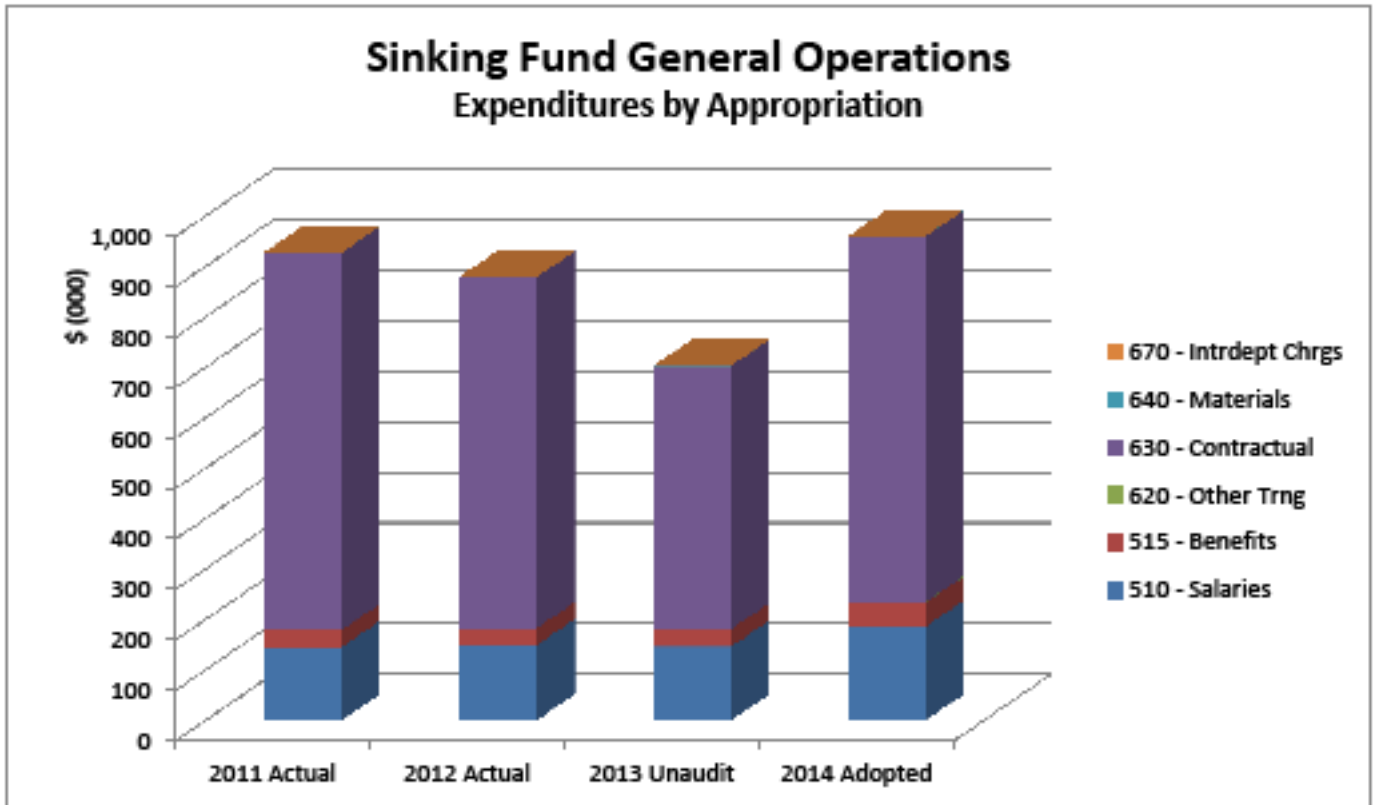
Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 144,779	\$ 147,786	\$ 146,281	\$ 185,417
Longevity	1,275	1,275	475	475
	\$ 146,054	\$ 149,061	\$ 146,756	\$ 185,892
Benefits				
Hospitalization	\$ 6,819	\$ 7,018	\$ 7,230	\$ 13,566
Prescription	2,135	2,240	2,197	3,612
Dental	479	492	477	901
Vision Care	113	118	113	148
Public Employees Retire System	20,415	20,845	19,880	25,958
Fica-Medicare	724	791	2,091	1,289
Workers' Compensation	2,520	2,238	2,050	1,874
Life Insurance	90	90	73	100
	\$ 33,294	\$ 33,831	\$ 34,111	\$ 47,448
Other Training & Professional Dues				
Professional Dues & Subscript	\$ —	\$ —	\$ —	\$ 850
	\$ —	\$ —	\$ —	\$ 850
Contractual Services				
Professional Services	\$ 70,852	\$ 143,150	\$ 147,729	\$ 125,000
County Aud & Treas Coll Fee	677,268	552,535	374,034	600,000
	\$ 748,120	\$ 695,685	\$ 521,763	\$ 725,000
Materials & Supplies				
Postage	\$ 207	\$ 48	\$ 248	\$ 400
	\$ 207	\$ 48	\$ 248	\$ 400
Interdepart Service Charges				
Charges From Print & Repro	\$ —	\$ —	\$ —	\$ 50
	\$ —	\$ —	\$ —	\$ 50
	\$ 927,675	\$ 878,625	\$ 702,877	\$ 959,640

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Miscellaneous	\$ 71,751	\$ 141,762	\$ 265,173	\$ 110,000
Other Shared Revenue	16,480	15,946	15,492	16,000
Transfers In	839,443	725,917	422,721	828,132
	\$ 927,675	\$ 883,625	\$ 703,386	\$ 954,132

SINKING FUND GENERAL OPERATIONS





SINKING FUND GENERAL OPERATIONS

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	2	Assistant Secretary Of Sinking Fund	27,325.56	100,773.99
1	1	2			
<u>PROFESSIONALS</u>					
1	1	1	Budget Analyst	20,800.00	54,612.13
1	1	1			
2	2	3	TOTAL FULL TIME		
2	2	3	TOTAL DIVISION		

SINKING FUND COMMISSION

2013 ACTIVITY

Effective March 21, 2013, the City completed the conversion and remarketing of its \$69,900,000 Refunding Certificates of Participation (COPs), Series 2010B, for the Cleveland Stadium Project. This was done in order to change the index rate being charged on the bonds as well as to extend the interest rate period. These COPs, which are floating rate obligations, were initially purchased by Wells Fargo Bank in 2010. Wells Fargo has purchased the converted COPs as well. The new index rate will result in lower interest costs for the City.

The City issued \$58,000,000 Airport Revenue Bonds, Series 2013A, effective April 24, 2013. The bonds were issued to refund the outstanding \$58,000,000 Series 2008F Airport Revenue Bonds upon the expiration of the existing letter of credit. The bonds were directly purchased by U.S. Bank National Association as variable rate bonds. As a result of this refunding, the Airport System will realize approximately \$3.4 million or 5.87% of present value debt service savings.

On May 30, 2013, the City issued \$35,840,000 Subordinate Lien Income Tax Bonds, Series 2013A. The proceeds of these bonds will be used to pay the costs of various public improvements including public facility improvements, bridge and roadway improvements and parks and recreation facility improvements.

Also on May 30, 2013, the City issued \$25,360,000 Taxable Economic and Community Development Bonds, Series 2013A. The City issued these bonds in order to refund the outstanding \$25,360,000 Taxable Economic and Community Development Bonds, Series 2008, at the expiration of an existing letter of credit. These bonds are variable rate bonds and were privately placed with KeyBank National Association.

Effective June 20, 2013, the City entered into a \$6,535,000 vehicle lease agreement with Huntington Public Capital Corporation. The funds will be used to purchase a variety of vehicles including police cars, fire trucks, tractors and heavy duty trucks. Lease payments will be made from the Restricted Income Tax for a period of seven years.

Upon the expiration of the previous direct purchases done in 2010 on the Water Series U and Series V Bonds, the City replaced them with new direct purchases. Effective November 1, 2013, the \$54,935,000 Water Series U Bonds were directly purchased by PNC Bank, National Association and subsequently, on December 2, 2013, the \$26,495,000 Water Series V Bonds were also directly purchased by PNC Bank. In both cases, the rate being paid by the City will be lower than what was paid on the prior direct placements and will, therefore, result in a savings for the Division of Water.



SINKING FUND COMMISSION

2014 ACTIVITY

In 2014, the City is planning or reviewing the feasibility of the following financings:

- Two separate series, issued in January and July, of Subordinate Lien Income Tax Bonds to fund various public improvements including roads and bridges, recreation facilities, other public facilities and vehicle purchases;
• Airport System refunding bonds to refund the Series 2009A and Series 2009B bonds upon the expiration of the existing letter of credit;
• Airport System Revenue Bonds to fund the acquisition of two off-Airport parking lots;
• Refunding of the 2004 Stadium Non-Tax Revenue Bonds and the 2004 Taxable Economic and Community Development Bonds assuming a minimum 3% savings is achieved; 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, 2013 the City's Bond Ratings for various types of obligations were as follows:

Table with 4 columns: Bond Type, Moody's Investors Service, Standard & Poor's, and Fitch Ratings. Rows include General Obligation Bonds, Subordinate Lien Income Tax Bonds, Nontax Revenue Bonds, Waterworks Revenue Bonds, Subordinate Lien Water Revenue Bonds, Cleveland Public Power Revenue Bonds, Airport Revenue Bonds, Stadium Certificates of Participation Series, and Parking Revenue Bonds+.

+ Insured ratings based on the rating of Financial Security Assurance, Inc (Now known as Assured Guaranty Municipal Corp.)

*Effective November 26, 2013 Standard & Pools Ratings Services changed its outlook on Cleveland Public Power from stable to negative.

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 \$514,494,983 and unvoted debt limit (5.5%) is \$269,497,372. At January 1, 2014, the City had virtually no capacity under the indirect debt limitation calculation per the Ohio Revised Code to issue any additional unvoted debt. However, the debt limitations are not expected to affect the financing of any currently planned facilities or services.

REVENUE BOND DEBT SERVICE

	2012 Actual	2013 Unaudited	2014 Budget
Water Revenue Bonds & Notes + EXPENDITURES:			
Principal	\$ 134,000,000	\$ 31,100,000	\$ 39,910,000
Interest	30,520,811	32,901,219	34,705,938
Total Expenditures	\$ 164,520,811	\$ 64,001,219	\$ 74,615,938
RECEIPTS			
Utility Reimbursement	\$ 164,520,811	\$ 64,001,219	\$ 74,615,938
Total Receipts	\$ 164,520,811	\$ 64,001,219	\$ 74,615,938
Airport System Revenue Bonds + EXPENDITURES:			
Principal	\$ 13,660,000	\$ 16,285,000	\$ 32,120,000
Interest	33,114,361	35,560,007	40,227,517
Total Expenditures	\$ 46,774,361	\$ 51,845,007	\$ 72,347,517
RECEIPTS			
Enterprise Reimbursement	\$ 46,774,361	\$ 51,845,007	\$ 72,347,517
Total Receipts	\$ 46,774,361	\$ 51,845,007	\$ 72,347,517
Ohio Water Development Authority Loans - Water + EXPENDITURES:			
Principal	\$ 6,239,031	\$ 6,795,308	\$ 7,012,211
Interest	3,724,674	3,659,743	3,452,599
Total Expenditures	\$ 9,963,705	\$ 10,455,051	\$ 10,455,051
RECEIPTS			
Utility Reimbursement	\$ 9,963,705	\$ 10,455,051	\$ 10,464,810
Total Receipts	\$ 9,963,705	\$ 10,455,051	\$ 10,464,810

+ 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.



Department of Finance

REVENUE BOND DEBT SERVICE

	2012 Actual	2013 Unaudited	2014 Budget
Ohio Water Development Authority Loans - Water Control +			
EXPENDITURES:			
Principal	\$ 504,838	\$ 524,794	\$ 545,579
Interest	102,012	82,056	61,272
Total Expenditures	\$ 606,850	\$ 606,850	\$ 606,851
RECEIPTS			
Utility Reimbursement	\$ 606,850	\$ 606,850	\$ 606,851
Total Receipts	\$ 606,850	\$ 606,850	\$ 606,851
Public Power System - Revenue Bonds +			
EXPENDITURES:			
Principal	\$ 10,050,000	\$ 12,710,000	\$ 13,195,000
Interest	9,746,219	9,766,869	9,638,269
Total Expenditures	\$ 19,796,219	\$ 22,476,869	\$ 22,833,269
RECEIPTS			
Utility Reimbursement	\$ 19,796,219	\$ 22,476,869	\$ 22,833,269
Total Receipts	\$ 19,796,219	\$ 22,476,869	\$ 22,833,269
Parking Facilities Revenue Refunding Bonds +			
EXPENDITURES:			
Principal	\$ 2,420,000	\$ 2,520,000	\$ 2,645,000
Interest	1,704,713	1,608,861	1,486,775
Total Expenditures	\$ 4,124,713	\$ 4,128,861	\$ 4,131,775
RECEIPTS			
Enterprise Reimbursement	\$ 4,124,713	\$ 4,128,861	\$ 4,131,775
Total Receipts	\$ 4,124,713	\$ 4,128,861	\$ 4,131,775

+ Amounts shown above are actual amounts paid to bondholders or swap counterparties during the year and therefore may not match the debt service amounts in the budget of enterprise funds which reflect deposit requirements in anticipation of these payments.



DEBT SERVICE REVENUES

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
PROPERTY TAXES	\$ 19,330,533	\$ 19,283,757	\$ 17,566,014	\$ 18,206,693
INTERGOVERNMENTAL REVENUE	5,040,974	5,001,367	4,659,755	4,649,325
RESTRICTED INCOME TAX	25,555,664	25,926,339	23,862,973	26,713,312
SUBORDINATED INCOME TAX	5,674,324	5,677,324	5,681,244	5,670,532
INVESTMENT EARNINGS	17,424	20,726	18,084	22,000
BOND FEES & SERVICES	71,751	141,762	265,173	110,000
NOTE / BOND PROCEEDS	601,035	4,915,582	25,360,000	23,500,000
TRANSFERS FROM OTHER SUBFUNDS	3,123,031	2,179,319	2,749,100	4,556,690
TIF / DEVELOPER RECEIPTS	495,357	391,007	436,460	303,363
GENERAL FUND TRANSFER	3,394,437	3,131,486	2,963,940	3,389,826
FEDERAL SUBSIDY	545,748	545,747	522,007	506,454
DRAW/(ADD) OF FUND BALANCE	(1,012,171)	(4,650,317)	2,148,516	21,905
TOTAL RECEIPTS	<u>\$ 62,838,107</u>	<u>\$ 62,564,099</u>	<u>\$ 86,233,266</u>	<u>\$ 87,650,100</u>



Department of Finance

DEBT SERVICE EXPENDITURES

	2012 Actual	2013 Unaudited	2014 Budget
Unvoted Tax Supported General Obligation Bonds			
Bonds Redeemed	\$ 28,815,000	\$ 26,150,000	\$ 24,985,000
Interest on Bonds	15,154,575	14,464,681	13,378,213
	<u>\$ 43,969,575</u>	<u>\$ 40,614,681</u>	<u>\$ 38,363,213</u>
Subordinated Income Tax Bonds (Police & Fire Pension)			
Bonds Redeemed	\$ 2,955,000	\$ 3,105,000	\$ 3,265,000
Interest on Bonds	2,646,950	2,495,450	2,336,200
	<u>\$ 5,601,950</u>	<u>\$ 5,600,450</u>	<u>\$ 5,601,200</u>
2008 Core City Fund			
Bonds Redeemed	\$ 625,000	\$ —	\$ —
Interest on Bonds	47,993	22,084	—
Transfer to Other Subclass	—	1,106,872	—
Other	358,078	224,576	—
	<u>\$ 1,031,071</u>	<u>\$ 1,353,532</u>	<u>\$ —</u>
2013A Core City Fund			
Bonds Redeemed	\$ —	\$ 650,000	\$ 675,000
Interest on Bonds	—	119,776	370,650
Transfer to Escrow Agent	—	25,360,000	—
Other	—	82,670	10,000
	<u>\$ —</u>	<u>\$ 26,212,446</u>	<u>\$ 1,055,650</u>
Lower Euclid TIF Bonds			
Bonds Redeemed	\$ 167,000	\$ 151,000	\$ 155,000
Interest on Bonds	117,790	152,162	148,363
Transfer to Other Subclass	—	2,141	—
	<u>\$ 284,790</u>	<u>\$ 305,303</u>	<u>\$ 303,363</u>
Nontax Revenue Refunding Bonds - Stadium			
Bonds Redeemed	\$ 1,090,000	\$ 1,130,000	\$ 1,170,000
Interest on Bonds	540,569	502,419	460,044
Transfer to Escrow Agent	—	—	9,200,000
	<u>\$ 1,630,569</u>	<u>\$ 1,632,419</u>	<u>\$ 10,830,044</u>

DEBT SERVICE EXPENDITURES

	2012 Actual	2013 Unaudited	2014 Budget
2004 Core City Bonds			
Bonds Redeemed	\$ 815,000	\$ 855,000	\$ 895,000
Interest on Bonds	741,798	704,308	664,550
Transfer to Other Subclass	625,000	—	3,000,000
Transfer to Escrow Agent	—	—	13,000,000
Other	4,700	4,700	5,170
	\$ 2,186,498	\$ 1,564,008	\$ 17,564,720
Subordinate Lien Income Tax Bonds			
Bonds Redeemed	\$ 3,305,000	\$ 3,730,000	\$ 5,355,000
Interest on Bonds	3,676,021	4,517,550	6,317,270
	\$ 6,981,021	\$ 8,247,550	\$ 11,672,270
Subordinate Lien Inc. Tax Bonds (GF)			
Bonds Redeemed	\$ —	\$ —	\$ —
Interest on Bonds	—	—	1,300,000
	\$ —	\$ —	\$ 1,300,000
Sinking Fund Operations			
Personnel	\$ 182,892	\$ 180,867	\$ 233,340
Other	695,733	522,010	726,300
	\$ 878,625	\$ 702,877	\$ 959,640
Total Expenditures	\$ 62,564,099	\$ 86,233,266	\$ 87,650,100



UNVOTED TAX SUPPORTED OBLIGATIONS

PURPOSE	Month Due	Issue Date	MATURITY DATE	INTEREST RATE	12/31/13 BALANCE	2014 PRINCIPAL	2014 INTEREST	TOTAL DUE
BRIDGES & ROADS	FEB./AUG.	1997	2014	VAR	\$ 895,000	\$ 895,000	\$ 51,463	\$ 946,463
BRIDGES & ROADS	JUNE/DEC.	2004	2015	VAR	1,290,000	635,000	45,969	680,969
BRIDGES & ROADS	JUNE/DEC.	2009	2026	VAR	13,075,000	775,000	584,263	1,359,263
BRIDGES & ROADS	JUNE/DEC.	2011	2029	VAR	13,490,000	625,000	581,781	1,206,781
BRIDGES & ROADS	JUNE/DEC.	2012	2030	VAR	19,035,000	805,000	852,950	1,657,950
BRIDGES & ROADS	APR/OCT	2005A	2016	VAR	3,175,000	1,005,000	158,750	1,163,750
BRIDGES & ROADS	MAY/NOV	2007A	2027	VAR	13,830,000	730,000	639,300	1,369,300
CEMETERY IMPROVEMENT	JUNE/DEC.	2009	2029	VAR	2,615,000	115,000	120,644	235,644
CEMETERY IMPROVEMENT	JUNE/DEC.	2011	2031	VAR	675,000	25,000	29,431	54,431
CEMETERY IMPROVEMENT	JUNE/DEC.	2012	2032	VAR	485,000	15,000	22,200	37,200
CEMETERY IMPROVEMENT	MAY/NOV	2007A	2027	VAR	395,000	20,000	18,288	38,288
CONVENTION CENTER	JUNE/DEC.	2009	2029	VAR	890,000	40,000	40,919	80,919
DEMO/REVITALIZATION	MAY/NOV	2007A	2032	VAR	5,115,000	175,000	231,969	406,969
FINAL JUDGMENT	MAY/NOV	2008	2033	VAR	8,955,000	265,000	464,869	729,869
FINAL JUDGMENT	MAY/NOV	2007B	2031	VAR	1,705,000	65,000	72,413	137,413
NEIGHBORHOOD DEVELOP.	JUNE/DEC.	2009	2029	VAR	5,340,000	240,000	245,500	485,500
NEIGHBORHOOD DEVELOP.	APR/OCT	2005A	2025	VAR	2,915,000	310,000	130,038	440,038
PARKS & RECREATION	FEB./AUG.	1997	2015	VAR	415,000	200,000	23,863	223,863
PARKS & RECREATION	JUNE/DEC.	2004	2015	VAR	280,000	140,000	9,975	149,975
PARKS & RECREATION	JUNE/DEC.	2009	2029	VAR	11,735,000	525,000	539,650	1,064,650
PARKS & RECREATION	JUNE/DEC.	2011	2031	VAR	1,995,000	30,000	90,438	120,438
PARKS & RECREATION	JUNE/DEC.	2012	2032	VAR	3,795,000	135,000	173,050	308,050
PARKS & RECREATION	APR/OCT	2005A	2016	VAR	1,200,000	380,000	60,000	440,000
PARKS & RECREATION	MAY/NOV	2007A	2026	VAR	2,090,000	120,000	96,363	216,363
PUBLIC FACILITIES	FEB./AUG.	1997	2015	VAR	1,530,000	745,000	87,975	832,975
PUBLIC FACILITIES	JUNE/DEC.	2009	2029	VAR	5,335,000	240,000	245,600	485,600
PUBLIC FACILITIES	JUNE/DEC.	2011	2029	VAR	12,660,000	590,000	545,888	1,135,888
PUBLIC FACILITIES	JUNE/DEC.	2012	2030	VAR	13,530,000	570,000	606,250	1,176,250
PUBLIC FACILITIES	APR/OCT	2005A	2023	VAR	2,340,000	380,000	106,981	486,981
PUBLIC FACILITIES	MAY/NOV	2007A	2024	VAR	11,680,000	840,000	534,400	1,374,400
RESIDENTIAL AREA IMPR.	FEB./AUG.	1997	2015	VAR	140,000	70,000	8,050	78,050
SERIES 1997 REFUNDING	FEB./AUG.	1997	2015	VAR	2,305,000	1,120,000	132,538	1,252,538
SERIES 2005 REFUNDING	APR/OCT	2005	2023	VAR	64,520,000	6,660,000	3,514,688	10,174,688
SERIES 2007C REFUNDING	MAY/NOV	2007C	2027	VAR	20,410,000	125,000	1,051,750	1,176,750
SERIES 2009 REFUNDING	JUNE/DEC.	2009	2018	VAR	6,300,000	1,705,000	243,113	1,948,113
SERIES 2012 REFUNDING	JUNE/DEC.	2012	2017	VAR	8,890,000	5,000	391,600	396,600
SERIES 2012A REFUNDING	JUNE/DEC.	2012	2021	VAR	17,520,000	3,665,000	625,300	4,290,300
Total					\$ 282,550,000	\$ 24,985,000	\$ 13,378,213	\$ 38,363,213



DIVISION OF FINANCIAL REPORTING AND CONTROL

James E. Gentile, CPA, City Controller

Mission Statement

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

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

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

PROGRAM NAME: CASH RECONCILIATION

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

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

PROGRAM NAME: GENERAL ACCOUNTING

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

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

PROGRAM NAME: PROPRIETARY / CAPITAL FUND ACCOUNTING

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

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



Department of Finance

DIVISION OF FINANCIAL REPORTING AND CONTROL

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

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 755,937	\$ 753,877	\$ 793,000	\$ 934,002
Seasonal	9,006	13,231	16,618	22,295
Longevity	4,975	4,950	4,950	4,600
Separation Payments	23,858	1,718	—	—
Overtime	28,578	29,499	19,968	32,198
	\$ 822,354	\$ 803,275	\$ 834,536	\$ 993,095
Benefits				
Hospitalization	\$ 87,742	\$ 87,029	\$ 92,963	\$ 137,033
Flex Save Admin Fees	—	—	10	—
Prescription	23,214	20,462	20,949	30,942
Dental	6,659	6,377	6,456	8,785
Vision Care	674	755	762	949
Public Employees Retire System	111,836	112,448	113,128	139,033
Fica-Medicare	11,414	11,397	11,843	14,400
Workers' Compensation	16,279	12,918	11,050	10,656
Life Insurance	563	563	513	612
	\$ 258,381	\$ 251,949	\$ 257,674	\$ 342,410
Other Training & Professional Dues				
Travel	\$ —	\$ 1,160	\$ 1,271	\$ 1,300
Tuition & Registration Fees	360	625	540	2,260
Professional Dues & Subscript	1,305	2,327	3,205	1,700
	\$ 1,665	\$ 4,112	\$ 5,016	\$ 5,260
Contractual Services				
Medical Services	\$ —	\$ 46	\$ —	\$ —
Advertising And Public Notice	508	508	508	550
Parking In City Facilities	—	—	—	1,400
	\$ 508	\$ 554	\$ 508	\$ 1,950
Materials & Supplies				
Office Supplies	\$ 469	\$ 18	\$ —	\$ 873
Postage	37	—	—	40
Just In Time Office Supplies	555	1,468	1,565	2,450
	\$ 1,061	\$ 1,486	\$ 1,565	\$ 3,363
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 200
	\$ —	\$ —	\$ —	\$ 200



Department of Finance

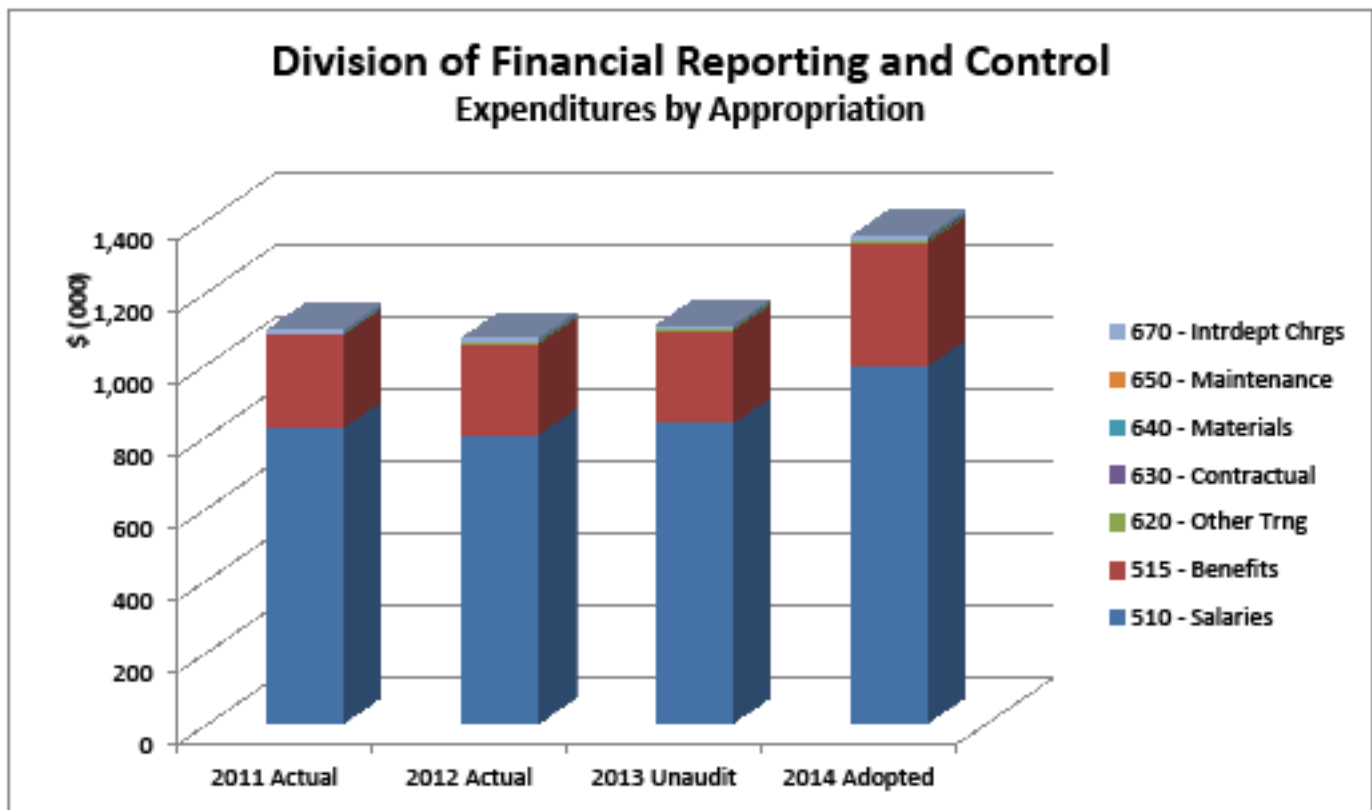
DIVISION OF FINANCIAL REPORTING AND CONTROL

Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 2,384	\$ 3,259	\$ 3,350	\$ 3,683
Charges From Print & Repro	9,158	7,578	5,517	5,081
Charges From Central Storeroom	6	18	5	5
	\$ 11,548	\$ 10,855	\$ 8,872	\$ 8,769
	\$ 1,095,517	\$ 1,072,230	\$ 1,108,172	\$ 1,355,047

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Miscellaneous	\$ 60	\$ —	\$ 10,452	\$ —
	\$ 60	\$ —	\$ 10,452	\$ —





DIVISION OF FINANCIAL REPORTING AND CONTROL

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Assistant City Comptroller	41,312.22	117,075.20
1	1	1	Asst Mgr Appl Dev/Tech Supp	46,224.91	128,595.56
1	1	1	City Controller	42,758.15	142,024.13
<u>3</u>	<u>3</u>	<u>3</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Private Secretary	10.00	21.21
<u>1</u>	<u>1</u>	<u>1</u>			
<u>PROFESSIONALS</u>					
2	1	2	Accountant III	15.48	24.58
4	4	5	Accountant IV	20,800.00	61,213.89
2	0	2	Accountant Supervisor	23,647.11	74,729.73
1	1	1	Fiscal Manager	23,647.11	87,143.34
1	1	1	Project Coordinator	27,325.56	93,021.80
<u>10</u>	<u>7</u>	<u>11</u>			
<u>14</u>	<u>11</u>	<u>15</u>	TOTAL FULL TIME		
<u>PART TIME</u>					
1	1	1	Student Aide	10.00	11.37
<u>1</u>	<u>1</u>	<u>1</u>	TOTAL PART TIME		
<u>15</u>	<u>12</u>	<u>16</u>	TOTAL DIVISION		



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: 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

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,232,123	\$ 1,025,259	\$ 1,205,662	\$ 1,512,965
Part-Time Permanent	—	3,323	18,128	22,295
Longevity	7,525	5,350	8,100	7,050
Separation Payments	68,776	—	5,101	50,000
Overtime	150	—	2,878	—
	\$ 1,308,574	\$ 1,033,932	\$ 1,239,869	\$ 1,592,310
Benefits				
Hospitalization	\$ 158,319	\$ 123,156	\$ 149,504	\$ 202,188
Flex Save Admin Fees	—	120	101	—
Prescription	36,697	29,386	31,153	44,144
Dental	12,347	9,643	10,423	13,817
Vision Care	1,259	983	1,110	1,266
Public Employees Retire System	175,400	144,272	168,006	223,501
Fica-Medicare	17,676	14,394	16,478	23,245
Workers' Compensation	25,623	20,199	16,417	15,832
Life Insurance	990	746	794	877
Unemployment Compensation	23,219	10,556	2,066	—
	\$ 451,530	\$ 353,453	\$ 396,052	\$ 524,870
Other Training & Professional Dues				
Travel	\$ —	\$ 5,929	\$ 3,941	\$ 5,000
Tuition & Registration Fees	5,921	13,983	15,210	25,000
Professional Dues & Subscript	—	—	161	—
	\$ 5,921	\$ 19,912	\$ 19,312	\$ 30,000
Utilities				
Electricity - Cpp	\$ —	\$ —	\$ 1,061	\$ —
Electricity - Other	—	—	—	1,093
Steam	—	—	29,718	35,000
	\$ —	\$ —	\$ 30,779	\$ 36,093
Contractual Services				
Professional Services	\$ 167,642	\$ 177,535	\$ 195,519	\$ 244,000
Jury And Witness Fees	—	(200)	—	—
Advertising And Public Notice	110	—	—	—
Parking In City Facilities	15,877	8,631	12,760	12,000
Other Contractual	2,290	—	—	—
	\$ 185,919	\$ 185,966	\$ 208,279	\$ 256,000
Materials & Supplies				
Office Supplies	\$ 1,035	\$ 44	\$ —	\$ 500
Postage	221	32	38	200
Computer Supplies	4,643	9,448	7,251	7,500



INFORMATION SYSTEMS SERVICES

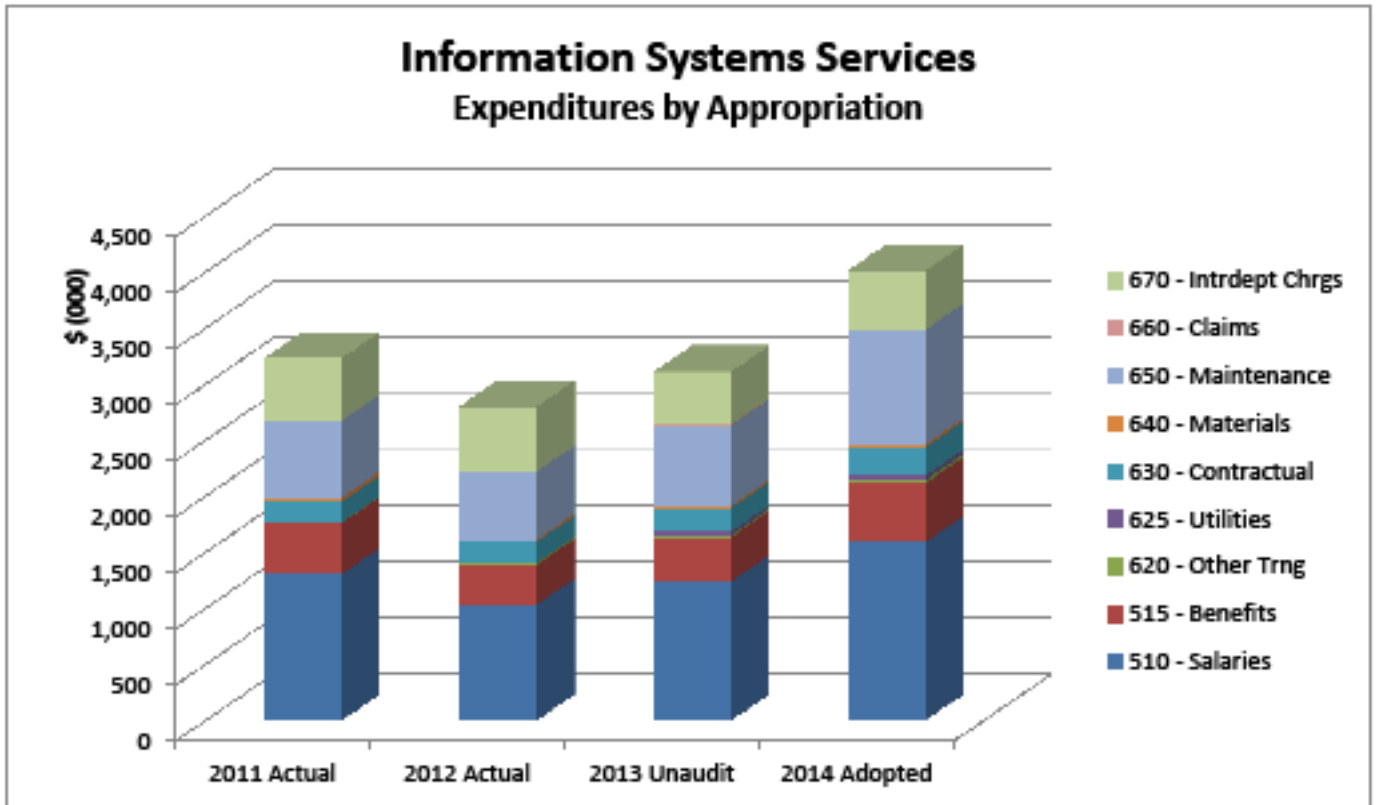
Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Computer Hardware	302	807	541	—
Computer Software	29,029	1,568	6,108	10,000
Other Supplies	—	—	1,500	—
Just In Time Office Supplies	1,105	6,919	6,251	6,500
	\$ 36,335	\$ 18,818	\$ 21,690	\$ 24,700
Maintenance				
Computer Hardware Maintenance	\$ 37,576	\$ 66,251	\$ —	\$ 187,192
Computer Software Maintenance	649,440	541,802	715,332	837,784
	\$ 687,016	\$ 608,053	\$ 715,332	\$ 1,024,976
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ —	\$ —	\$ 7,500	\$ —
	\$ —	\$ —	\$ 7,500	\$ —
Interdepart Service Charges				
Charges From Telephone Exch	\$ 528,107	\$ 555,069	\$ 456,429	\$ 501,816
Charges From Print & Repro	7,873	5,013	4,165	3,836
Charges From Central Storeroom	12	7	41	43
Charges From M.V.M.	20,553	21,220	12,255	19,258
	\$ 556,545	\$ 581,309	\$ 472,889	\$ 524,953
	\$ 3,231,841	\$ 2,801,444	\$ 3,111,702	\$ 4,013,902

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Grant Revenue	\$ —	\$ —	\$ 6,147	\$ —
Miscellaneous	1,256	586	16,791	—
	\$ 1,256	\$ 586	\$ 22,938	\$ —

INFORMATION SYSTEMS SERVICES





Department of Finance

INFORMATION SYSTEMS SERVICES

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Application Delivery Services Manager	65,000.00	100,519.11
1	1	1	Assistant Manager Applications & Tech Support Serv.	46,224.91	128,595.56
1	0	1	Chief Technology Officer	80,000.00	206,040.00
1	1	1	Commissioner of Information Technology & Services	52,734.82	150,984.16
1	0	0	Supervisor of Computer Operations	30,214.95	91,848.40
2	1	2	Supervisor of Hardware Evaluation	30,214.95	91,848.40
7	4	6			
<u>PROFESSIONALS</u>					
1	1	1	Asset Management Coordinator	22,333.00	79,910.10
1	1	1	Budget Analyst	20,800.00	54,612.13
1	1	1	Database Coordinator	30,214.00	83,568.06
1	0	1	Deputy Commissioner of Information Systems	30,214.95	102,907.21
1	1	1	Fiscal Manager	23,647.11	87,143.34
0	0	1	IT Security Officer	30,215.00	80,801.77
0	0	1	Programmer Analyst	10.00	30.74
1	1	1	Project Manager II	22,333.00	82,275.26
1	0	1	Software Analyst	45,000.00	89,875.90
1	1	1	Supv. of Systems and Tech Support	55,000.00	88,693.33
2	2	2	Systems Analyst	20,800.00	63,677.78
1	1	1	Web Content Editor	10.00	29.77
1	1	1	Web Developer	30,215.00	86,155.95
12	10	14			
<u>TECHNICIANS</u>					
3	3	3	PC Technician	25,000.00	51,170.01
3	3	3			
22	17	23	TOTAL FULL TIME		
2	2	2	TOTAL PART TIME		
24	19	25	TOTAL DIVISION		

TELEPHONE EXCHANGE

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 850,146	\$ 796,427	\$ 783,262	\$ 906,030
Longevity	7,200	7,500	5,250	6,525
Separation Payments	—	33,815	28,673	—
Overtime	5	—	4,775	—
	\$ 857,351	\$ 837,742	\$ 821,960	\$ 912,555
Benefits				
Hospitalization	\$ 118,560	\$ 117,514	\$ 117,056	\$ 160,197
Flex Save Admin Fees	—	—	142	—
Prescription	27,334	27,602	27,438	36,224
Dental	8,436	8,351	8,368	10,652
Vision Care	1,156	1,091	1,029	1,240
Public Employees Retire System	119,838	113,100	106,098	126,846
Fica-Medicare	7,682	7,849	9,581	11,571
Workers' Compensation	15,223	13,247	11,622	10,568
Life Insurance	765	699	616	687
Unemployment Compensation	—	6,904	—	—
Clothing Allowance	4,500	4,500	3,600	1,400
Clothing Maintenance	2,625	2,625	2,100	2,100
	\$ 306,120	\$ 303,483	\$ 287,650	\$ 361,485
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ —	\$ 900
Tuition & Registration Fees	—	—	—	2,000
	\$ —	\$ —	\$ —	\$ 2,900
Utilities				
Cellular Services	\$ 352,798	\$ 418,548	\$ 480,000	\$ 625,000
Telephone-Ohio Bell	2,849,672	3,238,494	3,765,048	3,800,000
Telephone-Long Distance	40,039	39,773	31,344	50,616
Telephone	689,133	514,641	338,289	575,000
Security & Monitoring System	21,593	14,399	25,467	53,000
	\$ 3,953,235	\$ 4,225,855	\$ 4,640,148	\$ 5,103,616
Contractual Services				
Professional Services	\$ 60,533	\$ 21,446	\$ 23,382	\$ 81,850
Advertising And Public Notice	—	—	2,000	1,500
Parking In City Facilities	10,920	11,640	9,167	11,000
Pager Rental	1,020	1,855	1,862	3,000
Other Contractual	3,900	—	—	—
	\$ 76,373	\$ 34,942	\$ 36,411	\$ 97,350
Materials & Supplies				
Office Supplies	\$ 586	\$ —	\$ —	\$ 900



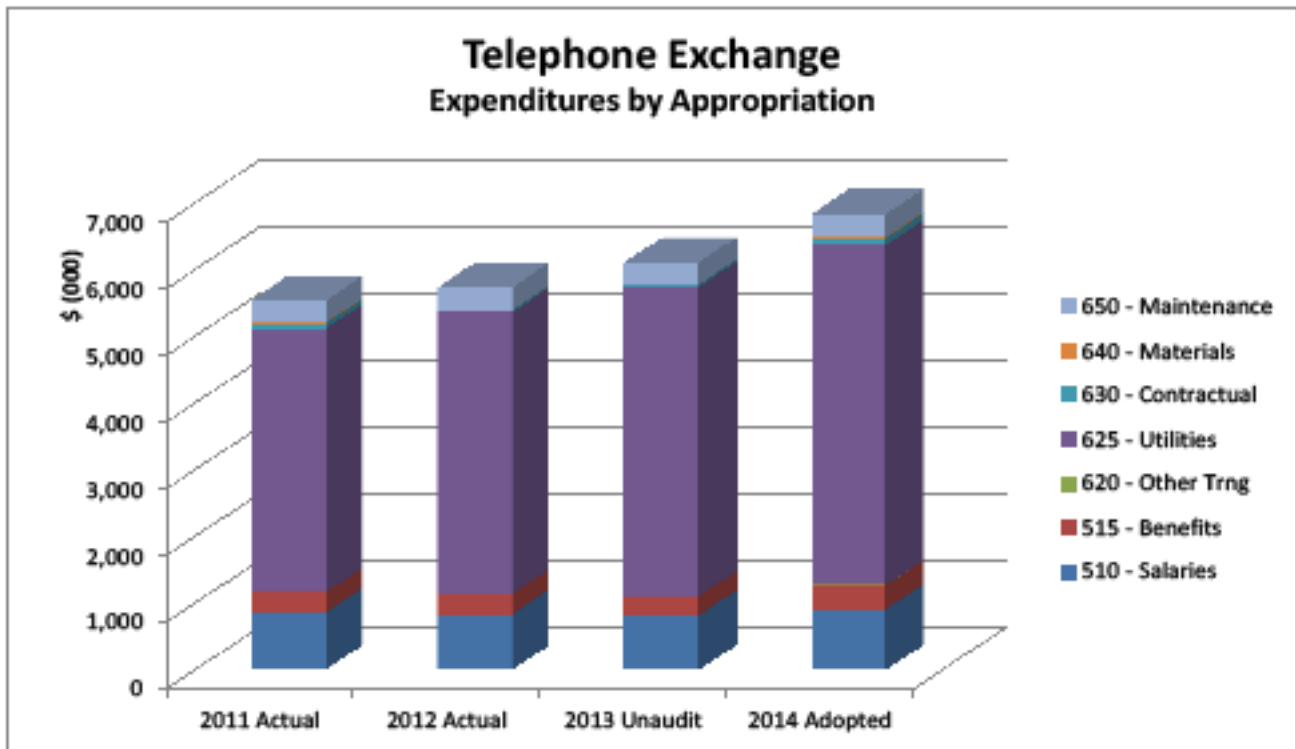
TELEPHONE EXCHANGE

Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Computer Supplies	395	—	—	500
Computer Hardware	2,127	—	—	3,000
Hardware & Small Tools	584	—	—	1,000
Other Supplies	9,487	2,440	—	10,000
Just In Time Office Supplies	461	330	338	1,000
	\$ 13,641	\$ 2,770	\$ 338	\$ 16,400
Maintenance				
Maintenance Contracts	\$ 136,279	\$ 54,588	\$ 9,500	\$ 102,000
Computer Hardware Maintenance	—	—	1,173	—
Computer Software Maintenance	197,135	278,124	318,692	240,000
	\$ 333,414	\$ 332,712	\$ 329,365	\$ 342,000
	\$ 5,540,133	\$ 5,737,505	\$ 6,115,872	\$ 6,836,306

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges For Services	\$ 49,046	\$ 62,040	\$ 59,356	\$ —
Miscellaneous	5,337,824	5,803,337	6,066,832	6,669,549
Interest Earnings/Investment Income	852	924	2,276	—
	\$ 5,387,722	\$ 5,866,301	\$ 6,128,464	\$ 6,669,549





TELEPHONE EXCHANGE

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	Budget 2013	December 2013		Budget 2014	Minimum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	0	1	Chief Safety Signal System	18.60	36.80
1	1	1	Customer Support Call Center Manger	65,000.00	100,519.11
<u>2</u>	<u>1</u>	<u>2</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
2	1	2	Billing Clerk	10.00	16.96
0	1	1	Supervisor Administration Services-Data	20,092.80	58,564.01
3	4	4	Telephone Operator	10.00	16.97
<u>5</u>	<u>6</u>	<u>7</u>			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Manager	27,193.55	104,891.07
1	1	1	Assistant Commissioner	23,647.11	88,525.69
1	0	0	IT Telecom Analyst II	30,214.00	91,848.40
<u>3</u>	<u>2</u>	<u>2</u>			
<u>TECHNICIANS</u>					
2	1	1	Citizens Info representative	10.00	19.29
1	1	1	IT Telecom Analyst I	14.53	42.45
5	5	5	Telecommunications Tech	31.50	32.04
<u>8</u>	<u>7</u>	<u>7</u>			
<u>18</u>	<u>16</u>	<u>18</u>	TOTAL FULL TIME		
<u>18</u>	<u>16</u>	<u>18</u>	TOTAL DIVISION		



OFFICE OF INFORMATION TECHNOLOGY PLANNING

Mission Statement

Create a culture of excellence in our Information Technology (IT) environment, enabled by sound and efficient operational practices, employing state of the art IT as an instrument for enabling access, information exchange and cost-efficient and effective "government-to-citizen", and "government-to-government" and "government-to-business" online services which fosters a stronger government and community.

PROGRAM NAME: CITYWIDE IT STRATEGIC/CAPITAL PLANNING AND PROGRAM REVIEW

OBJECTIVES: Develop a citywide IT Strategic Plan. Implement a process to ensure all city departments have an IT plan. Strengthen IT planning skills for the City's IT leadership. Engage external community resources to assist with Plan development and Strategies.

ACTIVITIES: Review and obtain approval for IT Strategic Plan. Integrate IT Strategic Capital Planning with the City's Budget Planning Process. Develop a process for integrating the Office of IT Planning and Review into the City's Consultant Review Committee and Board of Control approval protocols.

PROGRAM NAME: IT POLICY, GOVERNANCE, PROGRAM MANAGEMENT AND STRATEGIC IMPLEMENTATION

OBJECTIVES: Provide oversight of citywide IT Strategic Plan. Identify policy and program needs for policy development. Oversee the development and implementation of citywide IT policies to improve the management of IT assets, practices and procedures. Develop and propose IT policy actions to the IT Strategic Council to achieve IT priorities.

ACTIVITIES: Conduct regular IT Strategic Council Meetings. Conduct community advisory groups as appropriate to foster public/private partnerships for strategic IT initiatives. Provide implementation oversight for the recommendations of the Operations Efficiency Task Force IT Action Team. Develop and implement a citywide IT performance Service Level Dashboard.

PROGRAM NAME: DIGITAL DIVIDE COMMUNITY INITIATIVES

OBJECTIVES: Assist in designing and implementing program to increase digital literacy for employees and citizens in underserved communities. Engage external community resources to provide state-of-the-art infrastructures to support free citywide Internet access services for households at or below the poverty level; and foster program to provide affordable access and training for Anyone, Anywhere at Anytime.

ACTIVITIES: Develop an inclusive community-based strategy for providing wireless access to the Internet for all constituents. Continue working with Cuyahoga Community College and other community leaders to continue the expansion of the CLIMB (Computer Learning In My Backyard) program to increase the level of digital literacy and impact the quality of life of those living in our under served neighborhoods.

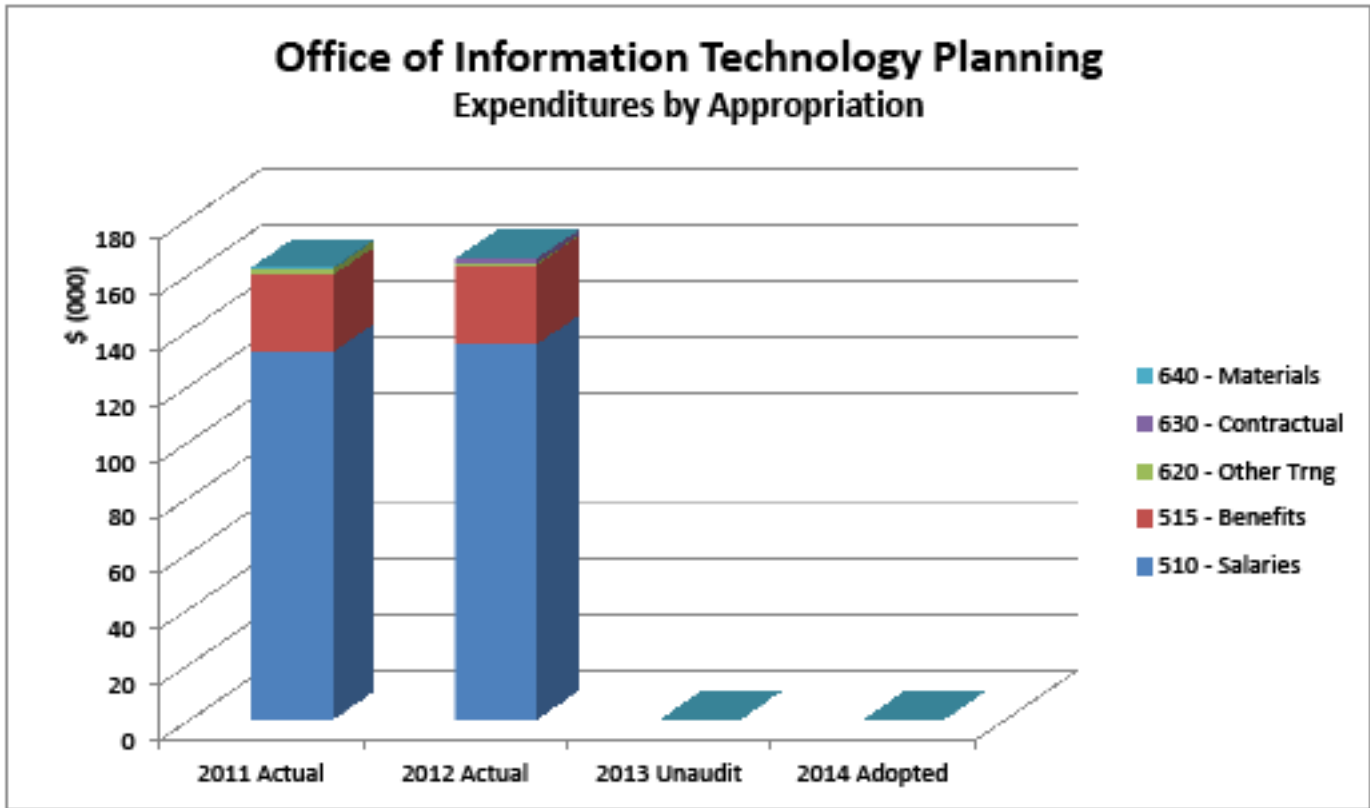
OFFICE OF INFORMATION TECHNOLOGY PLANNING

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 131,378	\$ 134,107	\$ —	\$ —
Longevity	700	700	—	—
	\$ 132,078	\$ 134,807	\$ —	\$ —
Benefits				
Hospitalization	\$ 3,326	\$ 4,045	\$ —	\$ —
Prescription	1,067	1,120	—	—
Dental	269	304	—	—
Vision Care	56	61	—	—
Public Employees Retire System	18,461	18,852	—	—
Fica-Medicare	1,898	1,933	—	—
Workers' Compensation	2,278	2,024	—	—
Life Insurance	90	90	—	—
	\$ 27,446	\$ 28,429	\$ —	\$ —
Other Training & Professional Dues				
Travel	\$ 724	\$ 491	\$ —	\$ —
Tuition & Registration Fees	1,699	—	—	—
	\$ 2,424	\$ 491	\$ —	\$ —
Contractual Services				
Professional Services	\$ —	\$ 140	\$ —	\$ —
Parking In City Facilities	—	1,800	—	—
	\$ —	\$ 1,940	\$ —	\$ —
Materials & Supplies				
Computer Software	\$ 120	\$ —	\$ —	\$ —
Other Supplies	320	—	—	—
	\$ 440	\$ —	\$ —	\$ —
	\$ 162,388	\$ 165,666	\$ —	\$ —

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Miscellaneous	\$ —	\$ —	\$ 1,679	\$ —
	\$ —	\$ —	\$ 1,679	\$ —



OFFICE OF BUDGET AND MANAGEMENT

Lee Carpenter, 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 move the organization along its 2014 strategic path toward the desired future state.

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.



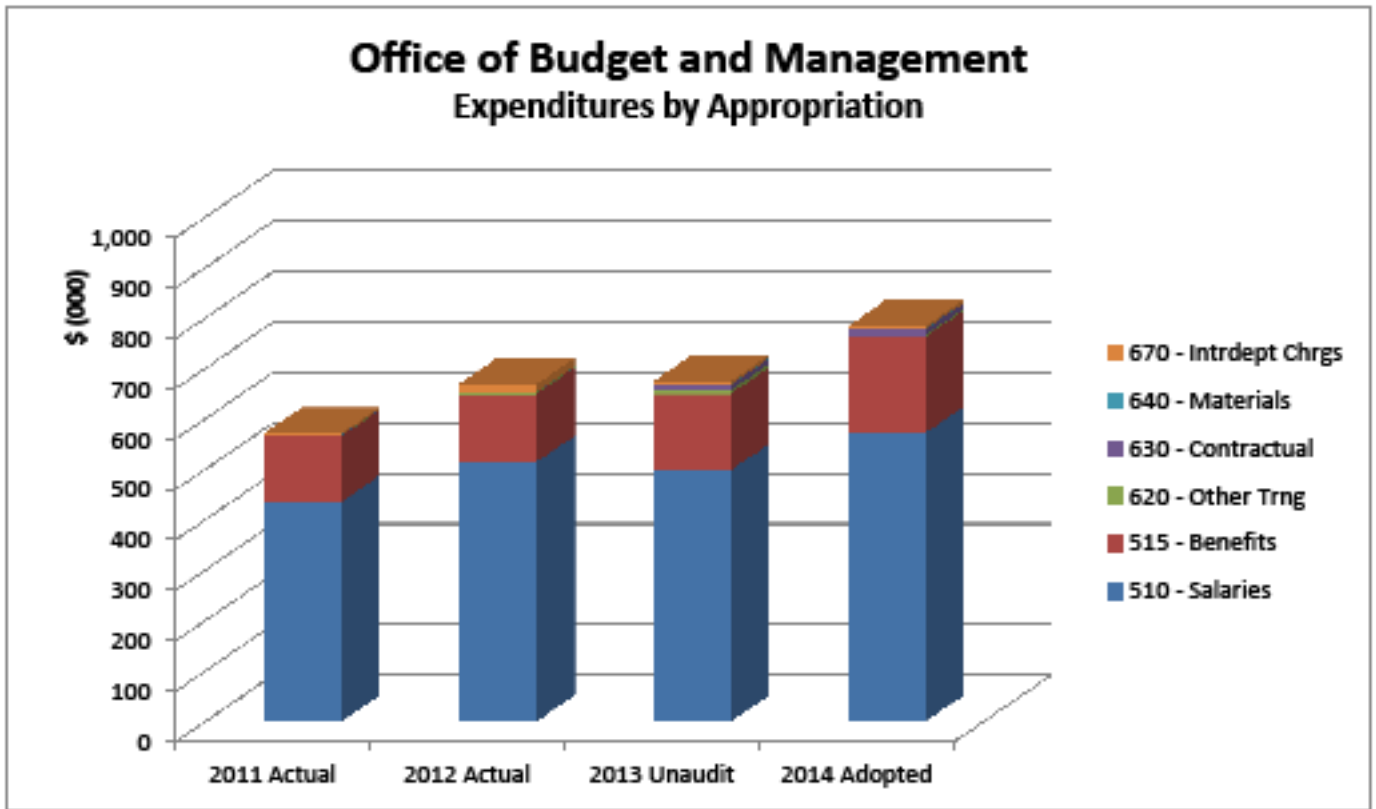
Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 386,001	\$ 422,638	\$ 485,827	\$ 557,911
Part-Time Permanent	6,404	25,442	—	8,002
Longevity	2,350	1,250	1,350	1,350
Separation Payments	26,501	60,328	—	—
Overtime	14,568	5,275	11,503	5,000
	\$ 435,824	\$ 514,933	\$ 498,680	\$ 572,263
Benefits				
Hospitalization	\$ 46,066	\$ 45,088	\$ 54,687	\$ 75,413
Flex Save Admin Fees	—	60	16	—
Prescription	9,185	9,543	11,222	15,132
Dental	3,325	3,337	3,824	5,027
Vision Care	331	407	443	532
Public Employees Retire System	57,045	63,777	66,934	79,227
Fica-Medicare	4,820	5,498	6,855	8,206
Workers' Compensation	7,608	6,678	7,083	6,368
Life Insurance	270	297	306	364
Unemployment Compensation	1,548	—	—	—
	\$ 130,198	\$ 134,685	\$ 151,370	\$ 190,269
Other Training & Professional Dues				
Travel	\$ —	\$ 2,173	\$ 6,251	\$ 2,000
Tuition & Registration Fees	690	475	990	1,000
Professional Dues & Subscript	—	—	—	650
	\$ 690	\$ 2,648	\$ 7,241	\$ 3,650
Contractual Services				
Advertising And Public Notice	\$ 616	\$ 235	\$ 591	\$ 1,000
Other Contractual	—	—	10,000	10,000
	\$ 616	\$ 235	\$ 10,591	\$ 11,000
Materials & Supplies				
Office Supplies	\$ 308	\$ —	\$ —	\$ 300
Postage	—	—	53	100
Computer Hardware	—	—	68	—
Just In Time Office Supplies	310	227	488	500
	\$ 618	\$ 227	\$ 609	\$ 900
Interdepart Service Charges				
Charges From Print & Repro	\$ 3,329	\$ 15,825	\$ 6,141	\$ 5,656
	\$ 3,329	\$ 15,825	\$ 6,141	\$ 5,656
	\$ 571,274	\$ 668,554	\$ 674,632	\$ 783,738

OFFICE OF BUDGET AND MANAGEMENT

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Miscellaneous	\$ 60	\$ —	\$ 5,539	\$ —
	\$ 60	\$ —	\$ 5,539	\$ —





COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Budget Administrator	30,214.95	107,006.06
1	1	1			
<u>PROFESSIONALS</u>					
1	1	1	Accountant IV	20,800.00	61,213.89
2	2	2	Budget Analyst	20,800.00	54,612.13
1	0	1	Deputy Budget Administrator	26,273.96	84,984.86
1	1	1	Project Coordinator	27,325.56	93,021.80
3	3	3	Senior Budget & Management Analyst	26,273.96	80,628.83
8	7	8			
9	8	9	TOTAL FULL TIME		
<u>PART TIME</u>					
1	0	1	Budget Analyst	20,800.00	54,612.13
1	0	1	TOTAL PART TIME		
10	8	10	TOTAL DIVISION		



UTILITIES GENERAL ADMINISTRATION

Paul Bender, Director

Mission Statement

To provide administrative control and supervision over the Division of Utilities Fiscal Control, Water, Water 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 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 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 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 , 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.



Department of Public Utilities

UTILITIES GENERAL ADMINISTRATION

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,545,846	\$ 1,543,724	\$ 1,616,754	\$ 1,710,581
Seasonal	4,119	10,951	16,306	2,727
Student Trainees	—	—	—	25,794
Longevity	7,975	8,225	7,450	7,693
Separation Payments	21,271	24,222	117,421	—
Overtime	40,776	44,538	41,101	31,500
	\$ 1,619,987	\$ 1,631,660	\$ 1,799,031	\$ 1,778,295
Benefits				
Hospitalization	\$ 202,908	\$ 203,311	\$ 228,004	\$ 244,333
Flex Save Admin Fees	—	300	309	—
Prescription	47,529	46,649	49,175	48,708
Dental	15,166	14,948	16,020	16,332
Vision Care	1,597	1,575	1,583	1,608
Public Employees Retire System	223,270	225,378	226,554	247,631
Fica-Medicare	20,489	21,428	23,780	25,641
Workers' Compensation	31,361	27,657	21,303	22,972
Life Insurance	1,241	1,168	1,089	1,176
	\$ 543,562	\$ 542,413	\$ 567,817	\$ 608,401
Other Training & Professional Dues				
Travel	\$ 3,220	\$ 110	\$ 3,372	\$ 5,000
Tuition & Registration Fees	1,526	—	480	4,500
Professional Dues & Subscript	4,104	5,705	6,217	6,500
	\$ 8,850	\$ 5,815	\$ 10,069	\$ 16,000
Contractual Services				
Professional Services	\$ 53	\$ 53	\$ —	\$ —
Mileage (Private Auto)	269	1,078	1,388	2,000
Advertising And Public Notice	6,984	4,512	6,705	43,000
Program Promotion	5,360	2,379	625	10,000
Parking In City Facilities	23,257	19,520	21,612	21,800
Insurance And Official Bonds	—	250	100	—
Property Rental	118,728	118,728	118,728	120,700
Other Contractual	131,762	202,744	148,723	143,000
	\$ 286,411	\$ 349,264	\$ 297,880	\$ 340,500
Materials & Supplies				
Office Supplies	\$ 1,390	\$ —	\$ —	\$ 1,500
Postage	—	1,045	858	1,000
Computer Supplies	—	—	—	1,500
Computer Hardware	—	3,226	10,873	4,000

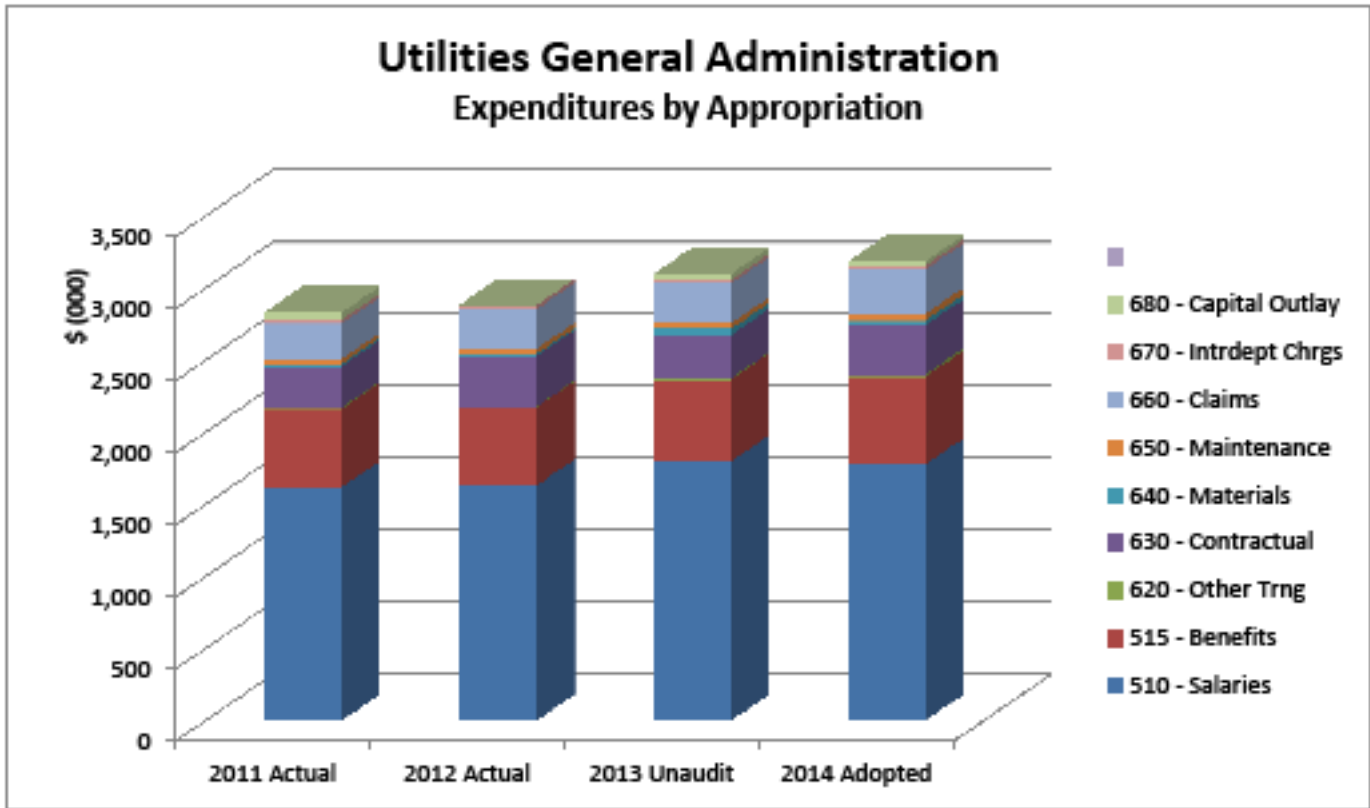
UTILITIES GENERAL ADMINISTRATION

Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Computer Software	1,147	917	1,095	4,000
Photographic Supplies	5,752	—	22,638	14,000
Other Supplies	4,339	1,555	2,860	2,500
Special Events Supplies	—	—	186	—
Just In Time Office Supplies	5,790	8,862	4,222	4,000
	\$ 18,419	\$ 15,606	\$ 42,731	\$ 32,500
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 500
Maintenance Contracts	6,767	6,425	5,605	12,000
Maintenance Utility Systems	24,568	28,524	33,734	35,000
	\$ 31,335	\$ 34,949	\$ 39,339	\$ 47,500
Claims, Refunds, Maintenance				
Indirect Cost	\$ 247,782	\$ 275,398	\$ 277,382	\$ 305,835
	\$ 247,782	\$ 275,398	\$ 277,382	\$ 305,835
Interdepart Service Charges				
Charges From General Fund	\$ —	\$ 105	\$ —	\$ —
Charges From Telephone Exch	8,396	7,762	7,959	8,750
Charges From Radio Comm System	25	8	11	—
Charges From Print & Repro	10,283	10,874	10,643	12,068
Charges From Central Storeroom	125	91	341	360
Charges From M.V.M.	5,799	8,140	3,313	6,149
	\$ 24,627	\$ 26,979	\$ 22,267	\$ 27,327
Capital Outlay				
Professional Services	\$ —	\$ —	\$ 3,970	\$ —
Other Equipment	50,441	268	38,456	30,000
	\$ 50,441	\$ 268	\$ 42,426	\$ 30,000
	\$ 2,831,413	\$ 2,882,350	\$ 3,098,942	\$ 3,186,358

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges For Services	\$ 1,695,497	\$ 1,678,314	\$ 2,190,528	\$ 1,945,601
Miscellaneous	931,667	1,130,239	1,138,966	1,227,785
Interest Earnings/Investment Income	—	—	947	—
	\$ 2,627,164	\$ 2,808,553	\$ 3,330,441	\$ 3,173,386





UTILITIES GENERAL ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	Budget 2013	December 2013		Budget 2014	Minimum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Assistant Director	36,590.39	146,639.64
1	0	1	Cable Production Manager	20,800.00	95,880.64
1	1	1	Director of Public Utilities	100,000.00	236,515.54
1	1	1	General Manager of Administrative Services	26,273.96	93,908.62
1	1	1	Manager of Marketing	30,214.95	107,006.06
5	4	5			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Chief Clerk	22,050.00	48,986.27
1	1	1			
<u>PROFESSIONALS</u>					
4	3	3	Administrative Manager	27,193.55	104,891.07
1	1	1	Administrative Officer	20,800.00	54,579.99
6	5	6	Assistant Administrator	20,800.00	58,564.01
1	1	1	Assistant Contract Compliance Officer	20,092.80	58,564.01
0	1	1	Assistant Manager of Marketing	20,800.00	58,564.01
1	1	1	Chief Photographer	20,800.00	52,733.77
1	1	1	Civil Service Examiner II	20,800.00	45,020.62
1	1	1	Deputy Project Director	20,092.80	64,734.08
0	1	1	Desktop Publishing Specialist	20,231.40	59,870.58
1	1	1	Photographer	10.00	22.17
4	2	3	Project Coordinator	27,325.56	93,021.80
1	1	1	Project Director	22,333.40	82,706.96
2	2	2	Telecommunications Specialist	30,215.00	66,351.39
23	21	23			
<u>TECHNICIANS</u>					
1	0	1	Cable Production Specialist	20,800.00	38,546.08
1	0	1			
30	26	30	TOTAL FULL TIME		
3	1	1	TOTAL SEASONALS		
0	0	2	TOTAL STUDENT ASSISTANT		
33	27	33	TOTAL DIVISION		



Department of Public Utilities

OFFICE OF RADIO COMMUNICATIONS

Brad A. Handke, Administrative Manager

Mission Statement

To operate the City's radio system in a reliable and secure manner, suitable for use by all City divisions; providing maintenance, programming services, interoperability, and improvements to the infrastructure to insure sufficient system capacity to meet the wireless communications needs of the City.

PROGRAM NAME: EQUIPMENT PURCHASE PROGRAM

OBJECTIVES: To purchase equipment for City divisions to ensure the proper operation of all City of Cleveland radios and related equipment, including equipment installed into City owned vehicles.

ACTIVITIES: Obtain necessary equipment through multiple contracts to ensure proper operation of City owned equipment. Use the leverage of large quantity discounts offered by vendors by combining orders for similar items from multiple divisions' orders. To serve as the one stop purchasing center for materials related to both installation and maintenance of ancillary radio equipment as well as their peripheral devices.

PROGRAM NAME: LEASE OF FACILITIES FOR WIRELESS COMMUNICATIONS USE

OBJECTIVES: Ensure that leases for City properties by wireless communications providers provide City divisions with fair compensation for their usage.

ACTIVITIES: Negotiate leases with wireless communications providers in conjunction with the Law Department and the City division that owns the property or facility.

PROGRAM NAME: ORC SERVICE CENTER FACILITIES

OBJECTIVES: Provide services related to the installation, removal and repair of 800 MHz two-way radios from City divisions. This program also provides for drive-in services for vehicles that usually go to outside vendors for miscellaneous radio services. Also in 2008 the Service Center took on responsibility for other peripheral equipment including GPS, AVL, and some MDT/Camera work.

ACTIVITIES: Install and remove radios for other City divisions, so as to reduce the amount of money being spent on outside vendors. To provide service to all City divisions using 800 MHz radio equipment. This program will eliminate most of the outsourcing of radio services that the City of Cleveland does for its vehicle fleet and will help to prevent vehicles and personnel from being Out of Service. In addition the Service Center has started computer installations for the division of EMS and has continued with removing equipment related to MDT's, GPS, and AVL, from vehicles to reduce the cost of having outside vendors remove this equipment. This program will also be responsible for the maintenance of the new AMR infrastructure being installed by Cleveland Division of Water.

PROGRAM NAME: RADIO NETWORK PARTICIPATION

OBJECTIVES: To assist in the expansion of the new Greater Cleveland Regional Radio Network.

ACTIVITIES: Oversee the expansion of participants to the new system by assisting outside entities with their radio communications planning, programming, and cutover to the radio network.



OFFICE OF RADIO COMMUNICATIONS

PROGRAM NAME: RADIO SYSTEM ADMINISTRATION

OBJECTIVES: Respond quickly to requests for programming and reprogramming of mobile and portable radios, as well as other system requests.

ACTIVITIES: Work with user divisions to ensure that changes in radio templates are made in a timely fashion and suggest changes or improvements in radio configuration. Provide advice on how to best create interoperability between the internal and external entities located in and outside of the City, and retemplate radios that have undergone maintenance or are being relocated from one vehicle to another.

PROGRAM NAME: RADIO SYSTEM MAINTENANCE & OPERATION

OBJECTIVES: To maintain the Greater Cleveland Regional Radio Network in a reliable condition, suitable for use by all participating entities.

ACTIVITIES: Ensure that maintenance contracts are in place for infrastructure, as well as for ancillary facilities; to administer maintenance contracts, respond to alarms, system problems, and user problems in an effort to coordinate maintenance efforts.



Department of Public Utilities

OFFICE OF RADIO COMMUNICATIONS

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 284,578	\$ 287,116	\$ 244,739	\$ 355,239
Longevity	4,275	4,375	2,825	3,225
Separation Payments	—	19,968	29,549	—
Overtime	6,798	12,899	54,872	15,000
	\$ 295,651	\$ 324,358	\$ 331,986	\$ 373,464
Benefits				
Hospitalization	\$ 55,671	\$ 48,145	\$ 43,897	\$ 83,369
Prescription	10,895	11,425	9,164	18,464
Dental	3,965	3,638	2,988	5,771
Vision Care	437	442	346	611
Public Employees Retire System	41,168	42,780	40,680	52,285
Fica-Medicare	2,239	2,378	3,614	5,415
Workers' Compensation	5,017	4,577	4,504	4,262
Life Insurance	270	270	183	313
Clothing Allowance	2,150	2,150	1,275	2,700
Clothing Maintenance	920	920	540	1,080
	\$ 122,732	\$ 116,725	\$ 107,191	\$ 174,270
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ —	\$ 10,000
Tuition & Registration Fees	—	—	—	10,000
	\$ —	\$ —	\$ —	\$ 20,000
Utilities				
Brokered Gas Supply	\$ 393	\$ 133	\$ 47	\$ 800
Gas	1,310	583	1,990	6,448
Electricity - Cpp	12,077	12,859	15,889	18,000
Electricity - Other	22,224	22,424	29,577	103,800
	\$ 36,004	\$ 35,999	\$ 47,503	\$ 129,048
Contractual Services				
Professional Services	\$ 1,370	\$ 540	\$ 35,946	\$ 900
Parking In City Facilities	1,650	1,320	1,210	1,302
Property Rental	140,940	232,992	247,324	297,442
	\$ 143,960	\$ 234,852	\$ 284,480	\$ 299,644
Materials & Supplies				
Office Supplies	\$ 38	\$ —	\$ —	\$ 500
Computer Software	—	—	—	250,000
Hardware & Small Tools	2,325	4,182	8,296	10,000
Small Equipment	13,892	13,630	24,324	35,000
Other Supplies	65,342	80,697	141,167	100,000
	\$ 81,597	\$ 98,509	\$ 173,788	\$ 395,500

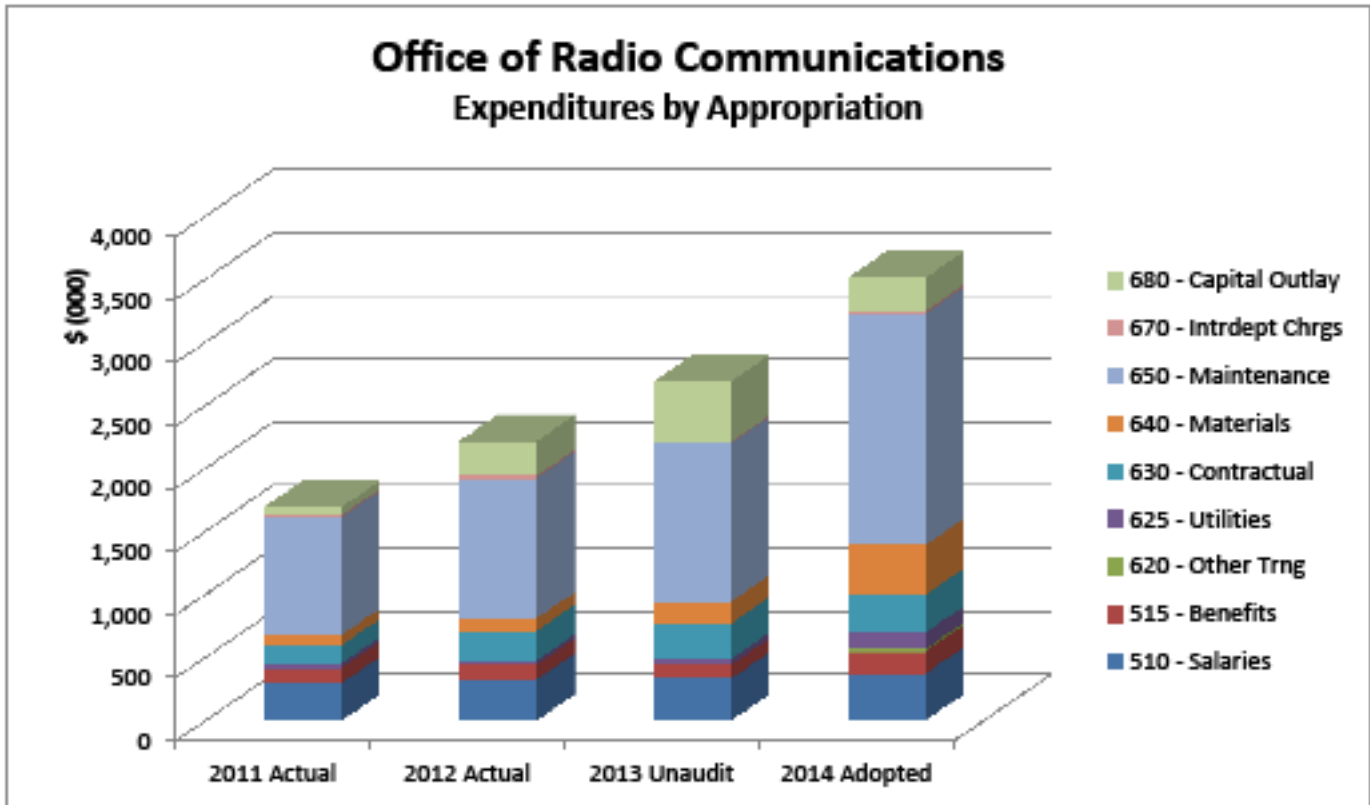
OFFICE OF RADIO COMMUNICATIONS

Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Maintenance				
Maintenance Contracts	\$ 932,388	\$ 1,089,756	\$ 1,168,697	\$ 1,686,380
Maintenance Utility Systems	308	22,429	85,804	150,000
	\$ 932,696	\$ 1,112,185	\$ 1,254,501	\$ 1,836,380
Interdepart Service Charges				
Charges From Telephone Exch	\$ 13,358	\$ 7,047	\$ 7,011	\$ 7,708
Charges From Water	—	—	—	5,000
Charges From Print & Repro	164	251	164	186
Charges From M.V.M.	3,311	11,004	2,623	6,038
	\$ 16,833	\$ 18,302	\$ 9,798	\$ 18,932
Capital Outlay				
Radio Equipment	\$ —	\$ 233,214	\$ —	\$ 150,000
Other Equipment	62,819	41,965	95,334	115,000
Transfer To Water Capital Proj	—	—	385,000	—
	\$ 62,819	\$ 275,179	\$ 480,334	\$ 265,000
	\$ 1,692,293	\$ 2,216,107	\$ 2,689,579	\$ 3,512,238

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges For Services	\$ 300,138	\$ 320,994	\$ 299,940	\$ 308,940
Miscellaneous	1,434,367	2,273,402	1,698,365	3,142,912
Interest Earnings/Investment Income	1,363	3,572	5,055	4,000
	\$ 1,735,869	\$ 2,597,968	\$ 2,003,360	\$ 3,455,852





OFFICE OF RADIO COMMUNICATIONS

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	Budget 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Supervisor of Radio Services	15.13	24.86
1	1	1			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Manager	27,193.55	104,891.07
0	0	1	Assistant Administrator	20,800.00	58,564.01
1	1	2			
<u>TECHNICIANS</u>					
6	4	5	Radio Technician	19.85	20.99
6	4	5			
8	6	8	TOTAL FULL TIME		
8	6	8	TOTAL DIVISION		



Department of Public Utilities

DIVISION OF WATER

Alexander G. Margevicius, Interim 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 collecting, treating, 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 76 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 1.55 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 (4) 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 (4) treatment plants, five (5) major pumping stations, eleven (11) secondary pumping stations, twenty-one (21) storage facilities, and about 5,200 miles of water mains in four (4) different pressure zones which are determined by elevation above 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 and contribute to the economic viability of the central core, 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: Collect, treat, pump and distribute potable water. Install and read meters to determine customer usage. Make service calls for system maintenance.

DIVISION OF WATER

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 49,133,592	\$ 50,015,324	\$ 49,745,808	\$ 53,440,508
Seasonal	3,582	—	—	—
Military Leave	6,883	4,074	1,902	—
Part-Time Permanent	98,177	69,447	64,056	60,309
Injury Pay	—	446	26,176	—
Student Trainees	117,044	87,417	45,601	54,385
Longevity	510,875	489,150	450,550	481,600
Wage Settlements	—	2,000	2,000	—
Separation Payments	416,946	675,111	671,600	600,000
Bonus Incentive	—	1,000	500	—
Overtime	4,149,049	3,960,087	4,723,206	4,100,000
	\$ 54,436,148	\$ 55,304,056	\$ 55,731,399	\$ 58,736,802
Benefits				
Hospitalization	\$ 8,466,876	\$ 8,230,739	\$ 8,171,815	\$ 10,179,490
Flex Save Admin Fees	—	2,220	2,020	—
Prescription	1,551,434	1,619,709	1,581,387	1,847,534
Dental	590,437	601,524	575,349	676,994
Vision Care	68,080	69,020	65,006	75,264
Public Employees Retire System	7,567,820	7,632,162	7,452,625	8,139,152
Fica-Medicare	658,951	684,285	711,539	786,945
Workers' Compensation	2,106,658	1,889,335	1,725,295	1,907,656
Life Insurance	46,841	46,704	41,857	46,252
Unemployment Compensation	82,286	132,351	52,098	100,000
Clothing Allowance	214,715	193,687	219,918	234,320
Tool Insurance	9,080	8,190	6,860	9,640
Clothing Maintenance	112,395	109,380	102,720	140,840
	\$ 21,475,574	\$ 21,219,307	\$ 20,708,490	\$ 24,144,087
Other Training & Professional Dues				
Travel	\$ 9,281	\$ 33,024	\$ 12,653	\$ 97,785
Tuition & Registration Fees	11,511	20,421	4,180	128,817
Other Training Supplies	5,496	901	2,203	41,100
Mileage (Priv Auto) Trng Prps	—	327	—	—
Professional Dues & Subscript	105,323	138,980	179,486	203,508
	\$ 131,611	\$ 193,653	\$ 198,521	\$ 471,210
Utilities				
Brokered Gas Supply	\$ 475,697	\$ 357,363	\$ 523,561	\$ 452,100
Sewer-Other	1,699,716	2,233,672	3,303,653	3,791,400
Telephone	1,320,552	1,239,369	1,609,700	1,477,700



Department of Public Utilities

DIVISION OF WATER

Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Water	100,672	100,000	110,000	100,000
Gas	770,910	525,277	617,035	709,635
Electricity - Cpp	13,204,432	12,935,430	13,328,099	13,251,878
Electricity - Other	4,155,258	3,750,505	4,233,207	4,796,400
Steam	61,590	45,197	36,246	57,000
	\$ 21,788,828	\$ 21,186,813	\$ 23,761,501	\$ 24,636,113
Contractual Services				
Professional Services	\$ 3,805,577	\$ 6,469,322	\$ 7,504,678	\$ 9,693,515
Mileage (Private Auto)	1,437	1,083	523	4,037
Advertising And Public Notice	95,808	131,853	181,713	187,500
Program Promotion	289	—	—	—
Parking In City Facilities	4,056	3,410	3,936	3,500
Taxes	215,462	133,458	131,827	226,200
Property Rental	—	11,025	11,000	14,517
Equipment Rental	231,539	381,488	387,446	472,670
Other Contractual	4,175,563	2,449,665	1,362,117	2,934,384
State Auditor Examination	76,825	69,100	69,000	70,000
Bank Service Fees	124,313	72,747	78,219	20,000
Credit Card Processing Fees	1,086,666	1,029,915	1,196,905	1,000,000
	\$ 9,817,535	\$ 10,753,067	\$ 10,927,362	\$ 14,626,323
Materials & Supplies				
Office Supplies	\$ 12,083	\$ —	\$ —	\$ 22,750
Postage	809,450	875,920	1,389,926	1,901,100
Computer Supplies	53,957	44,211	16,031	63,190
Computer Hardware	51,208	5,424	94,739	283,050
Computer Software	56,979	59,249	69,390	390,000
Fuel	51,159	50,555	190,344	138,500
Chemical	6,138,756	7,869,596	5,750,750	6,809,300
Salt & De-Icer	20,698	20,111	13,188	35,000
Clothing	1,200	4,602	15,437	22,850
Hardware & Small Tools	194,068	198,137	201,629	297,270
Small Equipment	60,216	138,573	109,602	195,651
Office Furniture & Equipment	2,393	6,990	14,188	38,500
Electrical Supplies	247,087	181,879	231,739	275,150
Hygiene And Cleaning Supplies	110,183	104,519	142,244	183,274
Motors And Pumps	3,209	56,869	22,675	67,400
Laboratory Supplies	195,513	209,882	170,566	225,320
Paper And Other Printing Suppl	—	—	—	6,750

DIVISION OF WATER

Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Other Supplies	37,219	47,741	55,425	109,103
Safety Equipment	209,107	350,146	598,648	710,085
Just In Time Office Supplies	35,510	35,700	46,846	87,427
Building Maintenance Supplies	31,242	22,439	26,826	88,220
Cement Sand & Gravel	2,020,540	2,087,204	1,997,067	2,402,200
Misc Maintenance Supplies	105,392	80,250	155,222	184,321
	\$ 10,447,170	\$ 12,449,996	\$ 11,312,482	\$ 14,536,411
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ 460	\$ 13,250
Maintenance Contracts	270,828	257,860	334,966	363,028
Computer Hardware Maintenance	805,019	327,377	557,814	1,024,545
Computer Software Maintenance	1,571,710	2,104,310	3,019,910	3,165,110
Maintenance Machinery & Tools	181,496	138,196	47,375	371,700
Maintenance Vehicles	456	14,912	1,850	31,680
Maintenance Utility Systems	10,714,615	10,013,350	14,816,084	11,786,869
Maintenance Misc. Equipment	756,604	212,434	348,396	396,000
Maintenance Building	506,442	596,860	657,866	794,900
	\$ 14,807,171	\$ 13,665,300	\$ 19,784,721	\$ 17,947,082
Claims, Refunds, Maintenance				
Court Costs	\$ 1,031	\$ 1,660	\$ 759	\$ 1,500
Judgements, Damages, & Claims	498,899	507,794	483,771	500,000
Indirect Cost	2,548,881	2,612,118	2,654,595	2,675,107
	\$ 3,048,811	\$ 3,121,572	\$ 3,139,124	\$ 3,176,607
Interdepart Service Charges				
Charges From General Fund	\$ 2,508	\$ 2,928	\$ 750	\$ —
Charges From Telephone Exch	865,484	954,600	926,921	1,019,094
Charges From Utilities Admin	1,173,662	1,163,607	1,403,906	1,393,494
Charges From Fiscal Control	1,944,974	2,149,000	2,557,000	2,765,345
Charges From Radio Comm System	149,635	230,064	164,214	290,170
Charges From W.P.C.	108,506	77,835	78,861	102,500
Charges From Print & Repro	198,573	221,761	212,991	241,513
Charges From Central Storeroom	—	406	—	—
Charges From M.V.M.	3,750,760	3,589,712	2,771,354	3,604,268
Charges Frm Str Cnst Mnt & Rep	577,550	450,667	152,350	100,000
Charges From Waste Collection	93,280	63,289	57,879	76,500
	\$ 8,864,931	\$ 8,903,868	\$ 8,326,227	\$ 9,592,884
Interfund Subsidies				
Transfer to Other SubClasses	\$ 9,327,000	\$ —	\$ —	\$ —
	\$ 9,327,000	\$ —	\$ —	\$ —



Department of Public Utilities

DIVISION OF WATER

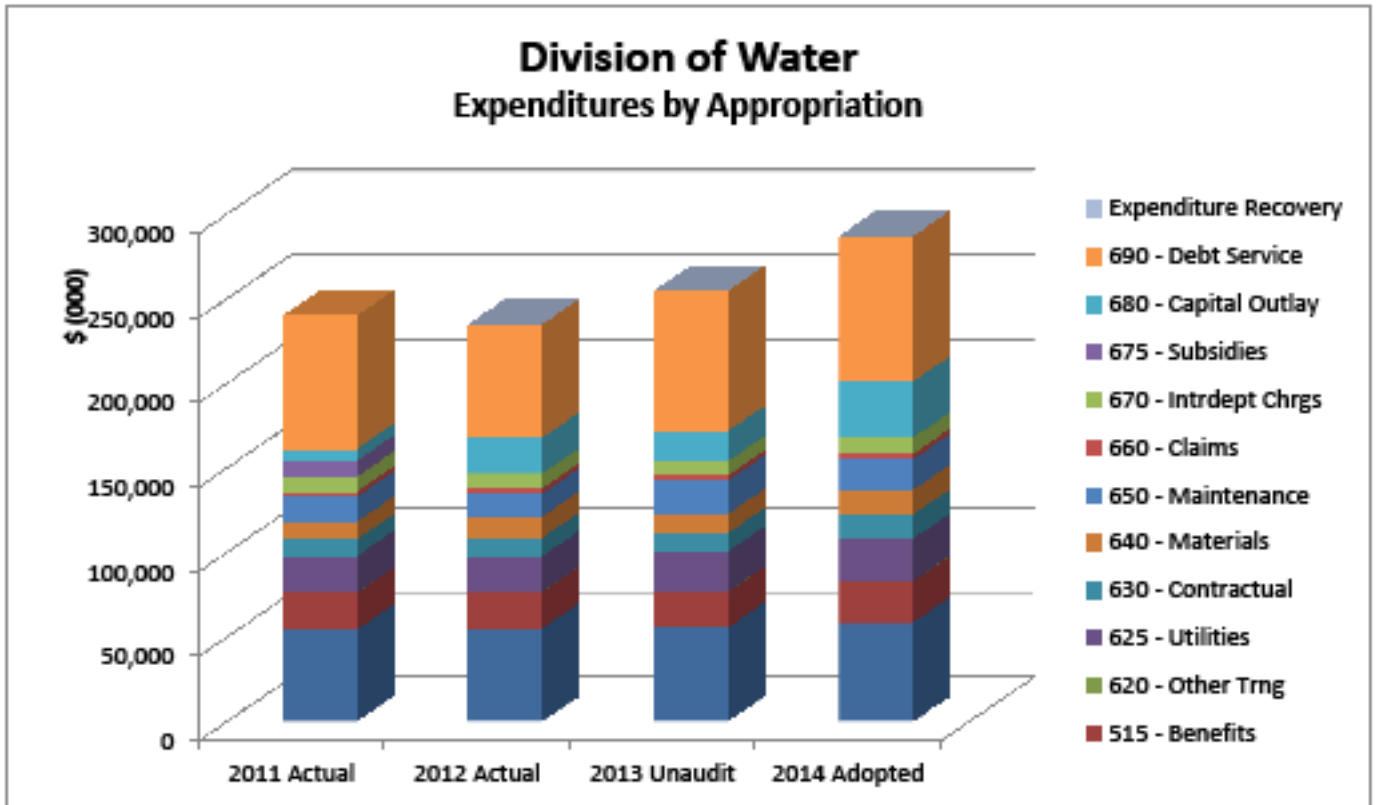
Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Capital Outlay				
Infrastructure	\$ —	\$ —	\$ —	\$ 13,800,000
Professional Services	—	—	—	13,900,000
Building Betterments -Existing	—	—	—	1,400,000
Computer Hardware	—	—	—	689,000
Motorized Equipment	—	—	—	186,500
Automobiles	—	—	—	484,000
Trucks	—	—	—	2,537,000
Machinery, Tools, Instruments	—	—	—	219,500
Other Equipment	—	—	—	90,100
Transfer To Water Capital Proj	7,002,688	20,905,572	17,745,542	—
	\$ 7,002,688	\$ 20,905,572	\$ 17,745,542	\$ 33,306,100
Debt Service				
Professional Svcs-Debt Srvc	\$ 960,522	\$ 838,425	\$ 652,180	\$ 1,000,000
Principal	43,644,520	37,312,404	46,684,331	46,918,558
Interest	34,141,544	29,093,674	35,587,083	38,160,956
	\$ 78,746,586	\$ 67,244,503	\$ 82,923,593	\$ 86,079,514
Expenditure Recovery				
Expenditure Recovery	\$ (123)	\$ 5,526	\$ —	\$ —
	\$ (123)	\$ 5,526	\$ —	\$ —
	\$ 239,893,929	\$ 234,953,233	\$ 254,558,963	\$ 287,253,133

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges For Services	\$ 230,336,312	\$ 265,298,581	\$ 272,459,812	\$ 287,425,000
Fines, Forfeitures & Settlements	175,000	—	—	—
Grant Revenue	—	—	69,450	—
Licenses & Permits	—	—	92,879	—
Miscellaneous	111,332	820,432	1,057,237	—
Sale Of City Assets	—	—	13,999	—
Interest Earnings/Investment Income	623,931	283,256	303,325	320,000
	\$ 231,246,575	\$ 266,402,268	\$ 273,996,702	\$ 287,745,000

DIVISION OF WATER





Department of Public Utilities

DIVISION OF WATER

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
0	1	1	Administration Bureau Manager	40,314.82	136,049.25
3	3	3	Assistant Chief of Water Distribution	23,647.11	89,285.75
2	3	3	Assistant Director	36,590.39	146,639.64
6	3	9	Assistant Manager-App. Dev. and Technical Support	46,224.91	128,595.56
3	3	3	Assistant Water Plant Manager - Parma	10.00	34.11
1	1	1	Chief of Purification	23,647.11	89,285.75
1	1	1	Chief of Water Distribution	26,273.96	94,606.21
1	1	1	Commissioner of Water	45,201.46	212,221.20
4	3	4	Customer Support Center Manager	65,000.00	100,519.11
1	1	1	Deputy Commissioner of Water	30,214.95	133,631.28
1	1	1	Executive Assistant to the Mayor	50,795.81	182,067.01
3	0	1	General Manager of Administrative Services	26,273.96	93,908.62
0	0	1	Manager of Compensation and Classifications	27,325.56	90,312.42
0	1	0	Manager of Education and Research	27,325.56	90,312.42
2	3	3	Manager of General Maintenance	23,647.11	80,438.24
1	1	1	Manager of Telecommunications	30,214.95	107,006.06
1	1	1	Network Data Center Operations Manager	55,000.00	112,045.37
1	0	1	Safety Programs Officer I	25,000.00	68,226.69
1	1	1	Secretary to Director of Public Utilities	36,590.00	178,000.00
7	5	7	Superintendent of Distribution	20,800.00	73,916.85
39	33	44			
<u>ADMINISTRATIVE SUPPORT</u>					
5	4	4	Chief Clerk	22,050.00	48,986.27
151	121	130	Customer Service Representative	12.15	17.67
1	1	1	Data Control Clerk	10.00	16.98
1	1	1	General Storekeeper	19.25	24.97
4	4	4	Head Storekeeper	17.85	23.06
20	17	19	Principal Clerk	14.88	20.10
3	2	2	Secretary	10.00	17.69
10	9	9	Senior Clerk	12.47	16.58
6	6	8	Storekeeper	16.66	20.76
2	2	1	Telephone Operator	10.00	16.97
203	167	179			

DIVISION OF WATER

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>PROFESSIONALS</u>					
18	12	13	Administrative Manager	27,193.55	104,891.07
11	12	14	Administrative Officer	20,800.00	54,579.99
19	19	22	Assistant Administrator	20,800.00	58,564.01
4	4	4	Assistant Director of Law I (s)	26,250.00	88,693.33
6	6	6	Assistant Security Manager	20,800.00	60,614.58
9	9	9	Associate Engineer	17.83	28.57
5	5	5	Business Process Analyst	55,000.00	100,805.07
5	4	4	Chief Miscellaneous Investigator	10.00	23.32
1	1	1	Chief of Laboratories	23,647.11	82,780.43
8	7	9	Chief Systems Analyst	27,325.56	100,773.99
1	0	2	Chief Training Officer	26,273.96	72,945.53
2	2	2	Construction Technician	12.02	23.32
10	9	11	Consulting Engineer	36,000.00	97,860.03
1	1	1	Contract Compliance Officer	26,273.96	72,945.53
2	1	2	Data Base Administrator	39,937.34	113,107.23
1	1	1	Data Base Coordinator	30,214.00	83,568.06
5	5	5	Deputy Project Director	20,092.80	64,734.08
3	0	1	Desktop Publishing Specialist	20,231.40	59,870.58
1	0	1	Engineer	22.78	34.79
1	1	1	Engineer of Hydraulic Surveys	18.59	29.11
1	1	1	Environmental Program Manager	45,000.00	89,875.90
3	3	3	Hazardous Materials Specialist	21.63	32.65
2	2	2	Information Systems Coordinator	21,851.00	82,183.44
1	1	1	IT Telecommunications Technician II	44,803.00	76,006.45
0	1	2	Labor Relations Officer	27,325.56	79,843.51
5	3	6	Miscellaneous Investigator	15.35	18.62
1	1	1	Network Analyst I	14.52	35.28
0	0	2	Network Analyst II	30,214.00	92,985.05
2	2	2	Office Manager	20,800.00	51,170.01
10	8	8	Personnel Assistant	20,800.00	48,871.45
10	8	9	Project Coordinator	27,325.56	93,021.80
17	17	17	Project Director	22,333.40	82,706.96
1	0	0	Project Leader Applications	45,000.00	94,606.21
1	1	1	Regulatory Compliance Manager	50,000.00	94,970.71
1	1	1	Safety Programs Manager	30,214.95	91,848.40



Department of Public Utilities

DIVISION OF WATER

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
1	1	1	Senior Budget and Management Analyst	26,273.96	80,628.83
7	5	5	Senior Personnel Assistant	20,800.00	51,677.50
3	2	8	Senior Systems Analyst	20,800.00	42,414.34
1	1	1	Software Analyst	45,000.00	89,875.90
1	1	1	Supervisor Applications Development	39,937.34	89,614.13
1	1	1	Supervisor of Systems and Technical Support	55,000.00	88,693.33
9	8	8	Systems Analyst	20,800.00	63,677.78
15	12	18	Unit Supervisor	13.29	23.06
1	1	1	Warehouse Inventory Manager	22,333.40	82,706.96
1	1	1	Water Business Plan Assistant Manager	22,333.40	82,706.96
1	1	1	Water Business Plan Manager	27,325.56	93,021.80
5	5	5	Water Plant Manager	23,647.11	100,519.11
214	187	221			
<u>PARA-PROFESSIONALS</u>					
1	1	1	Chief Legal Investigator	23,647.11	69,041.87
1	1	1	Claims Examiner	10.00	23.32
2	2	2			
<u>PROTECTIVE SERVICES</u>					
2	1	1	Security Manager	23,647.11	93,423.65
55	50	55	Security Officer	10.80	20.90
57	51	56			
<u>SKILLED CRAFT</u>					
2	1	1	Asbestos Worker	44.30	55.38
15	12	12	Assistant Water Plant Manager	10.00	34.11
2	2	2	Bricklayer	36.43	45.54
1	1	1	Bricklayer Foreman	37.68	46.54
2	0	2	Bricklayer Helper	24.70	37.06
5	5	5	Carpenter	36.13	45.15
1	1	1	Carpenter Unit Leader	37.37	46.30
8	8	8	Cement Finisher	36.67	45.84
1	1	1	Cement Finisher Unit Leader	37.92	46.59
2	2	2	Chief Building Stationary Engineer	19.80	20.64
13	12	13	Construction Equipment Operator Group A	38.92	48.65
2	2	2	Construction Equipment Operator Group B	38.80	48.50



DIVISION OF WATER

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
14	13	14	Electrical Worker	45.13	56.41
1	1	1	Ironworker	41.13	51.41
8	7	8	Machinist Unit Leader	14.28	25.77
3	3	3	Painter	31.86	39.82
1	1	1	Painter Foreman	33.11	40.82
2	2	2	Pipefitter	44.14	55.17
4	4	4	Plumber	44.18	55.23
4	4	4	Sheet Metal Worker	45.23	56.54
35	31	38	Water Plant Operator I	20.28	21.14
22	14	18	Water Plant Operator II	21.72	22.62
1	0	1	Water System Construction Inspector Supervisor	20,800.00	64,449.34
1	2	2	Welder Fabricator	18.36	25.36
150	129	146			
<u>SERVICE & MAINTENANCE</u>					
12	10	12	Custodial Worker	10.00	15.42
2	2	2	Custodial Worker Supervisor	18.72	20.72
3	2	2	Ground Maintenance Man	15.95	17.95
8	7	10	Labor Foreman	20.19	22.19
16	16	21	Machinist	15.83	23.99
11	6	13	Machinist Helper	13.72	20.11
46	40	50	Municipal Service Laborer	15.95	17.95
1	1	2	Small Equipment Repair Worker	12.26	20.01
26	24	27	Truck Driver	12.50	19.79
9	8	9	Water Hydraulic Repairman	18.16	19.27
1	1	1	Water Hydraulic Supervisor	15.96	24.93
6	5	7	Water Hydraulic Unit Leader	14.09	22.11
4	4	4	Water Meter Department Supervisor	15.96	24.93
12	12	15	Water Meter Department Unit Leader	14.09	22.11
49	40	47	Water Meter Repairman	16.18	19.27
11	12	13	Water Pipe Repair Supervisor	15.97	25.85
26	24	30	Water Pipe Repair Unit Leader	14.09	22.49
94	82	94	Water Pipe Repairman	16.44	20.67
13	7	11	Water System Construction Inspector	18.97	24.08
350	303	370			



Department of Public Utilities

DIVISION OF WATER

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>TECHNICIANS</u>					
4	4	4	Accident and Safety Inspector	20.36	22.36
5	5	5	Chemist	18.49	26.85
2	2	3	Chief Radio Dispatcher	15.12	23.34
3	1	1	Computer Operator	10.00	23.32
2	2	2	Data Processing Supervisor	20,800.00	59,870.58
3	3	6	Instrumentation Technician II	22.81	23.92
3	3	3	Laboratory Assistant	10.00	19.29
34	24	28	Meter Reader	15.53	19.27
10	11	14	Meter Reader Collections	15.53	19.27
6	6	6	Meter Reader Commercial	15.53	19.27
5	4	4	Meter Reader Investigation	15.53	19.27
5	4	5	Meter Reader Machine	15.53	19.27
6	5	5	Meter Reader Supervisor	14.47	23.03
14	13	16	Radio Dispatcher	17.33	20.99
3	2	3	Senior Chemist	17.61	23.32
1	0	0	Senior Computer Operator	10.00	27.39
7	4	5	Senior Draftsman	11.69	19.82
1	1	1	Senior Programmer Analyst	23,647.11	71,459.83
2	2	2	Telecommunications Analyst I	14.53	42.45
116	96	113			
1,131	968	1,131	TOTAL FULL TIME		
2	1	1	TOTAL PART TIME		
5	2	6	TOTAL STUDENT ASSISTANT		
1,138	971	1,138	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 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 Control is responsible for cleaning and maintaining a network of 1,436 miles of sewer lines, approximately 43,000 catch basins and adjoining laterals, and 15 pump stations. The Division is also charged with managing and supervising the elimination, control or regulation of any matter relating to of water courses within the City limits.

Water 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 Control has established storm water best management demonstration projects at its Kirby Avenue headquarters to test alternatives to divert storm water from entering combined sewer systems.

PROGRAM NAME: CAPITAL

OBJECTIVE: Maintain and improve the main sewers, pump stations, connections and appurtenances.

ACTIVITIES: Purchase and repair motorized equipment related to preservation of the sewer system. Construct new storm water storage facilities, relief sewers, replacement sewers and pump stations.

PROGRAM NAME: MAINTENANCE OPERATIONS

OBJECTIVE: Maintain the free-flow of sanitary and clear water through elimination of potential blockages and conditions that could result in loss of service, personal injury or property damage.

ACTIVITIES: Remove debris in right of ways and flush potential blockages. Clean catch basins, main sewers, house connections, and other appurtenances of the system. Repair damaged main sewers, catch basins, manholes and connections within the limits of the pavement. Repair, maintain and replace sewer pump stations and appurtenances. Conduct preventive maintenance in known flooding areas through personal or remote televised inspections.

PROGRAM NAME: MARKETING

OBJECTIVE: Provide Public Education and Community Participation

ACTIVITIES: Work with various groups and organizations, school systems, environmental fairs and other media events to educate the public on important issues regarding services we provide to the public, environmental issues impacting the use of the sewer system such as, the Stormwater Phase II regulations.

PROGRAM NAME: PERMITS AND INSPECTION

OBJECTIVE: To address customer concerns relative to street and basement flooding; maintain accurate sewer records and verify that construction of sewer connections meet the standards of the division.



WATER POLLUTION CONTROL

ACTIVITIES: Respond to flooding complaints. Inspect construction of sewers. Identify, measure and record the location of new and existing lateral connections.

PROGRAM NAME: ***TEST TEE PROGRAM***

OBJECTIVE: To provide an improved level of service to our customers by determining if a problem exists in the City's portion of the sewer connection or the customers, without cost to the customer.

ACTIVITIES: Investigate sewer connections from existing test tee to the main sewer. Install test tees in the treelawn and investigate sewer connections from test tee excavation to the main sewer.

WATER POLLUTION CONTROL

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 6,762,223	\$ 6,520,118	\$ 6,629,127	\$ 7,313,305
Seasonal	—	16,363	—	—
Part-Time Permanent	40,490	50,325	48,398	50,000
Injury Pay	7,324	12,615	13,622	—
Longevity	64,088	58,475	57,175	56,950
Separation Payments	71,675	25,255	80,776	—
Bonus Incentive	—	200	200	—
Overtime	165,194	200,139	208,918	140,000
	\$ 7,110,994	\$ 6,883,491	\$ 7,038,216	\$ 7,560,255
Benefits				
Hospitalization	\$ 1,159,572	\$ 1,096,448	\$ 1,094,228	\$ 1,358,898
Flex Save Admin Fees	—	300	283	—
Prescription	196,977	193,717	192,100	225,000
Dental	79,330	78,083	73,991	90,058
Vision Care	9,699	9,304	8,960	10,709
Public Employees Retire System	985,156	959,592	940,733	1,058,436
Fica-Medicare	93,606	92,556	96,879	109,624
Workers' Compensation	527,067	551,819	533,499	624,472
Life Insurance	6,630	6,290	5,692	6,407
Unemployment Compensation	7,826	21,445	23,386	—
Clothing Allowance	23,627	22,522	21,511	24,225
Tool Insurance	2,140	2,140	1,880	2,400
Clothing Maintenance	31,860	25,356	33,575	35,450
	\$ 3,123,489	\$ 3,059,573	\$ 3,026,716	\$ 3,545,679
Other Training & Professional Dues				
Travel	\$ 2,673	\$ 8,714	\$ 1,621	\$ 8,500
Tuition & Registration Fees	498	2,504	1,740	7,500
Other Training Supplies	—	36	—	3,500
Mileage (Priv Auto) Trng Prps	157	2,129	—	2,350
Professional Dues & Subscript	11,844	8,477	9,673	12,000
	\$ 15,172	\$ 21,860	\$ 13,034	\$ 33,850
Utilities				
Brokered Gas Supply	\$ 48,008	\$ 26,049	\$ 48,162	\$ 57,794
Sewer-Other	21,920	10,725	—	30,000
Water	—	—	—	4,000
Gas	29,549	19,636	27,964	33,557
Electricity - Cpp	203,776	197,156	217,528	224,054
Electricity - Other	46,137	45,378	45,975	47,354
	\$ 349,390	\$ 298,945	\$ 339,629	\$ 396,759



WATER POLLUTION CONTROL

Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Contractual Services				
Professional Services	\$ 330,407	\$ 430,496	\$ 539,549	\$ 450,000
Court Reporter	—	—	397	—
Mileage (Private Auto)	—	—	—	100
Advertising And Public Notice	50,262	13,647	14,516	30,000
Program Promotion	20,275	42,770	42,243	40,000
Parking In City Facilities	2,150	2,228	2,805	2,000
Property Rental	5	5	28	100
Equipment Rental	194	—	—	2,500
Other Contractual	—	3,057	6,121	10,000
State Auditor Examination	13,000	13,900	14,000	15,000
Bank Service Fees	(31,244)	1,612	1,597	15,000
Credit Card Processing Fees	1,691	2,097	2,343	2,200
	\$ 386,738	\$ 509,812	\$ 623,598	\$ 566,900
Materials & Supplies				
Office Supplies	\$ 3,791	\$ —	\$ —	\$ 2,500
Computer Supplies	3,892	4,180	—	5,000
Computer Hardware	74,172	55,010	62,234	60,000
Computer Software	15,071	199	784	2,500
Clothing	6,582	—	5,756	20,000
Hardware & Small Tools	14,262	25,794	14,766	30,000
Small Equipment	8,227	2,350	6,211	15,000
Office Furniture & Equipment	3,037	1,290	—	15,000
Hygiene And Cleaning Supplies	10,071	5,736	—	5,000
Medical Supplies	—	—	—	500
Other Supplies	15,450	17,552	27,468	17,000
Safety Equipment	81,113	31,218	61,848	60,000
Just In Time Office Supplies	5,403	8,498	5,380	3,000
Building Maintenance Supplies	275,522	222,473	258,975	200,000
Misc Maintenance Supplies	1,290	155	181	2,000
	\$ 517,881	\$ 374,454	\$ 443,603	\$ 437,500
Maintenance				
Maintenance Office Equipment	\$ 6,557	\$ 18,500	\$ 1,250	\$ 7,500
Computer Software Maintenance	11,051	—	3,847	—
Maintenance Machinery & Tools	1,950	—	2,000	7,500
Maintenance Vehicles	413,891	308,017	449,335	400,000
Maintenance Utility Systems	1,164,814	1,325,574	1,117,467	1,425,000
Maintenance Misc. Equipment	—	5,000	—	—
	\$ 1,598,263	\$ 1,657,091	\$ 1,573,899	\$ 1,840,000

WATER POLLUTION CONTROL

Expenditures (Continued)

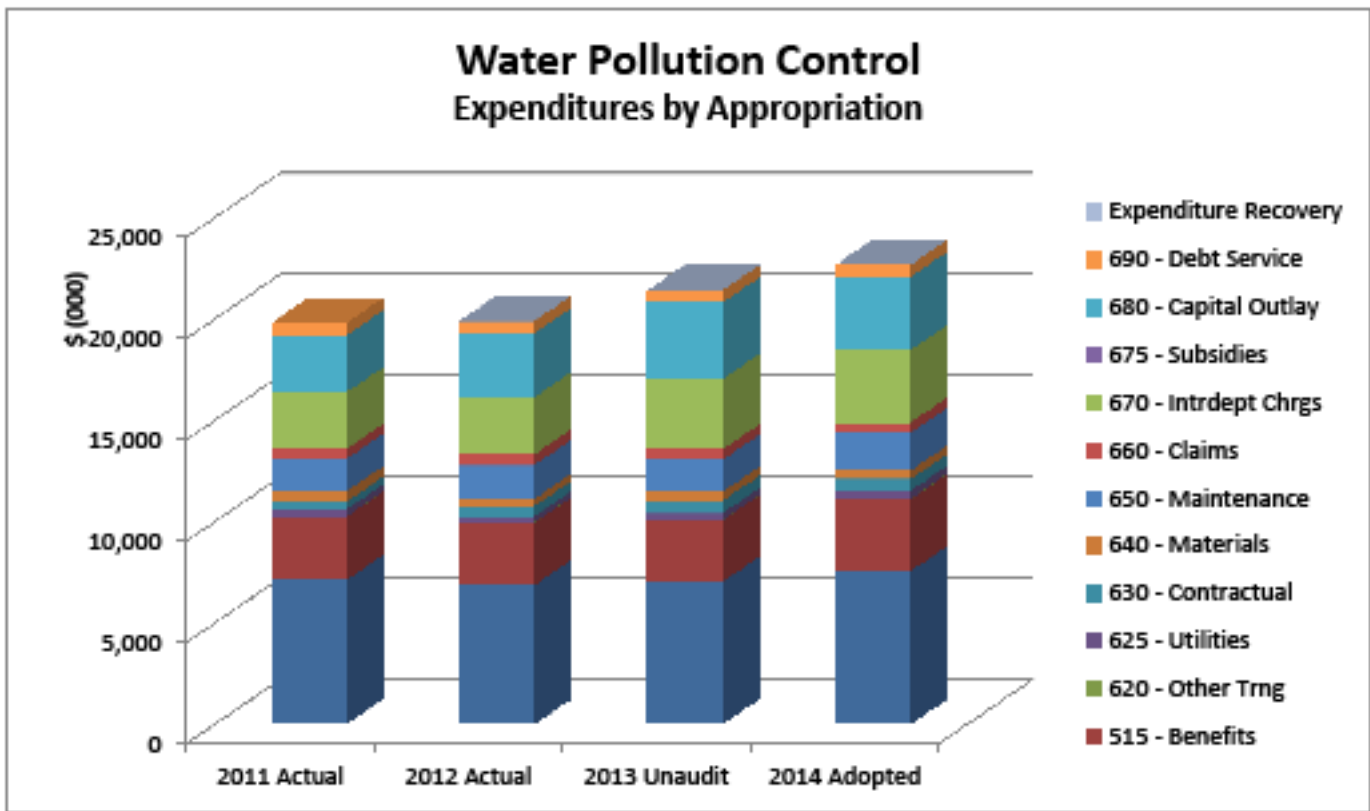
	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 27,071	\$ 55,966	\$ 45,293	\$ 50,000
Other Refunds & Adjustments	—	—	—	1,000
Indirect Cost	456,067	469,049	454,310	464,522
	\$ 483,138	\$ 525,015	\$ 499,603	\$ 515,522
Interdepart Service Charges				
Charges From Telephone Exch	\$ 18,937	\$ 18,608	\$ 20,219	\$ 22,230
Charges From Utilities Admin	170,905	165,787	242,608	181,915
Charges From Fiscal Control	306,035	307,000	249,000	307,758
Charges From Radio Comm System	33,010	49,654	37,104	65,564
Charges From Water	2,525,282	1,650,015	2,538,339	2,257,902
Charges From Print & Repro	27,337	23,547	20,781	23,564
Charges From M.V.M.	472,017	474,064	363,188	466,677
Charges Frm Str Cnst Mnt & Rep	229,090	131,775	4,950	250,000
Charges From Waste Collection	20,426	6,384	2,208	6,000
	\$ 3,803,038	\$ 2,826,833	\$ 3,478,398	\$ 3,581,610
Capital Outlay				
Professional Services	\$ —	\$ —	\$ —	\$ 100,000
Office Equipment	—	—	—	20,000
Furniture	—	—	—	35,000
Motorized Equipment	79,747	26,243	—	3,410,000
Machinery, Tools, Instruments	—	—	—	15,000
Other Equipment	—	—	—	20,000
Transfer To Wpc Capital Proj	2,726,024	3,118,757	3,774,271	—
	\$ 2,805,771	\$ 3,145,000	\$ 3,774,271	\$ 3,600,000
Debt Service				
Principal	\$ 485,677	\$ 504,838	\$ 524,794	\$ 500,000
Interest	121,173	102,012	82,056	107,000
	\$ 606,850	\$ 606,850	\$ 606,850	\$ 607,000
Expenditure Recovery				
Expenditure Recovery	\$ (76)	\$ —	\$ —	\$ —
	\$ (76)	\$ —	\$ —	\$ —
	\$ 20,800,649	\$ 19,908,926	\$ 21,417,816	\$ 22,685,075



WATER POLLUTION CONTROL

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges For Services	\$ 21,715,644	\$ 22,775,949	\$ 22,342,308	\$ 22,320,075
Grant Revenue	—	—	52,222	—
Licenses & Permits	274,970	311,067	303,406	315,000
Miscellaneous	40,931	981	92,735	—
Interest Earnings/Investment Income	68,605	58,732	57,549	50,000
	\$ 22,100,150	\$ 23,146,730	\$ 22,848,220	\$ 22,685,075



WATER POLLUTION CONTROL

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	Budget 2013	December 2013		Budget 2014	Minimum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Administrator of Engineering and Planning	30,214.95	115,924.76
1	1	1	Budget Administrator	30,214.95	107,006.06
1	1	1	Commissioner of Water Control	40,314.82	136,049.25
2	1	2	Deputy Commissioner of Water Control	30,214.95	107,006.06
0	1	0	General Manager of Administrative Services	26,273.96	93,908.62
1	1	1	Manager of General Maintenance	23,647.11	80,438.24
1	1	1	Safety Programs Officer I	25,000.00	68,226.69
1	1	1	Superintendent of Sewer Maintenance	20,800.00	76,867.55
8	8	8			
<u>ADMINISTRATIVE SUPPORT</u>					
1	0	1	Chief Clerk	22,050.00	48,986.27
4	4	4	Customer Service Representative	12.15	17.67
2	1	2	Data Control Clerk	10.00	16.98
1	1	1	Head Storekeeper	17.85	23.06
1	1	1	Senior Clerk	12.47	16.58
1	0	1	Stock Clerk	13.11	18.23
1	1	1	Storekeeper	16.66	20.76
11	8	11			
<u>PROFESSIONALS</u>					
1	1	1	Accountant I	14.39	20.20
1	1	1	Administrative Manager	27,193.55	104,891.07
3	3	3	Administrative Officer	20,800.00	54,579.99
0	0	1	Assistant Administrator	20,800.00	58,564.01
1	1	1	Assistant Director of Law I (S)	26,250.00	88,693.33
1	1	1	Assistant Manager Of Marketing	20,800.00	58,564.01
1	1	1	Assistant Personnel Administrator	20,800.00	57,473.28
5	5	5	Associate Engineer	17.83	28.57
1	1	1	Budget and Management Analyst	20,800.00	57,473.28
1	1	1	Chief Civil Engineer	23,647.11	87,143.34
1	1	1	Construction Technician	12.02	23.32
2	1	2	Consulting Engineer	36,000.00	97,860.03
1	1	1	Data Base Coordinator	30,214.00	83,568.06



Department of Public Utilities

WATER POLLUTION CONTROL

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
1	0	1	GIS/IS Coordinator	52,000.00	96,652.20
1	1	1	Network Analyst II	30,214.00	92,985.05
1	0	1	Personnel Administrator	26,273.96	84,984.86
1	0	1	Personnel Assistant	20,800.00	48,871.45
1	0	1	Project Director	22,333.40	82,706.96
1	0	1	Safety Programs Manager	30,214.95	91,848.40
1	0	0	Senior Personnel Assistant	20,800.00	51,677.50
1	0	1	Systems Analyst	20,800.00	63,677.78
1	1	1	Unit Supervisor	13.29	23.06
28	20	28			
<u>SKILLED CRAFT</u>					
2	2	2	Bricklayer	36.43	45.54
2	2	2	Bricklayer Helper	24.70	37.06
4	2	4	Const. Equipment Operator Group A	38.92	48.65
1	1	1	Const. Equipment Operator Group B	38.80	48.50
1	1	1	Electrical Worker	45.13	56.41
2	1	2	Heavy Duty Mechanic	15.75	25.37
1	1	1	Heavy Duty Unit Leader	23.85	31.47
3	2	3	Machinist	15.83	23.99
2	1	2	Machinist Unit Leader	14.28	25.77
18	13	18			
<u>SERVICE & MAINTENANCE</u>					
2	2	2	Custodial Worker	10.00	15.42
1	0	1	Custodial Worker Supervisor	18.72	20.72
6	5	6	House Connection Inspector	15.39	18.88
2	0	2	Machinist Helper	13.72	20.11
3	3	3	Municipal Service Laborer	15.95	17.95
5	5	5	Sewer Construction & Maint. Operations Supervisor	15.67	25.45
11	10	11	Sewer Maintenance Unit Leader	14.09	22.06
14	14	14	Sewer Maintenance Unit Leader Operator	14.09	23.18
50	42	50	Sewer Service Man	18.16	19.27
94	81	94			



WATER POLLUTION CONTROL

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
			TECHNICIANS		
3	3	3	Radio Dispatcher	17.33	20.99
3	3	3			
162	133	162	TOTAL FULL TIME		
4	2	4	TOTAL PART TIME		
166	135	166	TOTAL DIVISION		



Department of Public Utilities

CLEVELAND PUBLIC POWER

Ivan L. Henderson, Commissioner

Mission Statement

To provide reliable and economical electric service to all electric customers in the City of Cleveland.

The Division of Cleveland Public Power is responsible for all electric generation, transmission, and distribution facilities owned by the city. The Division provides electricity to about 77,000 residential, commercial, industrial, and governmental customers. In addition, the Division provides service to over 67,000 streetlights in the City of Cleveland.

The Division purchases power from numerous sources, which includes American Electric Power, AMP, and New York Power Authority, and obtains transmission services through the Midwest ISO and the PJM Interconnection. In addition, the division uses its three 15 mW gas turbines and six 1.8 mW gas peaking turbines to provide for its customers' requirements. Wholesale power is brought into the system via the Division's four 138 kV interconnections. The interconnections are located at the Division's Lake Road Substation, Nottingham Substation, Pofok Substation, and the Ridge Road Substation.

Cleveland Public Power is currently undergoing a Capacity Expansion Program that will extend the southern portion of CPP's transmission system and improve CPP's system reliability and ability to serve future load growth opportunities.

PROGRAM NAME: CLEVELAND PUBLIC POWER OPERATIONS

OBJECTIVES: To generate, transmit and distribute electricity and to provide effective street lighting.

ACTIVITIES: Purchase power wholesale from diversified sources. Generate electricity from CPP's gas turbines and other potential sources. Distribute electricity through neighborhood substations Provide and maintain effective street lighting. Respond to emergency calls 24 hours a day with trouble crews.

PROGRAM NAME: CLEVELAND PUBLIC POWER OPERATIONS CAPITAL

OBJECTIVES: To reinforce and expand current systems through capital improvements.

ACTIVITIES: Connect new customers to the electrical system. Make improvements to land, buildings, and structures. Purchase and repair motorized equipment related to upkeep of electrical generation, transmission and distribution facilities.

CLEVELAND PUBLIC POWER

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 18,045,014	\$ 18,198,766	\$ 18,067,220	\$ 19,968,851
Seasonal	338,484	296,556	287,717	—
Military Leave	4,110	452	—	—
Part-Time Permanent	—	—	—	30,000
Injury Pay	12,614	5,049	6,730	—
Student Trainees	—	412	—	322,449
Longevity	153,325	145,775	137,050	166,300
Separation Payments	104,697	180,614	269,878	175,000
Overtime	1,577,267	1,706,245	1,540,427	1,600,000
	\$ 20,235,511	\$ 20,533,869	\$ 20,309,021	\$ 22,262,600
Benefits				
Hospitalization	\$ 2,563,087	\$ 2,487,560	\$ 2,489,587	\$ 3,083,808
Flex Save Admin Fees	—	1,080	446	—
Prescription	509,446	537,898	528,049	607,979
Dental	181,144	182,084	175,362	203,300
Vision Care	19,353	19,787	18,733	21,424
Public Employees Retire System	2,815,552	2,851,825	2,705,993	3,116,764
Fica-Medicare	242,270	252,215	254,083	320,234
Workers' Compensation	787,503	554,116	751,153	1,530,111
Life Insurance	14,044	14,387	12,916	14,133
Unemployment Compensation	8,312	12,338	4,434	—
Clothing Allowance	168,200	155,450	140,650	165,500
Tool Insurance	3,850	3,850	3,300	2,750
Clothing Maintenance	99,291	90,830	83,736	90,335
	\$ 7,412,050	\$ 7,163,419	\$ 7,168,442	\$ 9,156,338
Other Training & Professional Dues				
Travel	\$ 99,283	\$ 55,811	\$ 19,106	\$ 20,000
Tuition & Registration Fees	45,114	26,598	44,534	34,000
Professional Dues & Subscript	79,247	84,295	84,386	28,500
	\$ 223,644	\$ 166,705	\$ 148,025	\$ 82,500
Utilities				
Brokered Gas Supply	\$ 177,578	\$ 146,351	\$ 193,312	\$ 231,974
Telephone	32,977	203,221	78,974	72,500
Water	44,929	38,899	205,973	25,000
Gas	82,497	86,655	79,400	95,280
Electricity - Other	1,518,347	1,158,456	1,688,241	1,648,037
Steam	48,327	40,461	55,397	65,941
	\$ 1,904,656	\$ 1,674,042	\$ 2,301,298	\$ 2,138,732



Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Contractual Services				
Professional Services	\$ 2,314,095	\$ 1,671,357	\$ 2,407,003	\$ 2,166,000
Advertising And Public Notice	45,109	101,826	73,604	50,000
Program Promotion	277,492	138,097	121,074	200,000
Parking In City Facilities	2,180	1,482	1,393	2,000
Insurance And Official Bonds	411,000	495,000	510,475	500,000
Taxes	30,045	129	278	270
Property Rental	275,000	266,803	307,161	291,800
Equipment Rental	5,655	26,098	10,638	—
Other Contractual	726,379	657,516	452,816	656,500
State Auditor Examination	13,000	12,200	15,000	15,000
Bank Service Fees	50,833	36,491	19,254	45,000
Credit Card Processing Fees	416,809	465,908	555,848	475,000
	\$ 4,567,597	\$ 3,872,906	\$ 4,474,544	\$ 4,401,570
Materials & Supplies				
Office Supplies	\$ 6,955	\$ 32	\$ 358	\$ 1,500
Postage	415,120	6,690	406,614	450,000
Computer Hardware	338,370	42,535	2,248	125,000
Computer Software	203,792	83,568	15,285	50,000
Fuel	50,000	50,000	—	50,000
Purchased Power	88,159,528	84,296,840	93,980,888	102,120,000
Power Transmission Costs	6,786,756	10,855,441	11,242,584	8,000,000
CapacityCharges	—	—	850,027	2,006,000
Clothing	16,653	31,483	12,247	15,000
Hardware & Small Tools	91,847	111,413	54,470	—
Small Equipment	104,200	35,174	15,687	—
Office Furniture & Equipment	9,762	1,719	2,926	5,000
Electrical Supplies	—	363,211	269,151	500,000
Hygiene And Cleaning Supplies	17,244	21,336	19,239	15,000
Photographic Supplies	80	439	—	—
Paper And Other Printing Suppl	—	—	276	—
Other Supplies	60,924	724,072	1,905,943	82,500
Safety Equipment	74,979	399,063	334,010	—
Motor Oil & Lubricants	—	—	2,936	—
Capital Improvement Inventory	5,648,231	2,794,423	2,151,449	4,240,000
Just In Time Office Supplies	16,096	28,922	17,641	5,500
Paving Material	—	—	124,405	—
Cement Sand & Gravel	—	(5,355)	—	—

CLEVELAND PUBLIC POWER

Expenditures (Continued)

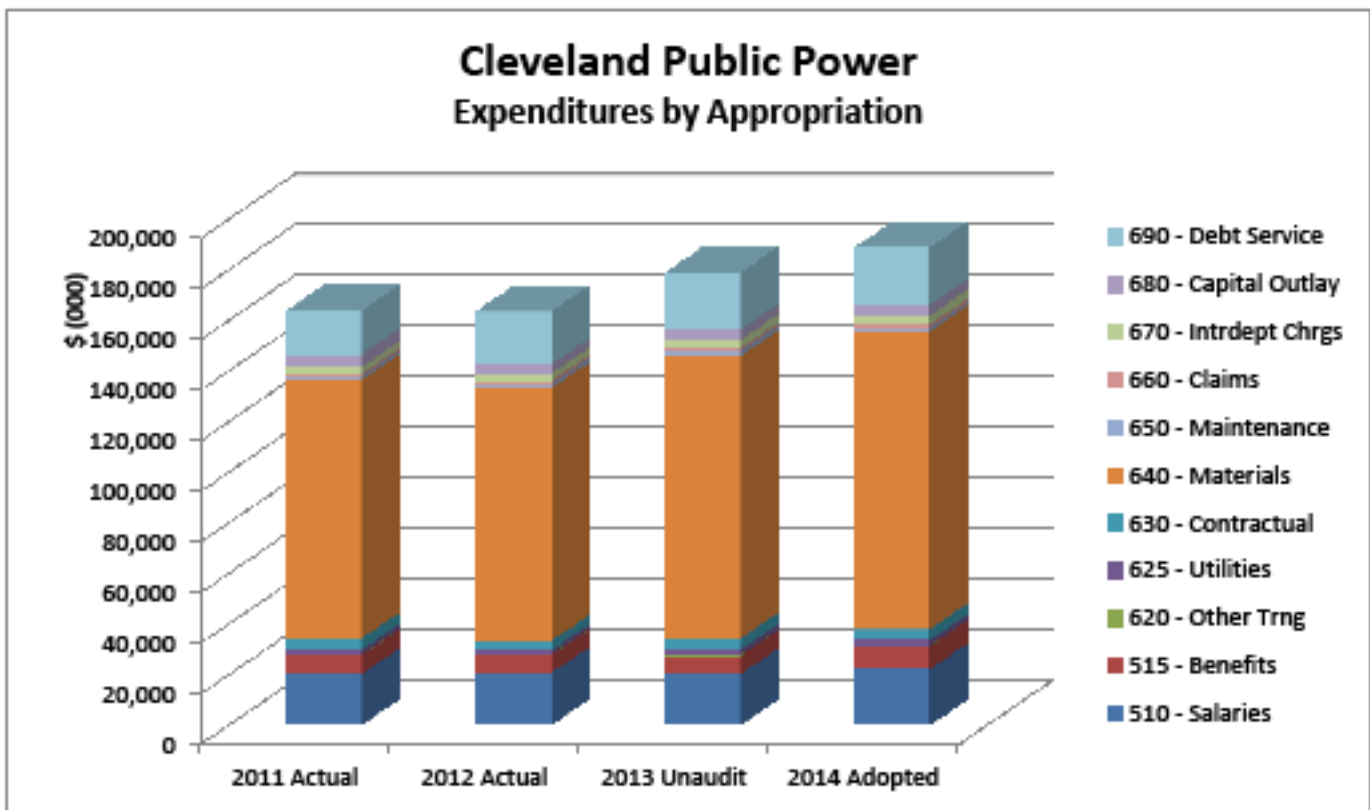
	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Misc Maintenance Supplies	—	—	72,536	—
	\$ 102,000,537	\$ 99,841,005	\$ 111,480,919	\$ 117,665,500
Maintenance				
Maintenance Office Equipment	\$ 8,980	\$ 9,000	\$ —	\$ —
Maintenance Contracts	438,389	766,739	343,018	230,000
Computer Hardware Maintenance	5,500	—	104,058	—
Computer Software Maintenance	27,412	4,500	27,967	—
Maintenance Machinery & Tools	—	21,425	—	—
Maintenance Vehicles	216,036	405,147	469,572	400,000
Maintenance Utility Systems	500,258	218,642	915,775	660,000
Maintenance Building	142,219	83,105	61,796	70,000
	\$ 1,338,795	\$ 1,508,558	\$ 1,922,186	\$ 1,360,000
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 95,829	\$ 212,482	\$ 109,076	\$ 250,000
Indirect Cost	1,054,390	1,092,374	1,108,829	1,105,920
	\$ 1,150,219	\$ 1,304,856	\$ 1,217,905	\$ 1,355,920
Interdepart Service Charges				
Charges From General Fund	\$ —	\$ 1,970	\$ 1,220	\$ —
Charges From Telephone Exch	565,154	646,708	935,143	1,028,133
Charges From Utilities Admin	322,433	332,606	539,129	400,000
Charges From Fiscal Control	548,991	614,000	589,000	790,099
Charges From Radio Comm System	37,697	53,515	32,992	149,149
Charges From Water	426,506	432,974	432,244	437,600
Charges From W.P.C.	8,591	6,554	18,573	23,400
Charges From Print & Repro	70,442	74,040	51,692	58,614
Charges From M.V.M.	629,973	694,236	626,361	679,354
Charges Frm Str Cnst Mnt & Rep	—	—	495	—
Charges From Waste Collection	52,101	46,611	33,777	23,400
	\$ 2,661,887	\$ 2,903,213	\$ 3,260,626	\$ 3,589,749
Capital Outlay				
Contractual Services	\$ 71	\$ —	\$ 35,000	\$ —
Trans To Light&Power Cap Proj	4,992,735	3,627,004	4,074,005	4,109,005
	\$ 4,992,805	\$ 3,627,004	\$ 4,109,005	\$ 4,109,005
Debt Service				
Principal	\$ 8,936,667	\$ 11,000,417	\$ 12,774,167	\$ 13,180,000
Interest	8,389,307	9,943,504	9,762,102	9,550,312
	\$ 17,325,974	\$ 20,943,921	\$ 22,536,269	\$ 22,730,312
	\$ 163,813,675	\$ 163,539,498	\$ 178,928,242	\$ 188,852,226



CLEVELAND PUBLIC POWER

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges For Services	\$ 172,526,819	\$ 169,507,829	\$ 171,050,583	\$ 189,500,000
Fines, Forfeitures & Settlements	440,300	—	—	—
Grant Revenue	21,066	89,081	763,980	—
Miscellaneous	213,530	78,733	1,117,528	5,000
Sale Of City Assets	—	—	216,840	—
Other Tax	—	—	—	3,000,000
Interest Earnings/Investment Income	103,414	96,661	51,937	55,000
Non Operating Other/Other	(5,326,104)	(5,199,296)	(5,298,748)	—
	\$ 167,979,025	\$ 164,573,009	\$ 167,902,121	\$ 192,560,000



CLEVELAND PUBLIC POWER

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
2	2	2	Administrator of Engineering and Planning	30,214.95	115,924.76
5	4	5	Assistant Commissioner of Cleveland Public Power	27,325.56	125,945.67
4	4	5	Assistant Supt. Of Electric Transmission and Distribution	26,273.96	87,567.00
1	1	1	Chief Assistant Director of Law	31,500.00	130,083.54
2	1	1	Chief of Street Lighting and Electrical Services	23,647.11	100,519.11
1	1	1	Commissioner of Cleveland Public Power	45,201.46	177,386.65
0	1	0	Customer Support Center Manager	65,000.00	100,519.11
3	3	3	Deputy Commissioner of Cleveland Public Power	46,224.91	133,631.28
1	1	1	General Manager of Administrative Services	26,273.96	93,908.62
1	1	1	Manager of Marketing	30,214.95	107,006.06
1	1	1	Network Data Center Operations Manager	55,000.00	112,045.37
1	1	1	Safety Programs Officer I	25,000.00	68,226.69
1	1	1	Special Assistant to the Mayor	20,800.00	112,639.75
3	4	4	Supt. of Electrical Transmission and Distribution	50,000.00	102,337.75
1	1	1	Superintendent of Electric Trouble Operations	27,325.56	79,843.51
<hr/> 27	<hr/> 27	<hr/> 28			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Chief Clerk	22,050.00	48,986.27
30	23	28	Customer Service Representative	12.15	17.67
4	3	5	Head Storekeeper	17.85	23.06
2	2	2	Legal Secretary	20,800.00	47,303.11
3	3	3	Principal Clerk	14.88	20.10
3	3	3	Senior Clerk	12.47	16.58
6	6	6	Storekeeper	16.66	20.76
<hr/> 49	<hr/> 41	<hr/> 48			
<u>PARA-PROFESSIONALS</u>					
2	1	3	Junior Electric Switchboard Operator	23.96	24.50
<hr/> 2	<hr/> 1	<hr/> 3			
<u>PROFESSIONALS</u>					
2	2	2	Accountant IV	20,800.00	61,213.89
6	4	3	Administrative Manager	27,193.55	104,891.07



Department of Public Utilities

CLEVELAND PUBLIC POWER

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
3	2	3	Administrative Officer	20,800.00	54,579.99
6	6	6	Assistant Administrator	20,800.00	58,564.01
1	0	1	Assistant Director of Law I (s)	26,250.00	88,693.33
1	1	1	Assistant Manager of Marketing	20,800.00	58,564.01
1	0	0	Associate Engineer	17.83	28.57
6	3	3	Chief Senior Electric Switchboard Operator	22,333.40	82,416.00
0	0	1	Chief Systems Analyst	27,325.56	100,773.99
6	5	6	Consulting Engineer	36,000.00	97,860.03
1	1	1	Deputy Project Director	20,092.80	64,734.08
1	1	1	Desktop Publishing Specialist	20,231.40	59,870.58
3	1	2	Fiscal Manager	23,647.11	87,143.34
1	1	1	Personnel Administrator	26,273.96	84,984.86
2	2	2	Personnel Assistant	20,800.00	48,871.45
7	6	6	Project Coordinator	27,325.56	93,021.80
1	1	1	Project Director	22,333.40	82,706.96
1	1	1	Safety Program Manager	30,214.95	91,848.40
2	2	2	Senior Budget and Management Analyst	26,273.96	80,628.83
3	3	3	Senior Systems Analyst	20,800.00	42,414.34
2	2	2	Unit Supervisor	13.29	23.06
2	2	2	Warehouse Inventory Manager	22,333.40	82,706.96
58	46	50			

SKILLED CRAFT

1	0	0	Apprentice Cable Splicer III	34,424.00	51,767.04
0	1	1	Apprentice Cable Splicer IV	30,742.40	51,767.04
5	1	7	Apprentice Lineman	23.99	25.83
10	5	10	Apprentice Lineman II	30,971.20	52,148.93
0	5	0	Apprentice Lineman III	34,798.40	52,148.93
2	2	2	Cement Finisher	36.67	45.84
1	1	1	Cement Finisher Unit Leader	37.92	46.59
2	1	1	Construction Equipment Operator Group A	38.92	48.65
1	1	1	Construction Equipment Operator Group B	38.80	48.50
3	5	5	Electric Transmission and Distribution Inspector	31.78	32.81
9	8	9	Electric Worker	45.13	56.41
1	1	1	Electrical Worker Foreman	46.38	57.56
5	4	6	Heavy Duty Mechanic	15.75	25.37
1	1	1	Heavy Duty Unit Leader	23.85	31.47



CLEVELAND PUBLIC POWER

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
2	0	2	Line Clearance Man	24.93	25.47
7	5	7	Line Foreman	33.70	34.25
7	8	9	Lineman Leader	32.32	32.87
8	7	8	Low Tension Lineman	28.15	28.70
1	1	1	Painter	31.86	39.82
28	21	26	Senior Lineman	31.78	32.32
1	1	1	Transformer Repair Foreman	33.70	34.25
9	9	7	Trouble Line Worker	32.85	33.39
104	88	106			

SERVICE & MAINTENANCE

1	1	1	Cable Foreman	33.70	34.25
1	2	2	Cable Splicer Helper II	12.62	24.24
5	5	5	Custodial Worker	10.00	15.42
2	1	2	Electric Meter Industrial Installer	30.06	30.60
1	1	2	Electric Meter Instrument Specialist and General Tester	30.40	30.94
2	2	2	Electric Meter Service Foreman	33.70	34.25
3	2	4	Electric Meter Service Installer I	28.00	29.09
8	8	9	Electric Meter Service Installer II	26.09	26.64
1	1	1	Electric Meterman Apprentice 2nd	14.55	24.52
1	0	0	Electric Meterman Apprentice 4th	14.55	24.52
2	2	2	Gas Turbine Mechanic	17.90	29.08
2	2	2	General Construction Foreman	31.70	33.70
5	4	7	Intern Apprentice	10.00	32.32
17	14	15	Line Helper Driver	18.99	24.97
3	1	3	Line Helper Driver I	20.80	23.72
15	16	16	Line Helper Driver II	20.80	23.72
2	2	3	Line Switchman	33.12	33.67
6	3	6	Municipal Service Laborer	15.95	17.95
8	6	8	Senior Cable Splicer	31.78	32.32
2	1	2	Underground Conduit Foreman	33.70	34.25
87	74	92			

TECHNICIANS

4	5	4	Dispatcher Electric System Operator	29.22	29.77
6	6	6	Meter Reader	15.53	19.27
1	1	1	Meter Reader Supervisor	14.47	23.03



Department of Public Utilities

CLEVELAND PUBLIC POWER

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
1	1	1	Radio Operator	18.25	20.25
2	2	2	Senior Computer Operator	10.00	27.39
3	3	3	Senior Draftsman	11.69	19.82
17	18	17			
344	295	344	TOTAL FULL TIME		
0	0	1	TOTAL PART TIME		
10	22	15	TOTAL SEASONAL		
354	317	360	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 Control and Cleveland Public Power.



Department of Public Utilities

UTILITIES FISCAL CONTROL

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,844,714	\$ 1,923,153	\$ 2,279,363	\$ 2,375,518
Longevity	16,300	15,075	17,675	25,000
Separation Payments	4,762	16,353	48,214	—
Overtime	154,916	51,588	31,300	30,000
	\$ 2,020,692	\$ 2,006,169	\$ 2,376,552	\$ 2,430,518
Benefits				
Hospitalization	\$ 280,815	\$ 262,315	\$ 266,198	\$ 303,203
Flex Save Admin Fees	—	420	420	—
Prescription	61,719	63,374	63,142	67,056
Dental	20,398	19,619	18,424	19,417
Vision Care	2,688	2,534	2,606	2,990
Public Employees Retire System	282,831	280,113	314,753	340,273
Fica-Medicare	24,383	23,985	30,198	31,865
Workers' Compensation	38,437	33,605	28,569	33,279
Life Insurance	1,796	1,676	1,680	1,740
Unemployment Compensation	976	3,978	—	—
	\$ 714,043	\$ 691,618	\$ 725,990	\$ 799,823
Other Training & Professional Dues				
Travel	\$ —	\$ 805	\$ 7,581	\$ 9,000
Tuition & Registration Fees	99	2,317	6,338	7,000
Other Training Supplies	—	167	—	—
Professional Dues & Subscript	1,807	2,671	5,871	7,000
	\$ 1,906	\$ 5,960	\$ 19,790	\$ 23,000
Contractual Services				
Professional Services	\$ 1,500	\$ 400	\$ 3,275	\$ 250,000
Parking In City Facilities	2,388	1,320	2,161	2,000
Other Contractual	4,500	4,000	57,411	15,000
	\$ 8,388	\$ 5,720	\$ 62,847	\$ 267,000
Materials & Supplies				
Office Supplies	\$ 6,128	\$ 5,989	\$ 4,585	\$ 6,000
Postage	—	—	719	1,000
Computer Supplies	—	—	12,197	—
Computer Hardware	599	—	—	5,000
Computer Software	—	—	11,564	4,000
Office Furniture & Equipment	—	818	669	1,000
Other Supplies	2,401	1,191	585	2,000
Just In Time Office Supplies	9,253	7,119	13,056	15,000
	\$ 18,382	\$ 15,116	\$ 43,374	\$ 34,000

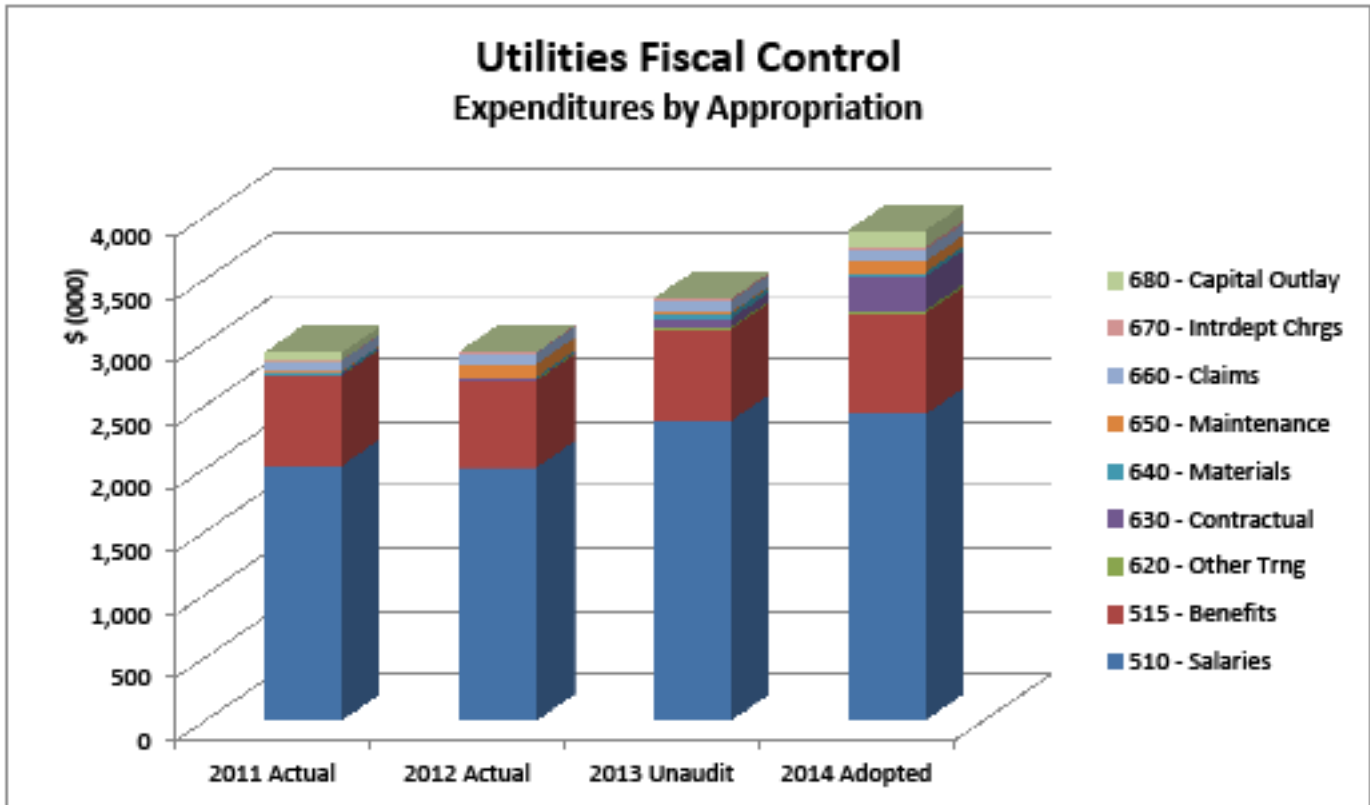
UTILITIES FISCAL CONTROL

Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 5,000
Maintenance Contracts	3,481	102,075	10,464	80,000
	\$ 3,481	\$ 102,075	\$ 10,464	\$ 85,000
Claims, Refunds, Maintenance				
Indirect Cost	\$ 84,385	\$ 86,818	\$ 86,265	\$ 94,840
	\$ 84,385	\$ 86,818	\$ 86,265	\$ 94,840
Interdepart Service Charges				
Charges From Print & Repro	\$ 5,808	\$ 9,062	\$ 19,491	\$ 22,101
	\$ 5,808	\$ 9,062	\$ 19,491	\$ 22,101
Capital Outlay				
Computer Hardware	\$ 60,607	\$ —	\$ 800	\$ 20,000
Other Equipment	—	—	—	110,000
	\$ 60,607	\$ —	\$ 800	\$ 130,000
	\$ 2,917,691	\$ 2,922,539	\$ 3,345,573	\$ 3,886,282

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges For Services	\$ 2,800,220	\$ 3,070,160	\$ 3,395,000	\$ 3,949,493
Miscellaneous	1	—	25,683	—
Interest Earnings/Investment Income	994	1,030	2,149	2,000
Non Operating Other/Other	—	1,554	147	—
	\$ 2,801,216	\$ 3,072,744	\$ 3,422,979	\$ 3,951,493





UTILITIES FISCAL CONTROL

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	Budget 2013	December 2013		Budget 2014	Minimum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Administrative Bureau Manager	40,314.82	136,049.25
1	1	1	Assistant Director	36,590.39	146,639.64
1	1	1	Budget Administrator	30,214.95	107,006.06
1	1	1	Utilities Comptroller	26,273.96	92,066.54
4	4	4			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Chief Clerk	22,050.00	48,986.27
1	0	1	Principal Cashier	14.66	23.74
1	1	1	Principal Clerk	14.88	20.10
5	5	5	Senior Cashier	12.57	20.20
1	1	1	Senior Clerk	12.47	16.58
9	8	9			
<u>PROFESSIONALS</u>					
2	2	2	Accountant I	14.39	20.20
2	2	2	Accountant II	14.88	22.17
2	2	2	Accountant III	15.48	24.58
1	1	1	Accountant IV	20,800.00	61,213.89
4	3	4	Accountant Supervisor	23,647.11	74,729.73
1	0	0	Administrative Assistant	21,851.06	73,469.32
2	2	3	Administrative Manager	27,193.55	104,891.07
1	2	2	Assistant Administrator	20,800.00	58,564.01
3	3	3	Auditor	20,092.80	60,614.58
1	1	1	Buyer	20,800.00	49,930.03
1	1	1	Chief Auditor	23,647.11	87,143.34
3	3	3	Senior Internal Auditor	23,647.11	69,041.87
0	1	1	Senior Personnel Assistant	20,800.00	51,677.50
23	23	25			



Department of Public Utilities

UTILITIES FISCAL CONTROL

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
			TECHNICIANS		
4	4	6	Senior Data Conversion Operator	13.47	18.44
4	4	6			
40	39	44	TOTAL FULL TIME		
40	39	44	TOTAL DIVISION		



AIRPORT GENERAL OPERATIONS

Ricky D. Smith, Director

Mission Statement

To manage the City of Cleveland's Airport and Waterfront properties in a safe, secure, efficient, and courteous manner.

The Department of Port Control is responsible for the administration and control of all activities at Cleveland Hopkins International and Burke Lakefront Airports as well as the use of City owned land along Lake Erie and the Cuyahoga River.

Included in this responsibility are the planning, development and maintenance of airfields, terminal complexes and all related facilities. The DPC manages the day-to-day operations at both airports; accepts and supervises the expenditure of grants from the state and federal agencies. It sets and collects landing fees, rentals, concession fees, and other airport related charges. The Department represents the City in negotiations for the airport related contracts. Additionally, the Department is responsible for providing safe, efficient, friendly, and professional service to the traveling public and other airport users.

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

PROGRAM NAME: ADMINISTRATION AND PERFORMANCE MANAGEMENT

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

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

PROGRAM NAME: BUSINESS DEVELOPMENT & MANAGEMENT

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

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

PROGRAM NAME: BURKE LAKEFRONT AIRPORT-OPERATIONS

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

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

PROGRAM NAME: CLEVELAND HOPKINS INTERNATIONAL AIRPORT-OPERATIONS

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

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

PROGRAM NAME: DIRECTOR'S OFFICE

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



Department of Port Control

AIRPORT GENERAL OPERATIONS

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

PROGRAM NAME: PLANNING AND ENGINEERING

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

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

PROGRAM NAME: FINANCE AND PROCUREMENT

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

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

PROGRAM NAME: INFORMATION TECHNOLOGY SERVICES

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

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

PROGRAM NAME: MARKETING AND AIR SERVICE DEVELOPMENT

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

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

PROGRAM NAME: PLANNING

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

ACTIVITIES: To manage the strategic direction of the Airport development and identify the infrastructure needed to satisfy customer needs; managing environmental compatibility, and monitoring and implementing applicable federal and state environmental incentives; and managing digital information needs and identify infrastructure needed to maintain effective e-commerce.

AIRPORT GENERAL OPERATIONS

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 18,502,602	\$ 18,894,812	\$ 18,693,124	\$ 21,051,762
Seasonal	573,934	566,334	553,405	937,338
Military Leave	3,129	7,093	3,161	—
Part-Time Permanent	246,156	166,403	96,539	239,823
Injury Pay	5,572	1,058	—	—
Longevity	144,950	138,950	134,450	135,325
Wage Settlements	99,190	—	—	—
Separation Payments	332,801	179,855	263,324	260,000
Overtime	984,069	984,947	1,329,394	1,000,000
	\$ 20,892,404	\$ 20,939,452	\$ 21,073,396	\$ 23,624,248
Benefits				
Hospitalization	\$ 2,959,628	\$ 2,849,704	\$ 2,866,085	\$ 3,813,230
Flex Save Admin Fees	—	840	1,349	—
Prescription	667,429	676,910	660,102	839,048
Dental	218,402	218,090	208,928	264,569
Vision Care	23,150	23,054	21,810	25,881
Public Employees Retire System	2,867,351	2,933,323	2,797,537	3,107,802
Fica-Medicare	274,740	277,583	284,960	314,990
Workers' Compensation	702,120	706,541	546,668	451,128
Life Insurance	17,314	16,893	14,991	16,672
Unemployment Compensation	149,889	147,655	173,909	75,000
Clothing Allowance	26,324	42,879	20,500	35,140
Tool Insurance	6,200	6,750	4,400	7,150
Clothing Maintenance	52,725	48,550	42,475	41,925
	\$ 7,965,271	\$ 7,948,770	\$ 7,643,713	\$ 8,992,535
Other Training & Professional Dues				
Travel	\$ 53,212	\$ 62,082	\$ 50,218	\$ 64,550
Tuition & Registration Fees	38,711	45,322	38,063	46,683
Other Training Supplies	—	7,347	81,564	84,266
Professional Dues & Subscript	227,974	266,634	277,713	445,262
	\$ 319,897	\$ 381,385	\$ 447,558	\$ 640,761
Utilities				
Brokered Gas Supply	\$ 520,958	\$ 304,178	\$ 432,736	\$ 426,023
Telephone	—	—	409	600
Water	427,592	1,013,327	916,729	1,036,320
Gas	291,377	197,335	230,397	224,532
Electricity - Cpp	243,629	239,515	235,084	247,200
Electricity - Other	4,221,668	3,958,848	3,782,912	4,346,600
Security & Monitoring System	774,990	855,182	—	—



Department of Port Control

AIRPORT GENERAL OPERATIONS

Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
	\$ 6,480,213	\$ 6,568,386	\$ 5,598,268	\$ 6,281,275
Contractual Services				
Professional Services	\$ 4,072,621	\$ 5,350,495	\$ 4,144,809	\$ 3,887,565
Travel- Non-Training	42,786	42,498	21,964	53,000
Mileage (Private Auto)	258	—	—	—
Waste Disposal	4,044,059	1,359,999	1,719,307	2,223,046
Medical Services	—	7,047	1,818	8,000
Advertising And Public Notice	5,294	7,129	—	8,000
Program Promotion	95,129	51,927	67,178	129,700
Parking In City Facilities	5,029	4,924	4,437	4,000
Insurance And Official Bonds	951,737	1,077,950	922,453	1,100,000
Taxes	6,301,765	6,472,359	5,964,627	6,968,112
Parking Tax	—	—	790,342	1,580,684
Equipment Rental	102,459	252,866	80,689	101,497
Other Contractual	1,130,903	410,517	4,464,040	10,946,281
State Auditor Examination	31,000	27,100	29,000	35,000
Transfer To Other Airport Fnd	6,150,000	7,780,000	—	4,200,000
Customized	—	—	88,108	176,216
Bank Service Fees	9,833	3,356	4,160	—
Credit Card Processing Fees	15,322	32,009	37,258	30,000
	\$ 22,958,194	\$ 22,880,177	\$ 18,340,190	\$ 31,451,101
Materials & Supplies				
Office Supplies	\$ 29,577	\$ 46	\$ —	\$ —
Postage	16,302	1,940	11,200	9,240
Computer Hardware	176,367	150,616	13,917	14,350
Computer Software	53,938	107,000	55,384	132,500
Chemical	2,158,115	1,412,394	580,340	330,000
Clothing	89,031	103,615	145,756	65,280
Sweeper Parts	—	250	—	—
Hardware & Small Tools	67,090	65,487	7,028	6,000
Boilers, Heaters & Cool Equip	5,390	40,266	19,151	20,000
Seed, Fertilizer & Herbicide	10,116	35,888	—	10,000
Small Equipment	81,412	118,552	19,135	175,500
Office Furniture & Equipment	14,655	8,657	5,583	26,500
Electrical Supplies	86,014	—	—	—
Fence, Posts & Bars	39,000	101,807	50,000	110,000
Hygiene And Cleaning Supplies	404,754	415,320	417,956	405,000
Medical Supplies	31,905	40,108	29,700	34,552
Food	17,894	20,253	70,348	24,450



AIRPORT GENERAL OPERATIONS

Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Photographic Supplies	1,075	963	—	500
Other Supplies	829,325	1,436,518	666,165	714,650
Safety Equipment	4,470	91,213	140,850	140,850
Special Events Supplies	2,478	894	2,571	5,500
Just In Time Office Supplies	36,222	55,705	58,604	55,000
Building Maintenance Supplies	310,113	239,012	235,984	180,000
Cement Sand & Gravel	280,840	740,544	451,748	277,500
Misc Maintenance Supplies	—	171,413	—	—
	\$ 4,746,082	\$ 5,358,459	\$ 2,981,419	\$ 2,737,372
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 15,000
Computer Hardware Maintenance	18,328	—	40,152	71,000
Computer Software Maintenance	230,142	118,060	277,168	105,200
Maintenance Machinery & Tools	1,968,977	1,705,038	1,871,293	2,097,000
Maintenance Fire Apparatus	30,998	35,468	15,000	20,000
Maintenance Vehicles	927,566	630,265	606,435	665,600
Maintenance Misc. Equipment	2,548,858	2,326,526	947,171	772,340
Maintenance Building	—	150	—	—
	\$ 5,724,868	\$ 4,815,506	\$ 3,757,218	\$ 3,746,140
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ —	\$ 181,933	\$ 82,824	\$ 182,000
Indirect Cost	1,353,885	1,438,323	1,444,822	1,454,064
	\$ 1,353,885	\$ 1,620,256	\$ 1,527,646	\$ 1,636,064
Interdepart Service Charges				
Charges From General Fund	\$ 5,873,768	\$ 5,885,438	\$ 6,407,944	\$ 6,400,000
Charges From Telephone Exch	596,383	565,776	621,057	685,815
Charges From Utilities Admin	—	1,738	—	—
Charges From Radio Comm System	131,728	132,782	119,414	211,008
Charges From W.P.C.	3,507	74,557	641	4,660
Charges From Print & Repro	77,530	77,266	70,975	80,479
Charges From Central Storeroom	—	4,027	1,874	1,978
Charges From M.V.M.	689,298	566,633	502,573	612,681
Charges From Division Of Maint	125,792	34,294	—	35,000
Charges From Waste Collection	93,030	86,718	78,332	90,420
	\$ 7,591,035	\$ 7,429,226	\$ 7,802,810	\$ 8,122,041
Interfund Subsidies				
Transfer to Other SubClasses	\$ 743,675	\$ —	\$ —	\$ —
	\$ 743,675	\$ —	\$ —	\$ —
Capital Outlay				
Transfer To Airports Cap Proj	\$ 2,589,000	\$ 2,743,735	\$ 1,392,124	\$ 1,407,000



Department of Port Control

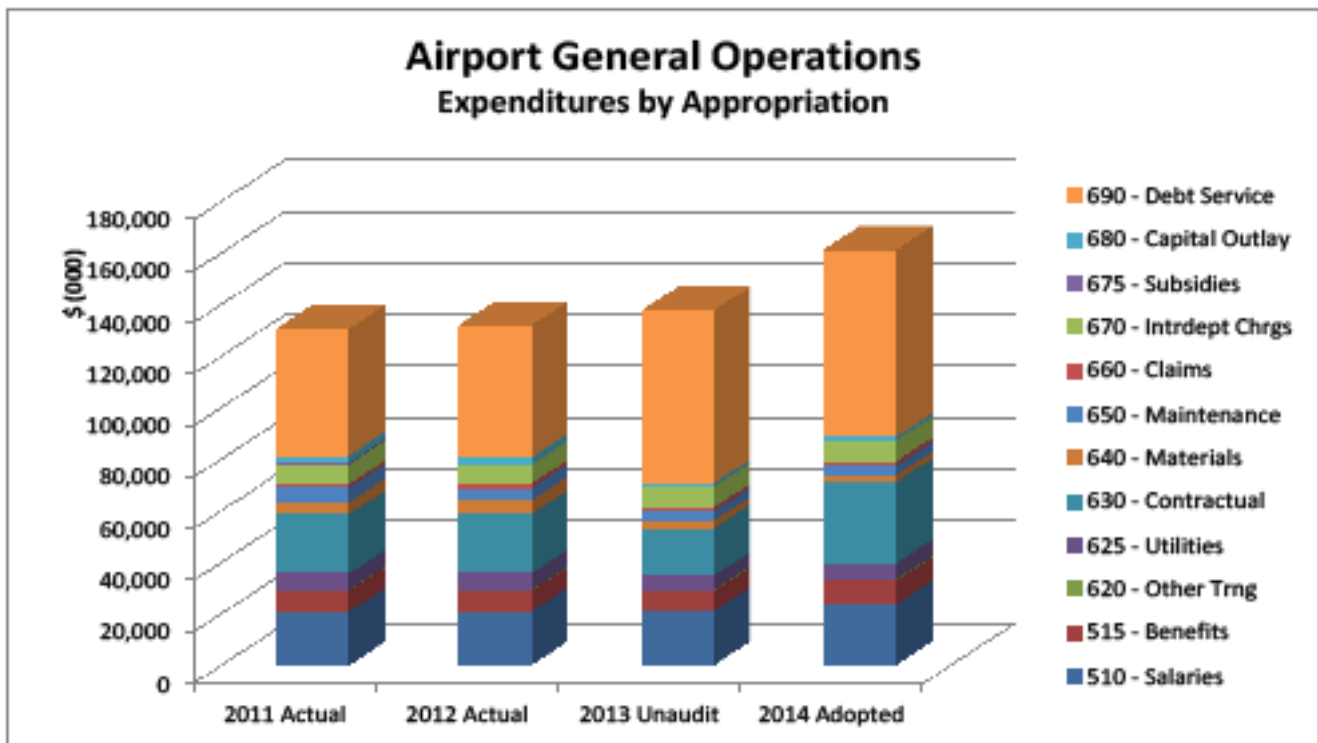
AIRPORT GENERAL OPERATIONS

Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
	\$ 2,589,000	\$ 2,743,735	\$ 1,392,124	\$ 1,407,000
Debt Service				
Principal	\$ 14,245,417	\$ 16,285,000	\$ 31,716,000	\$ 33,277,512
Interest	35,171,300	35,092,200	35,388,996	39,276,488
	\$ 49,416,717	\$ 51,377,200	\$ 67,104,996	\$ 72,554,000
	\$ 130,781,242	\$ 132,062,553	\$ 137,669,337	\$ 161,192,537

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges For Services	\$ 110,620,900	\$ 115,833,369	\$ 109,210,628	\$ 135,223,180
Grant Revenue	88,413	2,833,095	4,243,790	3,378,000
Miscellaneous	19,534,761	19,138,399	25,760,044	22,456,360
Interest Earnings/Investment Income	165,422	171,685	129,473	135,000
Passenger Facility Charges	(700,228)	1,435	126,286	—
	\$ 129,709,268	\$ 137,977,983	\$ 139,470,221	\$ 161,192,540





AIRPORT GENERAL OPERATIONS

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Administrator of Engineering and Planning	30,214.95	115,924.76
5	5	6	Administration Bureau Manager	40,314.82	136,049.25
2	1	1	Asst. Manager Appl Dev/Technical Support	46,224.91	128,595.56
0	1	1	Chief Safety Signal System	18.60	36.80
1	1	1	Commissioner of Burke Airport	40,314.92	125,582.86
1	1	1	Commissioner of Cleve. Hopkins Int. Airport	42,758.15	152,120.83
3	3	3	Deputy Comm. of Cleve. Hopkins Int. Airport	30,214.95	107,006.06
1	1	1	Director of Port Control	100,000.00	236,515.54
1	0	1	Secretary to Directors of Departments	41,312.22	152,120.83
1	1	1	HR Fiscal Administrator	22,333.40	65,528.58
1	1	1	Minority Business Development Administrator	27,325.56	79,843.51
17	16	18			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Junior Clerk	11.97	14.14
2	2	2	Chief Clerk	22,050.00	48,986.27
1	0	0	Civil Service Examiner II	20,800.00	45,020.62
6	5	6	Principal Clerk	14.88	20.10
1	2	1	Private Secretary	10.00	21.21
1	1	1	Private Secretary to the Director	20,800.00	48,986.27
2	2	2	Head Storekeeper	17.85	23.06
1	1	1	Messenger	10.00	15.24
2	2	2	Stock Clerk	13.11	18.23
2	2	2	Storekeeper	16.66	20.76
19	18	18			
<u>PROFESSIONALS</u>					
1	1	1	Accountant I	14.39	20.20
1	1	1	Accountant III	15.48	24.58
4	4	4	Accountant IV	20,800.00	61,213.89
15	14	16	Administrative Manager	27,193.55	104,891.07
5	4	5	Administrative Officer	20,800.00	54,579.99
1	1	1	Airport Comptroller	30,214.95	115,924.76
1	1	1	Airport Chief Engineer	30,214.95	115,924.76
5	5	5	Airport Maintenance Manager	26,273.96	92,066.54
5	5	6	Airport Maintenance Superintendent	20,092.80	65,041.78



Department of Port Control

AIRPORT GENERAL OPERATIONS

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
4	2	2	Airport Maintenance Supervisor	21,019.66	62,676.62
2	1	1	Airport Operations Manager	26,273.96	92,066.54
1	1	1	Airport Planning Envir. Officer	30,214.95	91,848.40
1	1	1	Airport Safety Manager	26,273.96	92,066.54
1	1	1	Air Trade Development Manager	30,214.95	107,006.06
4	4	4	Assistant Administrator	20,800.00	58,564.01
2	1	2	Assistant Director of Law I (s)	26,250.00	88,693.33
1	0	1	Auditor	20,092.80	60,614.58
1	1	1	Budget Analyst	20,800.00	54,612.13
1	0	0	Building Stationary Engineer	18.52	19.33
1	1	1	Chief Civil Engineer	23,647.11	87,143.34
1	1	1	Chief Engineering & Construction Inspector	25.39	27.39
1	0	1	Chief Training Officer	26,273.96	72,945.53
5	4	5	Consulting Engineer	36,000.00	97,860.03
1	1	1	Contract Compliance Officer	26,273.96	72,945.53
1	1	1	Deputy Project Director	20,092.80	64,734.08
2	2	3	Fiscal Manager	23,647.11	87,143.34
1	0	1	Labor Relations Officer	27,325.56	79,843.51
1	1	1	Office Manager	20,800.00	51,170.01
2	1	2	Personnel Administrator	26,273.96	84,984.86
26	23	25	Project Coordinator	27,325.56	93,021.80
2	2	2	Project Director	22,333.40	82,706.96
1	1	1	Safety Programs Manager	30,214.95	91,848.40
1	1	1	Senior Personnel Assistant	20,800.00	51,677.50
3	1	3	Super Admin Services-Data	20,092.80	58,564.01
2	2	2	Systems Analyst	20,800.00	63,677.78
1	1	1	Warehouse Inventory Manager	22,333.40	82,706.96
108	91	106			
SKILLED CRAFT					
3	3	3	Carpenter	36.13	45.15
9	8	9	Electrical Worker	45.13	56.41
1	1	1	Electrical Worker Foreman	46.38	57.56
11	9	11	Heavy Duty Mechanic	15.75	25.37
2	1	2	Heavy Duty Unit Leader	23.85	31.47
3	3	3	Painter	31.86	39.82
1	1	1	Painter Foreman	33.11	40.82



AIRPORT GENERAL OPERATIONS

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	Budget 2014	December 2013		Minimum	Maximum
1	1	2	Plumber	44.18	55.23
31	27	32			
<u>SERVICE & MAINTENANCE</u>					
11	8	11	Airport Field Foreman	20.19	22.19
59	47	62	Airport Maintenance Man	11.97	18.90
60	52	61	Custodial Worker	10.00	15.42
10	4	9	Custodial Worker Supervisor	18.72	20.72
1	0	0	Mechanical Handyman	16.62	18.62
1	1	1	Municipal Service Laborer	15.95	17.95
1	1	1	Supt Vehicle Admin Services	20,092.80	72,945.53
6	6	6	Window Washer	12.54	21.31
149	119	151			
<u>TECHNICIANS</u>					
1	6	1	Airport Information Representative	12.14	16.97
7	4	4	Airport Operations Agent I	17.13	20.98
8	8	8	Airport Operations Agent II	21.52	24.70
3	3	6	Airport Operations Agent III	20,800.00	57,473.28
4	3	4	Airport Operations Superintendent	23,333.40	67,822.56
12	12	12	Airport Safety Supervisor	38,762.61	58,144.74
3	3	3	Airport Security Coordinator	23,333.40	65,528.58
3	3	4	Engineering & Construction Inspector	19.05	21.05
9	3	8	Radio Dispatcher	17.33	20.99
50	45	50			
<u>PROTECTIVE SERVICE</u>					
42	31	42	Airport Safety Man	17.19	22.97
3	3	3	Airport Safety Shift Commander	20,800.00	73,916.85
45	34	45			
419	350	420	TOTAL FULL TIME		
12	7	10	TOTAL PART TIME		
44	29	44	TOTAL SEASONAL		
7	0	7	TOTAL STUDENT TRAINEES		
482	386	481	TOTAL DIVISION		



Division of Harbors

DIVISION OF HARBORS

Ricky D. Smith, Director

The Department of Port Control monitors leases for the various areas held by the City along the shores of Lake Erie and the Cuyahoga River. The primary objective of the Department's Division of Harbors was to improve the piers and docks under its jurisdiction by initiating a plan for capital expenditures.



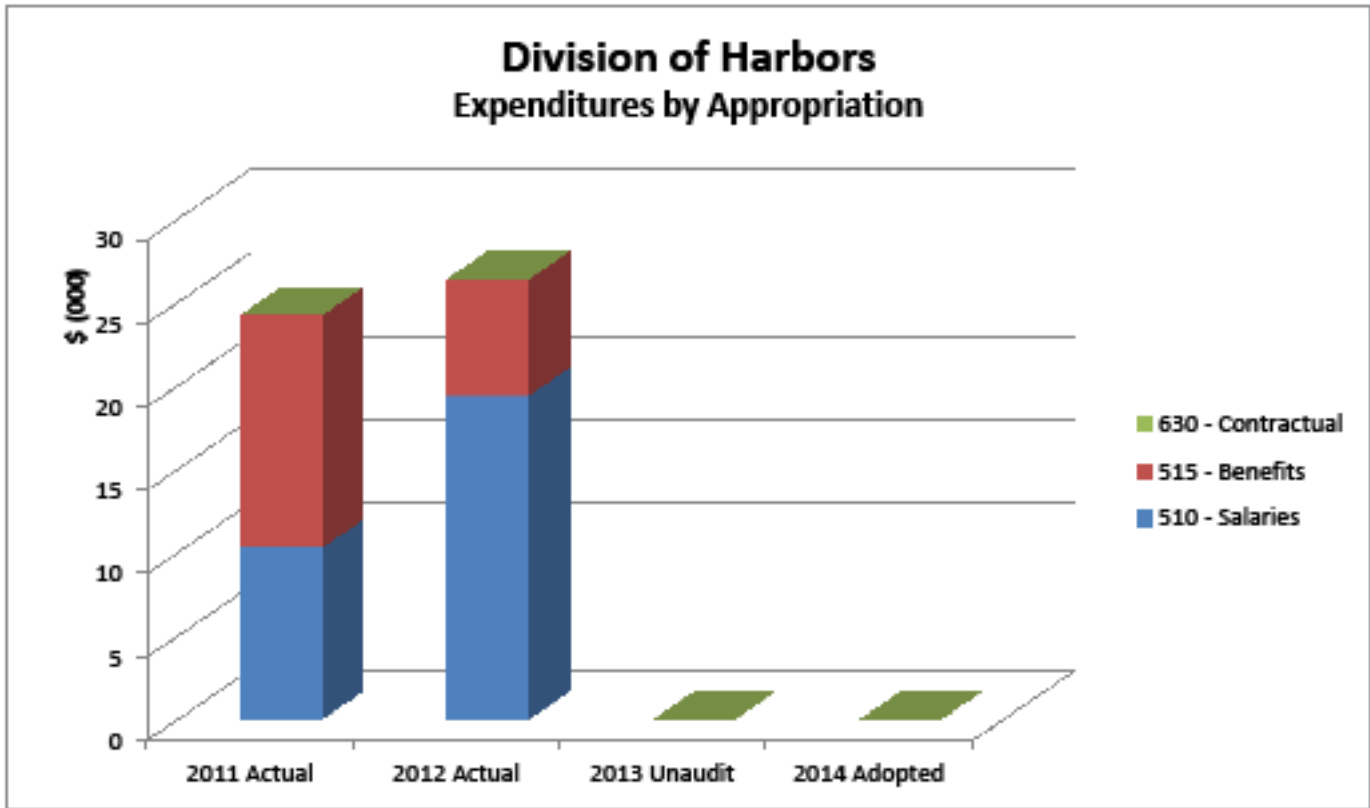
DIVISION OF HARBORS

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 5,702	\$ 19,418	\$ —	\$ —
Separation Payments	4,593	—	—	—
	\$ 10,295	\$ 19,418	\$ —	\$ —
Benefits				
Hospitalization	\$ 820	\$ 3,216	\$ —	\$ —
Prescription	267	—	—	—
Dental	62	192	—	—
Vision Care	13	15	—	—
Public Employees Retire System	1,201	2,342	—	—
Fica-Medicare	149	275	—	—
Workers' Compensation	1,355	158	—	—
Life Insurance	11	11	—	—
Unemployment Compensation	10,062	774	—	—
	\$ 13,940	\$ 6,982	\$ —	\$ —
Contractual Services				
Other Contractual	\$ 1	\$ —	\$ —	\$ —
	\$ 1	\$ —	\$ —	\$ —
	\$ 24,235	\$ 26,400	\$ —	\$ —

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges For Services	\$ 610,618	\$ 106,628	\$ —	\$ —
Miscellaneous	—	—	131	—
	\$ 610,618	\$ 106,628	\$ 131	\$ —



DIVISION OF PUBLIC SERVICE ADMINISTRATION

Jomarie Wasik, Director

Mission Statement

Maintain quality neighborhood and business districts providing safe, prompt, cost effective, high quality service delivery in the areas of waste collection, street and bridge construction, maintenance and repair, facility management, and fleet management to the citizens, employees, businesses and visitors of the City of Cleveland.

The Department of Public Service directs and controls six (6) Divisions – Architecture, Waste Collection and Disposal, Engineering and Construction, Traffic Engineering, Motor Vehicle Maintenance, and Street Construction Maintenance and Repair.

Activities include public improvement planning and construction of streets and bridges, boulevards, sidewalks, alleys, lanes, and other public roads and highways; operation of moveable bridges and viaducts; the construction of all public buildings; making and preserving of all surveys, maps, plans, drawings and estimates for such public work; maintenance and repair of all streets and bridges including cleaning, snow removal and ice control, crack sealing and maintenance of all streets and boulevards; granting of permits for the use of the public rights of way of the City; 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.



Department of Public Service

DIVISION OF PUBLIC SERVICE ADMINISTRATION

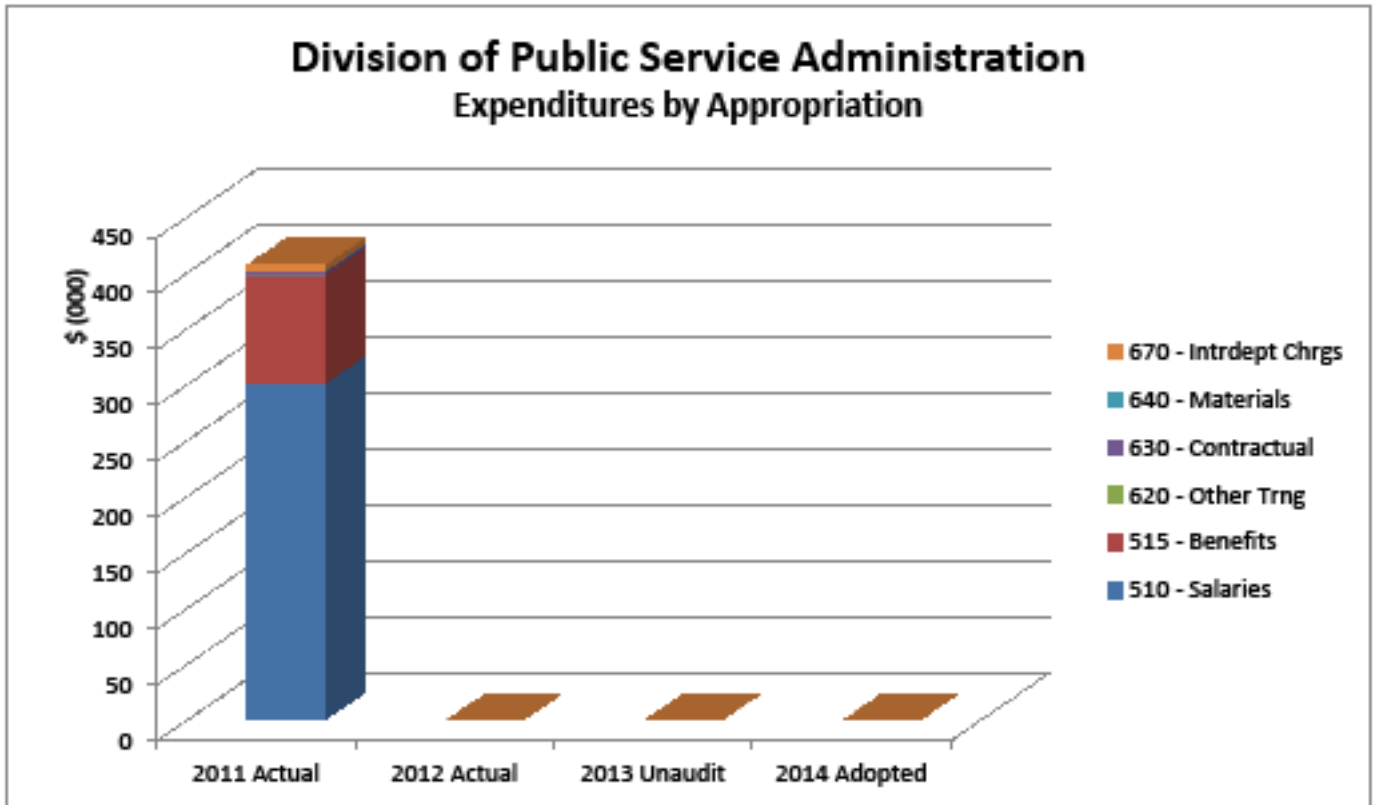
Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 263,039	\$ —	\$ —	\$ —
Part-Time Permanent	36,468	—	—	—
Longevity	2,050	—	—	—
	\$ 301,556	\$ —	\$ —	\$ —
Benefits				
Hospitalization	\$ 38,927	\$ —	\$ —	\$ —
Prescription	3,524	—	—	—
Dental	2,486	—	—	—
Vision Care	226	—	—	—
Public Employees Retire System	41,667	—	—	—
Fica-Medicare	4,290	—	—	—
Workers' Compensation	5,080	—	—	—
Life Insurance	180	—	—	—
	\$ 96,380	\$ —	\$ —	\$ —
Other Training & Professional Dues				
Professional Dues & Subscript	\$ 100	\$ —	\$ —	\$ —
	\$ 100	\$ —	\$ —	\$ —
Contractual Services				
Parking In City Facilities	\$ 3,316	\$ —	\$ —	\$ —
	\$ 3,316	\$ —	\$ —	\$ —
Materials & Supplies				
Just In Time Office Supplies	\$ 558	\$ —	\$ —	\$ —
	\$ 558	\$ —	\$ —	\$ —
Interdepart Service Charges				
Charges From Telephone Exch	\$ 3,594	\$ —	\$ —	\$ —
Charges From Radio Comm System	329	—	—	—
Charges From Print & Repro	1,170	—	—	—
Charges From Central Storeroom	565	—	—	—
	\$ 5,658	\$ —	\$ —	\$ —
	\$ 407,568	\$ —	\$ —	\$ —

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Miscellaneous	\$ 1,528	\$ —	\$ —	\$ —
	\$ 1,528	\$ —	\$ —	\$ —

DIVISION OF PUBLIC SERVICE ADMINISTRATION





Department of Public Service

DIVISION OF ARCHITECTURE

Robert Vilkas, Chief Architect

Mission Statement

Our mission is to plan and construct, appropriate, energy efficient, and lasting facilities, for the City of Cleveland.

The Division of Architecture designs and prepares preliminary drawings, estimates, detail drawings, and specifications for all buildings under the charge of the Department of Public Service and provides these same services to other Departments of the City, upon written request.

In actual practice, the Division furnishes the various Departments and Divisions with all architectural services required for their building programs. These services include the necessary consultations, preparation of contracts, drawings and specifications, the supervision of construction and the approval of payments to contractors. When private architectural firms or consultants are retained for special projects, the Division of Architecture provides programming, coordinates, and supervises all phases of such projects.

PROGRAM NAME: FACILITY DESIGN AND CONSTRUCTION

OBJECTIVES: To plan the rehabilitation and/or construction of City facilities.

ACTIVITIES: Prepare working drawings. Conduct inspection of projects. Prepare schedule of construction projects.

PROGRAM NAME: PROJECT COORDINATION AND ADMINISTRATION

OBJECTIVES: To ensure the quality and energy efficient construction and design projects by administering contract standards.

ACTIVITIES: Write programs and analyze costs for potential projects. Develop and review proposals to utilize consultants and contractors when required. Inspect project for adherence to contract requirements.

PROGRAM NAME: DEVELOPMENT PLANNING

OBJECTIVES: To develop long range plans for construction projects of City facilities located within the City of Cleveland.

ACTIVITIES: Coordinate construction plans with other City Departments or authorities having jurisdiction.
Prepare physical designs for City-owned facilities.

PROGRAM NAME: FACILITIES MANAGEMENT

OBJECTIVES: To ensure that working conditions for City employees are safe and adequate.

ACTIVITIES: Conduct field observations of City buildings. Prepare evaluation reports on their existing use and physical condition and develop recommendations for long-term maintenance. Create strategies of adoptive reuses and make recommendations, which will maximize potential of City buildings based upon current need and/or future predictions.

PROGRAM NAME: ENERGY EFFICIENCY

OBJECTIVES: Strive to provide energy efficient sustainable City facilities.

ACTIVITIES: Evaluate building usage and recommend procedures to make the facility energy efficient.

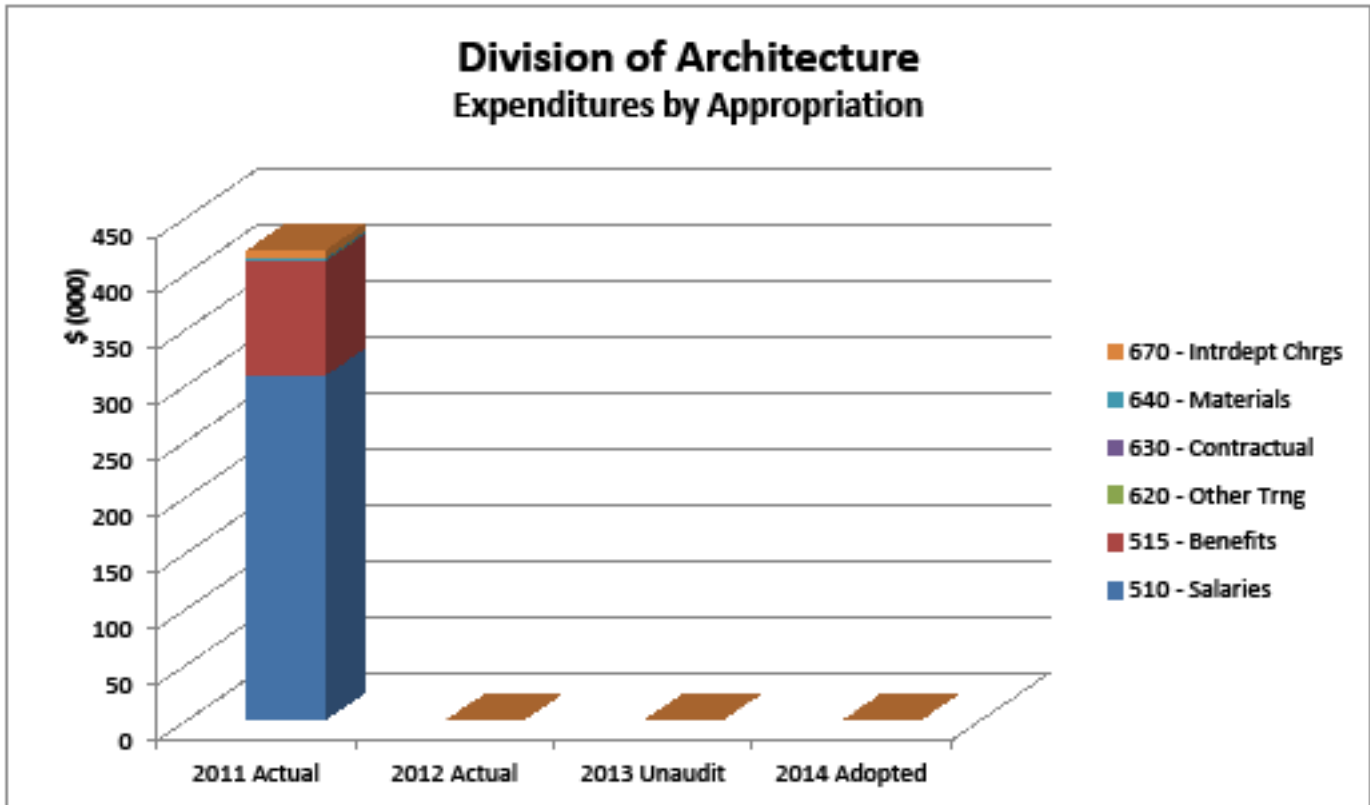
DIVISION OF ARCHITECTURE

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 304,659	\$ —	\$ —	\$ —
Longevity	2,425	—	—	—
Separation Payments	1,518	—	—	—
	\$ 308,602	\$ —	\$ —	\$ —
Benefits				
Hospitalization	\$ 35,388	\$ —	\$ —	\$ —
Prescription	10,128	—	—	—
Dental	2,907	—	—	—
Vision Care	388	—	—	—
Public Employees Retire System	43,131	—	—	—
Fica-Medicare	4,393	—	—	—
Workers' Compensation	5,796	—	—	—
Life Insurance	251	—	—	—
	\$ 102,382	\$ —	\$ —	\$ —
Other Training & Professional Dues				
Tuition & Registration Fees	\$ 520	\$ —	\$ —	\$ —
	\$ 520	\$ —	\$ —	\$ —
Contractual Services				
Parking In City Facilities	\$ 87	\$ —	\$ —	\$ —
	\$ 87	\$ —	\$ —	\$ —
Materials & Supplies				
Paper And Other Printing Suppl	\$ 1,020	\$ —	\$ —	\$ —
Other Supplies	900	—	—	—
	\$ 1,920	\$ —	\$ —	\$ —
Interdepart Service Charges				
Charges From Telephone Exch	\$ 1,403	\$ —	\$ —	\$ —
Charges From Print & Repro	4,319	—	—	—
Charges From Central Storeroom	598	—	—	—
Charges From M.V.M.	968	—	—	—
	\$ 7,288	\$ —	\$ —	\$ —
	\$ 420,799	\$ —	\$ —	\$ —

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Miscellaneous	\$ 159,247	\$ —	\$ —	\$ —
	\$ 159,247	\$ —	\$ —	\$ —





DIVISION OF ENGINEERING AND CONSTRUCTION

Richard J. Switalski, Administrative Bureau Manager

Mission Statement

To manage the City's public right-of-way in a manner that ensures safe passage of pedestrians and vehicles as they commute to and from their neighborhoods by developing and implementing plans for maintenance and construction of roadways, streets and sidewalks.

The Division of Engineering & Construction is responsible for engineering, surveying, and major construction of streets, bridges, and sidewalks in the City's public right-of-way. This responsibility includes the development, management, and completion of the City's street and bridge capital improvement program. Work by other agencies and private parties in the public right-of-way are also monitored, reviewed, and field inspected.

The Division's Bureau of Sidewalks enforces Section 729.12 of the revised code of the State of Ohio to assure the proper maintenance of all sidewalks in the City's right-of-way. This very active program includes the Sidewalk Assessment Program and the Sidewalk Citation Program.

Surveying responsibilities include the maintenance of lot plats, street addresses, right-of-way description, public points and monuments, and City boundaries. This work includes records management, as well as processing and documenting all changes to Survey/Plat information.

The Division's Bureau of Bridges and Docks maintains and operates the City's six lift bridges spanning the Cuyahoga River. It is also responsible for the full or partial maintenance of 246 bridges and regular structural inspection of 130 City bridges.

PROGRAM NAME: ROAD AND BRIDGE CAPITAL IMPROVEMENT

OBJECTIVE: To improve the safety, performance, life-span and aesthetics of the City's transportation infrastructure through design and construction projects.

- ACTIVITY:**
- Inspect infrastructure and make recommendations for Capital Program projects.
 - Prepare engineering plans, specifications and cost estimates.
 - Coordinate the selection and award of consulting service and construction contracts.
 - Manage consultant engineering firms and construction companies under contract with the city.
 - Ensure design and construction work complies with Federal, State and local standards.
 - Pursue and coordinate ODOT, County and private capital improvement projects in the City's public right-of-way.

PROGRAM NAME: SURVEY/PLATS

OBJECTIVE: To provide the general public and other City agencies with accurate survey documents and data needed for orderly property development.

- ACTIVITY:**
- Maintain records of all survey monuments, plats and subdivisions.
 - Maintain records for the assignment of street and house numbers.
 - Verify all elevations, lines and points, with documents and field work.
 - Replace survey monuments, as needed.



Department of Public Service

DIVISION OF ENGINEERING AND CONSTRUCTION

PROGRAM NAME: BRIDGE MAINTENANCE

OBJECTIVE: To improve the safety, performance and aesthetics of the City's bridges through repair projects.

ACTIVITY: Repair bridges and appurtenances on a priority basis as funds allow.

Provide routine maintenance of bridges, especially the City's six life bridges, on a priority basis as funds allow.

PROGRAM NAME: BRIDGE OPERATION

OBJECTIVE: To provide for the safe and efficient flow of river and vehicular traffic on the Cuyahoga River.

ACTIVITY: Operate the City's six lift bridges over the Cuyahoga River as required.

PROGRAM NAME: SIDEWALKS

OBJECTIVE: To improve the safety, performance, life-span and aesthetics of sidewalks in the City's public right-of-way.

ACTIVITY: Process complaints from the public in a professional and timely manner.

Enforce City code requiring the maintenance of sidewalks by adjacent property owners.

Manage the City's sidewalk construction program using assessments and ward allocation funds.



DIVISION OF ENGINEERING AND CONSTRUCTION

Expenditures

	2011 Actual		2012 Actual		2013 Unaudited		2014 Budget
Salaries and Wages							
Full Time Permanent	\$ 2,907,926	\$	—	\$	—	\$	—
Part-Time Permanent	25,614		—		—		—
Longevity	26,600		—		—		—
Separation Payments	18,168		—		—		—
Overtime	125,970		—		—		—
	\$ 3,104,279	\$	—	\$	—	\$	—
Benefits							
Hospitalization	\$ 488,326	\$	—	\$	—	\$	—
Prescription	87,704		—		—		—
Dental	34,391		—		—		—
Vision Care	3,374		—		—		—
Public Employees Retire System	431,838		—		—		—
Fica-Medicare	37,821		—		—		—
Workers' Compensation	69,317		—		—		—
Life Insurance	2,591		—		—		—
Unemployment Compensation	9,400		—		—		—
Clothing Allowance	4,220		—		—		—
Clothing Maintenance	3,525		—		—		—
	\$ 1,172,508	\$	—	\$	—	\$	—
Other Training & Professional Dues							
Travel	\$ 1,270	\$	—	\$	—	\$	—
Tuition & Registration Fees	1,731		—		—		—
Professional Dues & Subscript	7,892		—		—		—
	\$ 10,892	\$	—	\$	—	\$	—
Utilities							
Electricity - Cpp	\$ 39,963	\$	—	\$	—	\$	—
Electricity - Other	2,003		—		—		—
	\$ 41,966	\$	—	\$	—	\$	—
Contractual Services							
Professional Services	\$ 120,925	\$	—	\$	—	\$	—
Mileage (Private Auto)	2,144		—		—		—
Advertising And Public Notice	165		—		—		—
Parking In City Facilities	13,553		—		—		—
Other Contractual	1,625		—		—		—
	\$ 138,411	\$	—	\$	—	\$	—
Materials & Supplies							
Office Supplies	\$ 1,314	\$	—	\$	—	\$	—
Postage	30		—		—		—
Computer Supplies	885		—		—		—



Department of Public Service

DIVISION OF ENGINEERING AND CONSTRUCTION

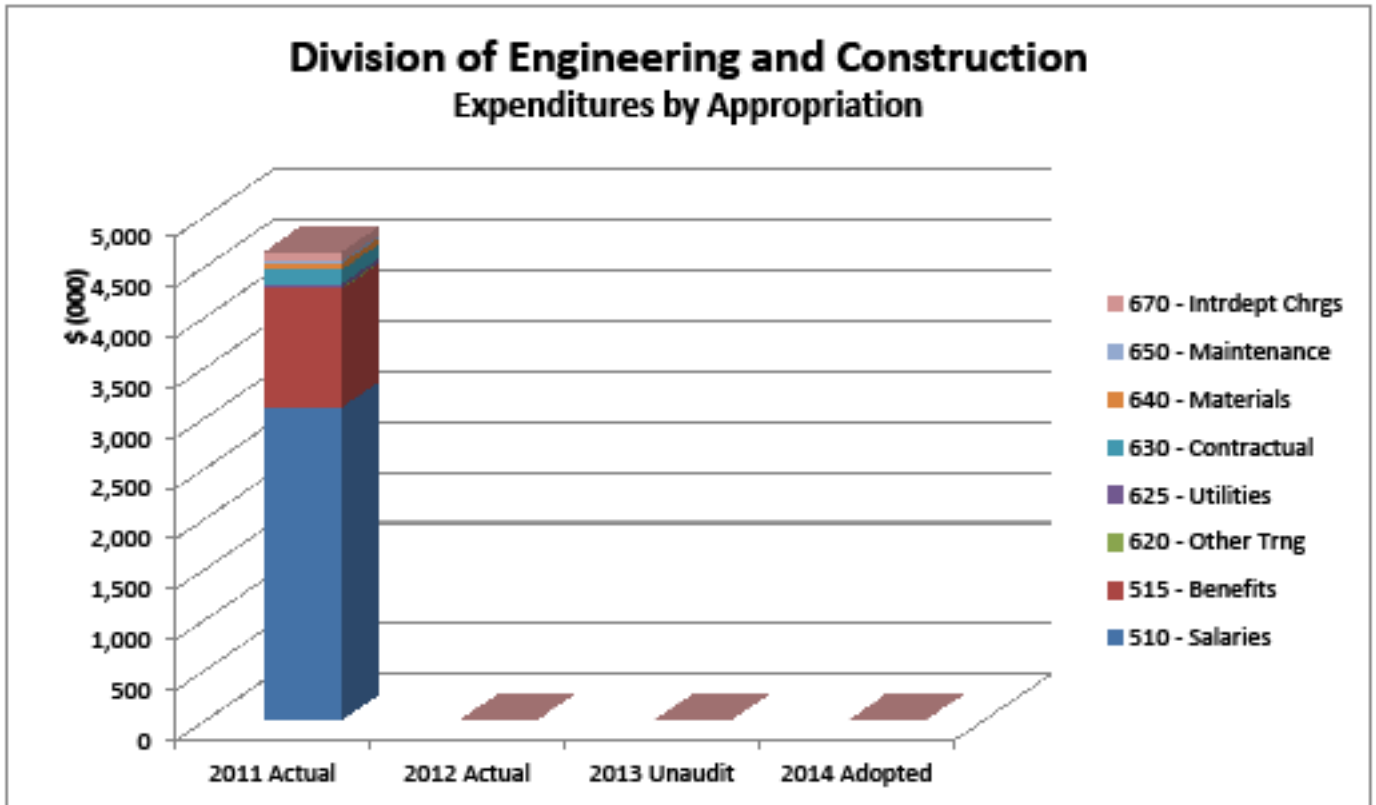
Expenditures (Continued)

	2011 Actual		2012 Actual		2013 Unaudited		2014 Budget
Small Equipment	2,000		—		—		—
Photographic Supplies	382		—		—		—
Paper And Other Printing Suppl	1,371		—		—		—
Bridge Maintenance Supplies	52,945		—		—		—
Just In Time Office Supplies	3,235		—		—		—
	\$ 62,162	\$	—	\$	—	\$	—
Maintenance							
Maintenance Contracts	\$ 334	\$	—	\$	—	\$	—
Computer Software Maintenance	23,878		—		—		—
	\$ 24,212	\$	—	\$	—	\$	—
Interdepart Service Charges							
Charges From Telephone Exch	\$ 25,744	\$	—	\$	—	\$	—
Charges From Radio Comm System	2,059		—		—		—
Charges From Print & Repro	13,008		—		—		—
Charges From Central Storeroom	1,147		—		—		—
Charges From M.V.M.	47,775		—		—		—
Charges From Waste Collection	1,643		—		—		—
	\$ 91,377	\$	—	\$	—	\$	—
	\$ 4,645,807	\$	—	\$	—	\$	—

Revenues

	2011 Actual		2012 Actual		2013 Unaudited		2014 Budget
Charges For Services	\$ 15,640	\$	—	\$	—	\$	—
Licenses & Permits	262,975		—		—		—
Miscellaneous	830,886		—		—		—
	\$ 1,109,501	\$	—	\$	—	\$	—

DIVISION OF ENGINEERING AND CONSTRUCTION





Department of Public Health

DIVISION OF PUBLIC HEALTH ADMINISTRATION

Karen K. Butler, Director

Mission Statement

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

The Department of Public Health works to ensure the health and well being of Cleveland residents through primary care services, health education, mental health, and substance abuse programs, air monitoring and enforcement, lead poisoning prevention programs and other environmental health initiatives.

The Department consists of four cost centers: Administration, and the Divisions of Health, Environment, and Air Quality.. In total, the Department employs approximately 140 employees and will have an operating budget in excess of \$16 million in 2012. Grants and revenue from federal, state, and local sources will support more than \$11 million in programs in 2012.

DIVISION OF PUBLIC HEALTH ADMINISTRATION

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 396,774	\$ 416,437	\$ 467,881	\$ 496,336
Longevity	3,325	3,500	2,725	3,775
Separation Payments	12,431	28,173	—	—
	\$ 412,530	\$ 448,110	\$ 470,606	\$ 500,111
Benefits				
Hospitalization	\$ 40,665	\$ 41,879	\$ 51,844	\$ 65,934
Flex Save Admin Fees	—	60	143	—
Prescription	10,048	10,706	13,662	16,618
Dental	3,167	3,334	3,895	4,549
Vision Care	393	414	407	494
Public Employees Retire System	55,372	59,207	62,434	69,553
Fica-Medicare	4,615	5,064	6,641	7,252
Workers' Compensation	7,523	6,378	6,246	5,972
Life Insurance	300	301	284	328
	\$ 122,084	\$ 127,343	\$ 145,557	\$ 170,700
Other Training & Professional Dues				
Travel	\$ 430	\$ 843	\$ 1,008	\$ 1,000
Tuition & Registration Fees	195	330	—	205
Professional Dues & Subscript	3,530	3,158	3,238	3,850
	\$ 4,155	\$ 4,331	\$ 4,246	\$ 5,055
Contractual Services				
Professional Services	\$ —	\$ 1,221	\$ 1,245	\$ —
Mileage (Private Auto)	198	155	493	500
Security Services	22,746	22,721	22,746	22,746
Parking In City Facilities	3,956	3,149	2,835	4,500
Insurance And Official Bonds	100	100	250	—
Property Rental	276,277	276,278	296,693	296,693
	\$ 303,277	\$ 303,624	\$ 324,261	\$ 324,439
Materials & Supplies				
Office Supplies	\$ 946	\$ 80	\$ 189	\$ —
Just In Time Office Supplies	16	788	—	1,000
	\$ 962	\$ 868	\$ 189	\$ 1,000
Interdepart Service Charges				
Charges From Print & Repro	\$ 3,972	\$ 2,586	\$ 2,663	\$ 3,019
	\$ 3,972	\$ 2,586	\$ 2,663	\$ 3,019
	\$ 846,980	\$ 886,861	\$ 947,522	\$ 1,004,324

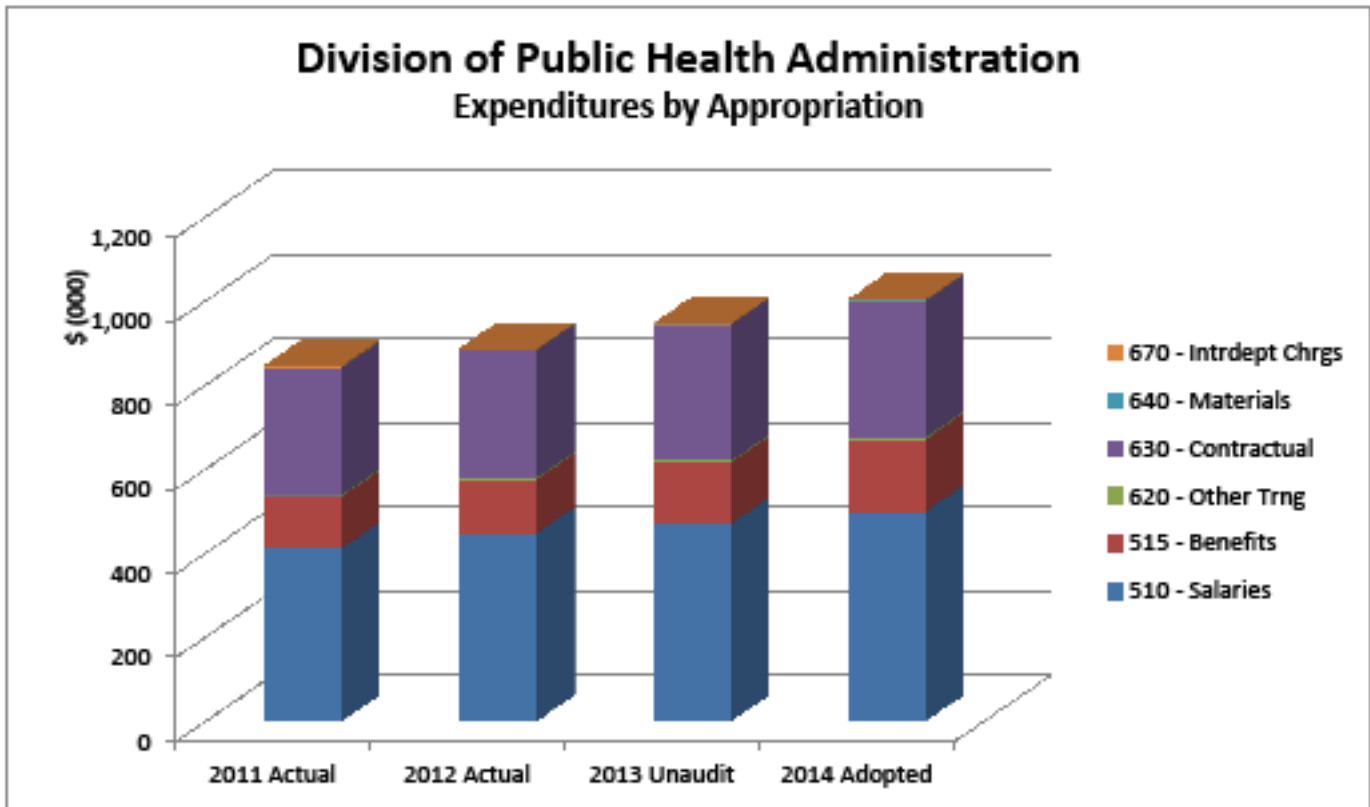


Department of Public Health

DIVISION OF PUBLIC HEALTH ADMINISTRATION

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Miscellaneous	\$ 79,152	\$ 77,095	\$ 85,156	\$ 79,373
	\$ 79,152	\$ 77,095	\$ 85,156	\$ 79,373





DIVISION OF PUBLIC HEALTH ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	Budget 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Director of Public Health	50,795.81	182,067.01
1	1	1			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Personnel Administrator	26,273.96	84,984.86
1	1	1	Stock Clerk	13.11	18.23
2	2	2			
<u>PROFESSIONALS</u>					
0	1	1	Administrative Manager	27,193.55	104,891.07
1	1	1	Chief of Computer Operations	23,647.11	87,143.34
1	1	1	Chief Systems Analyst	27,325.56	100,773.99
1	1	1	Project Director	22,333.40	82,706.96
1	1	1	Sr. Programmer Analyst	23,647.11	71,459.83
4	5	5			
7	8	8	TOTAL FULL TIME		
7	8	8	TOTAL DIVISION		



Department of Public Health

DIVISION OF HEALTH

Karen K. Butler, Director

Mission Statement

The Division of Health's mission is to maximize the health and well-being of the people of Cleveland by preventing disease and injury, promoting wellness, assuring access to quality healthcare, and health education.

The Division of Health is responsible for a broad array of programs and services designed to promote, maintain and improve the health status of Clevelanders. The objective of the Health Division is to interpret and enforce those sections of the State and City law which pertain to public health and disease control. Specific activities of the Health Division include direct medical services, public health nursing, communicable disease surveillance, sexually transmitted disease control, inspection and licensure of medical facilities, laboratory services, chronic disease prevention and health promotion, mental health and substance abuse prevention and treatment, AIDS education, and HIV testing and counseling and maternal health education and infant mortality reduction.

The Health Division also operates the Bureau of Vital Statistics, which is responsible for the issuance of all birth and death certificates and for keeping, collecting and maintaining those statistics which reflect the general health status of Cleveland.

Grant funding supplements General Fund monies and enables the Health Division to provide a wide range of health services throughout the community. These services include immunization activities and infant mortality reduction. The MomsFirst program (formerly known as Healthy Family/Healthy Start) funds a community-wide consortium of providers to reduce the infant mortality rates in Cleveland.

PROGRAM NAME: COMMUNICABLE DISEASE UNIT

OBJECTIVES: To oversee all communicable disease and public health infrastructure activities, including bioterrorism and pandemic flu preparedness, for the City of Cleveland.

ACTIVITIES: Participate in county-wide disease reporting system. Conduct communicable disease investigation, including surveillance and outbreak investigations. Improve training for health department staff on communicable diseases and investigations. Improve infrastructure, including information technology capabilities, in order to more efficiently handle outbreak investigations.

PROGRAM NAME: HEALTH ADMINISTRATION

OBJECTIVES: To provide administrative and operational support in the planning, directing and evaluation of all Division of Health components and activities to ensure that all resources are utilized to the benefit of the Citizens of Cleveland.

ACTIVITIES: Manage general fund and grant budgets, personnel management and administration. Supervise and evaluate Division of Health programs and activities at the City's health centers. Coordinate with other agencies and departments on public health issues, initiatives and enforcement actions.



DIVISION OF HEALTH

PROGRAM NAME: HIV/AIDS PREVENTION

OBJECTIVES: To provide regional leadership, planning and advocacy on HIV/AIDS issues; monitor and fund HIV/AIDS programs; provide resource development assistance; and serve as a model in the provision of direct HIV/AIDS services to specific underserved populations.

ACTIVITIES: Disseminate epidemiological reports and other related information on affected communities. Raise public awareness through media, community planning and meetings. Provide advocacy to ensure sufficient funding provided to the region. Provide assistance to agencies in continuous development of programs. Serve on all funding advisory groups. Obtain additional resources for care and services for HIV prevention. Network with other social service agencies to expand efforts. Establish models of service delivery.

PROGRAM NAME: MENTAL HEALTH AND SUBSTANCE ABUSE TREATMENT SERVICES

OBJECTIVES: To offer help and guidance to those citizens suffering from mental health or drug dependency problems, and to support initiatives that address substance abuse prevention and mental health promotion.

ACTIVITIES: Provide counseling and prevention activities for adults, youth, individuals, families and groups in the area of alcoholism and drug abuse. Promote initiatives that address mental health and well being.

PROGRAM NAME: MOMSFIRST

OBJECTIVES: To reduce racial disparities in maternal/child health, provide interconceptional care, and address parental depression within the City of Cleveland.

ACTIVITIES: Provide outreach and case finding, case management, health education, and interconceptional care activities through home visits to ensure early and continuous prenatal care for participants.

PROGRAM NAME: NEIGHBORHOOD HEALTH CENTERS - MILES-BROADWAY, J. GLEN SMITH, THOMAS MCCAFFERTY

OBJECTIVES: To provide the public with personal health care programs within their own neighborhoods.

ACTIVITIES: Immunize children to reduce the incidence of preventable childhood diseases. Provide education and treatment programs to identify and decrease the incidence of sexually transmitted diseases. Provide laboratory testing medical treatment and direct referral of both adult and child patients. Provide HIV/AIDS prevention activities, testing, supportive services and case management. Provide public health nursing services.

PROGRAM NAME: NURSING UNIT

OBJECTIVES: To provide services that protect and promote the health of people who live and work in Cleveland.

ACTIVITIES: Provide Immunizations, flu vaccinations, and assistance with screening of sexually transmitted diseases. Conduct day care inspections, telephone triage, and maternity unit inspections. Assist with pediatric and adult medicine clinics, genetic screening follow-up, and community screening and preventive health services

PROGRAM NAME: STD CLINICS

OBJECTIVES: To reduce the incidence of sexually transmitted diseases (STDs) in Cleveland and surrounding areas.

ACTIVITIES: Provide medical and laboratory services for diagnosis and treatment in two STD clinics. Conduct STD surveillance and provide outbreak response. Affect community and individual behavior change through education. Provide testing, treatment, counseling and education toward STD prevention.



Department of Public Health

DIVISION OF HEALTH

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. Death certificates are registered for all but 6 municipalities.

ACTIVITIES: Register birth and death certificates for Cleveland and all but 6 municipalities. Distribute, for a fee, records of births, death and stillbirths. Provide indigent burial services.

DIVISION OF HEALTH

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,161,939	\$ 1,208,807	\$ 1,098,925	\$ 1,361,744
Seasonal	562	—	—	—
Longevity	12,150	11,825	11,650	11,700
Separation Payments	25,775	14,021	12,207	—
Overtime	2,334	102	1,241	—
	\$ 1,202,760	\$ 1,234,755	\$ 1,124,023	\$ 1,373,444
Benefits				
Hospitalization	\$ 199,764	\$ 203,619	\$ 199,346	\$ 262,211
Flex Save Admin Fees	—	60	31	—
Prescription	37,358	42,214	38,910	48,380
Dental	14,093	14,212	12,399	16,418
Vision Care	1,897	1,951	1,654	2,108
Public Employees Retire System	164,978	171,265	149,299	190,647
Fica-Medicare	13,602	14,615	13,428	17,696
Workers' Compensation	27,663	22,466	21,675	11,689
Life Insurance	1,181	1,223	970	1,210
Unemployment Compensation	17,003	11,260	9,926	—
Clothing Allowance	2,390	2,520	1,990	2,040
Tool Insurance	—	—	—	80
Clothing Maintenance	300	150	150	150
	\$ 480,228	\$ 485,555	\$ 449,779	\$ 552,629
Other Training & Professional Dues				
Travel	\$ 1,206	\$ 322	\$ 30	\$ 500
Professional Dues & Subscript	1,294	55	300	—
	\$ 2,500	\$ 377	\$ 330	\$ 500
Utilities				
Brokered Gas Supply	\$ 24,073	\$ 13,337	\$ 18,130	\$ 18,038
Gas	31,285	20,132	20,497	23,690
Electricity - Cpp	233,371	179,272	170,568	165,000
Electricity - Other	3,581	52,905	53,034	50,000
Security & Monitoring System	—	1,632	939	—
	\$ 292,309	\$ 267,277	\$ 263,168	\$ 256,728
Contractual Services				
Professional Services	\$ 42,360	\$ 602,759	\$ 329,966	\$ 323,100
Travel- Non-Training	—	—	177	—
Mileage (Private Auto)	1,590	4,123	4,639	4,000
Security Services	11,374	22,746	—	11,815
Freight Expense	40	368	549	500



Department of Public Health

DIVISION OF HEALTH

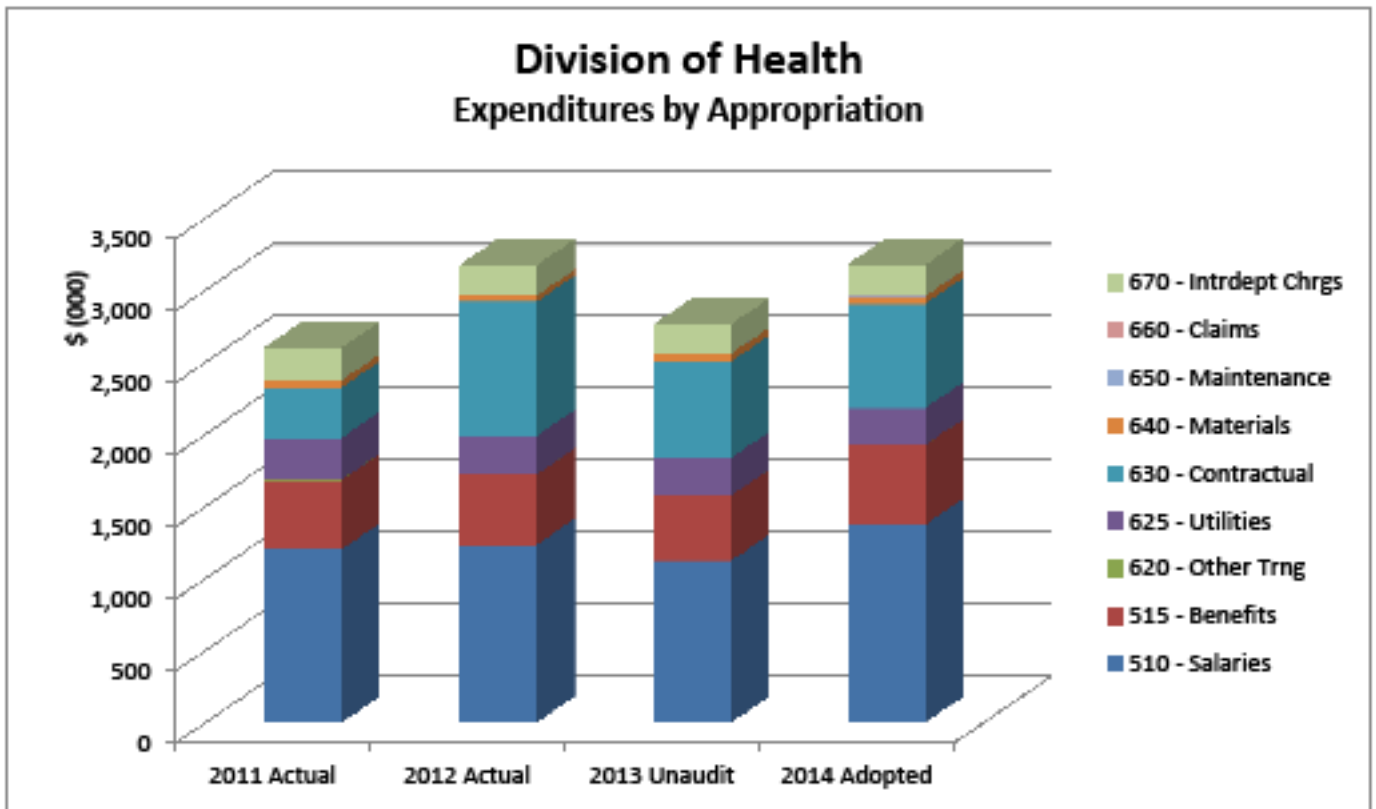
Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Parking In City Facilities	1,795	1,503	1,505	1,350
Property Rental	204,007	204,007	215,588	215,588
Equipment Rental	—	—	55	—
Other Contractual	32,356	31,382	35,458	277,559
Indigent Relief	55,445	65,604	79,001	90,000
	\$ 348,967	\$ 932,493	\$ 666,938	\$ 923,912
Materials & Supplies				
Office Supplies	\$ 5,682	\$ 15,869	\$ 18,800	\$ 500
Postage	697	41	—	200
Computer Hardware	—	2,007	—	—
Computer Software	—	—	1,749	—
Chemical	—	—	853	—
Medical Supplies	6,473	2,376	6,020	18,000
Laboratory Supplies	10,694	4,723	9,319	14,400
Other Supplies	—	3,787	4,225	2,000
Pharmaceutical Supplies	23,769	6,010	7,946	12,000
Greenhouse Maintenance Suppl	—	—	1,450	—
Just In Time Office Supplies	792	7,027	4,330	5,000
	\$ 48,107	\$ 41,840	\$ 54,691	\$ 52,100
Maintenance				
Maintenance Contracts	\$ —	\$ —	\$ 1,500	\$ 1,500
Maintenance Misc. Equipment	53	—	—	—
Maintenance Building	—	300	—	—
	\$ 53	\$ 300	\$ 1,500	\$ 1,500
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 300	\$ —	\$ —	\$ —
	\$ 300	\$ —	\$ —	\$ —
Interdepart Service Charges				
Charges From Telephone Exch	\$ 148,313	\$ 121,315	\$ 117,639	\$ 129,337
Charges From W.P.C.	—	—	154	—
Charges From Print & Repro	41,005	45,546	50,583	57,357
Charges From Central Storeroom	7,584	7,537	6,830	7,208
Charges From M.V.M.	23,166	28,281	17,489	24,571
Charges From Waste Collection	7,130	7,314	6,233	—
Charges From Parks Maintenance	—	—	3,235	—
	\$ 227,197	\$ 209,992	\$ 202,163	\$ 218,473
	\$ 2,602,421	\$ 3,172,588	\$ 2,762,592	\$ 3,379,286

DIVISION OF HEALTH

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges For Services	\$ 1,389,307	\$ 1,365,625	\$ 1,380,274	\$ 1,421,752
Miscellaneous	139,494	92,252	136,000	95,000
	\$ 1,528,801	\$ 1,457,878	\$ 1,516,274	\$ 1,516,752





Department of Public Health

DIVISION OF HEALTH

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
0	0	1	Commissioner of Health	45,021.46	150,984.16
0	0	1			
<u>ADMINISTRATIVE SUPPORT</u>					
5	5	5	Junior Clerk	11.97	14.14
2	2	2	Principal Clerk	14.88	20.10
1	1	1	Private Secretary	10.00	21.21
3	3	3	Senior Clerk	12.47	16.58
11	11	11			
<u>PARA-PROFESSIONALS</u>					
1	1	1	Community Health Aide	10.00	16.37
1	1	1			
<u>PROFESSIONALS</u>					
1	1	1	Assistant Administrator	20,800.00	58,564.01
1	1	1	Chief of Laboratories	23,647.11	82,780.43
1	1	1	Computer Operator	10.00	23.32
1	1	1	Director Of Public Hlth Nursg	26,273.96	84,984.86
1	1	1	Grant Administrator	22,333.40	77,446.20
1	1	1	Health Center Director	22,333.40	77,446.20
2	2	2	Project Coordinator	27,325.56	93,021.80
4	4	4	Public Health Nurse III	39,098.75	53,512.74
1	0	1	Senior Budget & Management Analyst	26,273.96	80,628.83
1	1	1	Supervisor Of Vital Statistics	20,800.00	57,473.28
14	13	14			
<u>SERVICE & MAINTENANCE</u>					
1	1	1	Mechanical Handyman	16.62	18.62
1	1	1			
<u>TECHNICIANS</u>					
2	2	2	Clinical Laboratory Technician II	16.86	23.74
2	2	2			
29	28	30	TOTAL FULL TIME		
29	28	30	TOTAL DIVISION		



DIVISION OF ENVIRONMENT

Chantez Williams, Interim Commissioner

Mission Statement

To promote and protect the health of all persons who reside in or visit the City of Cleveland.

The Division of Environmental Health includes two(2) Bureaus, which administer some 17 environmental program activities, most of which are mandated by City codes or State of Ohio statutes. The Bureau of Environmental Health Services’ objective is to provide programmatic activities (inspections, surveillance and investigations) at a sufficient level to protect the health of the public as it relates to the programs charged to the Bureau through existing codes. Duties of the Bureau consist of food safety inspections and training, nuisance complaint investigations, rodent and vector control activities, school environment inspections, solid and infectious waste inspections and the approval of various license applications as imposed by City and State codes, and allied duties which may be imposed by ordinance or statute.

The Bureau of Lead Safe Living-Healthy Homes’ objective is to reduce the incidence of lead poisoning in children and early identification and action to reduce blood lead levels in children diagnosed with lead poisoning. The Bureau’s activities include screening children ages 1-5 for blood lead levels through direct outreach and cooperation with health care providers; operating a laboratory to analyze blood lead samples; providing medical monitoring and follow-up of lead poisoned children; inspecting residences of lead poisoned children.

PROGRAM NAME: ENVIRONMENT ADMINISTRATION

OBJECTIVES: To provide administrative and operational support in the planning, directing, and evaluation of all Division of Environment components to ensure that all resources are utilized to the benefit of City of Cleveland residents.

ACTIVITIES: Management of General Fund and Grant Budgets. Facilitate daily field activity of all staff. Collect applicable performance data. Management of operations and maintenance of City Personnel Policies and Procedures. Participation in citizen events relating to environmental health issues.

PROGRAM NAME: ENVIRONMENTAL HEALTH SERVICES

OBJECTIVES: To ensure sanitary conditions in all neighborhoods and to reduce the potential of vector-borne, rodent-borne and food-borne illness.

ACTIVITIES: The following are the many activities that are undertaken by our dedicated staff to ensure environmentally healthy neighborhoods:

- ♦ Conduct food service operation and food establishment inspections.
- ♦ Inspect premises for rodent infestation and provide necessary treatment.
- ♦ Approve and issue licenses as mandated by law.
- ♦ Inspect schools, jails, hotels/motels, public laundries, swimming pools, marinas, manufactured home parks and barbershops.
- ♦ Conduct inspections of solid and infectious waste facilities.
- ♦ Larvicide catch basins and standing water to control vector borne diseases.
- ♦ Investigate environmental health nuisances reported by the public.
- ♦ Follow up on code violations to ensure they are corrected.
- ♦ Prosecute health code cases.
- ♦ Enforce the Ohio Environmental Protection Agency regulations pertaining to solid waste and infectious management.



Department of Public Health

DIVISION OF ENVIRONMENT

PROGRAM NAME: ***LEAD SAFE LIVING-HEALTHY HOMES***

OBJECTIVES: To reduce the incidence of lead poisoning in children and to identify early, and reduce the blood levels in, children diagnosed with lead poisoning.

ACTIVITIES: Analyze blood samples in clinical laboratory medical services. Provide and monitor medical follow-up to lead poisoned children. Inspect residences of lead-poisoned children to identify and reduce lead hazards. Provide preventive education and information. Abate lead hazards in homes of low-income families.

DIVISION OF ENVIRONMENT

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 536,505	\$ 511,316	\$ 538,636	\$ 543,641
Longevity	5,725	6,050	6,050	3,600
Separation Payments	1,113	—	—	—
Overtime	830	4,994	—	—
	\$ 544,173	\$ 522,360	\$ 544,686	\$ 547,241
Benefits				
Hospitalization	\$ 106,114	\$ 92,661	\$ 97,603	\$ 114,461
Flex Save Admin Fees	—	60	100	—
Prescription	13,564	13,576	13,982	16,622
Dental	6,890	6,483	6,615	7,463
Vision Care	946	841	848	907
Public Employees Retire System	76,312	73,137	73,695	76,107
Fica-Medicare	6,247	5,045	5,274	5,672
Workers' Compensation	21,838	13,966	8,829	10,663
Life Insurance	555	481	463	487
Unemployment Compensation	3,096	24,429	8,773	—
	\$ 235,561	\$ 230,678	\$ 216,181	\$ 232,382
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ 637	\$ —
Tuition & Registration Fees	95	810	150	405
Professional Dues & Subscript	35	—	—	405
	\$ 130	\$ 810	\$ 787	\$ 810
Contractual Services				
Professional Services	\$ —	\$ 46	\$ 345	\$ —
Mileage (Private Auto)	39	—	696	1,215
Security Services	28,469	30,495	19,996	32,000
Freight Expense	—	25	—	—
Participation Fee	75	—	—	—
Parking In City Facilities	8,870	3,106	5,634	1,980
Property Rental	67,210	66,247	129,062	129,062
Other Contractual	—	140	—	—
	\$ 104,663	\$ 100,059	\$ 155,733	\$ 164,257
Materials & Supplies				
Office Supplies	\$ —	\$ 2,641	\$ —	\$ —
Purchase Of Tests	72	—	—	—
Chemical	—	5,792	6,247	6,500
Just In Time Office Supplies	—	—	—	1,500
	\$ 72	\$ 8,433	\$ 6,247	\$ 8,000

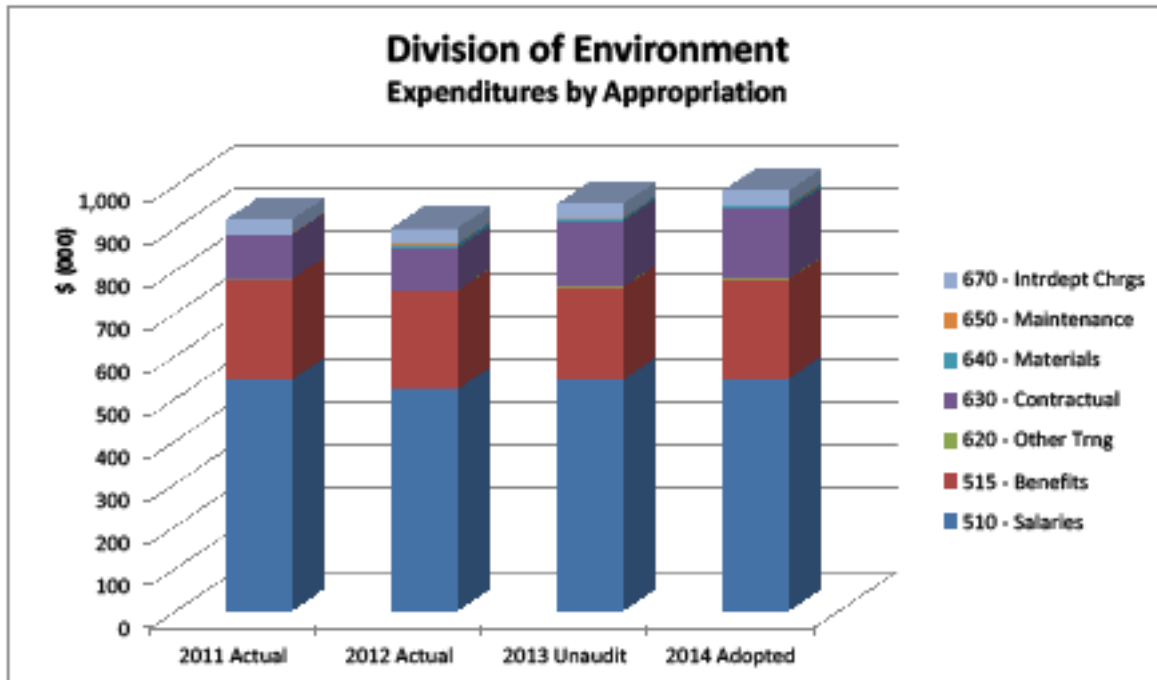


Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ 713	\$ —
Computer Software Maintenance	1,170	1,575	—	1,375
Car Washes	156	—	—	200
	\$ 1,326	\$ 1,575	\$ 713	\$ 1,575
Interdepart Service Charges				
Charges From Telephone Exch	\$ 7,472	\$ 7,348	\$ 7,330	\$ 8,059
Charges From Print & Repro	6,696	4,972	3,535	4,009
Charges From Central Storeroom	7,520	9,743	7,228	7,628
Charges From M.V.M.	11,670	13,994	14,373	14,271
	\$ 33,357	\$ 36,057	\$ 32,466	\$ 33,967
	\$ 919,282	\$ 899,973	\$ 956,812	\$ 988,232

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges For Services	\$ 500	\$ —	\$ —	\$ —
Licenses & Permits	12,700	15,560	10,570	16,220
Miscellaneous	976	3,024	7,006	—
Interest Earnings/Investment Income	—	—	0	—
	\$ 14,176	\$ 18,584	\$ 17,576	\$ 16,220





DIVISION OF ENVIRONMENT

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Commissioner of Environment	42,758.15	142,024.13
1	1	1			
<u>ADMINISTRATIVE SUPPORT</u>					
0	1	1	Assistant Administrator	20,800.00	58,564.01
1	0	0	Office Manager	20,800.00	51,170.01
1	1	1	Private Secretary	10.00	21.21
2	2	2			
<u>PROFESSIONALS</u>					
1	0	1	Dist Supv Environmental Hlth	20,092.80	62,541.14
1	0	1			
<u>TECHNICIAN</u>					
2	5	5	Public Health Sanitarian I	15.48	21.89
4	1	1	Public Health Sanitarian II	17.38	23.60
1	1	1	Public Health Sanitarian III	15.49	24.77
1	1	1	Public Health Sanitarian IV	18.77	30.44
8	8	8			
12	11	12	TOTAL FULL TIME		
12	11	12	TOTAL DIVISION		



Department of Public Health

DIVISION OF AIR QUALITY

George Baker, Commissioner

Mission Statement

To ensure that emissions of regulated air pollutants from industrial sources in Cleveland and Cuyahoga County are in compliance with Federal, State, and Local regulations and to monitor ambient air quality within the Greater Cleveland area to meet Federal Clean Air standards each day of the year.

The Cleveland Division of Air Quality (CDAQ) serves as the Ohio EPA delegated agent for administration of the air control program for Cleveland and all of Cuyahoga County. Through inspections and complaint investigations, CDAQ ensures that regulated industrial and commercial sources are in compliance with federal, state, and local air quality regulations. CDAQ installs, operates and maintains monitoring equipment and reports resultant data for ambient levels of criteria air pollutants throughout Cleveland and Cuyahoga County as a component of the statewide monitoring and reporting network.

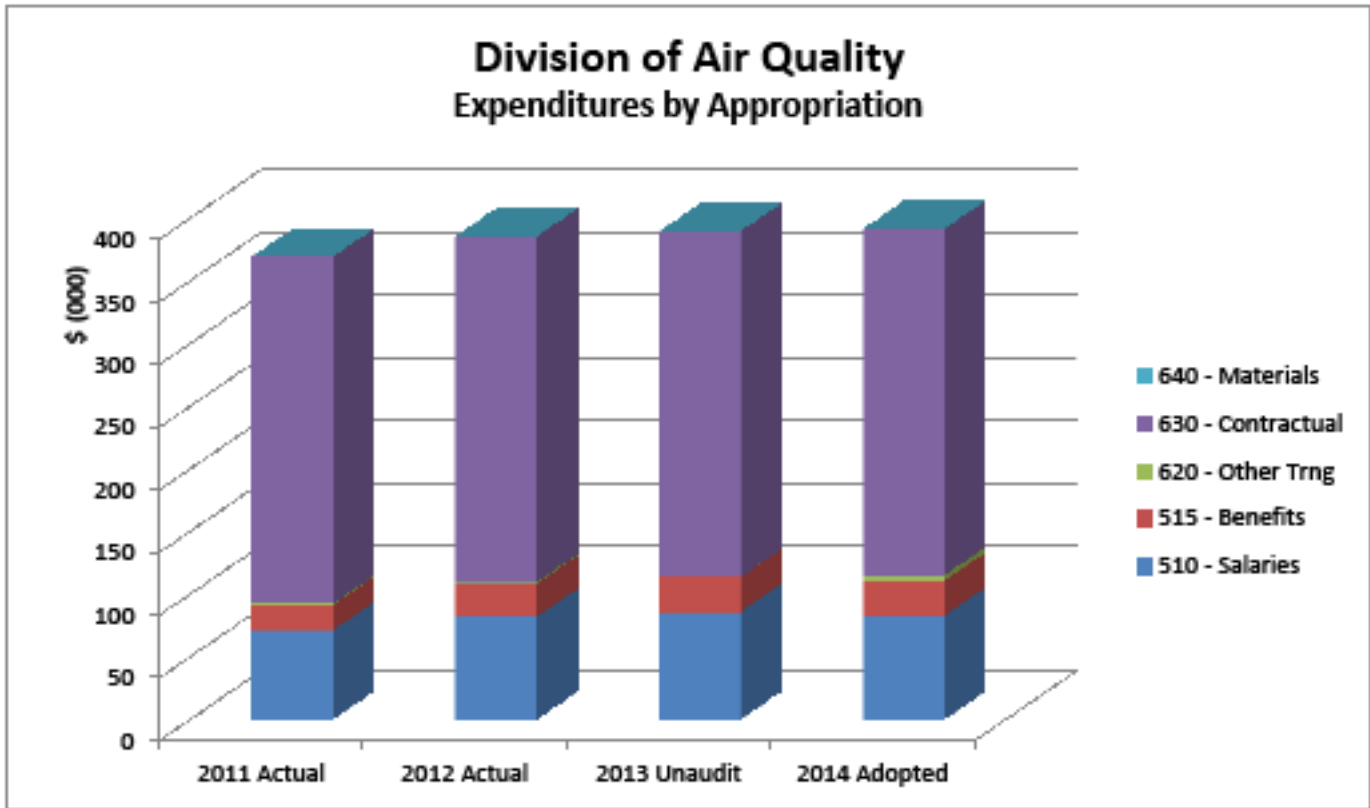
DIVISION OF AIR QUALITY

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 70,769	\$ 81,661	\$ 85,569	\$ 82,400
Longevity	300	475	475	475
	\$ 71,069	\$ 82,136	\$ 86,044	\$ 82,875
Benefits				
Hospitalization	\$ 6,687	\$ 9,216	\$ 9,863	\$ 10,540
Prescription	1,843	2,576	2,636	2,636
Dental	570	770	782	789
Vision Care	44	59	59	59
Public Employees Retire System	9,519	11,486	11,602	11,536
Fica-Medicare	1,016	1,173	1,229	1,202
Workers' Compensation	453	1,089	1,364	1,099
Life Insurance	34	45	42	41
	\$ 20,164	\$ 26,414	\$ 27,578	\$ 27,902
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ —	\$ 1,800
Tuition & Registration Fees	—	—	150	—
Professional Dues & Subscript	1,196	1,094	—	2,700
	\$ 1,196	\$ 1,094	\$ 150	\$ 4,500
Contractual Services				
Freight Expense	\$ —	\$ —	\$ (78)	\$ —
Advertising And Public Notice	695	695	195	—
Local Match-Grant Programs	276,100	275,405	275,905	276,100
	\$ 276,795	\$ 276,100	\$ 276,022	\$ 276,100
Materials & Supplies				
Just In Time Office Supplies	\$ —	\$ —	\$ —	\$ 500
	\$ —	\$ —	\$ —	\$ 500
	\$ 369,224	\$ 385,744	\$ 389,794	\$ 391,877

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges For Services	\$ 168,151	\$ 166,853	\$ 161,601	\$ 155,000
Miscellaneous	1,050	(1,050)	991	—
	\$ 169,201	\$ 165,803	\$ 162,592	\$ 155,000





DIVISION OF AIR QUALITY

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	Budget 2013	Budget 2014		Minimum	Maximum
			<u>ADMINISTRATORS & OFFICIALS</u>		
1	1	1	Commissioner of Air Quality	42,758.15	142,024.13
1	1	1	TOTAL FULL TIME		
1	1	1	TOTAL DIVISION		



Department of Public Safety

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 Control Services 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 Harrassment, 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 Director of Public Safety.

PROGRAM NAME: OFFICE OF PROFESSIONAL STANDARDS

OBJECTIVES: To investigate citizen complaints again Cleveland Division of Police personnel in a complete, fair, and impartial manner.

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

PROGRAM NAME: POLICE REVIEW BOARD

OBJECTIVES: To review the completed investigations of each citizen complaint alleging police misconduct, use of deadly force incidents and situations involving in-custody injury or death. To conduct hearings concerning various incidents. To recommend disciplinary dispositions for the Chief of Police and Director of Public Safety.

ACTIVITIES: Determine if the incidents have been properly investigated. Recommend discipline for rule violations when appropriate.



Department of Public Safety

PUBLIC SAFETY ADMINISTRATION

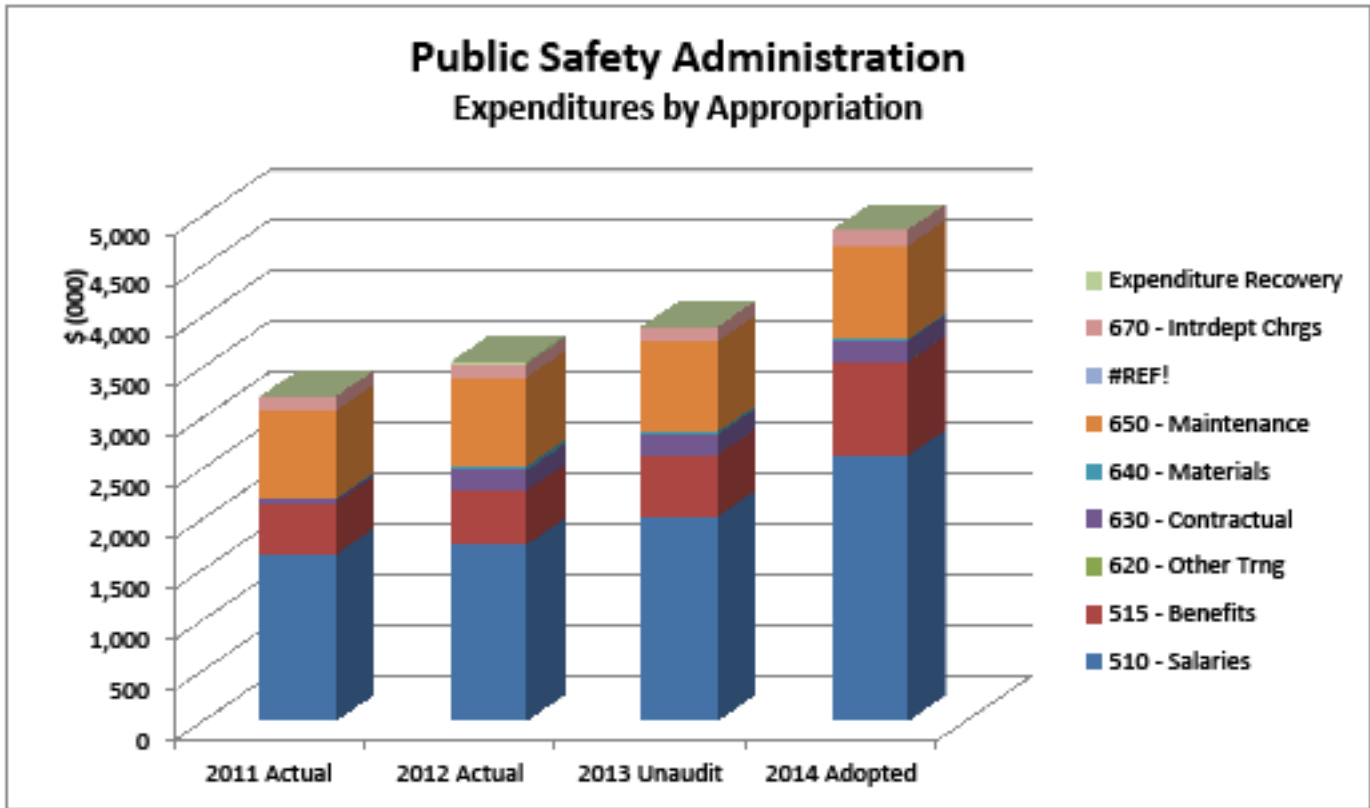
Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,475,441	\$ 1,593,240	\$ 1,887,734	\$ 2,465,322
Board Members	43,861	48,394	48,394	50,975
Longevity	13,975	13,050	10,150	12,900
Separation Payments	100,146	68,012	33,522	75,000
Overtime	19,688	24,638	45,054	25,000
	\$ 1,653,110	\$ 1,747,334	\$ 2,024,854	\$ 2,629,197
Benefits				
Hospitalization	\$ 167,878	\$ 184,316	\$ 216,613	\$ 377,236
Flex Save Admin Fees	—	120	219	—
Prescription	41,341	47,380	53,425	88,524
Dental	13,854	15,255	16,757	28,686
Vision Care	1,611	1,528	1,560	2,556
Public Employees Retire System	218,284	233,609	264,758	352,272
Fica-Medicare	16,473	20,764	25,454	33,646
Workers' Compensation	42,284	26,468	24,619	39,532
Life Insurance	1,155	1,165	1,209	1,675
Clothing Allowance	1,060	1,060	530	530
	\$ 503,939	\$ 531,665	\$ 605,143	\$ 924,657
Other Training & Professional Dues				
Travel	\$ 178	\$ —	\$ 750	\$ 800
Tuition & Registration Fees	295	50	240	600
Mileage (Priv Auto) Trng Prps	—	—	158	—
Professional Dues & Subscript	176	—	—	—
	\$ 649	\$ 50	\$ 1,148	\$ 1,400
Utilities				
Steam	\$ —	\$ —	\$ 29,718	\$ 40,000
	\$ —	\$ —	\$ 29,718	\$ 40,000
Contractual Services				
Professional Services	\$ 1,677	\$ 998	\$ 4,872	\$ 2,000
Mileage (Private Auto)	—	—	—	100
Medical Services	—	832	4,917	—
Parking In City Facilities	12,065	2,816	13,055	8,000
Property Rental	—	175,000	175,000	195,000
Equipment Rental	—	—	1,064	—
Other Contractual	21,248	21,943	—	5,000
	\$ 34,989	\$ 201,588	\$ 198,908	\$ 210,100
Materials & Supplies				
Office Supplies	\$ 1,063	\$ 407	\$ 339	\$ 700
Postage	201	—	—	350

PUBLIC SAFETY ADMINISTRATION

Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Computer Supplies	—	—	519	—
Computer Hardware	337	138	18,944	—
Computer Software	—	—	—	400
Small Equipment	308	—	—	—
Medical Supplies	5,769	150	5,548	6,000
Other Supplies	136	338	86	—
Safety Equipment	—	35,988	978	—
Just In Time Office Supplies	453	2,868	3,493	5,500
	\$ 8,268	\$ 39,890	\$ 29,908	\$ 12,950
Maintenance				
Maintenance Office Equipment	\$ 95	\$ 228	\$ —	\$ —
Maintenance Contracts	865,944	717,187	420,786	—
Computer Hardware Maintenance	—	101,682	413,444	909,915
Computer Software Maintenance	—	38,062	43,000	—
Repair Parts	—	—	2,679	—
Maintenance Building	5,000	23,259	13,500	10,652
	\$ 871,039	\$ 880,418	\$ 893,409	\$ 920,567
Interdepart Service Charges				
Charges From Telephone Exch	\$ 110,680	\$ 94,923	\$ 113,448	\$ 124,729
Charges From Radio Comm System	1,828	2,979	2,504	—
Charges From Print & Repro	23,886	31,257	26,701	30,277
Charges From Central Storeroom	4,982	2,184	4,904	5,176
Charges From M.V.M.	—	—	20	—
	\$ 141,377	\$ 131,343	\$ 147,578	\$ 160,182
Expenditure Recovery				
Expenditure Recovery	\$ —	\$ 21,613	\$ —	\$ —
	\$ —	\$ 21,613	\$ —	\$ —
	\$ 3,213,371	\$ 3,553,902	\$ 3,930,666	\$ 4,899,053
Revenues				
	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges For Services	\$ 17,340	\$ 11,730	\$ 9,190	\$ 13,185
Fines, Forfeitures & Settlements	1,100	1,700	1,900	—
Grant Revenue	—	—	4,101	—
Licenses & Permits	100	—	—	—
Miscellaneous	133,897	51,957	53,986	5,000
	\$ 152,437	\$ 65,387	\$ 69,177	\$ 18,185





PUBLIC SAFETY ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Director of Public Safety	50,795.81	182,067.01
1	1	2	Office of Professional Standards Administrator	26,273.96	72,945.53
1	1	1	Secretary to the Director	36,590.39	146,639.64
1	1	1	Supervisor Of Computer Operations	30,214.95	91,848.40
4	4	5			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	6	Principal Clerk	14.88	20.10
1	1	1	Private Secretary	10.00	21.21
1	1	1	Senior Clerk	12.47	16.58
3	3	8			
<u>PROFESSIONALS</u>					
1	1	1	Accountant III	15.48	24.58
2	2	2	Administrative Manager	27,193.55	104,891.07
0	0	1	Administrative Officer	20,800.00	54,579.99
2	2	1	Assistant Administrator	20,800.00	58,564.01
2	1	1	Budget Analyst	20,800.00	54,612.13
1	1	1	Executive Commission Public Safety Project - Grants	36,590.39	146,639.64
1	1	1	Executive Commissioner of Public Safety - Operations	36,590.39	146,639.64
1	1	1	Fiscal Manager	23,647.11	87,143.34
0	0	1	Grant Administrator	22,333.40	77,446.20
2	4	4	Network Analyst II	30,214.00	92,985.05
2	4	4	Office of Professional Standards Investigator	20,092.80	55,191.48
1	1	1	Personnel Adminstrator	26,273.96	84,984.86
0	1	1	Police Stress Consultant	75,000.00	125,000.00
2	2	2	Project Coordinator	27,325.56	93,021.80
2	1	1	Project Director	22,333.40	82,706.96
2	2	2	Public Health Nurse III	39,098.75	53,512.74
1	0	1	Senior Personnel Assistant	20,800.00	51,677.50
1	1	1	Surgeon of Police	43,107.75	82,687.47
23	25	27			



Department of Public Safety

PUBLIC SAFETY ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>TECHNICIAN</u>					
3	2	2	Computer Operator	10.00	23.32
1	1	1	PC Technician	25,000.00	51,170.01
1	0	1	Senior Programmer Analyst	23,647.11	71,459.83
5	3	4			
35	35	44	TOTAL FULL TIME		
<u>BOARD MEMBERS</u>					
1	1	1	Police Review Board Chair	7,300.00	7,300.00
6	6	6	Police Review Board Member	6,800.00	6,800.00
7	7	7	TOTAL BOARD MEMBERS		
42	42	51	TOTAL DIVISION		



DIVISION OF POLICE

Calvin Williams, Chief

Mission Statement

To protect the lives and property of all citizens against criminal activity and to create an environment of stability and security within the community.

The highest priority of the Division of Police is providing basic police services to the community. The Division is organized into three main functional operations in order to deliver these services in the most efficient and cost effective manner possible.

Administrative Operations provide 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 provide response to citizen calls for assistance through uniformed patrol activities in five districts and interacts with the community via various community programs, Community Relations, and Auxiliary Police. The District support section assists uniformed patrol efforts through the investigation of major offenses, concentrated enforcement action on specific complaints and crime patterns 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 Units.

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 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 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, Homeland Security, and Special Operations.

ACTIVITIES: Establish operating policies and procedures for the Division of Police. Prepare and manage the operating and capital budgets for the Division of Police. Recruit, hire and train both uniform and civilian employees. Record and maintain payroll and personnel records. Collect and record all criminal incident reports. Handle open record requests. Operate and maintain radio and telephone communications. Oversee the storage of recovered, confiscated, and forfeited property and vehicles.

PROGRAM NAME: FIELD OPERATIONS

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

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



DIVISION OF POLICE

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 SECURITY*

OBJECTIVES: To target the perpetrators of criminal activity which include threats and criminal actions against the security of our City.

ACTIVITIES: 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. Analyze and report crime trends in the City and surrounding area. Assist outside agencies with protective details of dignitaries.

PROGRAM NAME: *SPECIAL OPERATIONS*

OBJECTIVES: To target the perpetrators of specific crimes such as auto thefts, financial crimes, homicides, sexual assaults, and drug trafficking for arrest and prosecution.

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

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

DIVISION OF POLICE

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 8,276,286	\$ 8,437,023	\$ 8,956,005	\$ 9,126,009
Military Leave	35,673	131,365	(52,026)	—
Part-Time Permanent	214,833	173,213	202,281	262,806
Student Trainees	419,043	196,959	438,262	1,059,240
School Guards	1,369,769	1,397,342	1,482,827	1,500,000
Uniformed Personnel	85,544,280	85,970,936	89,447,064	87,980,347
Uniformed Overtime	9,812,068	10,750,459	12,034,380	10,800,000
Longevity	917,775	910,950	898,475	920,725
Wage Settlements	1,323,324	1,294,861	56,719	—
Separation Payments	5,419,431	4,793,780	3,881,574	4,500,000
Overtime	1,083,849	1,401,406	1,537,797	1,400,000
Deferred Overtime Payments	435,372	433,601	436,236	435,000
	\$ 114,851,702	\$ 115,891,893	\$ 119,319,594	\$ 117,984,127
Benefits				
Hospitalization	\$ 13,848,838	\$ 14,002,080	\$ 14,834,772	\$ 16,168,415
Flex Save Admin Fees	—	1,140	1,701	—
Prescription	3,069,580	3,177,445	3,257,488	3,336,794
Dental	1,042,514	1,052,706	1,061,143	1,115,518
Vision Care	98,389	98,990	98,700	103,689
Public Employees Retire System	1,568,788	1,606,259	1,652,420	1,720,434
Police & Firemens Disab & Pens	18,965,520	19,404,590	19,170,634	21,263,387
Fica-Medicare	1,333,806	1,393,294	1,501,514	1,308,661
Workers' Compensation	4,875,172	4,117,499	3,593,847	4,158,208
Life Insurance	77,659	76,674	71,964	73,550
Unemployment Compensation	423,885	167,985	47,349	35,000
Clothing Allowance	531,895	471,445	584,497	507,817
Clothing Maintenance	1,039,150	999,550	977,683	976,492
	\$ 46,875,195	\$ 46,569,657	\$ 46,853,712	\$ 50,767,965
Other Training & Professional Dues				
Travel	\$ —	\$ 242	\$ —	\$ —
Tuition & Registration Fees	—	—	—	6,000
Mileage (Priv Auto) Trng Prps	156	—	164	—
Professional Dues & Subscript	4,666	5,104	5,752	6,000
	\$ 4,821	\$ 5,346	\$ 5,916	\$ 12,000
Utilities				
Brokered Gas Supply	\$ 94,389	\$ 50,948	\$ 72,522	\$ 87,027
Water	—	110	—	—
Gas	76,848	39,436	42,106	50,527



Department of Public Safety

DIVISION OF POLICE

Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Electricity - Cpp	981,935	855,767	906,107	933,289
Electricity - Other	79,538	74,548	57,172	58,887
Steam	574,109	542,608	563,466	563,466
	\$ 1,806,819	\$ 1,563,418	\$ 1,641,373	\$ 1,693,196
Contractual Services				
Professional Services	\$ 89,702	\$ 104,698	\$ 301,009	\$ 250,000
Referee Services	12,105	10,560	42,838	25,000
Travel- Non-Training	—	56	—	—
Mileage (Private Auto)	32,911	9,312	6,625	15,000
Medical Services	—	8,886	3,120	10,000
Freight Expense	—	53	—	—
Advertising And Public Notice	5,220	5,166	20,057	7,000
Parking In City Facilities	117,220	83,364	69,994	100,000
Insurance And Official Bonds	863	863	—	—
Property Rental	15,245	12,787	17,566	20,480
Towing	125	—	—	—
Equipment Rental	181	—	—	—
Other Contractual	45,398	117,520	92,414	80,000
Refunds & Miscellaneous	—	—	584	—
Local Match-Grant Programs	—	82,130	—	—
	\$ 318,968	\$ 435,394	\$ 554,207	\$ 507,480
Materials & Supplies				
Office Supplies	\$ 18,860	\$ —	\$ —	\$ —
Postage	—	37	510	500
Computer Supplies	1,375	—	—	—
Computer Hardware	7,491	702	—	—
Computer Software	—	1,205	3,853	3,000
Clothing	72,560	10,482	63,758	30,000
Hardware & Small Tools	—	100	—	—
Small Equipment	28,688	71,552	88,744	80,000
Ammunition	133,247	13,540	96,210	100,000
Hygiene And Cleaning Supplies	635	395	1,769	2,000
Lumber, Glass, And Drywall	—	607	—	1,500
Laboratory Supplies	27,835	41,128	28,604	38,000
Photographic Supplies	7,440	14,866	5,000	5,000
Paper And Other Printing Suppl	—	—	2,195	—
Printed Materials	5,250	9,745	1,531	10,000
Other Supplies	92,230	129,770	121,681	110,000

DIVISION OF POLICE

Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Safety Equipment	153	345	—	—
Batteries	—	—	—	1,500
Just In Time Office Supplies	3,745	53,619	56,982	65,000
Misc Maintenance Supplies	1,590	6,330	—	3,000
	\$ 401,100	\$ 354,421	\$ 470,837	\$ 449,500
Maintenance				
Maintenance Office Equipment	\$ —	\$ 8,899	\$ 210	\$ 1,500
Maintenance Contracts	85,352	130,396	64,401	243,410
Maintenance Machinery & Tools	6,000	—	—	—
Vehicle Maintenance By Contract	—	20	—	—
Car Washes	53,289	3,772	41,683	35,000
Maintenance Misc. Equipment	10,680	27,997	7,708	15,000
Maintenance Building	—	—	26,912	28,000
	\$ 155,321	\$ 171,083	\$ 140,914	\$ 322,910
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 5,385	\$ 6,976	\$ 3,574	\$ 10,000
Police Chief Expense Fund	250,000	157,000	224,000	250,000
	\$ 255,385	\$ 163,976	\$ 227,574	\$ 260,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 1,374,731	\$ 1,427,779	\$ 1,433,585	\$ 1,576,139
Charges From Radio Comm System	815,434	1,316,333	1,023,957	1,524,490
Charges From W.P.C.	3,319	769	1,384	—
Charges From Print & Repro	286,767	402,226	436,059	494,451
Charges From Central Storeroom	65,651	56,603	66,646	70,337
Charges From M.V.M.	3,392,068	3,547,952	2,489,029	3,360,898
	\$ 5,937,969	\$ 6,751,663	\$ 5,450,659	\$ 7,026,315
Expenditure Recovery				
Expenditure Recovery	\$ (13,154)	\$ 68,428	\$ —	\$ —
	\$ (13,154)	\$ 68,428	\$ —	\$ —
	\$ 170,594,125	\$ 171,975,278	\$ 174,664,787	\$ 179,023,493

Revenues

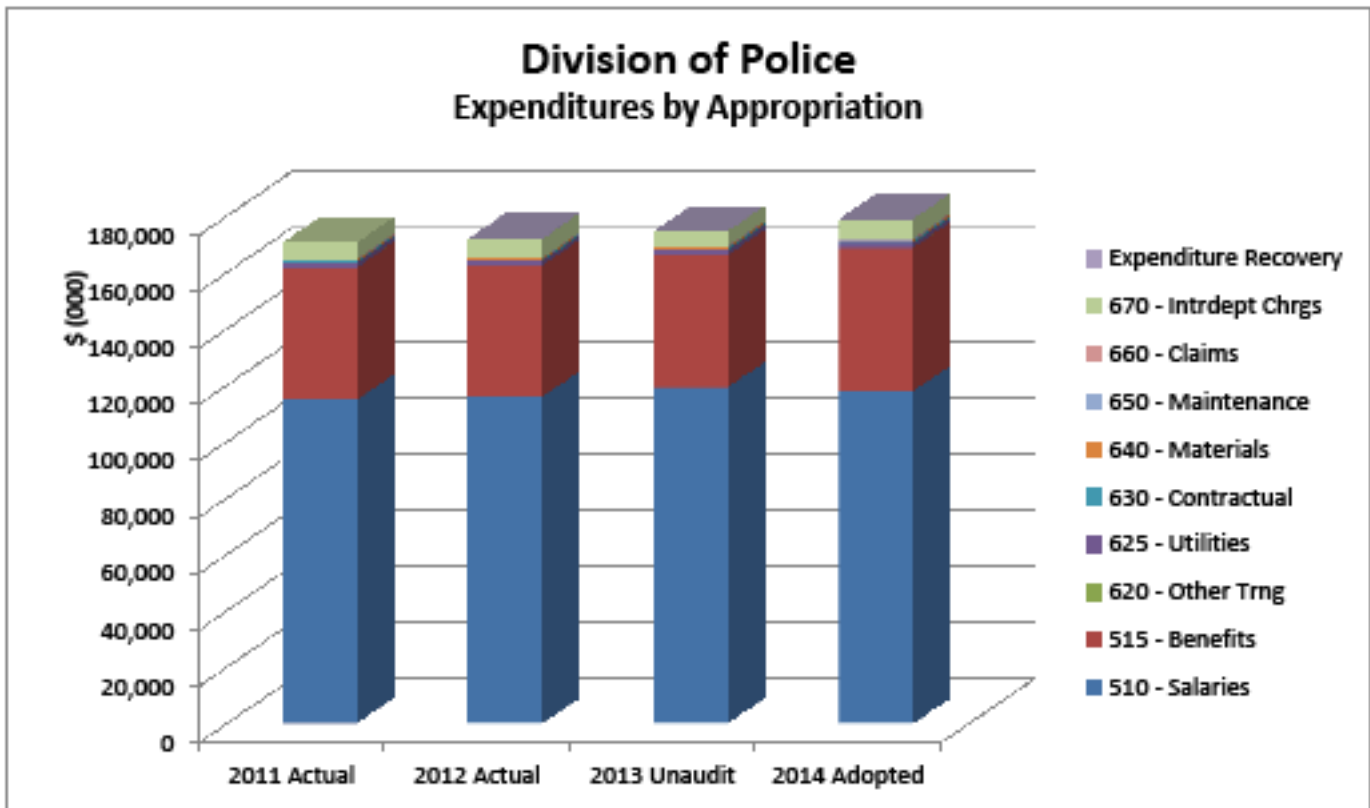
	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges For Services	\$ 842,285	\$ 683,925	\$ 639,270	\$ 526,500



DIVISION OF POLICE

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Fines, Forfeitures & Settlements	20,921	8,985	7,605	—
Grant Revenue	3,934,224	5,460,617	2,606,577	1,800,000
Licenses & Permits	633	—	—	—
Miscellaneous	6,885,103	7,269,762	9,837,413	6,925,000
	\$ 11,683,166	\$ 13,423,289	\$ 13,090,865	\$ 9,251,500





DIVISION OF POLICE

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Chief of Police	69,682.20	175,910.15
15	13	15	Captain Of Police	86,191.98	86,691.98
11	11	11	Commander of Police	100,062.71	100,562.71
1	1	1	Commissioner of Traffic Control	100,062.71	100,562.71
4	4	4	Deputy Chief of Police	63,966.00	148,201.09
54	53	54	Lieutenant Of Police	74,234.47	74,734.47
199	193	199	Sergeant Of Police	63,926.27	64,426.27
285	276	285			
<u>ADMINISTRATIVE SUPPORT</u>					
4	4	4	Chief Clerk	22,050.00	48,986.27
6	6	6	Junior Clerk	11.97	14.14
1	1	1	Messenger	10.00	15.24
2	2	2	Principal Clerk	14.88	20.10
3	3	3	Private Secretary	10.00	21.21
4	4	4	Secretary	10.00	17.69
1	1	1	Stock Clerk	13.11	18.23
2	2	2	Telephone Operator	10.00	16.97
6	6	6	Typist	12.02	15.39
29	29	29			
<u>PARA-PROFESSIONALS</u>					
1	1	2	Docket Clerk	20,800.00	37,422.27
1	1	2			
<u>PROFESSIONALS</u>					
1	1	1	Accountant II	14.88	22.17
1	1	1	Accountant III	15.48	24.58
1	1	1	Administrative Manager	27,193.55	104,891.07
3	2	2	Administrative Officer	20,800.00	54,579.99
2	2	2	Communication Specialist - Bilingual	22,882.82	38,854.66
1	1	1	Photographer	10.00	22.17
3	2	3	Project Coordinator	27,325.56	93,021.80
1	1	1	Project Director	22,333.40	82,706.96
1	1	1	Systems Analyst	20,800.00	63,677.78
14	12	13			



Department of Public Safety

DIVISION OF POLICE

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>PROTECTIVE SERVICES</u>					
1,111	1,097	1,097	Patrol Officer I	53,922.22	55,539.89
41	21	21	Patrol Officer II	48,815.46	50,279.92
17	61	61	Patrol Officer III	47,116.49	48,529.98
60	19	48	Patrol Officer IV	45,904.64	47,281.78
4	4	4	Police Safety Aide	20,800.00	30,287.99
132	47	150	Police Trainee*	10.50	10.50
26	21	26	Traffic Controller	10.00	15.40
<u>1,259</u>	<u>1,223</u>	<u>1,257</u>			
<u>SERVICE & MAINTENANCE</u>					
1	1	1	Hostler	10.00	15.50
<u>1</u>	<u>1</u>	<u>1</u>			
<u>TECHNICIANS</u>					
5	5	5	Chief Radio Dispatcher	39,788.00	48,846.62
2	2	2	Computer Operator	10.00	23.32
1	0	1	Data Conversion Operator	12.02	15.39
3	3	3	Data Conversion Supervisor	11.92	20.47
4	4	4	Fingerprint Examiner	22,000.00	46,707.47
0	1	1	Forensic Video Specialist	50,000.00	75,000.00
1	0	0	Photographic Laboratory Tech	10.00	19.29
87	81	87	Police Radio Dispatcher	22,885.90	42,544.60
3	3	3	Safety Telephone Operator	21,266.04	33,480.03
6	6	6	Scientific Examiner	25,000.00	61,826.87
58	54	58	Senior Data Conversion Operator	13.47	18.44
<u>170</u>	<u>159</u>	<u>170</u>			
<u>1,759</u>	<u>1,701</u>	<u>1,757</u>	TOTAL FULL TIME		
<u>PART TIME</u>					
1	1	1	Hostler	10.00	15.50
0	1	1	Project Coordinator	27,325.56	93,021.80
355	337	355	School Crossing Guard	20.50	29.58
1	0	0	Scientific Examiner	25,000.00	61,826.87
14	14	14	Traffic Controller	10.00	15.40
<u>371</u>	<u>353</u>	<u>371</u>	TOTAL PART TIME		
<u>2,129</u>	<u>2,054</u>	<u>2,128</u>	TOTAL DIVISION		

* Denotes amount not included in Total Headcount



DIVISION OF FIRE

Patrick J. Kelly, 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 is responsible for providing fire suppression, fire code enforcement, fire safety education, technical rescue operations, hazardous material regulation and response, and basic and advanced lifesupport pre-hospital care and transportation 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 supports the response system by conducting administrative operations, communications, and training of it's 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 fire fighting 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 and rescue and extrication services, abating hazardous material releases, and investigating the causes and origins of fires.

ACTIVITIES: Respond in coordination to over 60,000 emergency alarms annually with necessary 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.



Department of Public Safety

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. Re-certify 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

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 350,507	\$ 363,760	\$ 316,367	\$ 254,943
Military Leave	22,581	53,884	8,104	—
Student Trainees	—	—	261,143	477,376
Uniformed Personnel	48,379,208	46,751,260	47,838,892	46,544,749
Uniformed Overtime	6,270,657	5,513,725	6,345,030	5,800,000
Longevity	545,575	510,748	477,875	466,950
Wage Settlements	80,557	—	—	—
Separation Payments	2,952,387	2,489,394	1,574,025	2,071,045
Overtime	28,399	22,514	21,002	20,000
Deferred Overtime Payments	190,981	174,294	174,571	175,000
	\$ 58,820,851	\$ 55,879,578	\$ 57,017,008	\$ 55,810,063
Benefits				
Hospitalization	\$ 7,216,043	\$ 6,736,079	\$ 7,207,691	\$ 7,500,799
Flex Save Admin Fees	—	2,400	2,596	—
Prescription	1,668,694	1,647,800	1,685,408	1,660,912
Dental	545,735	530,912	534,549	531,873
Vision Care	46,566	45,067	44,943	44,908
Public Employees Retire System	53,825	51,487	45,937	36,493
Police & Firemens Disab & Pens	13,498,536	12,887,117	12,667,316	13,732,295
Fica-Medicare	527,430	525,557	581,216	508,328
Workers' Compensation	2,226,972	2,057,209	1,563,183	1,817,808
Life Insurance	36,810	34,777	32,188	31,655
Unemployment Compensation	119,994	49,100	—	—
Clothing Allowance	303,922	243,841	168,865	236,400
Clothing Maintenance	418,850	378,408	366,442	406,660
	\$ 26,663,376	\$ 25,189,755	\$ 24,900,334	\$ 26,508,131
Other Training & Professional Dues				
Travel	\$ 742	\$ 487	\$ 544	\$ 1,500
Tuition & Registration Fees	1,311	2,850	1,880	3,000
Other Training Supplies	872	2,997	7,873	5,500
Mileage (Priv Auto) Trng Prps	—	—	—	450
Professional Dues & Subscript	1,302	1,747	2,318	2,500
	\$ 4,227	\$ 8,081	\$ 12,615	\$ 12,950
Utilities				
Brokered Gas Supply	\$ 128,966	\$ 71,747	\$ 103,784	\$ 124,541
Gas	110,490	72,279	76,963	92,356
Electricity - Cpp	368,858	404,985	384,115	395,639
Electricity - Other	43,169	32,491	26,469	27,263



Department of Public Safety

DIVISION OF FIRE

Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Steam	105,132	66,562	68,576	72,085
	\$ 756,616	\$ 648,065	\$ 659,908	\$ 711,884
Contractual Services				
Professional Services	\$ 10,947	\$ 37,821	\$ 7,957	\$ 30,000
Court Reporter	225	405	425	300
Mileage (Private Auto)	10,251	9,566	9,917	9,000
Medical Services	10,135	39,977	51,609	67,274
Advertising And Public Notice	365	—	—	—
Parking In City Facilities	8,384	5,174	4,348	6,500
Property Rental	1,167	3,500	3,500	—
Other Contractual	33,345	16,629	47,851	40,000
	\$ 74,818	\$ 113,071	\$ 125,606	\$ 153,074
Materials & Supplies				
Office Supplies	\$ 6,376	\$ 4,596	\$ 4,154	\$ 5,000
Postage	92	128	70	200
Computer Supplies	—	—	1,380	2,000
Clothing	18,188	43,739	112,012	320,270
Hardware & Small Tools	322	5,612	3,631	5,000
Small Equipment	1,796	1,285	8,316	7,500
Office Furniture & Equipment	—	—	—	500
Electrical Supplies	4,062	1,923	6,477	4,000
Hygiene And Cleaning Supplies	36,255	39,848	44,103	36,000
Lumber, Glass, And Drywall	—	3,000	1,500	1,750
Medical Supplies	54,177	53,388	29,220	40,000
Printed Materials	—	—	454	37,284
Other Supplies	34,786	31,528	66,502	40,000
Safety Equipment	7,000	10,258	5,500	8,000
Batteries	493	1,961	645	1,500
Just In Time Office Supplies	2,752	12,072	11,390	10,000
	\$ 166,299	\$ 209,336	\$ 295,355	\$ 519,004
Maintenance				
Maintenance Office Equipment	\$ 200	\$ 84	\$ 950	\$ 500
Maintenance Contracts	—	4,800	6,950	10,000
Maintenance Electrical Equip	—	—	7,000	3,000
Maintenance Machinery & Tools	—	1,863	—	—
Maintenance Vehicles	—	9,152	43,102	—
Repair Parts	110	6,500	7,500	2,000
Car Washes	380	—	720	500
Maintenance Misc. Equipment	55,876	40,762	39,190	65,000



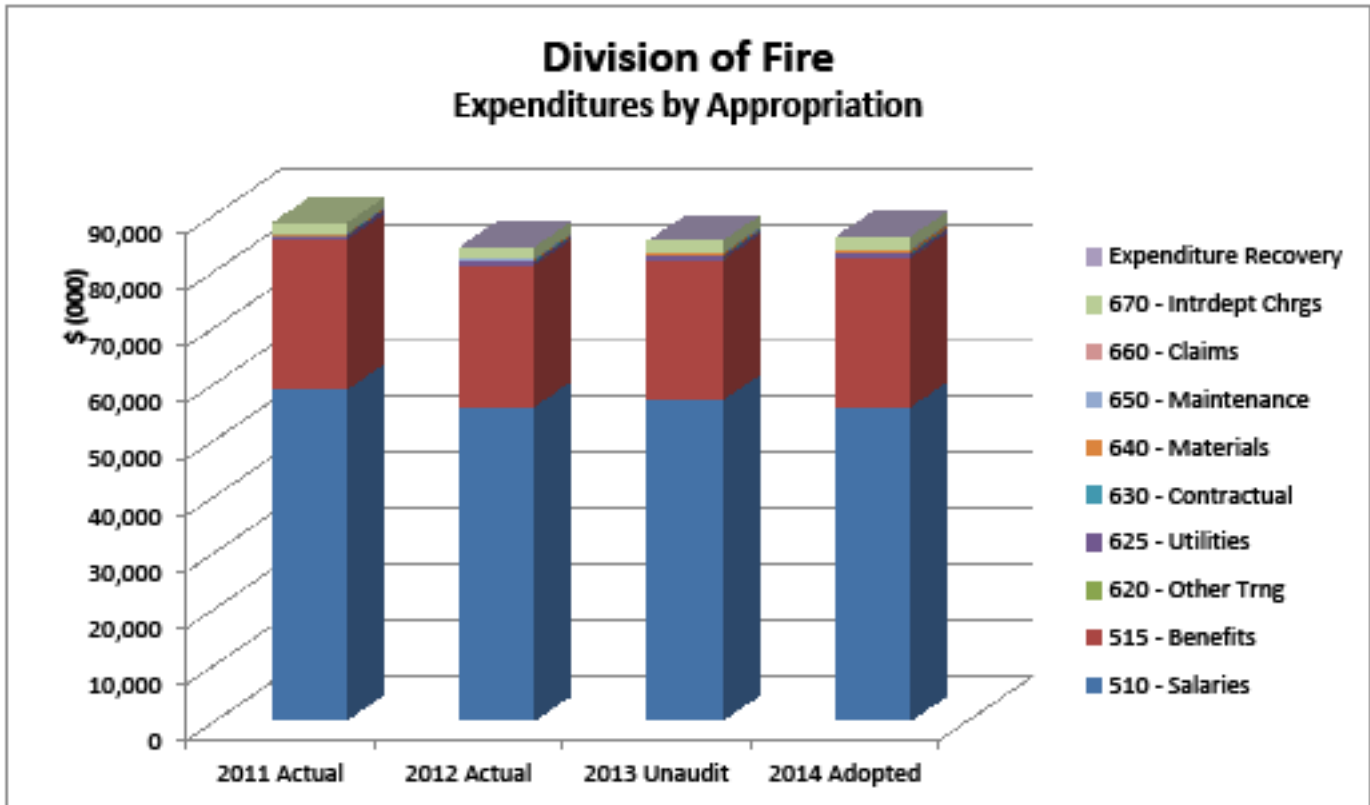
DIVISION OF FIRE

Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Repair Of Overhead Doors	78,426	91,531	54,265	85,000
	\$ 134,991	\$ 154,692	\$ 159,677	\$ 166,000
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 3,573	\$ 2,000	\$ 3,490	\$ 4,000
	\$ 3,573	\$ 2,000	\$ 3,490	\$ 4,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 323,748	\$ 329,473	\$ 325,153	\$ 357,486
Charges From Radio Comm System	101,527	173,427	126,127	271,641
Charges From W.P.C.	8,752	9,626	—	—
Charges From Print & Repro	39,893	44,421	57,114	64,762
Charges From Central Storeroom	1,587	873	882	931
Charges From M.V.M.	1,383,283	1,526,569	1,679,274	1,524,028
	\$ 1,858,789	\$ 2,084,388	\$ 2,188,551	\$ 2,218,848
Expenditure Recovery				
Expenditure Recovery	\$ (300)	\$ 16	\$ —	\$ —
	\$ (300)	\$ 16	\$ —	\$ —
	\$ 88,483,241	\$ 84,288,982	\$ 85,362,544	\$ 86,103,954

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges For Services	\$ 181,739	\$ 34,011	\$ 353,696	\$ 177,250
Grant Revenue	—	—	63,264	—
Licenses & Permits	561,590	572,836	588,181	601,500
Miscellaneous	40,916	62,482	870,247	61,500
	\$ 784,245	\$ 669,328	\$ 1,875,389	\$ 840,250





DIVISION OF FIRE

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	Budget 2013	Budget 2014		December 2013	Minimum
<u>ADMINISTRATORS & OFFICIALS</u>					
6	5	6	Assistant Chief Of Fire	56,790.30	128,087.58
25	25	25	Battalion Chief Of Fire	84,117.25	86,640.76
56	56	56	Captain Of Fire	72,514.87	74,690.31
1	1	1	Chief Of Fire	64,407.00	175,910.15
164	161	163	Lieutenant Of Fire	62,512.82	63,888.20
<u>252</u>	<u>248</u>	<u>251</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
4	3	1	Principal Clerk	14.88	20.10
3	3	3	Private Secretary	10.00	21.21
1	1	1	Senior Clerk	12.47	16.58
<u>8</u>	<u>7</u>	<u>5</u>			
<u>PROFESSIONALS</u>					
1	1	1	Assistant Personnel Administrator	20,800.00	57,473.28
1	1	1	Project Director	22,333.40	82,706.96
<u>2</u>	<u>2</u>	<u>2</u>			
<u>PROTECTIVE SERVICES</u>					
13	34	34	Apprentice-Medic II Fire	46,904.64	47,281.78
10	13	19	Apprentice-Medic III Fire	48,404.64	49,781.78
489	478	460	Firefighter	53,890.36	55,507.07
36	0	60	Fire Trainee*	10.50	10.50
<u>512</u>	<u>525</u>	<u>513</u>			
<u>774</u>	<u>782</u>	<u>771</u>	TOTAL FULL TIME		
<u>774</u>	<u>782</u>	<u>771</u>	TOTAL DIVISION		

* Denotes amount not included in Total Headcount



Department of Public Safety

DIVISION OF EMERGENCY MEDICAL SERVICE

Nicole A. Carlton, Acting Commissioner

Mission Statement

To provide advanced out-of-hospital medical care and transportation to victims of illness or injury. We are committed to improving the quality of life in the City of Cleveland by maintaining the highest ethical and professional standards of pre-hospital care, treating our patients with dignity and respect, and caring for each patient as if they were a member of our own family.

The Division of Emergency Medical Service (EMS) is responsible for providing advanced life support pre-hospital care and transportation to the appropriate medical facility for the City of Cleveland through a coordinated communications network in cooperation with the Department of Fire. The Division of EMS ensures that patients receive optimal care through an initial cadet training program, Certificate of Approval #1366 for continuing education and paramedic certification accredited by the State of Ohio Department of Public Safety, comprehensive performance improvement program, state of the art technologies, and medical oversight from prominent medical professionals throughout the greater Cleveland area.

PROGRAM NAME: ADMINISTRATION

OBJECTIVES: To plan, direct, coordinate, control, and evaluate all aspects of the Division of EMS.

ACTIVITIES: Prepare, plan, and coordinate the Division's operating and capital budgets. Recruit and hire employees; maintain disciplinary records, record payroll and personnel records. Maintain patient care records; provide copies for legal, medical and billing purposes. Conduct performance improvement activities and ensure quality service to the public.

PROGRAM NAME: COMMUNICATIONS

OBJECTIVES: To effectively respond, control and direct all emergency communications via telephone, radio and data transmissions in a cooperative manner with the Division of Fire.

ACTIVITIES: Evaluate 9-1-1 calls for assistance through call prioritizing system designed to determine the call type, priority level and subsequent type of response for the Divisions of EMS and Fire. Provide pre-arrival patient care instructions to callers and coordinate appropriate third party resources to assist in the treatment and transportation of patients. Assist other City of Cleveland agencies in checking on the welfare of community members.

PROGRAM NAME: EMPLOYEE TRAINING AND EDUCATION

OBJECTIVES: To plan, direct, coordinate, and assist in all educational activities in a consolidated and cooperative manner with the Division of Fire for all pre-hospital medical care, through State of Ohio Certificate of Approval #1366, for the Department of Public Safety, including state certification at all levels; including recertification, cadet training, continuing education, as well as, quality assurance/performance improvement.

ACTIVITIES: Provide initial cadet training for all divisional employees. Conduct State of Ohio recertification and continuing education programs and classes for all levels of pre-hospital providers. Conduct professional development activities for administrative, supervisory, field, and communication's center employees. Provide professional recognized enhancement programs for all employees. Provide clinical experience for pre-hospital care providers through the Field Training Officer Program. Perform pre-hospital paramedic and EMT functioning testing as directed by the Department of Public Safety Medical Director. Implement and maintain divisional performance standards to patient care protocols, operating procedures, policies and procedures. Set performance benchmarks and monitor compliance to benchmarks. Conduct education and remediation for employee performance that is substandard to performance benchmarks.



DIVISION OF EMERGENCY MEDICAL SERVICE

PROGRAM NAME: OPERATIONS

OBJECTIVES: To respond to emergency scenes, in cooperation with the Division of Fire, to provide basic and advanced life support, transport patients to appropriate medical facilities, ensure preparedness and response for domestic terrorism.

ACTIVITIES: To respond to emergency scenes in a safe and expeditious manner. Provide basic and advanced pre-hospital medical interventions in accordance with State of Ohio Department of Public Safety guidelines. Transport patients to appropriate medical facilities. Document medical patient care and billing information to be used for performance review and service billing. Provide medical supply purchasing and distribution for the Divisions of EMS and Fire, and oversee logistical and technological support for all pre-hospital care functions. Provide supervisory oversight for all pre-hospital medical care and transportation.

PROGRAM NAME: PUBLIC EDUCATION

OBJECTIVES: To plan, direct, and coordinate all awareness and educational activities for the general public in first aid, CPR, AED, 9-1-1 education, and general health screenings.

ACTIVITIES: Provide certification and training in first aid, CPR, and AED in accordance with established American Heart Association standards. Provide training and certification in babysitting in accordance with established RED Cross standards. Provide training in Safe Sitter courses. Function as community training center for the American Heart Association. Provide general health screenings for the general population through a series of coordinated neighborhood locations throughout the City of Cleveland. Promote general health and wellness education through cooperative efforts with other leading health agencies. Install and maintain all City of Cleveland AED's.



Department of Public Safety

DIVISION OF EMERGENCY MEDICAL SERVICE

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 9,452,665	\$ 9,728,039	\$ 10,898,184	\$ 11,954,115
Military Leave	44,614	8,017	11,713	—
Injury Pay	—	—	233	—
Student Trainees	407,484	273,296	354,086	275,000
Longevity	84,575	84,050	78,325	78,650
Wage Settlements	—	233,268	—	—
Separation Payments	211,987	215,099	161,432	200,000
Overtime	2,484,632	2,593,770	2,509,359	2,000,000
Deferred Overtime Payments	86,923	107,075	101,765	102,500
	\$ 12,772,880	\$ 13,242,614	\$ 14,115,097	\$ 14,610,265
Benefits				
Hospitalization	\$ 1,771,853	\$ 1,534,845	\$ 1,764,051	\$ 2,150,343
Flex Save Admin Fees	—	900	717	—
Prescription	367,514	364,074	411,112	481,906
Dental	119,047	116,941	127,086	148,429
Vision Care	11,850	11,782	13,200	14,500
Public Employees Retire System	1,749,523	1,793,902	1,865,859	2,017,437
Fica-Medicare	166,662	179,399	197,783	215,043
Workers' Compensation	918,980	707,483	660,480	611,769
Life Insurance	9,686	9,188	9,617	10,580
Unemployment Compensation	33,521	14,008	3,304	20,000
Clothing Allowance	70,550	71,500	78,650	94,100
Clothing Maintenance	39,400	39,800	45,000	52,400
	\$ 5,258,584	\$ 4,843,822	\$ 5,176,859	\$ 5,816,507
Other Training & Professional Dues				
Travel	\$ 1,970	\$ 1,948	\$ 2,657	\$ 4,000
Tuition & Registration Fees	1,171	1,965	645	750
Other Training Supplies	14,069	13,386	14,747	15,000
	\$ 17,211	\$ 17,299	\$ 18,049	\$ 19,750
Utilities				
Brokered Gas Supply	\$ 6,311	\$ 2,315	\$ 4,246	\$ 5,095
Data Communication (Telephone)	—	50	—	—
Gas	3,781	1,339	1,692	2,030
Electricity - Cpp	1	4	3	3
Electricity - Other	1,688	1,430	1,609	1,656
Security & Monitoring System	521	420	525	500
	\$ 12,302	\$ 5,557	\$ 8,074	\$ 9,284
Contractual Services				
Professional Services	\$ 20,933	\$ 19,497	\$ 18,234	\$ 19,000

DIVISION OF EMERGENCY MEDICAL SERVICE

Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Referee Services	—	3,304	—	—
Janitorial Services	7,200	6,436	4,750	7,500
Medical Services	916	4,512	4,105	5,000
Parking In City Facilities	3,004	2,288	1,009	2,500
Other Contractual	1,258	—	—	—
	\$ 33,310	\$ 36,037	\$ 28,098	\$ 34,000
Materials & Supplies				
Office Supplies	\$ 584	\$ 2,525	\$ —	\$ 1,000
Postage	1,078	1,531	484	2,500
Clothing	14,764	23,556	11,852	20,000
Hardware & Small Tools	200	105	765	300
Electrical Supplies	—	—	—	1,500
Hygiene And Cleaning Supplies	17,696	16,763	18,528	20,000
Medical Supplies	308,266	427,701	318,282	380,000
Medical Equipment	90,469	90,136	75,429	100,000
Printed Materials	29,430	19,681	24,765	30,000
Other Supplies	—	—	367	500
Safety Equipment	41,598	186,064	50,885	85,000
Pharmaceutical Supplies	85,874	107,008	76,616	125,000
Batteries	1,995	—	714	40,000
Just In Time Office Supplies	2,732	2,994	1,099	3,500
	\$ 594,688	\$ 878,064	\$ 579,786	\$ 809,300
Maintenance				
Maintenance Contracts	\$ 99,423	\$ 114,493	\$ 128,626	\$ 140,000
Maintenance Misc. Equipment	26,594	34,359	28,812	30,000
Repair Of Overhead Doors	2,012	1,307	2,353	2,000
	\$ 128,029	\$ 150,159	\$ 159,791	\$ 172,000
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ —	\$ 250	\$ 500	\$ 1,800
	\$ —	\$ 250	\$ 500	\$ 1,800
Interdepart Service Charges				
Charges From Telephone Exch	\$ 64,856	\$ 66,631	\$ 60,251	\$ 66,243
Charges From Radio Comm System	59,821	79,510	66,097	69,814
Charges From Print & Repro	28,037	33,080	47,717	54,107
Charges From Central Storeroom	2,025	2,514	1,178	1,244
Charges From M.V.M.	1,261,993	1,314,861	1,573,233	1,378,997



Department of Public Safety

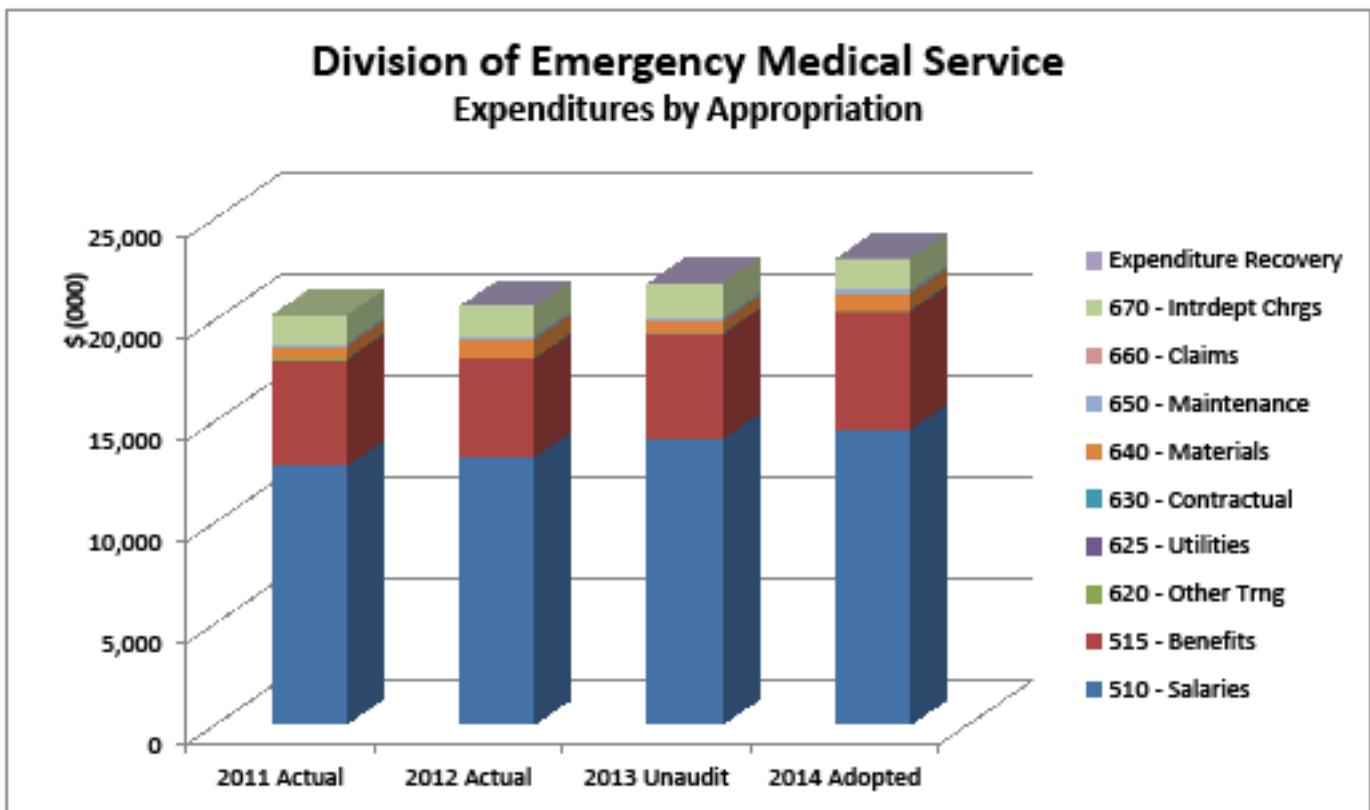
DIVISION OF EMERGENCY MEDICAL SERVICE

Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
	\$ 1,416,732	\$ 1,496,595	\$ 1,748,477	\$ 1,570,405
Expenditure Recovery				
Expenditure Recovery	\$ (1,459)	\$ —	\$ —	\$ —
	\$ (1,459)	\$ —	\$ —	\$ —
	\$ 20,232,276	\$ 20,670,398	\$ 21,834,731	\$ 23,043,311

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges For Services	\$ 11,581,602	\$ 12,098,575	\$ 11,630,122	\$ 11,535,300
Grant Revenue	—	—	5,873	—
Miscellaneous	31,448	59,110	181,776	5,200
	\$ 11,613,051	\$ 12,157,686	\$ 11,817,771	\$ 11,540,500





DIVISION OF EMERGENCY MEDICAL SERVICE

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Commissioner of Emergency Medical Service	42,758.15	142,024.13
0	1	0	Office of Professional Standards Administrator	26,273.96	72,945.53
<u>1</u>	<u>2</u>	<u>1</u>			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Manager	27,193.55	104,891.07
1	1	0	Administrative Officer	20,800.00	54,579.99
2	1	0	Principal Clerk	14.88	20.10
<u>4</u>	<u>3</u>	<u>1</u>			
<u>TECHNICIANS</u>					
30	22	30	Emergency Medical Dispatcher	24,765.24	42,553.33
8	1	0	Emergency Medical Dispatcher Trainee	10.50	10.50
213	189	213	Emergency Medical Technician	26,336.35	46,419.68
0	21	0	Emergency Medical Technician Trainee	10.50	10.50
17	14	16	Emergency Medical Technician Supervisor	20,092.80	61,147.43
<u>268</u>	<u>247</u>	<u>259</u>			
<u>273</u>	<u>252</u>	<u>261</u>	TOTAL FULL TIME		
<u>273</u>	<u>252</u>	<u>261</u>	TOTAL DIVISION		



Department of Public Safety

DIVISION OF ANIMAL CONTROL SERVICES

John D. Baird, Chief Animal Control Officer

Mission Statement

The City of Cleveland Division of Animal 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 CONTROL SERVICES

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 515,663	\$ 518,581	\$ 550,482	\$ 599,023
Seasonal	—	—	2,588	16,706
Part-Time Permanent	49,077	49,358	64,608	49,448
Longevity	5,600	5,525	4,025	4,475
Separation Payments	6,648	26,394	26,243	—
Overtime	31,256	39,457	43,141	34,000
	\$ 608,244	\$ 639,315	\$ 691,087	\$ 703,652
Benefits				
Hospitalization	\$ 118,590	\$ 97,778	\$ 121,048	\$ 145,439
Prescription	7,049	10,190	16,856	20,752
Dental	6,894	6,547	7,915	9,289
Vision Care	719	707	762	791
Public Employees Retire System	83,420	86,432	89,280	101,785
Fica-Medicare	7,175	7,567	8,948	10,206
Workers' Compensation	19,352	27,464	9,231	30,921
Life Insurance	581	584	579	605
Unemployment Compensation	7,569	1,802	667	—
Clothing Allowance	2,500	2,500	2,600	2,500
Clothing Maintenance	3,675	3,675	3,325	3,850
	\$ 257,524	\$ 245,246	\$ 261,212	\$ 326,138
Other Training & Professional Dues				
Travel	\$ 156	\$ 176	\$ 131	\$ 1,000
Professional Dues & Subscript	—	—	150	150
	\$ 156	\$ 176	\$ 281	\$ 1,150
Utilities				
Brokered Gas Supply	\$ 8,317	\$ 4,414	\$ 7,797	\$ 9,355
Gas	5,648	3,063	4,296	5,155
Electricity - Other	8,750	9,037	8,908	9,186
Security & Monitoring System	—	465	476	500
	\$ 22,714	\$ 16,978	\$ 21,476	\$ 24,196
Contractual Services				
Professional Services	\$ 176,223	\$ 120,290	\$ 210,414	\$ 200,000
Security Services	465	119	—	—
Property Rental	—	—	5,664	—
	\$ 176,688	\$ 120,409	\$ 216,078	\$ 200,000
Materials & Supplies				
Office Supplies	\$ 1,006	\$ —	\$ —	\$ —
Hardware & Small Tools	1,201	484	874	1,620
Small Equipment	6,483	7,416	7,022	9,800



Department of Public Safety

DIVISION OF ANIMAL CONTROL SERVICES

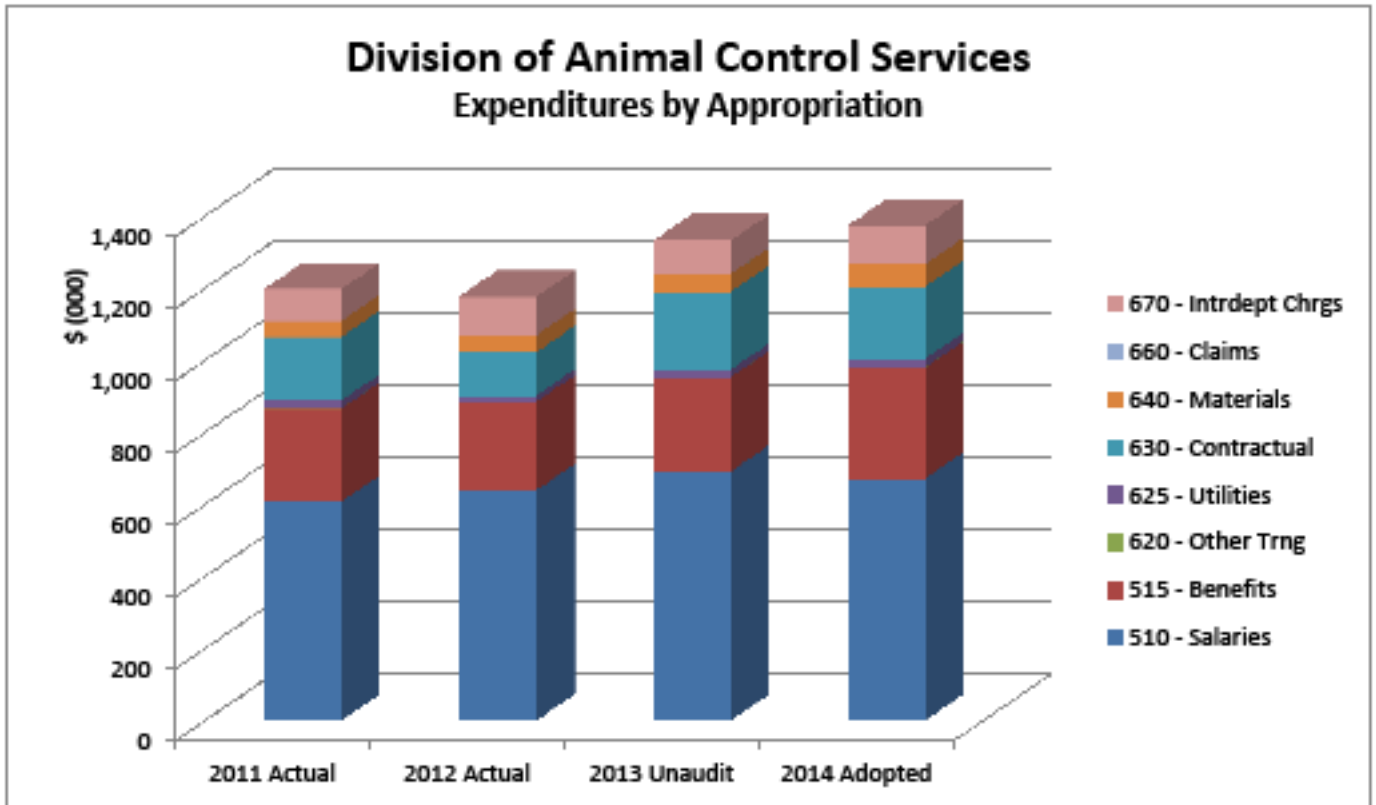
Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Hygiene And Cleaning Supplies	3,921	3,598	4,470	7,000
Lumber, Glass, And Drywall	8	—	—	—
Medical Supplies	17,896	19,105	22,482	23,000
Other Supplies	10,457	9,918	10,308	15,000
Safety Equipment	3,197	5,940	2,778	3,750
Just In Time Office Supplies	373	974	1,636	1,800
	\$ 44,542	\$ 47,435	\$ 49,571	\$ 61,970
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ —	\$ —	\$ 500	\$ —
	\$ —	\$ —	\$ 500	\$ —
Interdepart Service Charges				
Charges From Telephone Exch	\$ 5,672	\$ 6,614	\$ 8,433	\$ 9,271
Charges From Radio Comm System	6,291	9,270	6,775	12,059
Charges From Print & Repro	5,783	7,604	5,979	6,780
Charges From Central Storeroom	1,676	1,342	1,926	2,032
Charges From M.V.M.	67,955	81,591	68,428	77,695
	\$ 87,377	\$ 106,422	\$ 91,541	\$ 107,837
	\$ 1,197,245	\$ 1,175,981	\$ 1,331,746	\$ 1,424,943

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges For Services	\$ 30,310	\$ 26,268	\$ 40,648	\$ 45,000
Miscellaneous	780	780	8,601	780
	\$ 31,090	\$ 27,048	\$ 49,249	\$ 45,780

DIVISION OF ANIMAL CONTROL SERVICES





Department of Public Safety

DIVISION OF ANIMAL CONTROL SERVICES

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Chief Animal Control Officer	20,800.00	84,555.45
1	1	1			
<u>ADMINISTRATION SUPPORT</u>					
2	2	2	Senior Clerk	12.47	16.58
2	2	2			
<u>PROTECTIVE SERVICES</u>					
10	10	11	Animal Control Officer	11.04	17.47
10	10	11			
<u>SERVICE & MAINTENANCE</u>					
1	1	1	Custodial Worker	10.00	15.42
1	1	1			
<u>TECHNICIANS</u>					
1	1	1	Registered Animal Health Technician	10.00	16.38
1	1	1			
15	15	16	TOTAL FULL TIME		
<u>PART TIME</u>					
2	2	2	Animal Control Officer	11.04	17.47
1	0	1	Registered Animal Health Technician	10.00	16.38
3	2	3	TOTAL PART TIME		
<u>SEASONAL</u>					
0	1	1	Student Assistant	10.00	11.37
0	1	1	TOTAL SEASONAL		
18	18	20	TOTAL DIVISION		



DIVISION OF CORRECTION

David Carroll, Acting Commissioner

Mission Statement

To provide facilities for the incarceration of persons who have been arrested and convicted of crimes and sentenced by the court system.

The Division of Correction is charged with the responsibility of booking, processing, security, care, custody and housing of persons arrested and those committed to our custody by the Courts. Limited rehabilitation programs are provided for select residents. Features of these programs include Drug and Alcohol Rehabilitation programs, General Education Development (GED) classes and court-sponsored work release programs.

PROGRAM NAME: ALCOHOLICS ANONYMOUS

OBJECTIVES: Facilitate same sex fellowship groups who share their experiences, strengths and hopes in an effort to solve their common problem and help others to recover from alcoholism.

ACTIVITIES: Small and large facilitated discussion groups.

PROGRAM NAME: CUSTODIAL CARE

OBJECTIVES: To ensure a sufficient level of security personnel to exercise control over the inmate population while providing adequate, safe, humane housing and board.

ACTIVITIES: Provide constant surveillance of all inmates to guarantee control and order. Maintain facilities according to state codes. Provide adequate medical care for all persons committed to the Institution.

PROGRAM NAME: GENERAL EDUCATION DEVELOPMENT

OBJECTIVES: To offer classes to both female and male residents the opportunity to obtain or complete general education and obtain a GED diploma.

ACTIVITIES: Small and large facilitated same sex classroom learning environment.

PROGRAM NAME: SCHOOL RELEASE (COURT SPONSORED)

OBJECTIVES: Allow resident to maintain education/training, primarily colleiate level, during their incarceration.

ACTIVITIES: Once approved by the Court, Social Worker, and Commissioner the resident may attend a prior approved educational facility for classes and/or training.

PROGRAM NAME: WORK RELEASE (COURT SPONSORED)

OBJECTIVES: Allow resident to maintain employment during their incarceration.

ACTIVITIES: Once approved by the Court, Social Worker, and Commissioner a resident will travel by bus or pre-arranged transportation to their job which has been previously verified for approval.



Department of Public Safety

DIVISION OF CORRECTION

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 5,395,969	\$ 5,187,168	\$ 4,905,626	\$ 5,718,094
Part-Time Permanent	—	28,237	328,690	349,016
Injury Pay	135,612	83,009	74,233	50,000
Longevity	48,900	47,925	44,700	97,125
Separation Payments	43,775	49,266	85,057	94,790
Overtime	1,205,957	1,421,698	1,494,327	1,100,000
	\$ 6,830,214	\$ 6,817,303	\$ 6,932,633	\$ 7,409,025
Benefits				
Hospitalization	\$ 1,239,985	\$ 1,148,416	\$ 1,065,085	\$ 1,368,880
Flex Save Admin Fees	—	—	214	—
Prescription	197,494	203,793	192,502	255,014
Dental	84,728	81,856	74,537	91,720
Vision Care	8,637	8,433	7,632	8,700
Public Employees Retire System	968,566	948,703	925,116	1,023,993
Police & Firemens Disab & Pens	3,305	—	—	—
Fica-Medicare	94,736	94,814	96,772	106,056
Workers' Compensation	705,939	578,454	591,342	482,639
Life Insurance	7,099	6,680	5,953	6,185
Unemployment Compensation	35,163	35,675	15,134	22,000
Clothing Allowance	47,590	44,984	40,103	48,010
Clothing Maintenance	59,150	55,175	48,750	54,930
	\$ 3,452,393	\$ 3,206,983	\$ 3,063,140	\$ 3,468,127
Other Training & Professional Dues				
Tuition & Registration Fees	\$ —	\$ 210	\$ 400	\$ 10,000
Mileage (Priv Auto) Trng Prps	—	—	—	200
Professional Dues & Subscript	394	—	—	300
	\$ 394	\$ 210	\$ 400	\$ 10,500
Utilities				
Brokered Gas Supply	\$ 36,263	\$ 17,954	\$ 26,733	\$ 32,080
Gas	16,623	11,930	11,994	14,391
Electricity - Other	108,568	85,425	94,320	97,150
	\$ 161,454	\$ 115,309	\$ 133,048	\$ 143,621
Contractual Services				
Professional Services	\$ 858,790	\$ 590,123	\$ 663,937	\$ 665,000
Mileage (Private Auto)	—	—	—	200
Medical Services	1,728,390	1,343,695	2,302,547	1,900,000
Parking In City Facilities	649	—	850	1,000
Property Rental	40,800	34,000	40,800	45,000

DIVISION OF CORRECTION

Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Other Contractual	77,068	15,000	16,300	15,000
Indigent Relief	—	—	—	200
Bank Service Fees	—	—	221	377
	\$ 2,705,697	\$ 1,982,818	\$ 3,024,655	\$ 2,626,777
Materials & Supplies				
Office Supplies	\$ 8,558	\$ 3,004	\$ 893	\$ 4,000
Clothing	41,387	16,823	17,526	18,000
Hardware & Small Tools	—	—	155	500
Small Equipment	1,632	2,496	3,480	5,000
Office Furniture & Equipment	—	—	963	1,000
Electrical Supplies	—	1,118	1,055	1,000
Hygiene And Cleaning Supplies	72,009	60,114	74,821	70,000
Painting Equipment & Supplies	—	—	308	900
Medical Supplies	—	608	1,225	5,000
Food	508,496	575,691	416,477	600,000
Photographic Supplies	—	—	403	1,000
Other Supplies	18	2,352	3,092	10,000
Pharmaceutical Supplies	80,795	95,347	109,301	100,000
Just In Time Office Supplies	—	1,545	2,100	5,000
Building Maintenance Supplies	—	3,758	500	5,500
Misc Maintenance Supplies	344	1,000	115	1,350
	\$ 713,238	\$ 763,855	\$ 632,412	\$ 828,250
Maintenance				
Maintenance Contracts	\$ 20,743	\$ 34,270	\$ 30,516	\$ 40,000
Maintenance Fire Apparatus	50	1,500	2,350	7,200
Maintenance Building	—	—	—	3,000
	\$ 20,793	\$ 35,770	\$ 32,866	\$ 50,200
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 1,414	\$ 1,516	\$ 2,599	\$ 3,000
	\$ 1,414	\$ 1,516	\$ 2,599	\$ 3,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 16,767	\$ 15,614	\$ 15,970	\$ 17,558
Charges From Radio Comm System	24,703	39,437	32,459	31,734
Charges From W.P.C.	—	999	778	—
Charges From Print & Repro	51,315	41,565	36,068	40,898
Charges From Central Storeroom	320	271	358	378
Charges From M.V.M.	72,623	60,540	43,841	63,091
	\$ 165,728	\$ 158,426	\$ 129,474	\$ 153,659
	\$ 14,051,324	\$ 13,082,190	\$ 13,951,227	\$ 14,693,159

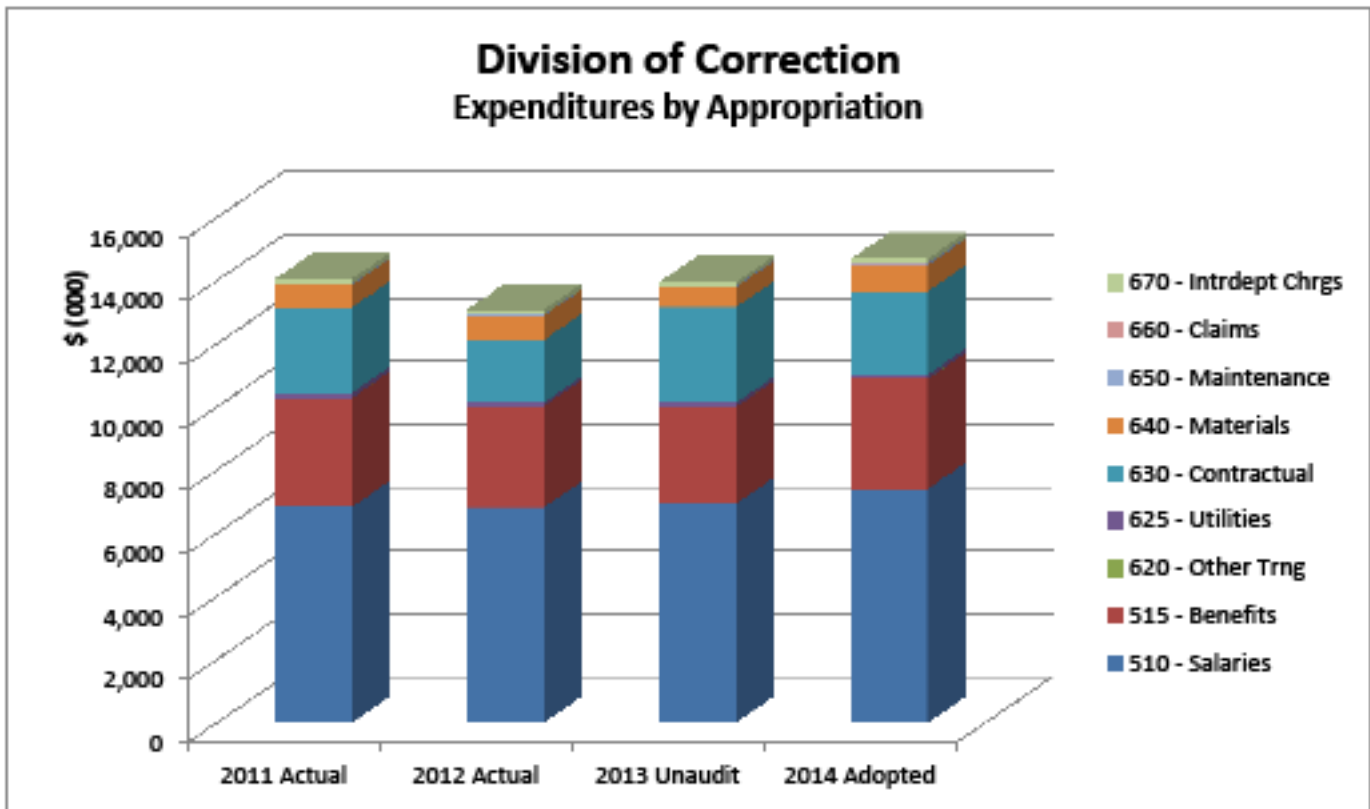


Department of Public Safety

DIVISION OF CORRECTION

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges For Services	\$ 9,947	\$ 17,838	\$ 8,489	\$ —
Miscellaneous	196	832	88,538	—
	\$ 10,143	\$ 18,670	\$ 97,027	\$ —



DIVISION OF CORRECTION

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
12	12	12	Correctional Supervisor	20,800.00	52,733.77
12	12	12			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Chief Clerk	22,050.00	48,986.27
1	1	1	Private Secretary	10.00	21.21
1	1	1	Senior Clerk	12.47	16.58
1	1	1	Storekeeper	16.66	20.76
4	4	4			
<u>PROFESSIONALS</u>					
1	1	1	Budget Analyst	20,800.00	54,612.13
2	2	2	Caseworker II	14.03	20.20
2	2	2	Project Coordinator	27,325.56	93,021.80
1	1	1	Senior Personnel Assistant	20,800.00	51,677.50
6	6	6			
<u>PROTECTIVE SERVICE</u>					
119	94	119	Correctional Officer	12.18	18.39
119	94	119			
<u>SERVICE & MAINTENANCE</u>					
2	2	2	Cook	13.77	15.94
8	6	8	Guard	10.00	17.39
1	1	1	Head Cook	10.00	17.65
1	1	1	Mechanical Handyman	16.62	18.62
1	1	1	Municipal Service Laborer	15.95	17.95
13	11	13			
<u>TECHNICIANS</u>					
1	1	1	Practical Nurse	17.98	19.98
1	0	1	Recreational Instructor III	10.00	19.16
2	1	2			
156	128	156	TOTAL FULL TIME		
<u>PART TIME</u>					
0	16	20	Correctional Officers	12.18	18.39
0	16	20	TOTAL PART TIME		
156	144	176	TOTAL DIVISION		



Department of Parks, Recreation, and Properties

DIVISION OF RESEARCH, PLANNING, AND DEVELOPMENT

Donald Kasych, Acting Commissioner

Mission Statement

We enhance the lives of City of Cleveland residents through the planning, design, and development of safe, maintainable, attractive, "state of the art" parks, playgrounds, landscapes, and recreational facilities in accordance with an established citywide vision for parks and recreation.

PROGRAM NAME: SITE DEVELOPMENT

OBJECTIVES: Provide landscape architectural/site planning capabilities and plan and develop park and recreational amenities that are of the greatest value to the community.

ACTIVITIES: Implement the City's park and recreation Capital Improvement Program. Develop park and recreation site/planning/landscape architectural project feasibility reports, preliminary plans, cost estimates, recommendations, and implementation strategies. Design and develop detailed site improvement drawings and specifications for the improvement or rehabilitation of all exterior departmental facilities including urban parks, playgrounds, sports facilities, playfields, plazas, parking facilities, cemeteries, etc., along with the construction supervision and contract administration for same. Engage the community on capital projects at appropriate levels.

PROGRAM NAME: RESEARCH AND PLANNING

OBJECTIVES: Develop, plan, coordinate, and support the departmental Capital Improvement Program and related research activities including preparing planning studies.

ACTIVITIES: Monitor/manage project budgets for all Departmental capital projects in conjunction with Department of Finance/Capital Manager. Research, prepare, and coordinate various planning, capital, and recommendation reports. Prepare grant applications for Federal, State, local, or other capital improvement programs and administer the grant including consultant management, invoices, reporting, etc. Prepare property adoption agreements, and work with Law Department on legal documents such as leases, grant agreements, etc. related to capital improvement projects implemented by the Division of RP&D.

Department of Parks, Recreation, and Properties



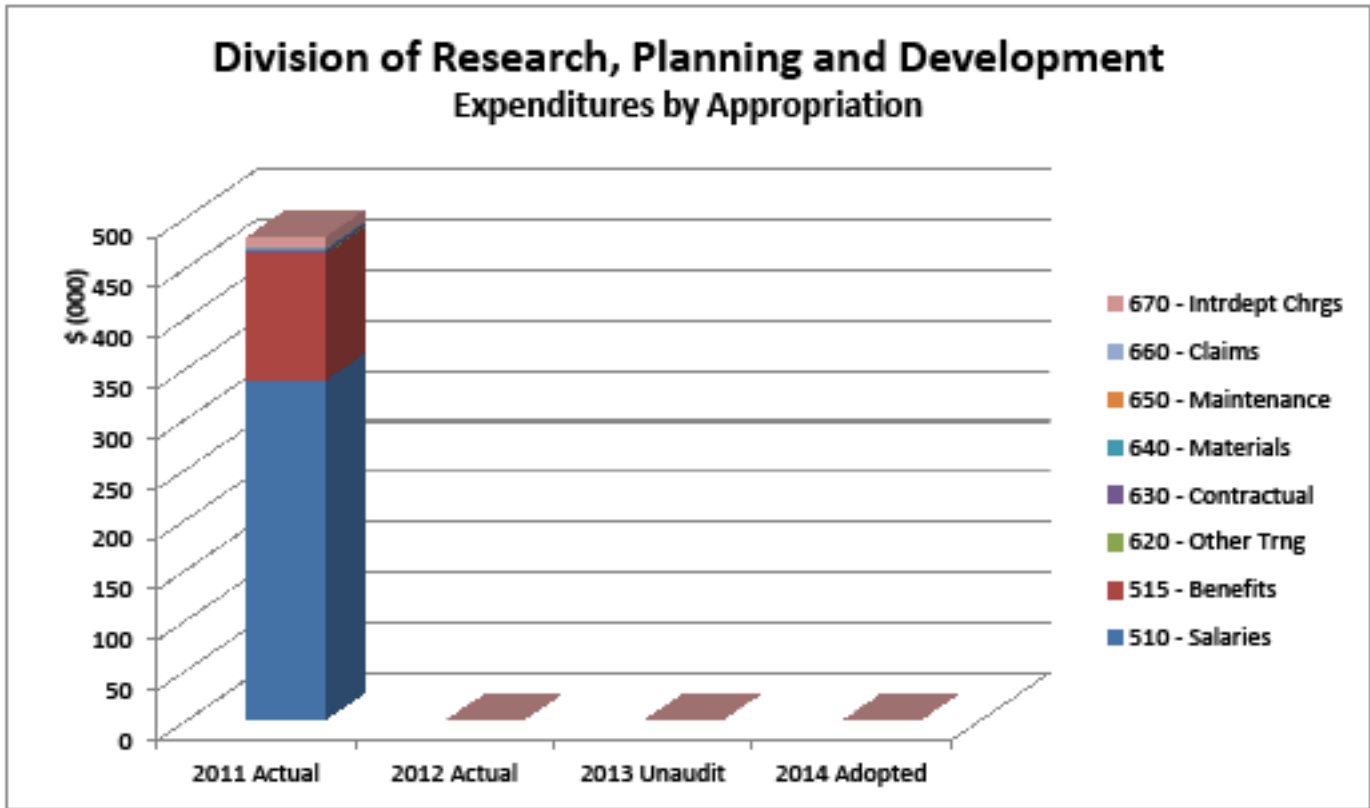
DIVISION OF RESEARCH, PLANNING, AND DEVELOPMENT

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 333,783	\$ —	\$ —	\$ —
Injury Pay	1,521	—	—	—
Longevity	2,675	—	—	—
	\$ 337,979	\$ —	\$ —	\$ —
Benefits				
Hospitalization	\$ 49,735	\$ —	\$ —	\$ —
Prescription	12,285	—	—	—
Dental	3,572	—	—	—
Vision Care	331	—	—	—
Public Employees Retire System	48,121	—	—	—
Fica-Medicare	3,882	—	—	—
Workers' Compensation	7,402	—	—	—
Life Insurance	270	—	—	—
	\$ 125,598	\$ —	\$ —	\$ —
Other Training & Professional Dues				
Professional Dues & Subscript	\$ 525	\$ —	\$ —	\$ —
	\$ 525	\$ —	\$ —	\$ —
Contractual Services				
Mileage (Private Auto)	\$ 477	\$ —	\$ —	\$ —
Parking In City Facilities	115	—	—	—
Property Rental	2,470	—	—	—
	\$ 3,062	\$ —	\$ —	\$ —
Materials & Supplies				
Office Supplies	\$ 917	\$ —	\$ —	\$ —
Other Supplies	725	—	—	—
	\$ 1,642	\$ —	\$ —	\$ —
Interdepart Service Charges				
Charges From Telephone Exch	\$ 3,724	\$ —	\$ —	\$ —
Charges From Print & Repro	4,168	—	—	—
Charges From M.V.M.	4,019	—	—	—
	\$ 11,910	\$ —	\$ —	\$ —
	\$ 480,716	\$ —	\$ —	\$ —

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Miscellaneous	\$ 300,220	\$ —	\$ —	\$ —
	\$ 300,220	\$ —	\$ —	\$ —





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.



Department of Public Works

DIVISION OF PUBLIC WORKS ADMINISTRATION

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 425,969	\$ 1,794,901	\$ 1,946,646	\$ 2,033,292
Longevity	3,175	14,800	14,450	14,800
Separation Payments	—	47,322	1,585	—
Overtime	—	2,295	2,830	—
	\$ 429,144	\$ 1,859,317	\$ 1,965,510	\$ 2,048,092
Benefits				
Hospitalization	\$ 44,930	\$ 260,000	\$ 292,028	\$ 335,337
Flex Save Admin Fees	—	180	250	—
Prescription	9,095	44,706	49,495	55,132
Dental	3,272	17,715	19,543	21,537
Vision Care	391	1,800	1,975	2,170
Public Employees Retire System	59,776	246,228	294,788	286,733
Fica-Medicare	4,132	20,196	24,610	28,155
Workers' Compensation	7,274	6,576	27,382	31,000
Life Insurance	311	1,495	1,424	1,548
Unemployment Compensation	—	—	1,728	—
Clothing Allowance	—	400	400	400
Clothing Maintenance	—	150	150	150
	\$ 129,181	\$ 599,448	\$ 713,773	\$ 762,162
Contractual Services				
Parking In City Facilities	\$ 5,056	\$ 5,081	\$ 3,128	\$ 3,300
Insurance And Official Bonds	—	100	—	250
Property Rental	110,466	166,347	166,347	166,986
Other Contractual	1,122	—	—	—
	\$ 116,644	\$ 171,528	\$ 169,475	\$ 170,536
Materials & Supplies				
Office Supplies	\$ 460	\$ —	\$ —	\$ —
Hygiene And Cleaning Supplies	139	—	—	—
Other Supplies	—	—	74	200
Special Events Supplies	100	1,180	1,180	1,180
Just In Time Office Supplies	—	2,735	3,568	3,000
	\$ 699	\$ 3,915	\$ 4,822	\$ 4,380
Interdepart Service Charges				
Charges From Telephone Exch	\$ 15,679	\$ 16,746	\$ 15,655	\$ 17,212
Charges From Radio Comm System	202	202	1	—

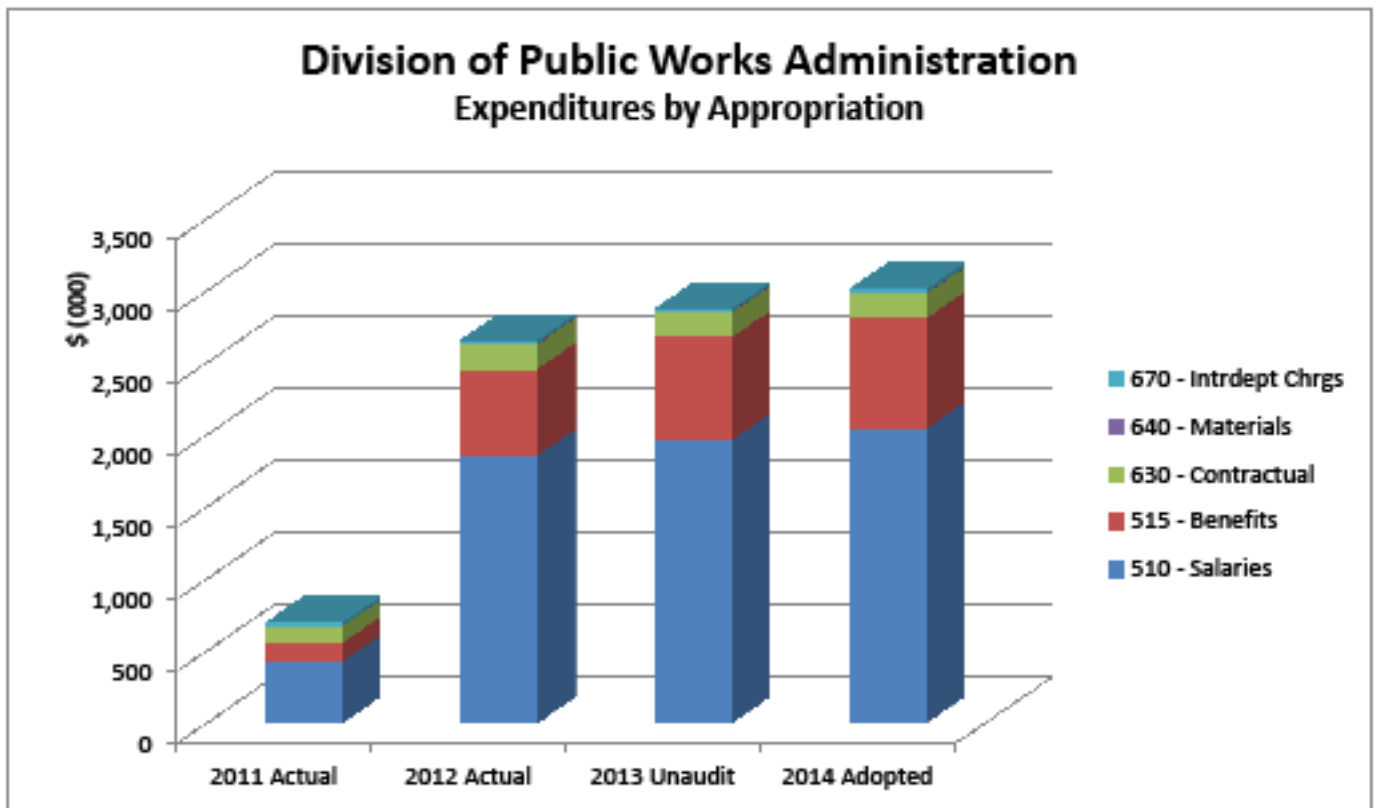
DIVISION OF PUBLIC WORKS ADMINISTRATION

Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges From Print & Repro	5,777	6,149	8,685	9,848
Charges From Central Storeroom	1,715	1,055	213	225
Charges From M.V.M.	1,080	56	436	561
	\$ 24,454	\$ 24,209	\$ 24,990	\$ 27,846
	\$ 700,122	\$ 2,658,417	\$ 2,878,570	\$ 3,013,016

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges For Services	\$ 102,689	\$ —	\$ 76,973	\$ 45,000
Miscellaneous	5,085	—	7,717	—
Sale Of City Assets	70,000	—	—	—
	\$ 177,774	\$ —	\$ 84,690	\$ 45,000





Department of Public Works

DIVISION OF PUBLIC WORKS ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	2	2	Asst. Director of Public Works	36,590.39	146,639.64
1	1	1	Deputy Commissioner of Recreation	26,273.96	84,984.86
1	1	1	Director of Public Works	50,795.81	182,067.01
1	1	1	Manager of Administration	40,314.82	125,582.86
1	1	1	Manager of Events	23,647.11	80,438.24
1	1	1	Manager of Marketing	30,214.95	107,006.06
1	1	0	Secretary to the Director	36,590.39	146,639.64
7	8	7			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Chief Clerk	22,050.00	48,986.27
1	1	1	Senior Clerk	12.47	16.58
2	2	2	Principal Clerk	14.88	20.10
3	3	3	Junior Personnel Assistant	20,800.00	40,556.67
1	1	1	Private Secretary to the Director	20,800.00	48,986.27
8	8	8			
<u>PROFESSIONALS</u>					
1	0	0	Accountant IV	20,800.00	61,213.89
1	1	1	Administrative Manager	27,193.55	104,891.07
4	4	4	Assistant Administrator	20,800.00	58,564.01
1	1	1	Assistant Manager of Audit Cont/Per	20,092.80	60,614.58
1	1	1	Assistant Manager of Marketing	20,800.00	58,564.01
1	1	1	Assistant Manager of Recreation	20,092.80	58,564.01
3	3	4	Budget Analyst	20,800.00	54,612.13
1	1	1	Data Base Administrator	39,937.34	113,107.23
1	0	1	Deputy Project Director	20,092.80	64,734.08
2	2	2	Personnel Administrator	26,273.96	84,984.86
2	2	3	Project Coordinator	27,325.56	93,021.80
2	2	2	Senior Budget and Management Analyst	26,273.96	80,628.83
2	2	2	Senior Personnel Assistant	20,800.00	51,677.50
22	20	23			



DIVISION OF PUBLIC WORKS ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	Budget 2013	December 2013		Minimum	Maximum
			TECHNICIANS		
1	1	1	Accident & Safety Inspector	20.36	22.36
1	1	1			
38	37	39	TOTAL FULL TIME		
38	37	39	TOTAL DIVISION		



Department of Public Works

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 facilities (includes an indoor roller rink, outdoor roller and ice skating rink, and a residential camp), 1 arts center, 19 indoor pools, 22 outdoor pools, 1 football/track athletic complex, permits 155 ball fields (including 4 ballfield complexes). Each facility provides recreational opportunities for all ages and interest groups. The involvement of neighborhood residents will continue to be a priority via Friends of Recreation Councils that assist with program and evaluation.

PROGRAM NAME: CAMPING

OBJECTIVES: To provide recreational opportunities for youth services involving camping and other outdoor environmental activities.

ACTIVITIES: Operate a summer residential camp program for youth between the ages 9 to 13. Conduct a day camp program for seniors in conjunction with various senior centers throughout the City of Cleveland. Conduct a holistic life program for youth in Conjunction with Cleveland Public Schools.

PROGRAM NAME: CULTURAL ARTS

OBJECTIVES: To provide cultural arts to City residents.

ACTIVITIES: Organize programs in drama, dance, painting, drawing, cartoon arts, ceramics, and weaving.

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 competitive and non-competitive.

ACTIVITIES: Promotes league play in basketball, baseball, softball, football, soccer etc.

PROGRAM NAME: RECREATION CENTERS

OBJECTIVES: To provide year around recreation facilities and programs to City residents.

ACTIVITIES: Operate and maintain recreation centers.

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

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 4,299,885	\$ 3,742,486	\$ 3,468,248	\$ 3,856,073
Seasonal	816,037	913,201	996,412	977,221
Part-Time Permanent	670,409	943,180	1,157,945	998,577
Injury Pay	—	102	—	—
Student Trainees	—	3,137	—	—
School Guards	591	4,370	1,080	—
Longevity	43,675	37,975	37,925	40,000
Separation Payments	73,860	50,985	105,196	30,000
Overtime	91,992	141,866	83,216	72,900
	\$ 5,996,449	\$ 5,837,302	\$ 5,850,023	\$ 5,974,771
Benefits				
Hospitalization	\$ 828,679	\$ 747,710	\$ 684,284	\$ 838,993
Flex Save Admin Fees	—	180	—	—
Prescription	174,815	161,800	145,466	173,886
Dental	61,605	56,566	48,890	57,782
Vision Care	8,820	7,631	6,566	7,554
Public Employees Retire System	836,203	812,845	815,699	829,484
Fica-Medicare	74,166	74,601	77,898	82,313
Workers' Compensation	241,597	199,779	194,751	132,500
Life Insurance	5,640	4,824	3,929	4,425
Unemployment Compensation	114,811	89,993	41,255	50,000
Clothing Allowance	800	400	400	400
Clothing Maintenance	1,950	1,575	1,200	1,650
	\$ 2,349,086	\$ 2,157,903	\$ 2,020,337	\$ 2,178,987
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ —	\$ 180
Tuition & Registration Fees	660	300	559	300
Professional Dues & Subscript	—	—	435	360
	\$ 660	\$ 300	\$ 994	\$ 840
Utilities				
Brokered Gas Supply	\$ 516,136	\$ 257,902	\$ 367,805	\$ 441,366
Gas	355,978	236,279	222,844	267,413
Electricity - Cpp	840,863	1,066,568	985,086	1,014,640
Electricity - Other	155,518	122,186	135,402	139,464
Security & Monitoring System	11,235	25,136	9,999	15,000
Contractual Utilities	94,933	37,403	42,595	99,000
	\$ 1,974,663	\$ 1,745,474	\$ 1,763,731	\$ 1,976,883



Department of Public Works

DIVISION OF RECREATION

Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Contractual Services				
Professional Services	\$ 23,033	\$ 27,197	\$ 20,302	\$ 33,780
Mileage (Private Auto)	1,164	1,076	533	1,000
Parking In City Facilities	13,891	8,458	11,089	7,840
Other Contractual	1,272,721	1,461,369	1,284,443	1,281,609
	\$ 1,310,809	\$ 1,498,100	\$ 1,316,367	\$ 1,324,229
Materials & Supplies				
Office Supplies	\$ 2,968	\$ —	\$ —	\$ —
Computer Hardware	—	—	636	—
Chemical	77,350	77,515	73,578	102,400
Clothing	3,049	8,175	2,953	7,835
Hardware & Small Tools	1,456	—	—	—
Small Equipment	4,756	1,000	3,196	8,000
Electrical Supplies	—	—	5,975	2,250
Hygiene And Cleaning Supplies	3,277	5,478	1,395	3,600
Aquatics (Pool) Supplies	26,868	28,363	29,645	27,000
Playground Equipment And Suppl	12,689	8,204	14,890	15,000
Medical Supplies	2,196	7,997	1,166	1,350
Food	30,270	29,792	31,661	27,000
Paper And Other Printing Suppl	—	1,373	174	1,350
Other Supplies	8,729	20,127	709	3,800
Arts & Crafts Supplies	17,302	17,537	25,290	25,000
Sporting Goods Supplies	19,574	16,634	34,343	30,000
Just In Time Office Supplies	1,042	4,561	3,130	8,300
Building Maintenance Supplies	—	2,758	—	—
	\$ 211,526	\$ 229,513	\$ 228,740	\$ 262,885
Maintenance				
Maintenance Contracts	\$ 3,760	\$ 3,996	\$ 3,760	\$ 3,600
Maintenance Machinery & Tools	8,000	8,398	6,870	8,000
Maintenance Fire Apparatus	4,000	2,394	3,101	7,000
Car Washes	449	—	569	450
Maintenance Misc. Equipment	4,575	3,775	3,975	4,000
Maintenance Building	—	300	—	—
	\$ 20,784	\$ 18,863	\$ 18,275	\$ 23,050
Interdepart Service Charges				
Charges From Telephone Exch	\$ 84,852	\$ 102,945	\$ 164,712	\$ 181,090
Charges From Radio Comm System	1,387	1,965	1,187	6,347
Charges From W.P.C.	—	2,880	1,307	—
Charges From Print & Repro	23,353	24,130	20,004	22,682

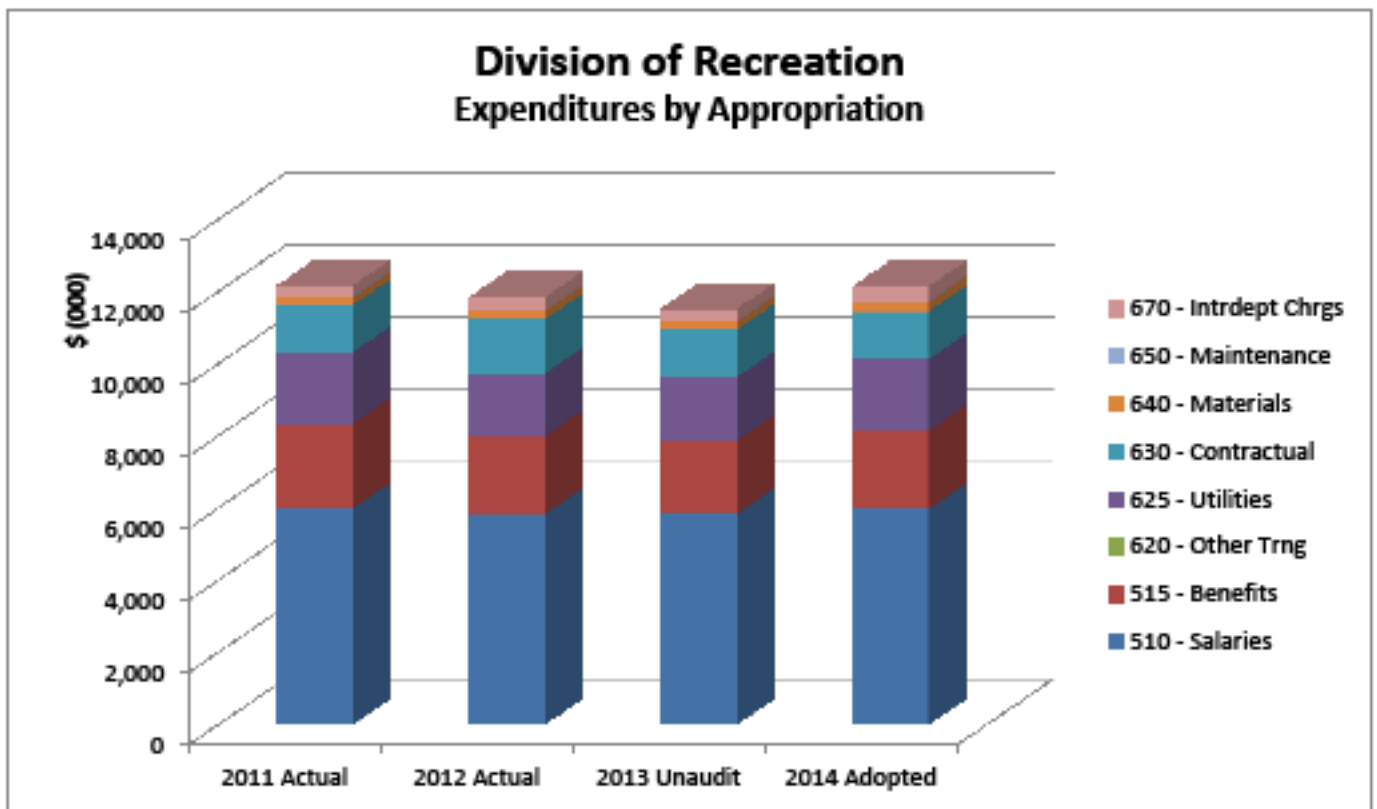
DIVISION OF RECREATION

Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges From Central Storeroom	1,002	593	993	1,047
Charges From M.V.M.	172,440	202,190	121,896	176,982
Charges From Waste Collection	18,357	19,204	17,403	20,000
	\$ 301,392	\$ 353,907	\$ 327,501	\$ 408,148
	\$ 12,165,370	\$ 11,841,361	\$ 11,525,967	\$ 12,149,793

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges For Services	\$ 17,427	\$ 94,275	\$ 7,600	\$ 15,000
Grant Revenue	—	—	26,287	—
Licenses & Permits	9,178	3,092	542	—
Miscellaneous	91,903	29,608	90,388	9,000
	\$ 118,508	\$ 126,975	\$ 124,817	\$ 24,000





Department of Public Works

DIVISION OF RECREATION

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Commissioner of Recreation	42,758.15	152,120.83
2	1	2	Deputy Commissioner of Recreation	26,273.96	84,984.86
6	6	6	Manager of Recreation	40,000.00	80,438.24
9	8	9			
<u>ADMINISTRATIVE SUPPORT</u>					
11	9	11	Junior Clerk	11.97	14.14
1	1	1	Private Secretary	10.00	21.21
2	2	2	Secretary	10.00	17.69
14	12	14			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Manager	27,193.55	104,891.07
5	4	4	Assistant Manager of Recreation	20,092.80	58,564.01
1	1	1	Deputy Project Director	20,092.80	64,734.08
1	0	1	Project Coordinator	27,325.56	93,021.80
23	23	23	Recreation Center Manager	32,500.00	73,916.85
31	29	30			
<u>SERVICE & MAINTENANCE</u>					
1	0	0	Municipal Service Laborer	15.95	17.95
0	1	1	Real Estate Maintenance Man	16.86	18.86
1	1	1			
<u>TECHNICIAN</u>					
20	17	20	Physical Director	10.00	19.93
1	0	0	Recreation Instructor I	10.00	17.45
30	31	34	Recreation Instructor II	10.00	18.11
3	1	1	Recreation Instructor III	10.00	19.16
54	49	55			
109	99	109	TOTAL FULL TIME		
188	74	188	TOTAL PART TIME		
216	9	216	TOTAL SEASONAL*		
513	182	513	TOTAL DIVISION		

* Seasonals are reflected during peak periods May - September



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.



Department of Public Works

DIVISION OF PROPERTY MANAGEMENT

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 3,278,198	\$ 3,286,906	\$ 3,588,557	\$ 3,752,332
Part-Time Permanent	34,099	35,000	36,738	36,500
Injury Pay	—	2,333	—	—
Longevity	38,350	30,875	27,400	28,800
Separation Payments	90,497	39,629	52,355	—
Overtime	231,466	260,319	230,483	184,979
	\$ 3,672,610	\$ 3,655,061	\$ 3,935,532	\$ 4,002,611
Benefits				
Hospitalization	\$ 562,735	\$ 518,850	\$ 562,943	\$ 624,432
Flex Save Admin Fees	—	60	—	—
Prescription	110,277	107,743	110,029	117,132
Dental	39,751	37,699	38,907	41,760
Vision Care	4,185	4,002	4,125	4,489
Public Employees Retire System	502,586	504,649	522,902	560,366
Fica-Medicare	47,154	47,790	52,803	56,231
Workers' Compensation	321,443	155,804	260,210	111,845
Life Insurance	3,304	3,158	3,000	3,091
Unemployment Compensation	17,816	3,894	—	—
Clothing Allowance	2,170	2,010	2,250	2,780
Tool Insurance	1,350	1,050	750	900
Clothing Maintenance	8,025	7,300	7,525	7,725
	\$ 1,620,796	\$ 1,394,009	\$ 1,565,444	\$ 1,530,751
Other Training & Professional Dues				
Tuition & Registration Fees	\$ 150	\$ —	\$ —	\$ 650
Professional Dues & Subscript	230	360	470	650
	\$ 380	\$ 360	\$ 470	\$ 1,300
Utilities				
Brokered Gas Supply	\$ 11,616	\$ 19,010	\$ 23,854	\$ 28,626
Gas	38,532	14,394	11,643	13,975
Electricity - Cpp	447,059	450,287	443,381	456,685
Electricity - Other	382,548	335,687	282,380	290,855
Steam	925,503	926,038	899,458	920,171
Security & Monitoring System	348	4,400	—	—
	\$ 1,805,606	\$ 1,749,816	\$ 1,660,716	\$ 1,710,312
Contractual Services				
Professional Services	\$ —	\$ —	\$ 270,000	\$ —
Security Services	67,059	45,708	65,645	75,000
Medical Services	—	—	74	—

DIVISION OF PROPERTY MANAGEMENT

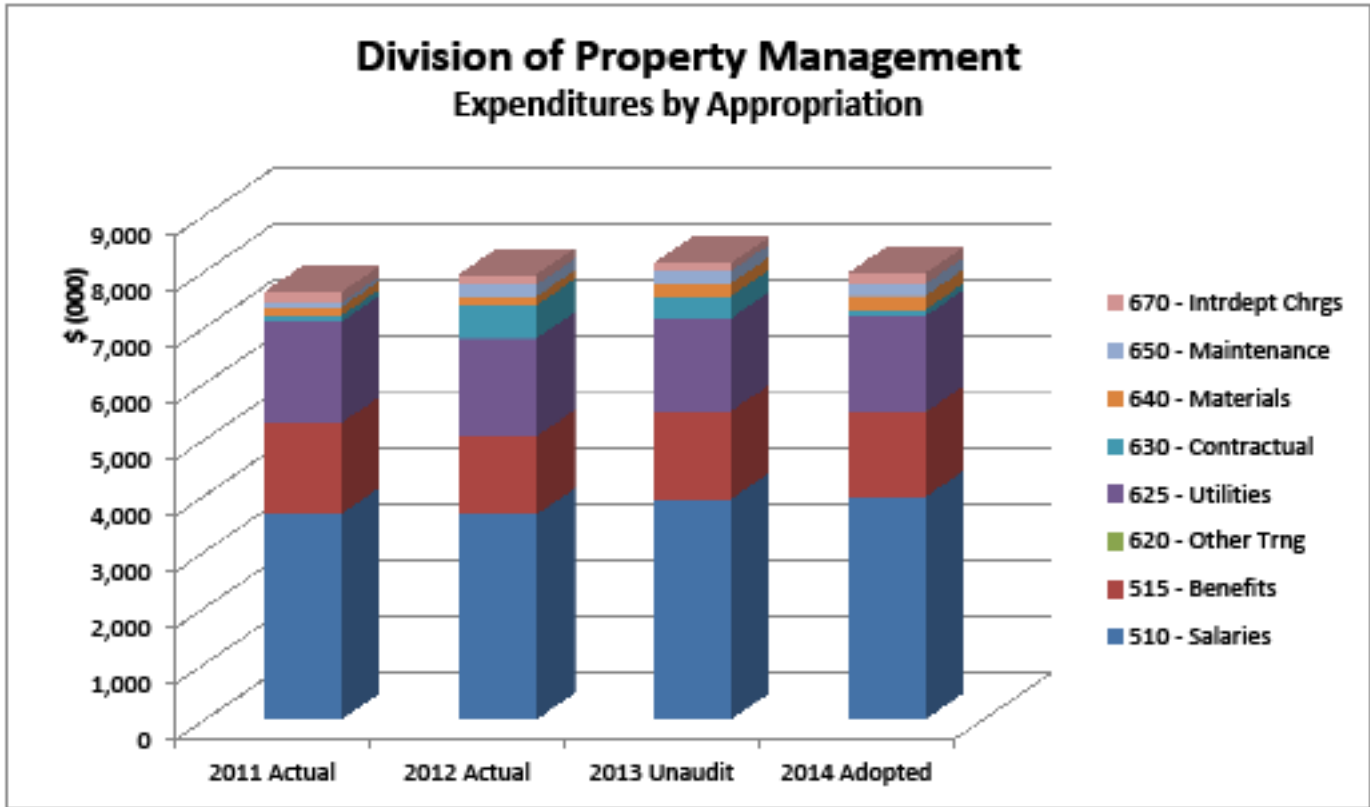
Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Parking In City Facilities	5,521	4,681	4,843	3,600
Other Contractual	38,303	534,800	53,755	34,800
	\$ 110,882	\$ 585,188	\$ 394,317	\$ 113,400
Materials & Supplies				
Office Supplies	\$ 442	\$ —	\$ —	\$ —
Chemical	—	—	—	4,500
Clothing	4,544	9,651	5,200	10,000
Hardware & Small Tools	—	—	—	1,000
Boilers, Heaters & Cool Equip	4	—	—	—
Electrical Supplies	16,850	14,355	34,691	45,000
Hygiene And Cleaning Supplies	124,192	98,467	154,865	165,000
Plumbing Supplies And Equip	62	—	—	—
Heating And Air Filters	—	12,000	—	5,000
Medical Supplies	—	—	—	800
Other Supplies	310	17,304	4,547	—
Safety Equipment	—	—	10,000	2,500
Just In Time Office Supplies	142	1,254	1,490	1,750
Building Maintenance Supplies	2,569	6,768	11,558	14,950
	\$ 149,115	\$ 159,798	\$ 222,351	\$ 250,500
Maintenance				
Maintenance Contracts	\$ 2,000	\$ —	\$ 2,940	\$ 5,400
Maintenance Machinery & Tools	43,798	132,439	117,641	125,000
Maintenance Fire Apparatus	30,000	70,000	70,000	70,000
Maintenance Utility Systems	—	1,000	1,075	1,000
Maintenance Building	2,251	5,784	32,500	8,100
	\$ 78,049	\$ 209,222	\$ 224,156	\$ 209,500
Interdepart Service Charges				
Charges From Telephone Exch	\$ 31,949	\$ 31,269	\$ 30,937	\$ 34,013
Charges From Radio Comm System	3,835	3,136	307	9,520
Charges From Water	—	—	—	450
Charges From W.P.C.	461	922	—	900
Charges From Print & Repro	5,133	2,912	3,094	3,508
Charges From Central Storeroom	51	67	70	74
Charges From M.V.M.	134,832	140,792	100,254	133,978
Charges From Waste Collection	12,802	5,118	2,185	10,000
Charges From Parks Maintenance	116	—	—	—
	\$ 189,179	\$ 184,217	\$ 136,848	\$ 192,443
	\$ 7,626,617	\$ 7,937,672	\$ 8,139,834	\$ 8,010,817



Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges For Services	\$ 469,517	\$ 537,939	\$ 484,238	\$ 425,000
Grant Revenue	—	—	5,001	—
Miscellaneous	1,383,724	869,402	1,112,033	1,300,000
	\$ 1,853,241	\$ 1,407,341	\$ 1,601,272	\$ 1,725,000



DIVISION OF PROPERTY MANAGEMENT

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Commissioner of Property Management	45,201.46	150,984.16
1	1	1	Manager of Enterprise Unit	23,647.11	80,438.24
1	1	1	Manager of General Maintenance	23,647.11	80,438.24
<u>3</u>	<u>3</u>	<u>3</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	0	1	Private Secretary	10.00	21.21
<u>1</u>	<u>0</u>	<u>1</u>			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Manager	27,193.55	104,891.07
2	2	2	Assistant Custodian	20,800.00	49,927.75
1	1	1	Building Manager	23,647.11	80,438.24
6	5	6	Building Stationary Engineer	18.52	19.33
<u>10</u>	<u>9</u>	<u>10</u>			
<u>SERVICE & MAINTENANCE</u>					
27	26	28	Custodial Worker	10.00	15.42
1	1	2	Custodial Worker Supervisor	18.72	20.72
1	1	1	Custodian	26,273.96	72,945.53
1	0	0	Greenskeeper	20.97	22.97
2	2	2	Guard	10.00	17.39
1	1	1	Mechanical Handyman	16.62	18.62
9	9	9	Municipal Service Laborer	15.95	17.95
<u>42</u>	<u>40</u>	<u>43</u>			
<u>SKILLED CRAFT</u>					
1	1	1	Chief Building Stationary Engineer	19.80	20.64
2	1	2	Carpenter	36.13	45.15
1	1	1	Carpenter Unit Leader	37.37	46.30
1	1	1	Cement Finisher	36.67	45.84
4	4	4	Electrical Worker	45.13	56.41
2	2	2	Painter	31.86	39.82
1	1	1	Painter Foreman	33.11	40.82



Department of Public Works

DIVISION OF PROPERTY MANAGEMENT

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
1	1	1	Plasterer	35.46	44.33
6	5	5	Plumber	44.18	55.23
0	1	1	Plumber Foreman	45.43	56.73
1	1	1	Roofer	36.72	45.90
1	1	1	Sheetmetal Worker	45.23	56.54
<u>21</u>	<u>20</u>	<u>21</u>			
<u>77</u>	<u>72</u>	<u>78</u>	TOTAL FULL TIME		
<u>1</u>	<u>1</u>	<u>1</u>	TOTAL PART TIME		
<u>78</u>	<u>73</u>	<u>79</u>	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 lots, 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. Provide educational and recreational programs related to horticulture and plant life development.

PROGRAM NAME: LOT CUTTING AND CLEANING

OBJECTIVES: To keep vacant lots within the City aesthetically pleasing and to eliminate health and safety hazards.

ACTIVITIES: Cut weeds and remove debris from vacant lots. Investigate Protests related to bills for Vacant Lot cleaning activities.

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 hazard-free 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.



Department of Public Works

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

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 4,744,940	\$ 4,287,002	\$ 4,217,286	\$ 4,518,015
Seasonal	427,707	891,068	1,235,822	1,263,771
Part-Time Permanent	—	—	8,063	—
Injury Pay	2,127	—	540	—
Longevity	58,200	53,900	45,800	47,925
Separation Payments	74,620	107,424	37,286	—
Overtime	117,904	111,327	119,225	123,930
	\$ 5,425,497	\$ 5,450,720	\$ 5,664,021	\$ 5,953,641
Benefits				
Hospitalization	\$ 1,003,391	\$ 900,151	\$ 864,745	\$ 1,025,282
Flex Save Admin Fees	—	120	48	—
Prescription	171,225	162,483	159,176	194,374
Dental	69,034	63,770	58,604	66,941
Vision Care	6,446	6,001	5,606	6,293
Public Employees Retire System	750,158	747,656	757,920	830,792
Fica-Medicare	64,379	67,510	77,268	84,441
Workers' Compensation	305,810	222,627	168,489	130,635
Life Insurance	5,205	4,611	4,768	4,371
Unemployment Compensation	153,322	84,030	29,805	50,000
Clothing Allowance	37,601	34,450	29,932	35,600
Tool Insurance	2,750	2,750	1,650	2,750
Clothing Maintenance	14,750	14,393	12,589	15,110
	\$ 2,584,071	\$ 2,310,552	\$ 2,170,601	\$ 2,446,589
Other Training & Professional Dues				
Tuition & Registration Fees	\$ 395	\$ 325	\$ 303	\$ 325
	\$ 395	\$ 325	\$ 303	\$ 325
Utilities				
Brokered Gas Supply	\$ 91,109	\$ 57,034	\$ 76,627	\$ 91,952
Gas	73,847	38,756	35,611	42,733
Electricity - Cpp	395,724	394,679	394,807	410,513
Electricity - Other	35,561	38,494	38,246	39,395
Steam	15,356	11,657	12,373	14,987
Security & Monitoring System	3,300	3,851	200	5,439
	\$ 614,897	\$ 544,470	\$ 557,863	\$ 605,019
Contractual Services				
Professional Services	\$ 3,810	\$ —	\$ 3,000	\$ 1,500
Referee Services	375	—	1,550	1,663
Waste Disposal	3,476	3,281	1,520	2,800



Department of Public Works

DIVISION OF PARK MAINTENANCE AND PROPERTIES

Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Medical Services	1,756	1,336	1,896	1,350
Parking In City Facilities	3,070	2,265	1,681	1,320
Property Rental	43,676	43,676	43,676	43,676
Other Contractual	1,890,035	2,143,775	2,010,559	2,169,160
County Aud & Treas Coll Fee	—	—	7,878	—
	\$ 1,946,199	\$ 2,194,333	\$ 2,071,760	\$ 2,221,469
Materials & Supplies				
Computer Software	\$ 2,950	\$ —	\$ —	\$ —
Chemical	—	—	495	900
Salt & De-Icer	9,905	—	4,075	7,200
Clothing	847	1,083	1,345	1,000
Hardware & Small Tools	1,934	7,852	4,428	8,100
Boilers, Heaters & Cool Equip	—	—	5,143	—
Seed, Fertilizer & Herbicide	11,204	4,348	9,800	18,000
Small Equipment	10,946	18,104	43,701	19,400
Fence, Posts & Bars	878	1,000	1,200	900
Hygiene And Cleaning Supplies	3,392	4,645	10,975	4,050
Clay, Soil & Turf	12,328	5,903	7,487	13,520
Playground Equipment And Suppl	5,159	14,854	6,183	14,854
Other Supplies	13,609	19,599	13,566	13,045
Sporting Goods Supplies	213	2,495	556	2,500
Safety Equipment	4,568	5,878	3,983	4,860
Greenhouse Maintenance Suppl	34,057	34,912	36,551	39,000
Just In Time Office Supplies	193	310	205	950
Misc Maintenance Supplies	13,712	11,890	11,717	11,890
	\$ 125,894	\$ 132,874	\$ 161,410	\$ 160,169
Maintenance				
Maintenance Contracts	\$ 7,200	\$ 7,200	\$ 7,200	\$ 9,000
Repair Parts	314,516	298,961	280,449	315,000
Maintenance Misc. Equipment	12	—	—	—
	\$ 321,728	\$ 306,161	\$ 287,649	\$ 324,000
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 6,330	\$ 28,467	\$ 4,608	\$ 3,500
Cuyahoga Cnty Payments/Refunds	744	—	—	—
	\$ 7,074	\$ 28,467	\$ 4,608	\$ 3,500
Interdepart Service Charges				
Charges From Telephone Exch	\$ 71,523	\$ 69,595	\$ 52,541	\$ 57,766
Charges From Radio Comm System	12,745	20,176	8,191	121,857
Charges From W.P.C.	1,128	16,811	3,409	5,000

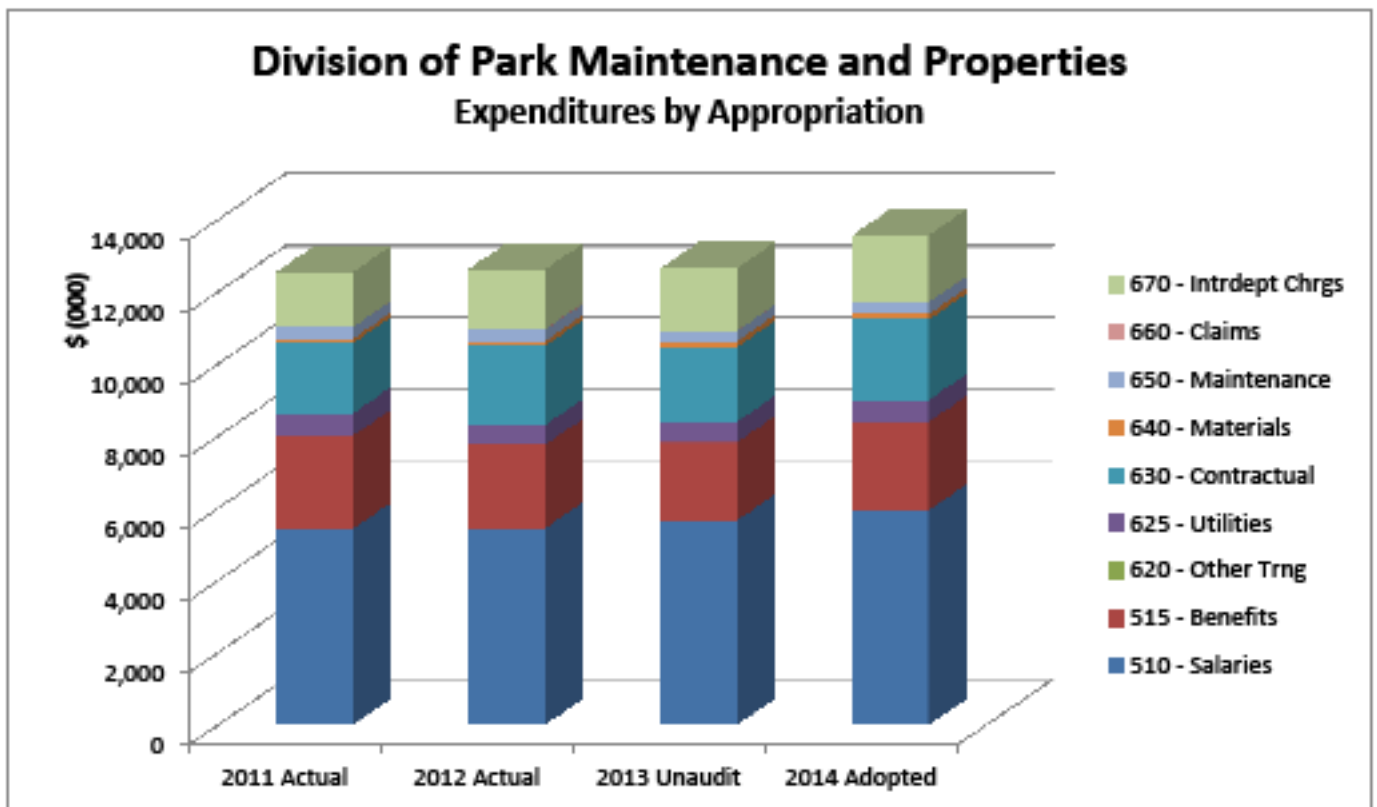
DIVISION OF PARK MAINTENANCE AND PROPERTIES

Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges From Print & Repro	18,151	23,321	19,247	21,825
Charges From Central Storeroom	473	768	2,117	2,235
Charges From M.V.M.	1,170,791	1,226,434	1,360,033	1,350,908
Charges From Waste Collection	245,763	296,851	287,089	295,000
	\$ 1,520,574	\$ 1,653,955	\$ 1,732,628	\$ 1,854,591
	\$ 12,546,329	\$ 12,621,857	\$ 12,650,844	\$ 13,569,303

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges For Services	\$ 110,155	\$ 1,755,421	\$ 913,609	\$ 882,184
Fines, Forfeitures & Settlements	—	—	10	—
Licenses & Permits	3,354	186	10	—
Miscellaneous	101,985	88,218	429,050	81,360
	\$ 215,494	\$ 1,843,824	\$ 1,342,679	\$ 963,544





Department of Public Works

DIVISION OF PARK MAINTENANCE AND PROPERTIES

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Commissioner of Park Maint. & Properties	42,758.15	152,120.83
3	3	3	Manager of Urban Forestry	22,333.40	76,344.01
4	4	4			
<u>ADMINISTRATIVE SUPPORT</u>					
2	2	3	Field Operations Forester	32,445.00	62,378.11
2	1	2	Senior Clerk	12.47	16.58
1	1	1	Storekeeper	16.66	20.76
5	4	6			
<u>PROFESSIONALS</u>					
3	3	3	Administrative Manager	27,193.55	104,891.07
3	3	3			
<u>SERVICE & MAINTENANCE</u>					
3	3	3	Gardener	17.80	19.80
12	12	12	Ground Maintenance Foreman	20.20	22.20
13	13	13	Ground Maintenance Truck Driver II	12.34	19.53
2	2	2	Horticulturist Maintenance Foreman	22.63	24.63
42	37	42	Real Estate Maintenance Worker	16.86	18.86
72	67	72			
<u>SKILLED CRAFT</u>					
9	8	8	Arborist I	17.80	19.80
9	9	9	Arborist II	20.54	22.54
1	0	0	Automobile Repair Unit Leader	17.78	25.70
4	4	5	Automobile Repair Worker	12.60	21.18
23	21	22			
107	99	107	TOTAL FULL TIME		
305	20	305	TOTAL SEASONAL		
412	119	412	TOTAL DIVISION		



DIVISION OF WASTE COLLECTION AND DISPOSAL

Randell Scott, Interim 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, recyclable and city owned public area waste for the citizens of the City of Cleveland.

The division of Waste Collection is committed to providing an efficient collection and disposal 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 addition to the City's current method of waste collection, an automated Pilot Program begun in 2008 and is being provided to 40,000 Cleveland residents. The new system is significantly more efficient and user- friendly, and should encourage more participation in recycling, since items can be recycled curbside. Through this program, residents receive sturdy garbage carts for trash and recycling which can be wheeled to the curb. The new collection program will eventually be city-wide.

The City of Cleveland annually disposes of approximately 230,000 tons of debris. The majority of this debris is processed through the Ridge Road Transfer Station; a city owned operated facility, with a processing capacity of 3,000 tons per day. The remainder of the debris is disposed of via the use of privately owned landfills, Transfer Stations, or Processing Facilities.

In addition to the residential collection service, the Division of Waste Collection offers alternative ways of disposal via the Commercial Collection and Residential Dumping program. The Commercial Collection program provides permanent and temporary dumpster rental services to city residents, city facilities, and Cleveland area businesses at a competitive rate. The Residential Dumping program provides Cleveland residents the ability to dispose of regular solid waste and recyclables at the Ridge Road Transfer Station free of charge with proof of residency.

PROGRAM NAME: RESIDENTIAL COLLECTIONS/CURBSIDE RECYCLING

OBJECTIVES: To remove commingled recyclable commodities from the City's waste stream as well as putrescible and other waste from the City's environment.

- ACTIVITIES:**
- Provide weekly collection of solid waste and recyclables.
 - Conduct on-site inspections concerning appearance of areas served.
 - Provide weekly collection of bulk items.

PROGRAM NAME: WASTE DISPOSAL/COMMODITY PROCESSING

OBJECTIVES: To remove solid waste and to prepare recyclable commodities for marketing (i.e. soft/bale).

- ACTIVITIES:**
- Deliver collected waste to landfill sites.
 - Market and sell recyclables.
 - Collect tires for processing.
 - Operate transfer station.



Department of Public Works

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: Clean up after special events in neighborhoods and downtown.

Improve the appearance of the West Side Market area, downtown streets and parks and municipal buildings.

Repair, replace and service outdoor waste receptacles.

Provide collection of dead animals.

Provide waste container rental through commercial waste collection service.

Provide administrative paper recycling.

DIVISION OF WASTE COLLECTION AND DISPOSAL

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 8,220,421	\$ 7,522,768	\$ 7,927,649	\$ 8,254,507
Seasonal	372,771	326,328	422,945	386,776
Part-Time Permanent	20,319	21,848	16,469	18,314
Injury Pay	3,541	1,689	6,257	—
Longevity	82,525	69,525	66,525	73,750
Wage Settlements	—	—	21,321	—
Separation Payments	192,664	85,112	83,382	—
Overtime	450,277	542,047	574,866	448,437
	\$ 9,342,518	\$ 8,569,316	\$ 9,119,415	\$ 9,181,784
Benefits				
Hospitalization	\$ 1,814,648	\$ 1,535,381	\$ 1,586,818	\$ 1,729,640
Flex Save Admin Fees	—	240	95	—
Prescription	278,429	249,363	249,612	262,346
Dental	120,364	106,801	106,458	108,318
Vision Care	11,633	10,778	10,871	11,272
Public Employees Retire System	1,284,728	1,189,163	1,208,971	1,285,450
Fica-Medicare	111,457	110,453	121,878	126,342
Workers' Compensation	805,583	925,510	819,434	785,650
Life Insurance	9,844	8,706	8,169	8,226
Unemployment Compensation	122,941	83,509	54,580	70,579
Clothing Allowance	83,600	78,300	82,200	78,835
Clothing Maintenance	28,050	26,250	25,938	26,000
	\$ 4,671,277	\$ 4,324,453	\$ 4,275,023	\$ 4,492,658
Other Training & Professional Dues				
Travel	\$ —	\$ 30	\$ —	\$ 1,800
Tuition & Registration Fees	—	—	—	900
Mileage (Priv Auto) Trng Prps	100	—	7	90
Professional Dues & Subscript	181	—	590	270
	\$ 281	\$ 30	\$ 597	\$ 3,060
Utilities				
Brokered Gas Supply	\$ 94,649	\$ 71,950	\$ 94,808	\$ 113,770
Gas	82,487	43,343	48,049	57,659
Electricity - Cpp	181,242	167,485	187,897	193,534
	\$ 358,378	\$ 282,778	\$ 330,754	\$ 364,963
Contractual Services				
Professional Services	\$ 9,999	\$ 79,299	\$ 66,300	\$ 10,000
Referee Services	—	—	—	250
Waste Disposal	6,231,095	6,134,730	5,980,000	5,974,382



Department of Public Works

DIVISION OF WASTE COLLECTION AND DISPOSAL

Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Security Services	928	2,623	558	800
Janitorial Services	2,105	1,985	7,732	2,000
Medical Services	9,442	6,499	7,684	8,000
Waste Disposal Fee - Ohio EPA	1,432,524	1,295,566	1,228,718	1,354,734
Advertising And Public Notice	47,857	32,359	30,929	50,000
Program Promotion	5,742	8,672	10,509	10,000
Parking In City Facilities	1,585	971	574	1,100
Special Assessment	1,400	710	250	3,150
Other Contractual	—	—	170,200	—
Refunds & Miscellaneous	57	—	—	—
Local Match-Grant Programs	15,630	25,421	7,871	50,000
Credit Card Processing Fees	16,517	15,518	17,387	16,000
	\$ 7,774,881	\$ 7,604,352	\$ 7,528,711	\$ 7,480,416
Materials & Supplies				
Office Supplies	\$ 1,617	\$ —	\$ —	\$ 1,500
Postage	33,122	19	5,700	53,550
Computer Supplies	802	—	—	800
Computer Software	—	4,440	—	—
Hardware & Small Tools	1,046	250	210	2,000
Office Furniture & Equipment	—	399	420	—
Fence, Posts & Bars	—	—	—	1,000
Hygiene And Cleaning Supplies	991	2,640	2,029	4,500
Other Supplies	16,813	8,461	17,085	17,000
Safety Equipment	6,028	1,980	3,146	7,000
Just In Time Office Supplies	4,419	2,801	1,743	4,500
	\$ 64,838	\$ 20,991	\$ 30,332	\$ 91,850
Maintenance				
Maintenance Misc. Equipment	\$ 22,124	\$ 24,205	\$ 21,200	\$ 25,000
Maintenance Building	5,278	13,907	4,307	15,000
Repair Of Overhead Doors	5,000	5,000	5,000	5,000
	\$ 32,402	\$ 43,112	\$ 30,507	\$ 45,000
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 4,414	\$ 7,096	\$ 3,250	\$ 8,000
	\$ 4,414	\$ 7,096	\$ 3,250	\$ 8,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 24,992	\$ 24,491	\$ 24,266	\$ 26,856
Charges From Radio Comm System	49,289	98,898	72,665	85,681
Charges From W.P.C.	—	3,920	1,230	—
Charges From Print & Repro	54,842	58,453	47,772	54,169

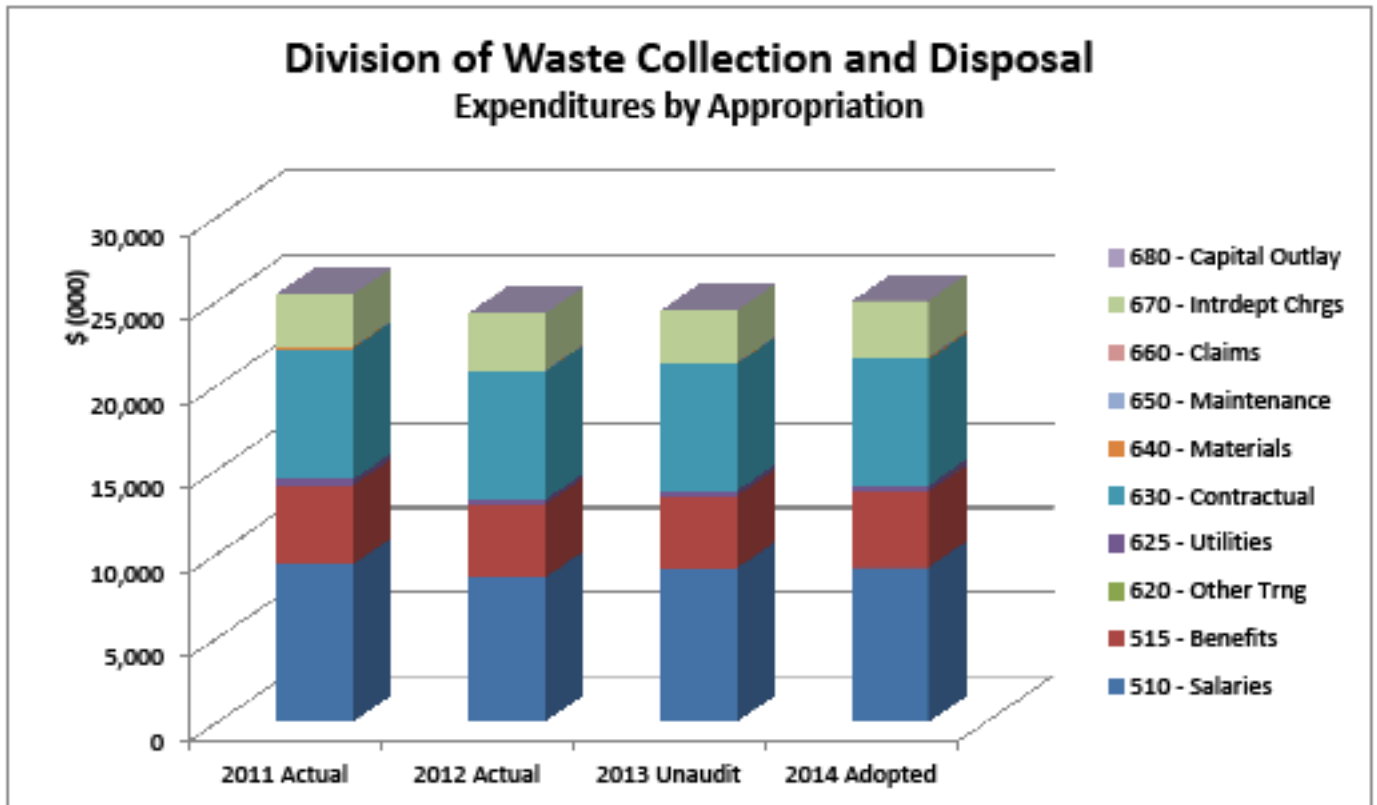
DIVISION OF WASTE COLLECTION AND DISPOSAL

Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges From Central Storeroom	4,550	985	992	1,072
Charges From M.V.M.	2,984,500	3,199,332	2,947,828	3,162,519
	\$ 3,118,173	\$ 3,386,079	\$ 3,094,753	\$ 3,330,297
Capital Outlay				
Computer Hardware	\$ —	\$ 3,756	\$ —	\$ —
	\$ —	\$ 3,756	\$ —	\$ —
	\$ 25,367,162	\$ 24,241,962	\$ 24,413,343	\$ 24,998,028

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges For Services	\$ 13,629,665	\$ 14,321,167	\$ 14,766,882	\$ 14,113,441
Grant Revenue	—	3,500	63,202	—
Licenses & Permits	—	1,769	807	—
Miscellaneous	18,355	2,786	122,400	500
Interest Earnings/Investment Income	36	—	—	—
	\$ 13,648,056	\$ 14,329,222	\$ 14,953,291	\$ 14,113,941





Department of Public Works

DIVISION OF WASTE COLLECTION AND DISPOSAL

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
5	5	5	Asst. Superintendent of Waste Collection	25.54	27.54
1	0	1	Commissioner of Waste Collection & Disposal	40,314.82	136,049.25
1	1	1	General Superintendent of Waste Collection	30,473.96	65,693.91
<u>7</u>	<u>6</u>	<u>7</u>			
<u>PROFESSIONALS</u>					
0	1	1	Project Coordinator	27,325.56	93,021.80
1	1	1	Project Director	22,333.40	82,706.96
<u>1</u>	<u>2</u>	<u>2</u>			
<u>SKILLED CRAFT</u>					
2	2	2	Construction Equipment Operator Group B	38.80	48.50
<u>2</u>	<u>2</u>	<u>2</u>			
<u>SERVICE & MAINTENANCE</u>					
1	1	1	Labor Foreman	20.19	22.19
4	3	4	Municipal Service Laborer	15.95	17.95
2	2	2	Transfer Station Attendant	21.32	23.32
82	63	82	Waste Collection Driver	12.33	19.51
9	9	9	Waste Collection Foreman	20.19	22.19
4	4	4	Waste Collection Foreman I	22.13	24.13
116	101	117	Waste Collector	15.95	17.95
<u>218</u>	<u>183</u>	<u>219</u>			
<u>TECHNICIANS</u>					
1	0	0	Software Analyst	45,000.00	89,875.90
2	1	2	Radio Operator	18.25	20.25
<u>3</u>	<u>1</u>	<u>2</u>			
<u>231</u>	<u>194</u>	<u>232</u>	TOTAL FULL TIME		
<u>10</u>	<u>9</u>	<u>10</u>	TOTAL SEASONAL (Average) *		
<u>1</u>	<u>1</u>	<u>1</u>	TOTAL PART TIME		
<u>242</u>	<u>204</u>	<u>243</u>	TOTAL DIVISION		

* Due to substantial turnover, staffing levels vary throughout the year. Therefore, averages, rather than actual employees are used.



DIVISION OF TRAFFIC ENGINEERING

Robert Mavec, Commissioner

Mission Statement

Maintain and upgrade all Traffic Control Devices within the City of Cleveland

The Division of Traffic Engineering is charged with the planning and geometric design of streets, highways, and abutting lands - particularly as related to safe and efficient traffic operation.

The Division is responsible for the erection and maintenance of all traffic control devices; preparation of drawings, standards and specifications; the determination and layout of parking restrictions; and the design and placement of pavement markings, traffic signs and traffic control devices.

PROGRAM NAME: FADED SIGN PROGRAM

OBJECTIVES: Replace missing and badly faded signs.

ACTIVITIES: Check old records against what is currently installed to verify correctness, also replace any faded or missing signs within the area.

PROGRAM NAME: LED SIGNAL LAMP PROGRAM

OBJECTIVES: Save on energy costs and provide a much more reliable signal lamp.

ACTIVITIES: Replace entire intersection s with the 7-year LED signal lamps whereas the current incandescent bulb life ids about 6-months.

PROGRAM NAME: PAVEMENT MARKINGS

OBJECTIVES: Ensure that all pavement markings are clear and visible.

ACTIVITIES: The Division paints all pavement markings once a year during the Spring, Summer, and Fall months. The Division is responsible for over 5,000 crosswalks, 5,000 stop bars, 4,300 pavement arrows, and 630 miles of lane lines.

PROGRAM NAME: TRAFFIC SIGNALIZATION PROGRAM

OBJECTIVES: Maintain and upgrade all traffic signals within the City of Cleveland.

ACTIVITIES: Upgrade signal corridors throughout the City of Cleveland. Also replace old mechanical signal controllers with new Solid State traffic controllers that are more reliable and have the ability to adjust with changing traffic patterns.



Department of Public Works

DIVISION OF TRAFFIC ENGINEERING

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,907,947	\$ 1,745,927	\$ 1,548,939	\$ 1,796,587
Longevity	18,275	16,600	12,075	14,450
Separation Payments	28,371	39,617	78,160	—
Overtime	104,974	111,266	120,793	93,000
	\$ 2,059,567	\$ 1,913,409	\$ 1,759,967	\$ 1,904,037
Benefits				
Hospitalization	\$ 329,460	\$ 276,860	\$ 234,947	\$ 302,891
Prescription	66,431	58,797	48,225	61,544
Dental	23,170	20,128	16,230	19,951
Vision Care	2,523	2,235	1,861	2,261
Public Employees Retire System	284,609	263,497	226,227	266,565
Fica-Medicare	18,760	18,835	18,779	22,863
Workers' Compensation	116,223	56,890	67,116	51,135
Life Insurance	1,680	1,486	1,158	1,388
Unemployment Compensation	6,192	—	—	—
Clothing Allowance	23,220	21,510	15,440	20,520
Clothing Maintenance	6,825	5,775	2,625	5,250
	\$ 879,093	\$ 726,011	\$ 632,607	\$ 754,368
Utilities				
Brokered Gas Supply	\$ 2,025	\$ 9,009	\$ 11,795	\$ 14,154
Gas	21,473	2,849	3,158	3,790
Electricity - Cpp	216,305	211,528	221,131	227,765
Electricity - Other	223,508	183,743	201,462	207,506
	\$ 463,311	\$ 407,128	\$ 437,546	\$ 453,215
Contractual Services				
Professional Services	\$ 4,429	\$ 503	\$ 863	\$ —
Parking In City Facilities	4,040	4,690	4,918	5,000
Other Contractual	15,505	27,375	30,000	30,000
	\$ 23,974	\$ 32,568	\$ 35,781	\$ 35,000
Materials & Supplies				
Clothing	\$ —	\$ —	\$ —	\$ 1,500
Hardware & Small Tools	4,516	504	15,425	10,000
Electrical Supplies	—	—	675	1,000
Hygiene And Cleaning Supplies	—	—	—	500
Other Supplies	101,296	92,858	78,843	99,685
Bridge Maintenance Supplies	135	1,081	556	—
Just In Time Office Supplies	435	3,110	328	1,000
	\$ 106,382	\$ 97,552	\$ 95,827	\$ 113,685



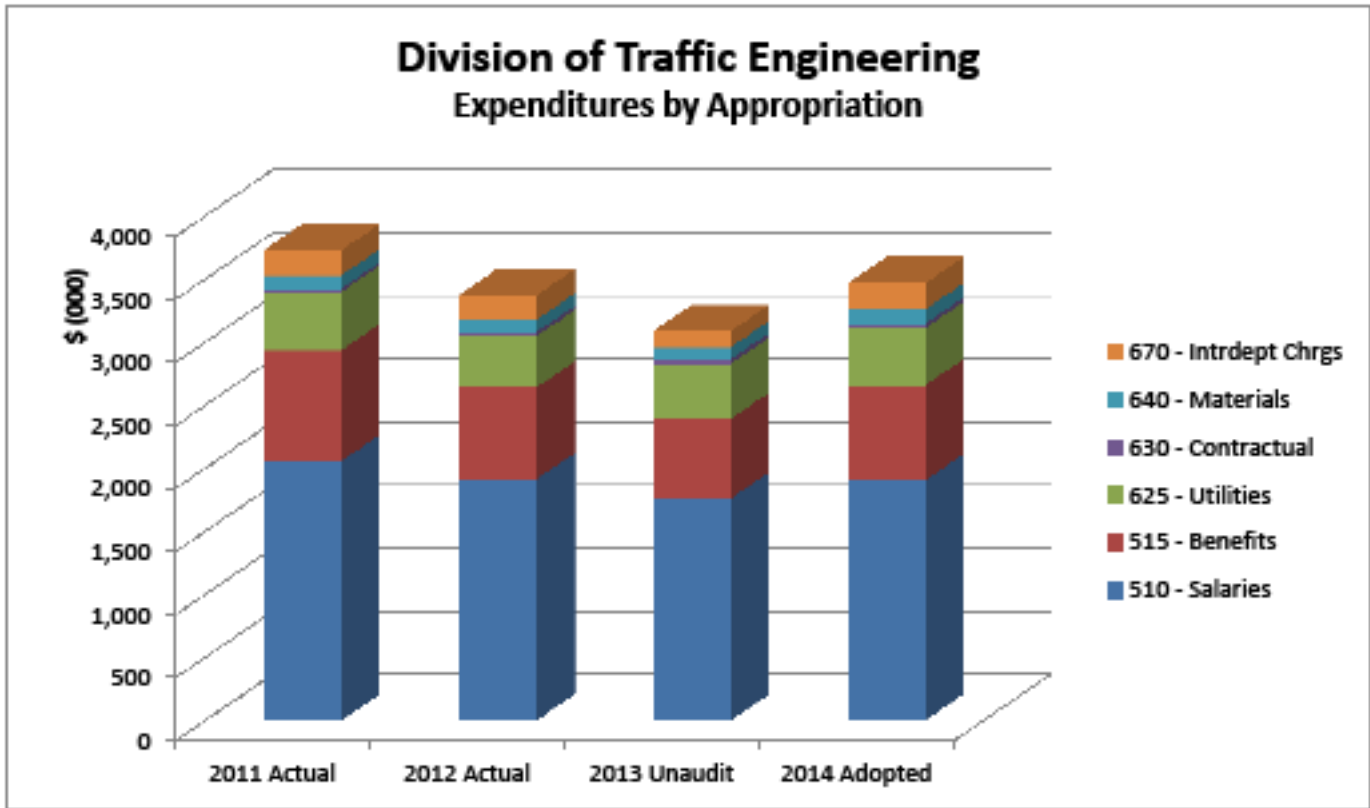
DIVISION OF TRAFFIC ENGINEERING

Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 23,559	\$ 24,923	\$ 26,441	\$ 29,070
Charges From Radio Comm System	2,379	2,060	547	18,405
Charges From W.P.C.	—	846	538	—
Charges From Print & Repro	2,049	1,846	5,386	6,107
Charges From Central Storeroom	86	90	68	72
Charges From M.V.M.	168,448	164,924	93,612	152,195
	\$ 196,521	\$ 194,689	\$ 126,592	\$ 205,849
	\$ 3,728,848	\$ 3,371,358	\$ 3,088,321	\$ 3,466,154

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges For Services	\$ 1,064	\$ 268	\$ 4,691	\$ 2,000
Grant Revenue	—	—	93,359	—
Licenses & Permits	6,500	6,000	6,300	6,000
Miscellaneous	41,505	43,804	52,705	55,800
	\$ 49,069	\$ 50,072	\$ 157,055	\$ 63,800





DIVISION OF TRAFFIC ENGINEERING

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	Budget 2013	Budget 2014		December 2013	Minimum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Commissioner of Traffic Engineering & Parking	42,758.15	131,098.50
1	1	1			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Principal Clerk	14.88	20.10
1	1	1			
<u>PROFESSIONALS</u>					
1	1	1	Consulting Engineer	36,000.00	97,860.03
1	1	1	Engineer	22.78	34.79
2	2	2			
<u>SKILLED CRAFT</u>					
6	6	8	Low Tension Lineman	28.15	28.70
2	1	0	Low Tension Trouble Lineman	31.50	32.04
2	1	1	Sign Painter Unit Leader	24.23	35.82
10	8	9			
<u>SERVICE & MAINTENANCE</u>					
2	2	3	Traffic Sign Process Operator	13.28	26.10
12	12	12	Traffic Sign & Marking Technician	16.57	17.69
14	14	15			
<u>TECHNICIANS</u>					
1	1	1	Chief of Traffic Signal Unit	18.60	37.91
2	1	2	Traffic Sign Marking Supervisor	13.28	26.06
3	1	3	Traffic Signal Control Technician	33.34	33.89
6	3	6			
34	29	34	TOTAL FULL TIME		
34	29	34	TOTAL DIVISION		



Department of Public Works

DIVISION OF PARKING FACILITIES

Antionette Thompson, 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.

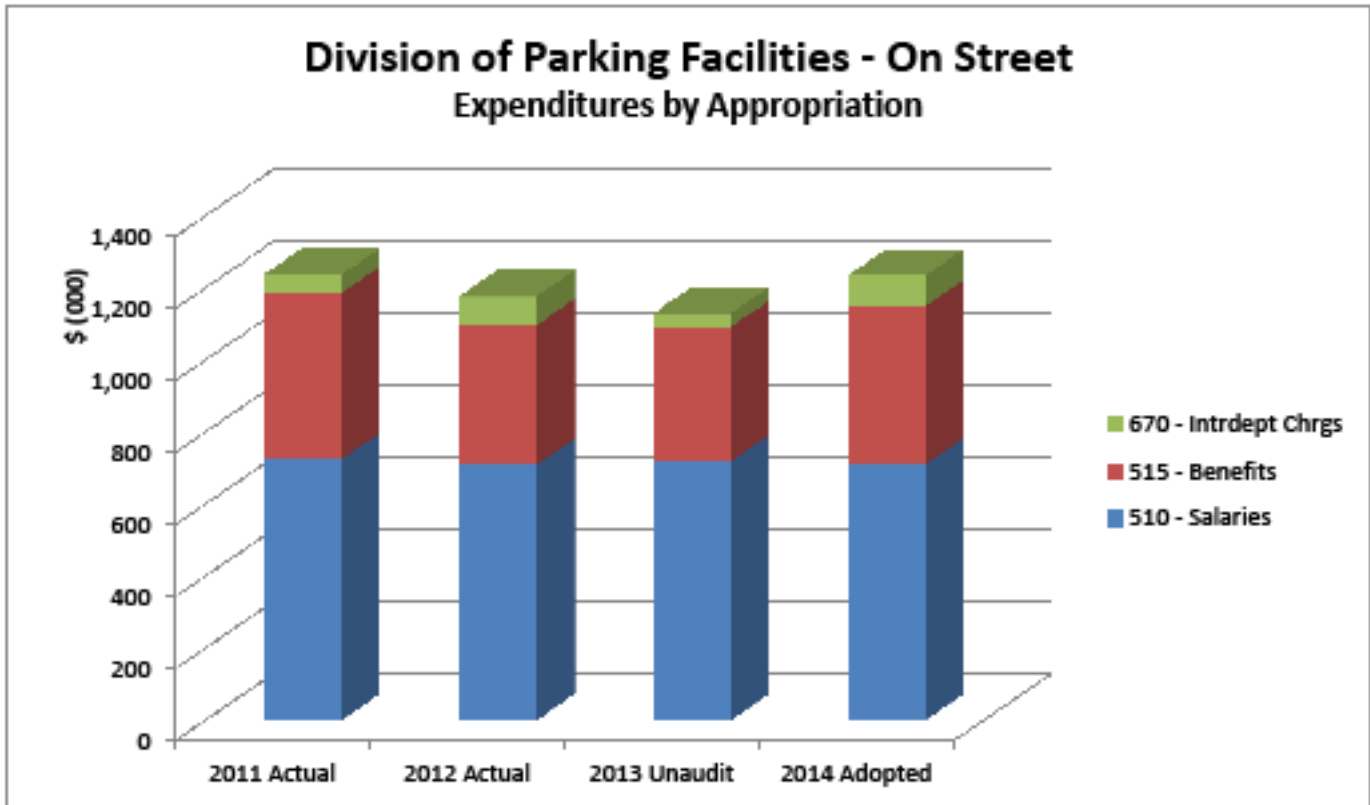
DIVISION OF PARKING FACILITIES

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 700,282	\$ 672,624	\$ 700,550	\$ 698,633
Injury Pay	—	—	123	—
Longevity	7,275	7,275	6,300	6,550
Separation Payments	1,256	9,422	4,813	—
Overtime	16,315	18,940	7,365	5,000
	\$ 725,128	\$ 708,261	\$ 719,151	\$ 710,183
Benefits				
Hospitalization	\$ 247,650	\$ 185,110	\$ 179,718	\$ 226,433
Prescription	38,758	38,263	35,790	39,200
Dental	14,373	13,809	12,956	15,355
Vision Care	1,315	1,251	1,161	1,283
Public Employees Retire System	101,016	97,890	96,852	98,502
Fica-Medicare	8,733	8,560	9,212	9,790
Workers' Compensation	34,175	30,123	28,940	27,000
Life Insurance	941	902	856	861
Unemployment Compensation	5,880	5,130	—	13,026
Clothing Allowance	5,050	4,975	4,725	4,725
Clothing Maintenance	2,838	2,800	2,683	2,625
	\$ 460,730	\$ 388,813	\$ 372,894	\$ 438,800
Interdepart Service Charges				
Charges From Telephone Exch	\$ 15,073	\$ 5,914	\$ 14,147	\$ 15,554
Charges From Radio Comm System	—	—	—	21,579
Charges From Print & Repro	500	375	1,060	1,202
Charges From M.V.M.	35,851	72,853	22,947	46,926
	\$ 51,425	\$ 79,142	\$ 38,154	\$ 85,261
	\$ 1,237,282	\$ 1,176,216	\$ 1,130,199	\$ 1,234,244

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges For Services	\$ 24,000	\$ 8,000	\$ —	\$ —
Miscellaneous	23	—	9,372	—
	\$ 24,023	\$ 8,000	\$ 9,372	\$ —





DIVISION OF PARKING FACILITIES

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	Budget 2013	Budget 2014		Minimum	Maximum
<u>PROFESSIONALS</u>					
2	2	2	Supervisor of Parking Enforcement	20,800.00	41,895.39
2	2	2			
<u>SERVICE & MAINTENANCE</u>					
16	16	16	Parking Enforcement Officer	10.00	15.40
16	16	16			
<u>TECHNICIANS</u>					
1	0	0	Parking Meter Collector	21.32	23.32
1	1	1	Parking Meter Foreman	24,679.38	42,476.36
2	1	2	Parking Meter Serviceman	16.49	17.19
4	2	3			
22	20	21	TOTAL FULL TIME		
22	20	21	TOTAL DIVISION		



Department of Public Works

PARKING LOTS GENERAL OPERATIONS - (OFF-STREET)

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 631,504	\$ 637,842	\$ 609,520	\$ 725,399
Military Leave	401	963	217	—
Part-Time Permanent	94,433	100,443	91,442	133,000
Longevity	7,950	7,975	7,775	9,050
Separation Payments	3,259	2,717	29,287	—
Overtime	45,418	60,807	49,630	59,280
	\$ 782,964	\$ 810,747	\$ 787,871	\$ 926,729
Benefits				
Hospitalization	\$ 104,695	\$ 106,530	\$ 115,688	\$ 129,494
Prescription	21,343	24,835	25,834	26,473
Dental	7,348	7,929	7,793	7,849
Vision Care	1,048	1,061	999	1,120
Public Employees Retire System	108,490	112,951	102,409	129,742
Fica-Medicare	9,474	10,307	10,749	13,013
Workers' Compensation	14,903	12,692	11,202	10,110
Life Insurance	705	695	656	697
Unemployment Compensation	—	—	6,038	13,026
Clothing Allowance	3,550	3,150	3,225	3,475
Clothing Maintenance	600	450	600	600
	\$ 272,155	\$ 280,600	\$ 285,192	\$ 335,599
Other Training & Professional Dues				
Professional Dues & Subscript	\$ 325	\$ 325	\$ 2,195	\$ 800
	\$ 325	\$ 325	\$ 2,195	\$ 800
Utilities				
Electricity - Cpp	\$ 187,676	\$ 180,046	\$ 178,164	\$ 190,676
Electricity - Other	10,656	9,131	10,044	10,345
	\$ 198,332	\$ 189,177	\$ 188,208	\$ 201,021
Contractual Services				
Professional Services	\$ 1,719,260	\$ 1,515,890	\$ 1,544,573	\$ 1,700,000
Security Services	—	—	39,737	20,000
Taxes	185,556	185,129	221,638	222,000
Parking Tax	515,912	386,326	393,332	394,155
Property Rental	110,563	110,563	99,612	100,000
Equipment Rental	—	—	22,999	13,000
Other Contractual	12,135	10,000	31,900	13,000
Bank Service Fees	42,071	42,549	5,116	78,000
Credit Card Processing Fees	34,174	37,957	39,476	33,000
	\$ 2,619,671	\$ 2,288,415	\$ 2,398,383	\$ 2,573,155

PARKING LOTS GENERAL OPERATIONS - (OFF-STREET)

Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Materials & Supplies				
Office Supplies	\$ 737	\$ —	\$ —	\$ —
Computer Software	25	—	—	—
Clothing	6,300	8,000	9,999	10,000
Hardware & Small Tools	—	200	1,500	2,000
Welding Supplies & Equipment	—	—	200	100
Electrical Supplies	—	4,895	9,900	15,000
Hygiene And Cleaning Supplies	1,327	—	406	1,350
Medical Supplies	—	—	—	100
Other Supplies	34,841	86,410	31,113	30,000
Special Events Supplies	134	—	—	—
Batteries	—	—	8,055	10,000
Just In Time Office Supplies	1,882	1,846	2,879	3,000
	\$ 45,246	\$ 101,351	\$ 64,052	\$ 71,550
Maintenance				
Maintenance Contracts	\$ 77,070	\$ 104,061	\$ 97,496	\$ 110,000
Repair Parts	—	—	6,500	25,000
Car Washes	299	599	630	1,000
Maintenance Misc. Equipment	645	—	—	—
	\$ 78,014	\$ 104,660	\$ 104,627	\$ 136,000
Claims, Refunds, Maintenance				
Indirect Cost	\$ 127,381	\$ 126,840	\$ 131,341	\$ 127,635
	\$ 127,381	\$ 126,840	\$ 131,341	\$ 127,635
Interdepart Service Charges				
Charges From Telephone Exch	\$ 14,587	\$ 15,529	\$ 13,872	\$ 15,252
Charges From W.P.C.	3,025	336	154	—
Charges From Print & Repro	4,916	6,572	6,931	7,859
Charges From Central Storeroom	52	34	73	77
Charges From M.V.M.	5,425	7,761	10,404	8,048
Charges From Division Of Maint	4,527	264	2,884	8,000
Charges From Waste Collection	1,060	1,040	960	1,500
Charges From Parks Maintenance	72,690	66,046	72,777	75,000
	\$ 106,283	\$ 97,583	\$ 108,055	\$ 115,736
Interfund Subsidies				
Transfer to Other SubClasses	\$ 358,178	\$ 596,308	\$ 823,720	\$ —
	\$ 358,178	\$ 596,308	\$ 823,720	\$ —



Department of Public Works

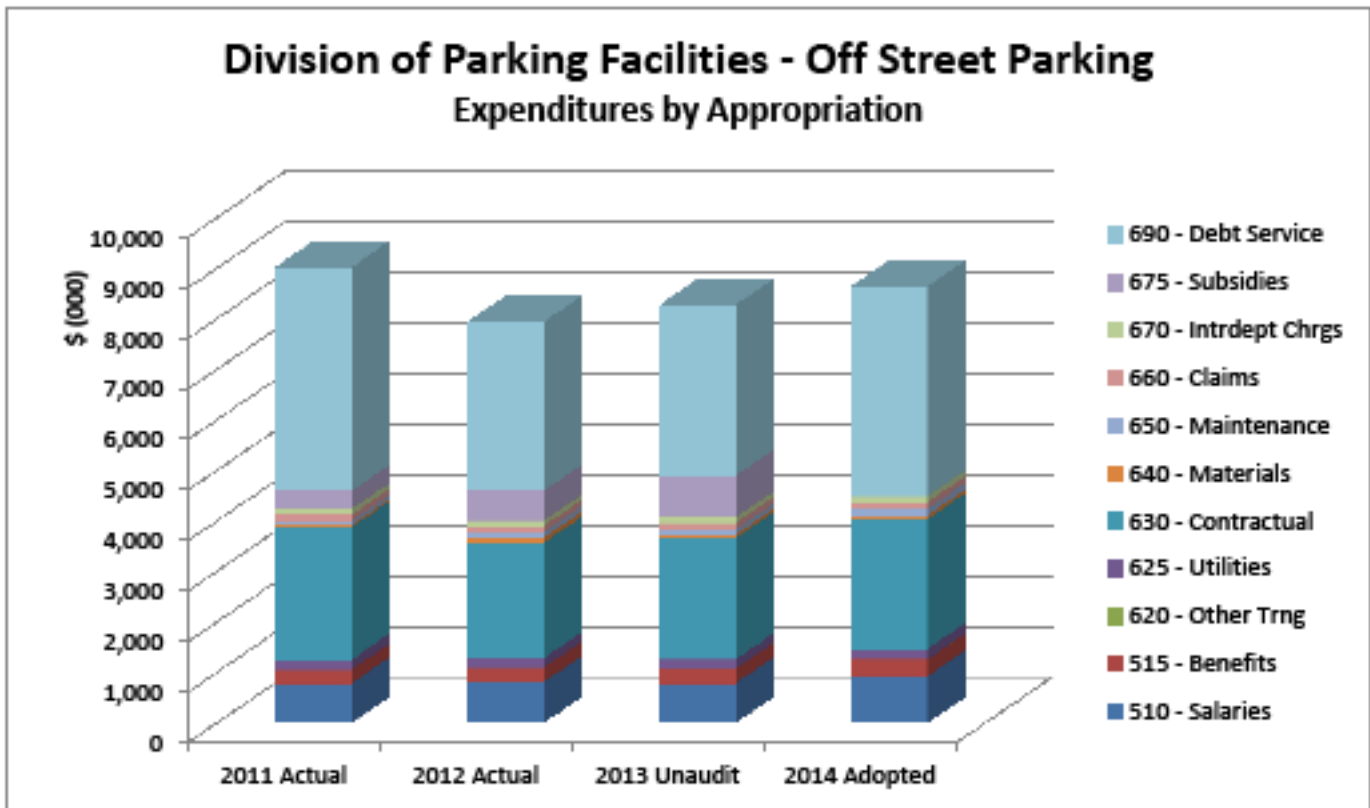
PARKING LOTS GENERAL OPERATIONS - (OFF-STREET)

Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Debt Service				
Principal	\$ 3,005,906	\$ 2,432,386	\$ 1,737,947	\$ 2,713,000
Interest	1,424,297	910,598	1,643,725	1,442,690
	\$ 4,430,203	\$ 3,342,984	\$ 3,381,672	\$ 4,155,690
	\$ 9,018,752	\$ 7,938,990	\$ 8,275,314	\$ 8,643,915

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges For Services	\$ 8,426,024	\$ 7,594,939	\$ 7,552,048	\$ 7,738,940
Miscellaneous	40,596	66,939	291,617	54,000
Other Tax	515,912	386,326	393,332	394,155
Interest Earnings/Investment Income	500	833	398	600
	\$ 8,983,033	\$ 8,049,037	\$ 8,237,394	\$ 8,187,695





PARKING LOTS GENERAL OPERATIONS - (OFF-STREET)

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	0	1	Commissioner of Parking Facilities	40,314.82	136,049.25
2	2	2	Manager of Parking	23,647.11	80,438.24
<u>3</u>	<u>2</u>	<u>3</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
2	2	2	Senior Clerk	12.47	16.58
<u>2</u>	<u>2</u>	<u>2</u>			
<u>PROFESSIONALS</u>					
1	1	1	Accountant IV	20,800.00	61,213.89
1	1	1	Auditor	20,092.80	60,614.58
<u>2</u>	<u>2</u>	<u>2</u>			
<u>SERVICE & MAINTENANCE</u>					
4	4	4	Parking Coordinator	10.00	16.35
4	4	4	Parking Attendant	10.00	16.38
<u>8</u>	<u>8</u>	<u>8</u>			
<u>TECHNICIANS</u>					
2	3	3	Parking Meter Collector	21.32	23.32
<u>2</u>	<u>3</u>	<u>3</u>			
<u>17</u>	<u>17</u>	<u>18</u>	TOTAL FULL TIME		
<u>7</u>	<u>6</u>	<u>17</u>	TOTAL PART TIME		
<u>24</u>	<u>23</u>	<u>35</u>	TOTAL DIVISION		



Department of Public Works

DIVISION OF MOTOR VEHICLE MAINTENANCE

Jeffrey L. Brown, Interim 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 25 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.

DIVISION OF MOTOR VEHICLE MAINTENANCE

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 3,740,030	\$ 3,487,216	\$ 3,628,314	\$ 3,797,873
Military Leave	1,084	—	—	—
Injury Pay	—	4,067	369	—
Longevity	38,850	35,750	36,050	34,800
Wage Settlements	38,830	—	—	—
Separation Payments	—	38,184	74,403	—
Bonus Incentive	—	1,200	1,400	—
Overtime	81,974	60,960	74,943	74,144
	\$ 3,900,768	\$ 3,627,377	\$ 3,815,479	\$ 3,906,817
Benefits				
Hospitalization	\$ 647,547	\$ 593,132	\$ 616,054	\$ 719,970
Flex Save Admin Fees	—	120	68	—
Prescription	132,205	128,514	128,672	145,904
Dental	46,131	45,805	46,710	51,932
Vision Care	4,466	4,204	4,100	4,469
Public Employees Retire System	539,957	504,064	503,836	542,091
Fica-Medicare	41,615	40,844	44,546	47,877
Workers' Compensation	109,091	83,730	100,154	81,084
Life Insurance	3,416	3,148	2,898	3,100
Unemployment Compensation	12,700	3,870	—	—
Clothing Allowance	860	860	860	1,560
Tool Insurance	32,450	29,150	29,700	31,900
Clothing Maintenance	200	200	200	560
	\$ 1,570,638	\$ 1,437,639	\$ 1,477,799	\$ 1,630,447
Other Training & Professional Dues				
Tuition & Registration Fees	\$ 15	\$ 536	\$ 376	\$ 2,000
Professional Dues & Subscript	2,750	3,805	3,967	4,000
	\$ 2,765	\$ 4,341	\$ 4,343	\$ 6,000
Utilities				
Brokered Gas Supply	\$ 110,255	\$ 80,185	\$ 124,556	\$ 146,062
Gas	109,372	28,709	44,325	53,190
Electricity - Cpp	31,232	26,905	22,467	23,141
Security & Monitoring System	3,239	—	4,915	3,200
	\$ 254,098	\$ 135,798	\$ 196,264	\$ 225,593
Contractual Services				
Professional Services	\$ 800	\$ 9,499	\$ —	\$ 3,000
Travel- Non-Training	4	—	—	—
Medical Services	233	212	344	1,000



Department of Public Works

DIVISION OF MOTOR VEHICLE MAINTENANCE

Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Parking In City Facilities	26,037	22,861	21,384	20,000
Towing	114,557	144,942	150,431	150,000
Special Assessment	32,528	34,250	30,853	42,000
Other Contractual	7,413	12,489	4,976	5,000
	\$ 181,572	\$ 224,253	\$ 207,987	\$ 221,000
Materials & Supplies				
Office Supplies	\$ 1,376	\$ —	\$ —	\$ —
Postage	3	—	—	—
Computer Supplies	528	2,552	—	5,000
Computer Software	938	—	708	5,000
Fuel	8,341,147	7,206,103	7,505,513	8,200,000
Fuel Tax	753,646	721,843	706,291	700,000
Chemical	7,500	—	15,000	12,000
Air Compressor Parts	19,816	45,000	9,800	11,000
Fire/Ems Apparatus Parts	79,749	194,990	175,000	175,000
Auto & Light Truck Parts	467,177	1,068,929	1,078,450	1,000,000
Heavy Truck Parts	1,009,740	1,018,000	1,179,515	1,000,000
Construction Equipment Parts	168,700	114,600	174,800	150,000
Snow Removal Equipment Parts	32,800	39,300	63,000	50,000
Clothing	18,791	20,914	15,878	20,000
Sweeper Parts	45,962	149,994	174,998	140,000
Welding Supplies & Equipment	7,494	1,500	3,086	6,000
Mower & Tractor Parts	—	1,527	—	—
Hygiene And Cleaning Supplies	7,000	5,927	5,928	6,000
Painting Equipment & Supplies	9,919	11,440	5,000	15,000
Medical Supplies	1,000	—	—	—
Shop Tools	12	—	—	—
Shop Supplies	3,251	194	2,601	8,000
Other Supplies	5,995	4,247	6,873	7,600
Anti-Freeze	15,000	59,719	—	30,000
Motor Oil & Lubricants	219,223	254,509	168,702	200,000
Batteries	84,946	124,995	99,850	100,000
Tires	834,679	799,822	574,876	650,000
Just In Time Office Supplies	410	1,652	2,450	3,600
Building Maintenance Supplies	6,012	104	5,829	5,000
	\$ 12,142,814	\$ 11,847,863	\$ 11,974,147	\$ 12,499,200
Maintenance				
Maintenance Office Equipment	\$ 3,000	\$ —	\$ —	\$ —



DIVISION OF MOTOR VEHICLE MAINTENANCE

Expenditures (Continued)

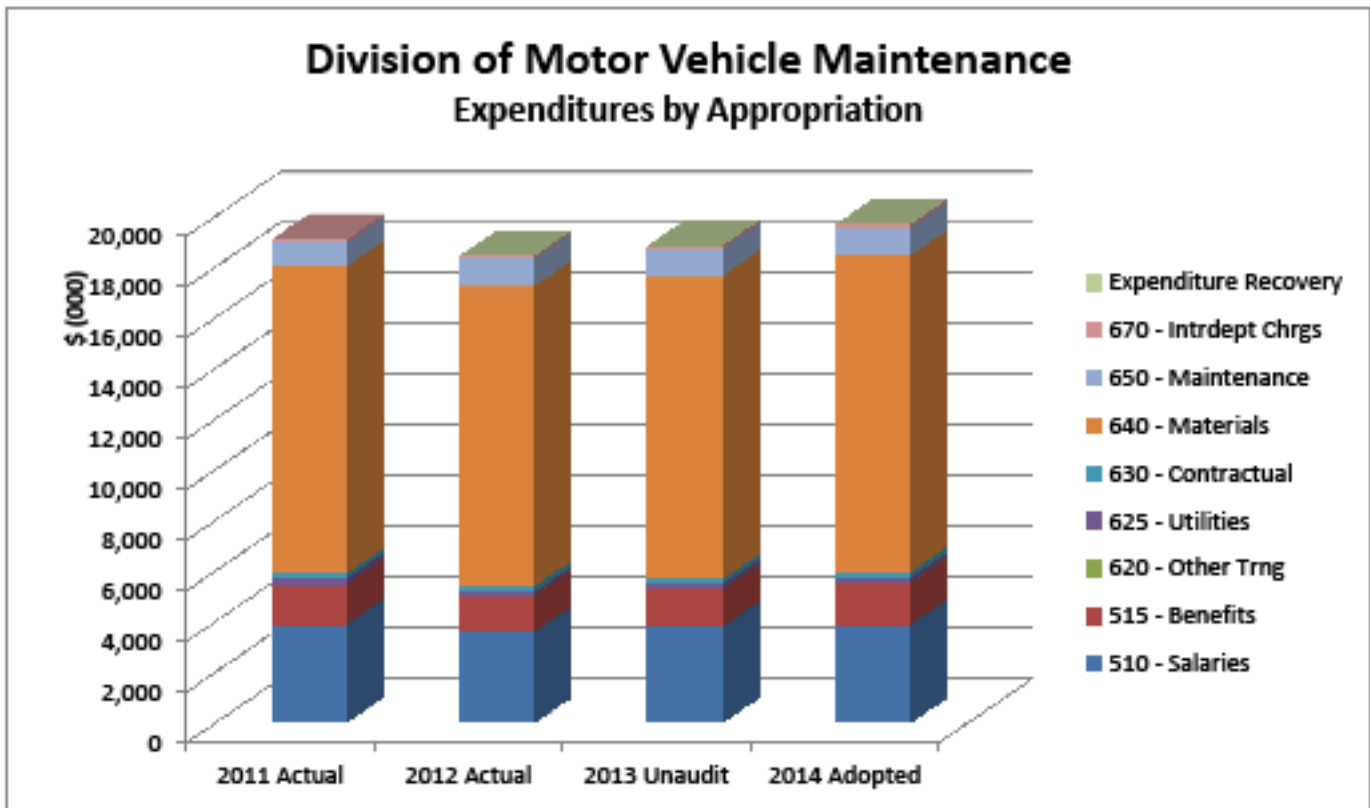
	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Computer Hardware Maintenance	20,360	—	4,470	40,000
Computer Software Maintenance	16,411	38,503	17,410	21,000
Maintenance Machinery & Tools	48,578	42,251	30,885	35,000
Fuel Pump Repair & Maintenance	60,000	119,936	124,831	120,000
Generator Repair	59,208	83,465	16,500	50,000
Accident Repair-Other Vehicles	84,513	101,888	98,806	100,000
Accident Repair-Safety Vehicls	77,955	117,685	117,741	125,000
Heavy Truck Repair	39,770	45,350	59,400	40,000
Frame Repair & Alignment	14,907	39,813	138,145	50,000
Hydraulic Repair Cyl Pmps Mtrs	29,036	9,800	44,596	30,000
Glass Repair	9,903	29,894	20,000	30,000
Radiator & Gas Tank Repair	39,934	73,966	35,000	50,000
Maintenance Building	23,000	9,800	14,660	10,000
Repair Of Overhead Doors	12,500	22,500	10,000	15,000
Spring Repair	197,631	138,984	132,989	150,000
Tire Repair Road Service	44,932	60,425	49,985	50,000
Transmission Repair	137,627	138,768	157,863	150,000
Cushman Repair	—	—	—	25,000
	\$ 919,265	\$ 1,073,029	\$ 1,073,280	\$ 1,091,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 70,573	\$ 77,019	\$ 79,407	\$ 87,303
Charges From Radio Comm System	746	650	103	5,529
Charges From W.P.C.	846	1,614	2,921	1,500
Charges From Print & Repro	5,540	5,962	7,569	8,582
Charges From Central Storeroom	199	68	67	70
Charges From Division Of Maint	27,329	5,207	9,410	10,000
Charges From Waste Collection	22,223	18,054	13,546	20,000
	\$ 127,456	\$ 108,574	\$ 113,023	\$ 132,984
Expenditure Recovery				
Expenditure Recovery	\$ (14)	\$ —	\$ —	\$ —
	\$ (14)	\$ —	\$ —	\$ —
	\$ 19,099,362	\$ 18,458,873	\$ 18,862,323	\$ 19,713,041



DIVISION OF MOTOR VEHICLE MAINTENANCE

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges For Services	\$ 18,461	\$ 37,855	\$ 113,416	\$ 121,000
Grant Revenue	—	—	4,088	—
Miscellaneous	19,317,060	19,756,703	16,676,587	19,516,774
Interest Earnings/Investment Income	3,682	7,791	12,407	8,000
	\$ 19,339,203	\$ 19,802,348	\$ 16,806,498	\$ 19,645,774





DIVISION OF MOTOR VEHICLE MAINTENANCE

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	Budget 2013	December 2013		Budget 2014	Minimum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	0	1	Assistant Commissioner of Motor Vehicle Maintenance	26,273.96	92,066.54
1	1	1	Commissioner of Motor Vehicle Maintenance	40,314.82	136,049.25
1	0	0	General Manager of Administrative Services	26,273.96	93,908.62
2	2	2	Superintendent of Motorized Equipment	26,273.96	72,945.53
1	1	1	Superintendent of Vehicles Administrative Services	20,092.80	72,945.53
6	4	5			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	General Storekeeper	19.25	24.97
1	1	1	Principal Clerk	14.88	20.10
4	4	4	Storekeeper	16.66	20.76
6	6	6			
<u>PROFESSIONALS</u>					
0	0	1	Administrative Manager	27,193.55	104,891.07
1	0	0	Administrative Officer	20,800.00	54,579.99
3	3	4	Buyer	20,800.00	49,930.03
1	1	1	Fleet Management Data Manager	30,000.00	68,793.87
5	4	6			
<u>SKILLED CRAFT</u>					
21	18	21	Automobile Repair Worker	12.60	21.18
3	3	3	Automobile Repairman Unit Leader	17.78	25.70
2	2	2	Heavy Duty Auto Body Repair Worker	15.73	22.42
25	24	26	Heavy Duty Mechanic	15.75	25.37
6	5	5	Heavy Duty Unit Leader	23.85	31.47
57	52	57			
<u>SERVICE & MAINTENANCE</u>					
1	1	1	Tanker Truck Driver	15.55	24.60
2	2	2	Tire Repair Worker	14.08	19.56
3	3	3			
77	69	77	TOTAL FULL TIME		
77	69	77	TOTAL DIVISION		



Department of Public Works

DIVISION OF STREET CONSTRUCTION, MAINTENANCE & REPAIR

Robert Mavec, 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.

DIVISION OF STREET CONSTRUCTION, MAINTENANCE & REPAIR

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 6,605,238	\$ 7,229,886	\$ 7,542,967	\$ 7,623,168
Crafts	78,088	74,493	77,589	78,291
Seasonal	1,999,126	2,139,848	2,762,417	2,215,940
Military Leave	9,149	5,403	11,345	—
Injury Pay	10,057	—	13,566	—
Longevity	61,075	60,525	59,000	65,725
Wage Settlements	—	—	88,616	—
Separation Payments	149,625	67,603	44,797	—
Overtime	883,255	728,282	847,035	1,000,000
	\$ 9,795,613	\$ 10,306,039	\$ 11,447,331	\$ 10,983,124
Benefits				
Hospitalization	\$ 990,749	\$ 1,044,035	\$ 1,081,909	\$ 1,246,876
Flex Save Admin Fees	—	60	—	—
Prescription	161,449	181,166	187,326	203,506
Dental	67,354	74,419	74,880	82,165
Vision Care	6,583	7,337	7,242	7,875
Public Employees Retire System	1,352,344	1,440,082	1,523,842	1,537,637
Fica-Medicare	126,033	137,579	155,231	159,255
Workers' Compensation	504,424	443,966	492,594	518,582
Life Insurance	5,400	5,734	5,291	5,629
Unemployment Compensation	523,700	315,032	179,967	350,000
Clothing Allowance	45,901	40,497	41,707	40,175
Tool Insurance	2,870	2,320	2,630	3,180
Clothing Maintenance	15,375	15,500	16,300	15,575
	\$ 3,802,182	\$ 3,707,726	\$ 3,768,919	\$ 4,170,455
Other Training & Professional Dues				
Travel	\$ —	\$ 628	\$ —	\$ —
	\$ —	\$ 628	\$ —	\$ —
Utilities				
Brokered Gas Supply	\$ 118,679	\$ 75,126	\$ 109,772	\$ 132,000
Water	6,236	3,285	6,110	6,500
Gas	81,295	35,105	51,566	62,000
Electricity - Cpp	25,557	95,423	65,447	68,000
Electricity - Other	26,611	23,610	28,160	29,000
Security & Monitoring System	—	21,451	1,239	1,200
	\$ 258,378	\$ 254,000	\$ 262,294	\$ 298,700



Department of Public Works

DIVISION OF STREET CONSTRUCTION, MAINTENANCE & REPAIR

Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Contractual Services				
Professional Services	\$ 8,155	\$ 5,580	\$ 5,580	\$ 8,000
Court Reporter	—	144	—	—
Medical Services	3,799	4,354	2,882	2,500
Parking In City Facilities	9,457	6,869	7,193	6,604
Property Rental	89,500	87,500	87,500	88,000
Bank Service Fees	3,560	—	—	3,500
	\$ 114,471	\$ 104,447	\$ 103,155	\$ 108,604
Materials & Supplies				
Purchase Of Tests	\$ —	\$ 107	\$ 107	\$ 200
Salt & De-Icer	3,775,016	2,694,812	2,751,635	3,500,000
Clothing	2,833	1,766	1,113	2,000
Hardware & Small Tools	9,601	765	5,279	10,000
Welding Supplies & Equipment	17,756	10,089	15,853	10,000
Boilers, Heaters & Cool Equip	107	16,641	9,800	15,000
Seed, Fertilizer & Herbicide	1,352	—	1,518	1,000
Small Equipment	5,420	—	10,053	8,000
Office Furniture & Equipment	850	—	—	—
Electrical Supplies	—	3,776	2,015	6,000
Fence, Posts & Bars	—	—	1,880	3,000
Hygiene And Cleaning Supplies	11,485	5,228	7,421	10,700
Painting Equipment & Supplies	12,541	12,508	13,293	5,000
Lumber, Glass, And Drywall	7,396	10,824	5,678	2,000
Medical Supplies	—	—	—	500
Paper And Other Printing Suppl	—	—	—	2,000
Other Supplies	90,458	77,218	140,457	129,600
Guard Rail Supplies	5,948	20,360	7,880	15,000
Bridge Maintenance Supplies	—	30,210	97,098	100,000
Safety Equipment	9,046	5,443	12,897	6,500
Just In Time Office Supplies	150	955	290	2,600
Building Maintenance Supplies	—	—	—	6,000
Paving Material	279,705	119,500	84,800	200,000
Asphalt	405,053	232,252	460,250	460,000
Cement Sand & Gravel	302,465	413,617	351,177	400,000
Misc Maintenance Supplies	22,183	27,514	27,994	50,000
	\$ 4,959,365	\$ 3,683,586	\$ 4,008,490	\$ 4,945,100
Maintenance				
Maintenance Contracts	\$ —	\$ —	\$ —	\$ 10,800
Maintenance Machinery & Tools	13,150	5,000	6,000	15,000

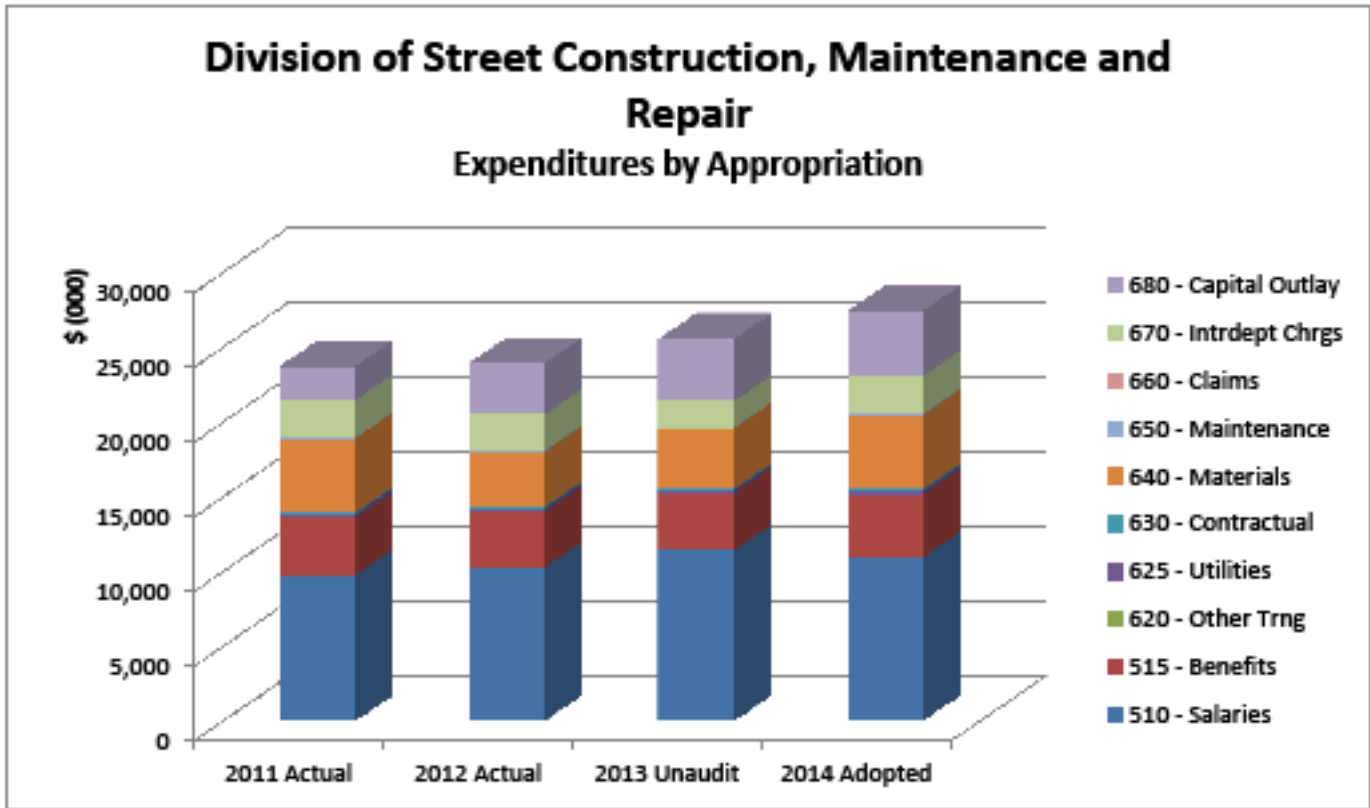
DIVISION OF STREET CONSTRUCTION, MAINTENANCE & REPAIR

Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Repair Parts	2,000	13,187	75	10,000
Repair Of Overhead Doors	18,682	27,496	26,770	15,000
	\$ 33,832	\$ 45,683	\$ 32,844	\$ 50,800
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 2,139	\$ 5,404	\$ 6,780	\$ 2,000
	\$ 2,139	\$ 5,404	\$ 6,780	\$ 2,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 52,450	\$ 52,569	\$ 74,648	\$ 82,071
Charges From Radio Comm System	49,290	63,995	46,387	121,223
Charges From W.P.C.	4,305	3,305	8,608	5,000
Charges From Print & Repro	16,068	13,518	10,891	12,349
Charges From Central Storeroom	1,217	61	113	120
Charges From M.V.M.	2,344,423	2,262,485	1,642,421	2,284,220
Charges From Division Of Maint	60,997	33,161	10,210	30,000
Charges From Waste Collection	6,240	6,776	7,206	5,000
	\$ 2,534,990	\$ 2,435,870	\$ 1,800,484	\$ 2,539,983
Capital Outlay				
Local Resurfacing	\$ 2,244,164	\$ 2,518,621	\$ 4,141,169	\$ 4,349,126
Street Const/Reconst	—	900,600	—	—
	\$ 2,244,164	\$ 3,419,221	\$ 4,141,169	\$ 4,349,126
	\$ 23,745,134	\$ 23,962,603	\$ 25,571,467	\$ 27,447,892

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges For Services	\$ 43,319	\$ 17,401	\$ 15,382	\$ 15,000
Grant Revenue	—	96,000	—	—
Licenses & Permits	1,368,429	1,242,250	885,917	893,600
Miscellaneous	3,056,669	3,991,444	5,595,244	5,839,943
Other Shared Revenue	13,241,829	13,042,497	12,976,628	12,708,275
Transfers In	6,130,586	5,327,389	5,864,872	7,974,936
Interest Earnings/Investment Income	333	556	2,148	250
	\$ 23,841,165	\$ 23,717,538	\$ 25,340,191	\$ 27,432,004





DIVISION OF STREET CONSTRUCTION, MAINTENANCE & REPAIR

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	0	1	Commissioner of Streets	40,314.82	136,049.25
1	0	1			
<u>PROFESSIONALS</u>					
2	2	2	Administrative Manager	27,193.55	104,891.07
1	1	1	Section Chief of Engineering and Construction	50,000.00	100,773.99
3	3	3			
<u>SKILLED CRAFT</u>					
3	3	3	Asphalt Construction Unit Leader	25.09	37.64
21	18	21	Asphalt Tamper	24.06	36.08
1	1	1	Bridge Oiler	10.00	18.93
3	3	3	Construction Equipment Operator Group A	38.92	48.65
6	5	6	Construction Equipment Operator Group B	38.80	48.50
17	15	17	Electric Bridge Operator	10.00	17.89
4	4	4	Electric Bridge Operator Leader	10.00	19.16
2	2	2	Electrical Worker	45.13	56.41
3	3	3	Ironworker	41.13	51.41
1	1	1	Jackhammer Operator	24.06	36.08
1	1	1	Machinist	15.83	23.99
2	2	2	Master Mechanic	39.30	49.12
9	9	9	Paver	24.40	36.60
3	3	3	Paving Unit Leader	25.09	37.64
4	3	4	Street Equipment Maintenance Specialist	15.55	24.60
7	7	7	Street Maintenance District Unit Leader	59,446.40	67,509.31
10	8	10	Street Maintenance Foreman	20.19	22.19
3	3	3	Welder/Fabricator	18.36	25.36
100	91	100			
<u>SERVICE & MAINTENANCE</u>					
1	1	1	Concrete Mixer Driver	14.82	23.45
2	2	2	General Shop Unit Leader	25.56	27.56
11	12	11	Municipal Service Laborer	15.95	17.95
3	3	3	Street Carry-all Driver	15.55	24.60



Department of Public Works

DIVISION OF STREET CONSTRUCTION, MAINTENANCE & REPAIR

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
2	2	2	Tanker Truck Driver	15.55	24.60
23	21	23	Truck Driver	12.50	19.79
<u>42</u>	<u>41</u>	<u>42</u>			
			<u>TECHNICIAN</u>		
1	1	1	Accident and Safety Inspector	20.36	22.36
4	3	4	Radio Operator	18.25	20.25
<u>5</u>	<u>4</u>	<u>5</u>			
<u>151</u>	<u>139</u>	<u>151</u>	TOTAL FULL TIME		
<u>126</u>	<u>128</u>	<u>126</u>	TOTAL SEASONAL (PEAK) *		
<u>277</u>	<u>267</u>	<u>277</u>	TOTAL DIVISION		

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

DIVISION OF CEMETERIES

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 790,249	\$ 752,047	\$ 706,612	\$ 762,965
Longevity	8,950	8,425	7,375	7,525
Separation Payments	9,672	1,939	21,956	—
Overtime	40,436	35,262	29,764	48,068
	\$ 849,307	\$ 797,673	\$ 765,707	\$ 818,558
Benefits				
Hospitalization	\$ 175,211	\$ 165,092	\$ 159,220	\$ 184,496
Flex Save Admin Fees	—	60	84	—
Prescription	27,567	27,644	25,695	29,798
Dental	11,908	11,329	10,597	11,630
Vision Care	1,114	1,073	944	1,087
Public Employees Retire System	117,951	111,621	100,783	113,547
Fica-Medicare	10,306	9,762	9,663	11,168
Workers' Compensation	16,007	14,866	11,528	33,141
Life Insurance	851	793	653	694
Unemployment Compensation	8,127	1,935	—	—
Clothing Allowance	6,400	5,600	4,911	5,600
Tool Insurance	550	550	550	550
Clothing Maintenance	2,400	2,211	1,800	2,100
	\$ 378,392	\$ 352,536	\$ 326,428	\$ 393,811
Other Training & Professional Dues				
Professional Dues & Subscript	\$ —	\$ —	\$ —	\$ 50
	\$ —	\$ —	\$ —	\$ 50
Utilities				
Brokered Gas Supply	\$ 15,557	\$ 5,478	\$ 5,433	\$ 6,520
Sewer-Other	1,166	1,051	—	2,000
Gas	12,711	6,161	5,805	6,966
Electricity - Cpp	35,552	34,788	35,390	36,451
Electricity - Other	6,275	3,203	5,527	5,692
Security & Monitoring System	130	2,396	5,796	3,280
	\$ 71,391	\$ 53,077	\$ 57,951	\$ 60,909
Contractual Services				
Professional Services	\$ 500	\$ 500	\$ —	\$ 500
Medical Services	286	—	—	300
Other Contractual	208,568	208,568	208,568	208,568
Bank Service Fees	3,683	1,827	1,926	2,000
Credit Card Processing Fees	9,061	10,592	11,651	12,000
	\$ 222,098	\$ 221,488	\$ 222,145	\$ 223,368



Department of Public Works

DIVISION OF CEMETERIES

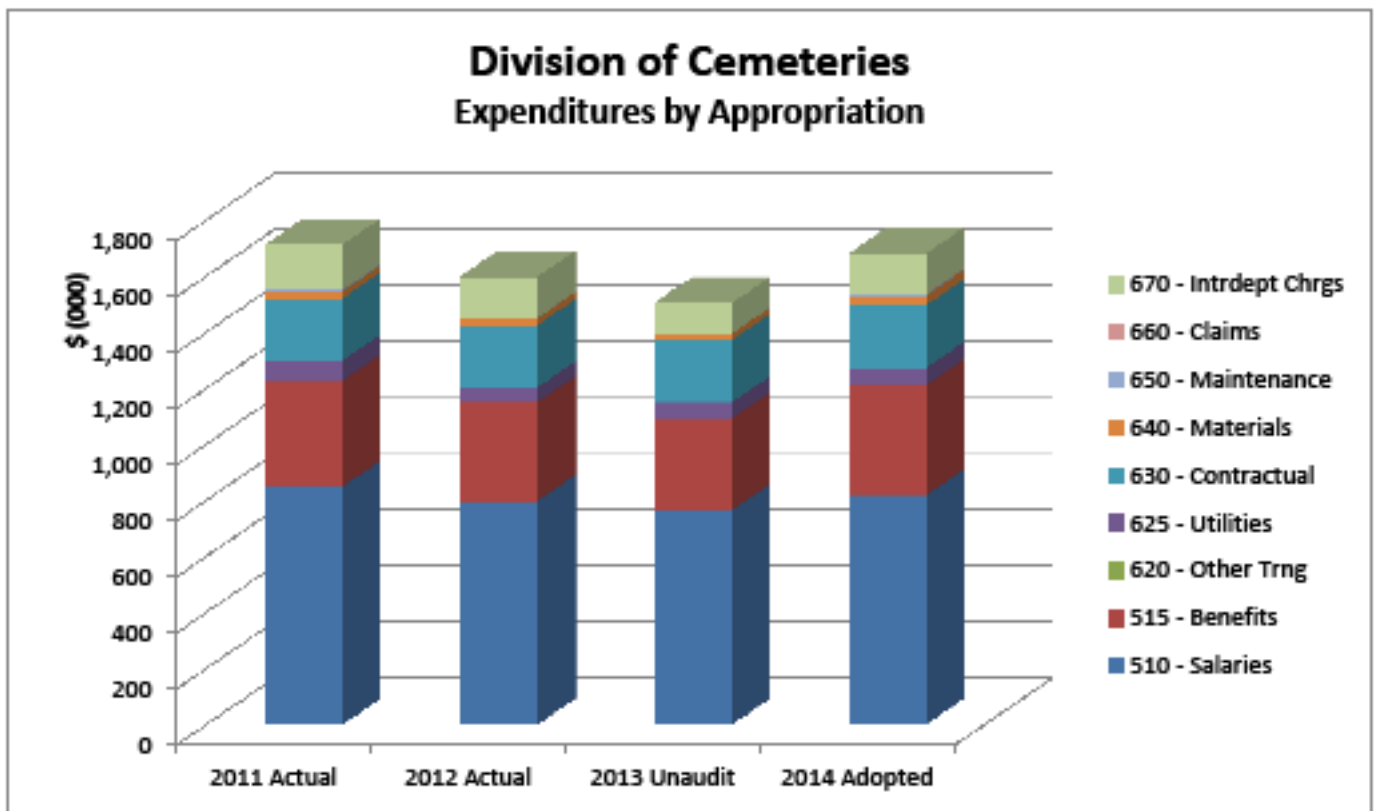
Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Materials & Supplies				
Office Supplies	\$ 89	\$ —	\$ —	\$ —
Salt & De-Icer	440	—	—	—
Clothing	—	196	—	—
Hardware & Small Tools	460	874	268	1,000
Seed, Fertilizer & Herbicide	6,550	7,310	6,476	8,000
Small Equipment	2,385	619	1,079	3,500
Hygiene And Cleaning Supplies	1,542	649	—	1,325
Clay, Soil & Turf	3,382	1,700	2,748	3,600
Lumber, Glass, And Drywall	4,940	4,929	4,961	8,000
Other Supplies	3,798	7,709	6,519	7,000
Safety Equipment	94	633	135	200
Just In Time Office Supplies	178	586	429	800
Cement Sand & Gravel	406	—	—	—
Misc Maintenance Supplies	487	—	—	—
	\$ 24,752	\$ 25,206	\$ 22,615	\$ 33,425
Maintenance				
Maintenance Contracts	\$ 596	\$ 158	\$ —	\$ 100
Maintenance Machinery & Tools	3,050	439	61	3,000
Maintenance Fire Apparatus	—	—	—	250
Maintenance Building	360	—	504	250
	\$ 4,006	\$ 598	\$ 565	\$ 3,600
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ —	\$ 400	\$ —	\$ 1,700
Other Refunds & Adjustments	—	240	—	—
	\$ —	\$ 640	\$ —	\$ 1,700
Interdepart Service Charges				
Charges From Telephone Exch	\$ 11,812	\$ 12,168	\$ 12,645	\$ 13,903
Charges From Radio Comm System	458	1,294	709	1,253
Charges From W.P.C.	—	21,316	—	—
Charges From Print & Repro	2,440	2,804	2,481	2,813
Charges From Central Storeroom	604	688	775	818
Charges From M.V.M.	109,474	93,967	85,801	103,097
Charges From Division Of Maint	28,643	7,739	3,053	13,500
Charges From Waste Collection	9,580	6,480	3,645	10,300
	\$ 163,011	\$ 146,456	\$ 109,109	\$ 145,684
	\$ 1,712,958	\$ 1,597,673	\$ 1,504,521	\$ 1,681,105

DIVISION OF CEMETERIES

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges For Services	\$ 877,936	\$ 984,431	\$ 983,360	\$ 988,150
Miscellaneous	(308)	(250)	20,927	20,660
Sale Of City Assets	500,889	521,007	495,684	500,000
Transfers In	290,352	59,114	—	50,134
Interest Earnings/Investment Income	54,749	38,447	28,026	55,000
Non Operating Other/Other	200	93	—	—
	\$ 1,723,819	\$ 1,602,841	\$ 1,527,997	\$ 1,613,944





Department of Public Works

DIVISION OF CEMETERIES

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Manager of Urban Forestry	22,333.40	76,344.01
1	1	1			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Senior Clerk	12.47	16.58
1	1	1			
<u>PROFESSIONALS</u>					
1	1	1	Assistant Administrator	20,800.00	58,564.01
1	1	1			
<u>SERVICE & MAINTENANCE</u>					
9	7	9	Cemetery Maintenance Worker I	15.95	17.95
2	2	2	Cemetery Maintenance Worker II	24.66	26.66
2	2	2	Cemetery Foreman	20.20	22.20
1	1	1	Cemetery Supervisor	23.14	25.14
14	12	14			
<u>SKILLED CRAFT</u>					
1	1	1	Automobile Repair Worker	12.60	21.18
1	1	1			
18	16	18	TOTAL FULL TIME		
<hr/> <hr/>					
20	0	20	TOTAL SEASONAL *		
<hr/> <hr/>					
38	16	38	TOTAL DIVISION		
<hr/> <hr/>					

* Seasonals are reflected during peak periods, May - September

GOLF COURSES

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 286,460	\$ 160,346	\$ —	\$ —
Seasonal	99,208	97,501	—	—
Longevity	4,375	3,075	—	—
Separation Payments	43,204	33,725	—	—
Overtime	11,782	7,999	—	—
	\$ 445,029	\$ 302,646	\$ —	\$ —
Benefits				
Hospitalization	\$ 48,162	\$ 30,668	\$ —	\$ —
Prescription	7,982	4,876	—	—
Dental	3,196	2,040	—	—
Vision Care	419	257	—	—
Public Employees Retire System	58,174	39,131	124	—
Fica-Medicare	3,907	3,307	141	—
Workers' Compensation	12,886	6,997	14,135	20,000
Life Insurance	338	246	2	—
Unemployment Compensation	34,982	26,798	22,865	25,000
Clothing Allowance	2,109	1,600	—	—
Tool Insurance	550	—	—	—
Clothing Maintenance	750	600	—	—
	\$ 173,454	\$ 116,520	\$ 37,267	\$ 45,000
Utilities				
Brokered Gas Supply	\$ 3,651	\$ 16	\$ —	\$ —
Gas	2,545	318	298	—
Electricity - Other	17,264	3,158	1,088	—
Security & Monitoring System	444	444	—	—
	\$ 23,904	\$ 3,936	\$ 1,386	\$ —
Contractual Services				
Professional Services	\$ 3,328	\$ 3,613	\$ —	\$ —
Taxes	59	—	—	235,000
Other Contractual	178,851	161,024	—	—
Refunds & Miscellaneous	225	—	—	—
Bank Service Fees	3,002	1,213	147	—
Credit Card Processing Fees	7,192	8,258	—	—
	\$ 192,656	\$ 174,108	\$ 147	\$ 235,000
Materials & Supplies				
Clothing	\$ 288	\$ —	\$ —	\$ —
Seed, Fertilizer & Herbicide	22,705	10,945	—	—
Office Furniture & Equipment	5,916	—	—	—



GOLF COURSES

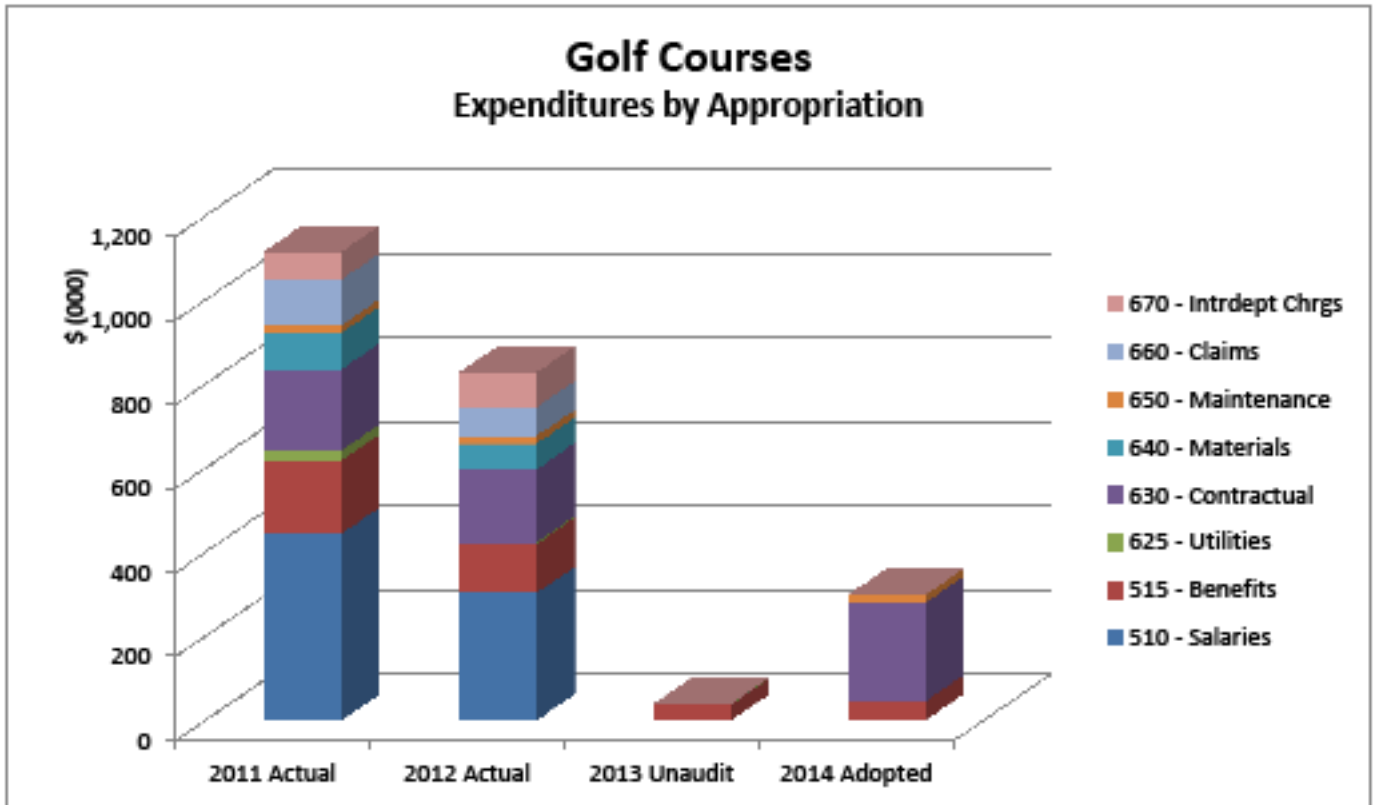
Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Hygiene And Cleaning Supplies	4,535	3,908	—	—
Clay, Soil & Turf	—	875	—	—
Plumbing Supplies And Equip	4,000	14,284	—	—
Food	29,300	26,779	—	—
Other Supplies	8,096	3,813	—	—
Sporting Goods Supplies	3,772	505	—	—
Cement Sand & Gravel	8,600	—	—	—
	\$ 87,212	\$ 61,109	\$ —	\$ —
Maintenance				
Maintenance Misc. Equipment	\$ 17,999	\$ 18,000	\$ —	\$ —
Maintenance Building	—	—	—	18,000
	\$ 17,999	\$ 18,000	\$ —	\$ 18,000
Claims, Refunds, Maintenance				
Indirect Cost	\$ 108,838	\$ 68,534	\$ —	\$ —
	\$ 108,838	\$ 68,534	\$ —	\$ —
Interdepart Service Charges				
Charges From Telephone Exch	\$ 5,266	\$ 3,192	\$ 200	\$ —
Charges From Print & Repro	257	—	—	—
Charges From M.V.M.	41,509	64,981	—	—
Charges From Division Of Maint	13,259	12,027	—	—
Charges From Waste Collection	5,447	2,285	400	—
	\$ 65,738	\$ 82,486	\$ 600	\$ —
	\$ 1,114,831	\$ 827,338	\$ 39,400	\$ 298,000

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges For Services	\$ 465,417	\$ 521,196	\$ —	\$ —
Grant Revenue	12,564	10,569	—	—
Miscellaneous	89,754	70,626	55,900	53,152
Transfers In	518,651	231,969	—	189,893
Interest Earnings/Investment Income	13	—	—	—
	\$ 1,086,398	\$ 834,360	\$ 55,900	\$ 243,045

GOLF COURSES





Department of Public Works

PUBLIC AUDITORIUM

Susie Claytor, Deputy Commissioner

Mission Statement

To strengthen Cleveland's economy by delivering efficient, excellent service through promotion, marketing and management of the Public Auditorium, West Side Market and First Energy Stadium.

The Deputy Commissioner of the Public Auditorium has authority over three major service operations: the Public Auditorium and Conference Center, the West Side Market and the First Energy Stadium.

The Public Auditorium and Conference Center includes the recent renovations to the lower level meeting room area and upgrades to the main auditorium floor. The new construction features a new spacious pre-function area that can accommodate up to 500 people and will have multi-purpose programming opportunities. The new space includes ten meeting rooms that can be set up to make up to 13 meeting room accommodations. The lower level will offer a walkway to the new Cleveland Convention Center. The historic Public Auditorium seats 10,000 and has over 29,000 square feet of usable exhibition space that can be arranged to accommodate up to 150 exhibits. The performing arts area of the Auditorium includes a 3000 seat Music Hall and 600 seat Little Theater.

PROGRAM NAME: ADMINISTRATIVE OFFICE

OBJECTIVES: To provide for the efficient operation of the Public Auditorium, Music Hall and the West Side Market. To provide fiscal data and to accurately account for revenues and expenses received from events.

ACTIVITIES: Coordinate the daily operations of the facility including event administration, labor management, fiscal operation and overall planning.

PROGRAM NAME: BUILDING MAINTENANCE

OBJECTIVES: To provide clean, attractive facilities as well as proper maintenance of the building and its equipment and services to exhibitors.

ACTIVITIES: Maintaining Buildings and equipment and providing electrical, plumbing, and Internet services to promoters.

PROGRAM NAME: FIRST ENERGY STADIUM

OBJECTIVES: Provide a source of public relaxation and entertainment through the ownership and leasing of Cleveland Browns Stadium for the play of professional football games and the presentation of other entertainment and public attractions.

ACTIVITIES: Monitor lease agreement compliance.

PROGRAM NAME: PUBLIC AUDITORIUM AND CONFERENCE CENTER

OBJECTIVES: Provide a venue for meetings, trade shows, theatrical events and receptions.

ACTIVITIES: Coordinate the daily operations of the facility, including overall planning, labor management, fiscal activities and maintenance.

PROGRAM NAME: SECURITY FUNCTIONS

OBJECTIVES: To provide security for persons using the Public Auditorium and Conference Center and to provide information as requested.

ACTIVITIES: Maintaining the building security equipment and providing the needed labor force to ensure the users safety.



PUBLIC AUDITORIUM

PROGRAM NAME: THEATRICAL EVENT ADMINISTRATION

OBJECTIVES: To provide promoters with assistance in producing profitable and successful theatrical events and meetings.

ACTIVITIES: Supplying skilled administration and labor in all areas pertaining to theatrical events and meetings.

PROGRAM NAME: WEST SIDE MARKET

OBJECTIVES: Provide a venue where quality food products can be bought and sold.

ACTIVITIES: Supervise Tenant contract compliance, fiscal and maintenance activities, rent structure development and overall planning.



PUBLIC AUDITORIUM

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 450,645	\$ 470,802	\$ 504,168	\$ 500,759
Part-Time Permanent	380,251	361,027	379,992	380,000
School Guards	—	1,611	1,859	—
Longevity	6,375	5,775	5,550	6,650
Separation Payments	32,272	6,987	—	—
Overtime	107,734	119,463	88,258	100,000
	\$ 977,276	\$ 965,666	\$ 979,827	\$ 987,409
Benefits				
Hospitalization	\$ 74,071	\$ 72,266	\$ 72,274	\$ 79,636
Prescription	14,463	15,173	14,784	15,472
Dental	4,863	4,931	4,861	5,093
Vision Care	540	556	519	531
Public Employees Retire System	141,130	134,992	131,027	150,000
Fica-Medicare	13,581	13,379	13,055	9,286
Workers' Compensation	23,264	17,329	15,026	12,720
Life Insurance	431	453	407	410
Unemployment Compensation	58,931	15,867	12,263	—
Clothing Allowance	1,480	1,630	1,050	1,680
Tool Insurance	150	150	—	150
Clothing Maintenance	1,625	1,475	1,525	1,675
Union Welfare Payment	7,234	13,866	13,992	16,000
	\$ 341,764	\$ 292,067	\$ 280,785	\$ 292,653
Other Training & Professional Dues				
Professional Dues & Subscript	\$ 130	\$ —	\$ 50	\$ 250
	\$ 130	\$ —	\$ 50	\$ 250
Utilities				
Brokered Gas Supply	\$ 15,704	\$ 2,554	\$ 3,473	\$ 4,168
Gas	12,128	3,261	2,985	3,582
Electricity - Cpp	459,384	352,258	355,935	366,613
Steam	613,020	469,705	496,842	546,525
	\$ 1,100,237	\$ 827,777	\$ 859,235	\$ 920,888
Contractual Services				
Professional Services	\$ —	\$ 46	\$ 28	\$ 200
Parking In City Facilities	1,038	1,966	2,692	2,000
Equipment Rental	—	—	—	2,500
Other Contractual	48,997	72,856	51,613	71,500
Bank Service Fees	1,353	—	—	—
Credit Card Processing Fees	2,559	1,605	955	2,250
	\$ 53,947	\$ 76,472	\$ 55,287	\$ 78,450

PUBLIC AUDITORIUM

Expenditures (Continued)

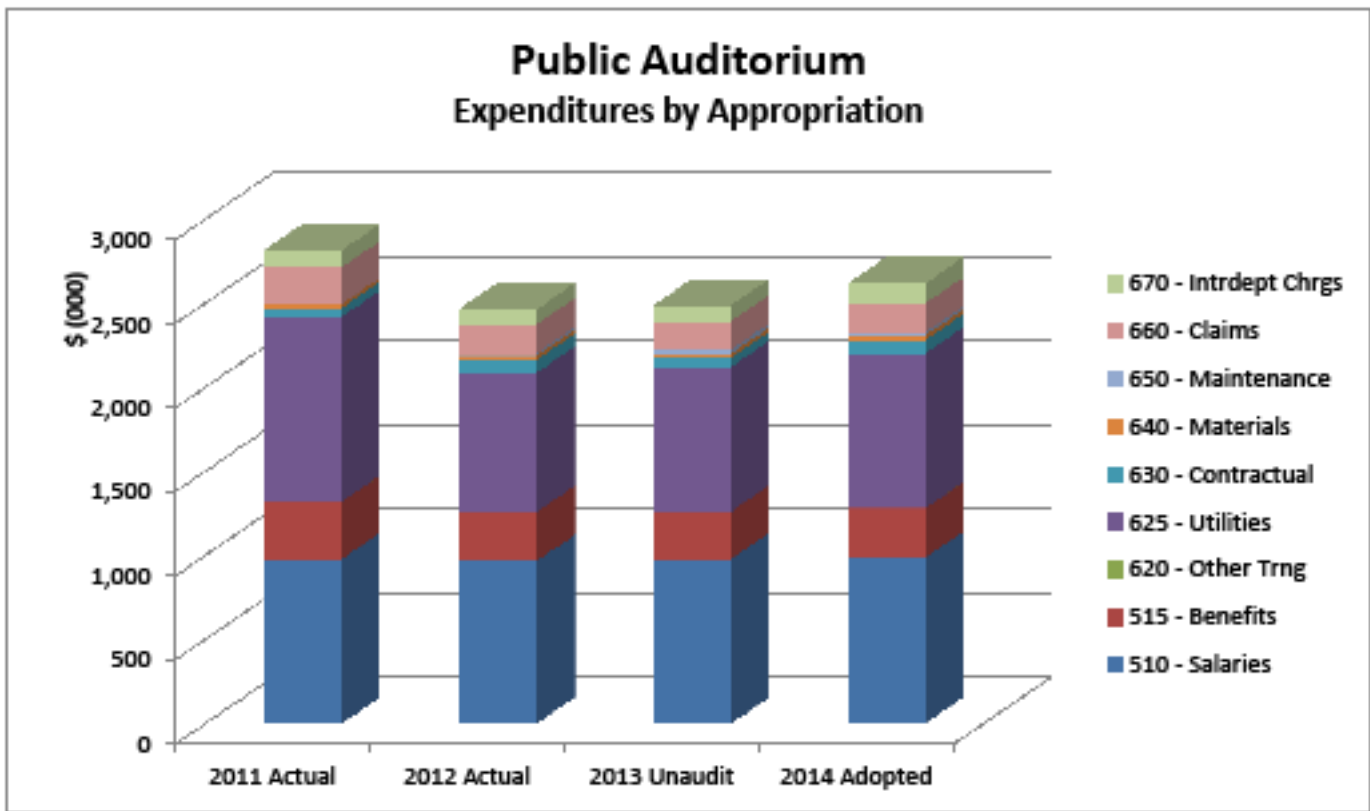
	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Materials & Supplies				
Office Supplies	\$ 328	\$ —	\$ —	\$ —
Electrical Supplies	4,757	2,800	11,470	7,000
Hygiene And Cleaning Supplies	10,312	5,689	6,906	12,000
Painting Equipment & Supplies	—	—	—	500
Plumbing Supplies And Equip	846	8,483	5,000	2,000
Motors And Pumps	—	304	6	3,000
Heating And Air Filters	4,204	—	—	—
Lumber, Glass, And Drywall	—	1,908	—	1,000
Other Supplies	246	73	—	1,000
Safety Equipment	—	—	—	500
Batteries	—	—	46	200
Just In Time Office Supplies	576	720	627	1,000
Building Maintenance Supplies	—	5,200	1,850	1,000
	\$ 21,270	\$ 25,176	\$ 25,905	\$ 29,200
Maintenance				
Maintenance Machinery & Tools	\$ —	\$ —	\$ —	\$ 1,000
Maintenance Fire Apparatus	—	—	—	1,000
Maintenance Vehicles	—	—	—	4,000
Maintenance Utility Systems	—	9,999	—	6,000
Maintenance Misc. Equipment	—	—	1,717	1,000
Maintenance Building	600	4,205	20,078	4,000
	\$ 600	\$ 14,204	\$ 21,795	\$ 17,000
Claims, Refunds, Maintenance				
Indirect Cost	\$ 219,135	\$ 172,001	\$ 169,957	\$ 172,450
	\$ 219,135	\$ 172,001	\$ 169,957	\$ 172,450
Interdepart Service Charges				
Charges From Telephone Exch	\$ 53,503	\$ 57,650	\$ 64,377	\$ 70,779
Charges From Radio Comm System	7,094	8,688	4,570	8,075
Charges From Water	—	—	2,859	—
Charges From Print & Repro	1,314	1,415	1,788	2,027
Charges From Central Storeroom	40	—	30	32
Charges From M.V.M.	17,331	7,886	18,754	15,673
Charges From Division Of Maint	132	—	383	500
Charges From Waste Collection	11,240	2,835	—	12,000
Charges From Parks Maintenance	9,340	11,788	1,431	10,000
	\$ 99,994	\$ 90,263	\$ 94,191	\$ 119,086
	\$ 2,814,354	\$ 2,463,625	\$ 2,487,031	\$ 2,617,386



PUBLIC AUDITORIUM

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges For Services	\$ 469,306	\$ 1,027,450	\$ 916,238	\$ 482,000
Grant Revenue	500	—	—	—
Miscellaneous	397,370	118,412	23,609	439,315
Transfers In	1,218,684	1,297,038	1,526,993	1,688,193
Interest Earnings/Investment Income	123	26	51	—
	\$ 2,085,983	\$ 2,442,927	\$ 2,466,890	\$ 2,609,508





PUBLIC AUDITORIUM

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	Budget 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Deputy Commissioner	26,273.96	84,984.86
1	1	1			
<u>SERVICE & MAINTENANCE</u>					
3	3	3	Custodial Worker	10.00	15.42
2	2	2	Guard	10.00	17.39
1	2	1	Municipal Service Laborer	15.95	17.95
6	7	6			
<u>SKILLED CRAFT</u>					
1	1	1	Chief Building Stationary Engineer	19.80	20.64
1	1	1	Electrical Worker	45.13	56.41
1	1	1	Plumber	44.18	55.23
3	3	3			
10	11	10	TOTAL FULL TIME		
48	28	48	TOTAL PART TIME		
58	39	58	TOTAL DIVISION		



Department of Public Works

WESTSIDE MARKET GENERAL OPERATIONS

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 214,886	\$ 236,464	\$ 235,918	\$ 251,266
Part-Time Permanent	18,748	19,703	8,164	16,720
Longevity	775	1,525	1,825	2,100
Separation Payments	741	—	—	—
Overtime	17,876	12,900	9,092	20,000
	\$ 253,026	\$ 270,592	\$ 254,999	\$ 290,086
Benefits				
Hospitalization	\$ 44,081	\$ 54,681	\$ 49,600	\$ 60,897
Flex Save Admin Fees	—	—	48	—
Prescription	9,142	12,396	11,145	13,180
Dental	2,953	3,840	3,387	4,044
Vision Care	300	353	319	354
Public Employees Retire System	35,162	37,945	34,057	40,619
Fica-Medicare	3,629	3,853	3,528	4,247
Workers' Compensation	4,410	3,905	3,756	17,840
Life Insurance	236	270	226	246
Clothing Allowance	1,230	1,660	1,660	1,660
Tool Insurance	150	300	300	300
Clothing Maintenance	400	500	500	500
	\$ 101,692	\$ 119,703	\$ 108,525	\$ 143,887
Other Training & Professional Dues				
Professional Dues & Subscript	\$ 100	\$ 100	\$ 100	\$ 1,640
	\$ 100	\$ 100	\$ 100	\$ 1,640
Utilities				
Brokered Gas Supply	\$ 42,128	\$ 54,299	\$ 71,654	\$ 85,985
Gas	21,571	35,698	28,706	34,448
Electricity - Cpp	134,231	134,069	133,087	137,080
Security & Monitoring System	799	540	1,350	4,000
	\$ 198,729	\$ 224,606	\$ 234,797	\$ 261,513
Contractual Services				
Mileage (Private Auto)	\$ 312	\$ 474	\$ 333	\$ 500
Janitorial Services	186,400	170,500	201,500	203,940
Other Contractual	156,062	120,902	204,401	194,390
Refunds & Miscellaneous	16	—	—	—
	\$ 342,790	\$ 291,876	\$ 406,234	\$ 398,830
Materials & Supplies				
Office Supplies	\$ 92	\$ —	\$ —	\$ —
Computer Software	—	—	—	20,000
Chemical	—	1,840	581	1,530

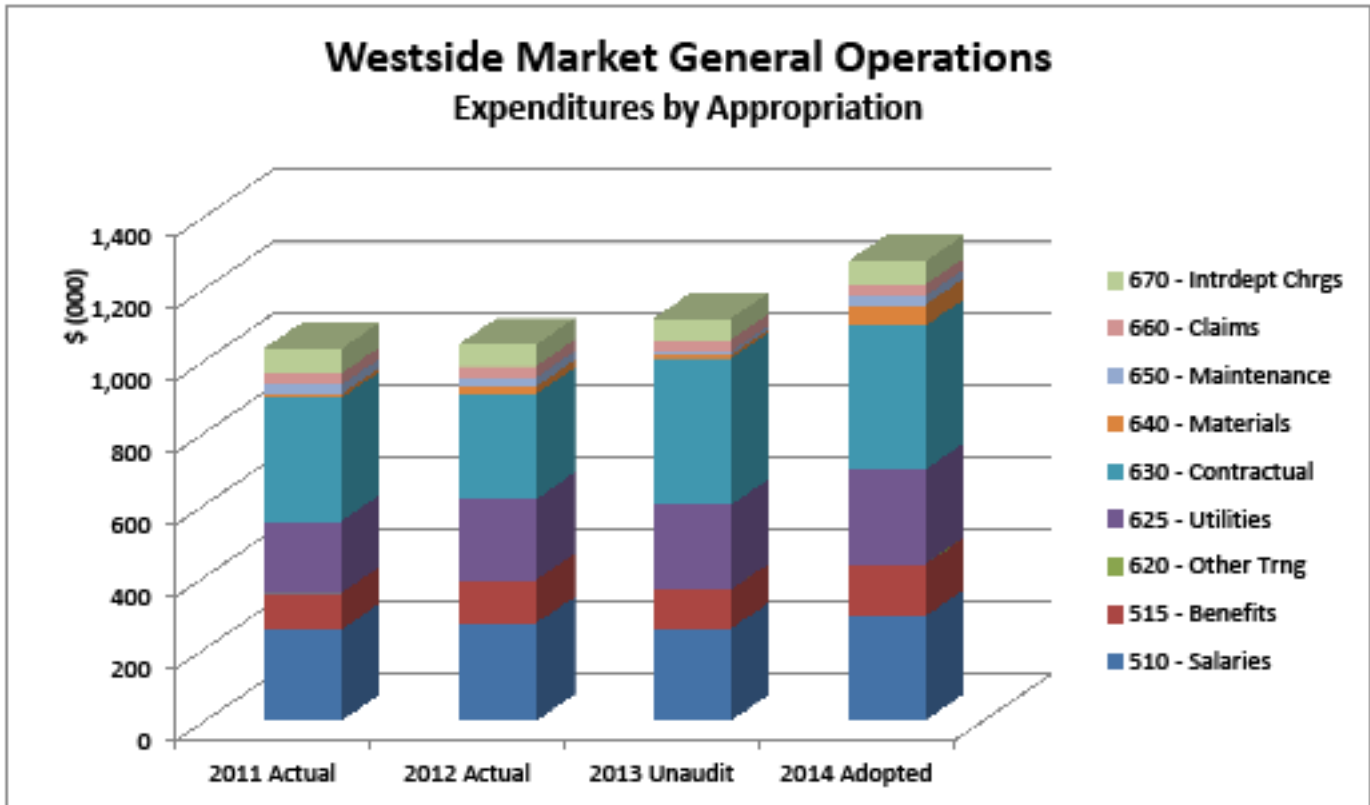
WESTSIDE MARKET GENERAL OPERATIONS

Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Fire/Ems Apparatus Parts	—	—	—	450
Salt & De-Icer	650	278	756	1,000
Boilers, Heaters & Cool Equip	6,946	8,662	2,302	10,550
Small Equipment	—	—	—	2,000
Electrical Supplies	—	1,800	—	6,000
Hygiene And Cleaning Supplies	—	3,287	5,133	1,000
Doors, Shutters And Windows	—	1,703	—	4,500
Plumbing Supplies And Equip	—	727	—	2,700
Motors And Pumps	—	428	—	5,449
Medical Supplies	—	—	138	450
Other Supplies	384	840	223	1,350
Just In Time Office Supplies	1,011	1,198	680	1,183
Building Maintenance Supplies	1,133	—	—	—
	\$ 10,216	\$ 20,762	\$ 9,813	\$ 58,162
Maintenance				
Maintenance Machinery & Tools	\$ 12,152	\$ 12,395	\$ 2,574	\$ 10,000
Maintenance Fire Apparatus	700	—	—	900
Maintenance Building	13,407	12,510	6,906	13,884
	\$ 26,259	\$ 24,905	\$ 9,479	\$ 24,784
Claims, Refunds, Maintenance				
Indirect Cost	\$ 31,404	\$ 31,181	\$ 33,283	\$ 31,365
	\$ 31,404	\$ 31,181	\$ 33,283	\$ 31,365
Interdepart Service Charges				
Charges From Telephone Exch	\$ 3,216	\$ 3,879	\$ 3,630	\$ 3,991
Charges From W.P.C.	—	—	—	500
Charges From Print & Repro	1,376	1,115	1,618	1,834
Charges From Division Of Maint	15,262	18,921	14,045	16,000
Charges From Waste Collection	48,101	36,580	39,349	40,000
Charges From Community Develop	—	—	—	2,000
	\$ 67,954	\$ 60,496	\$ 58,642	\$ 64,325
	\$ 1,032,171	\$ 1,044,221	\$ 1,115,873	\$ 1,274,592

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges For Services	\$ 1,288,387	\$ 1,301,692	\$ 1,270,840	\$ 1,268,000
Miscellaneous	40	—	3,249	—
Interest Earnings/Investment Income	1,358	2,063	4,198	—
	\$ 1,289,785	\$ 1,303,755	\$ 1,278,287	\$ 1,268,000





WESTSIDE MARKET GENERAL OPERATIONS

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	Budget 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Manager of Markets	23,647.11	80,438.24
1	1	1			
<u>PROFESSIONALS</u>					
1	1	1	Assistant Administrator	20,800.00	58,564.01
2	2	2	Building Stationary Engineer	18.52	19.33
3	3	3			
<u>SERVICE & MAINTENANCE</u>					
2	2	2	Municipal Service Laborer	15.95	17.95
2	2	2			
6	6	6	TOTAL FULL TIME		
1	1	1	TOTAL PART TIME		
7	7	7	TOTAL DIVISION		



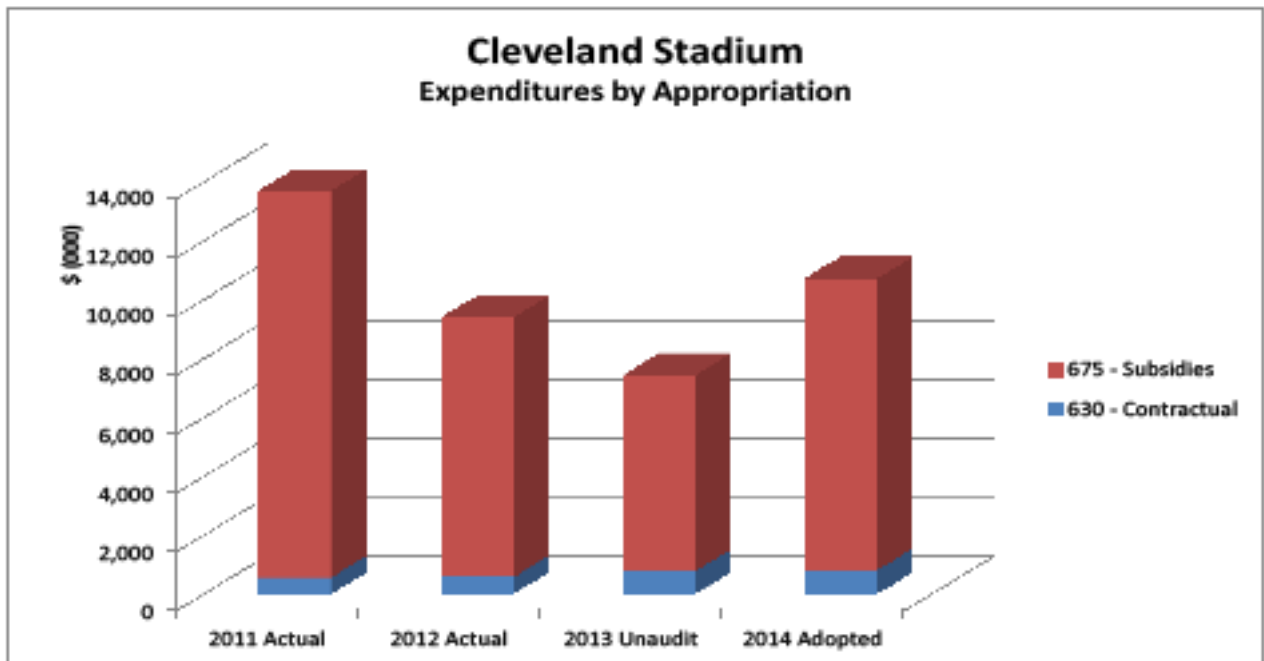
CLEVELAND STADIUM

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Contractual Services				
Professional Services	\$ 13,100	\$ 40,575	\$ 16,225	\$ 50,000
Insurance And Official Bonds	—	84,240	99,100	98,515
Property Rental	18,216	—	18,216	9,109
Other Contractual	84,240	—	—	—
Stadium Property Tax	453,423	452,380	646,923	647,000
	\$ 568,979	\$ 577,195	\$ 780,464	\$ 804,624
Interfund Subsidies				
Transfer to Other SubClasses	\$ —	\$ 5,000,000	\$ 500,060	\$ —
Transfer To Debt Service Fund	13,138,606	3,814,081	6,155,000	9,918,625
	\$ 13,138,606	\$ 8,814,081	\$ 6,655,060	\$ 9,918,625
	\$ 13,707,585	\$ 9,391,276	\$ 7,435,524	\$ 10,723,249

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges For Services	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Other Shared Revenue	13,128,471	13,570,128	13,377,951	5,861,273
Transfers In	500,000	—	7,250,000	10,113,125
Interest Earnings/Investment Income	10,227	5,671	9,789	—
	\$ 13,888,698	\$ 13,825,799	\$ 20,887,740	\$ 16,224,398



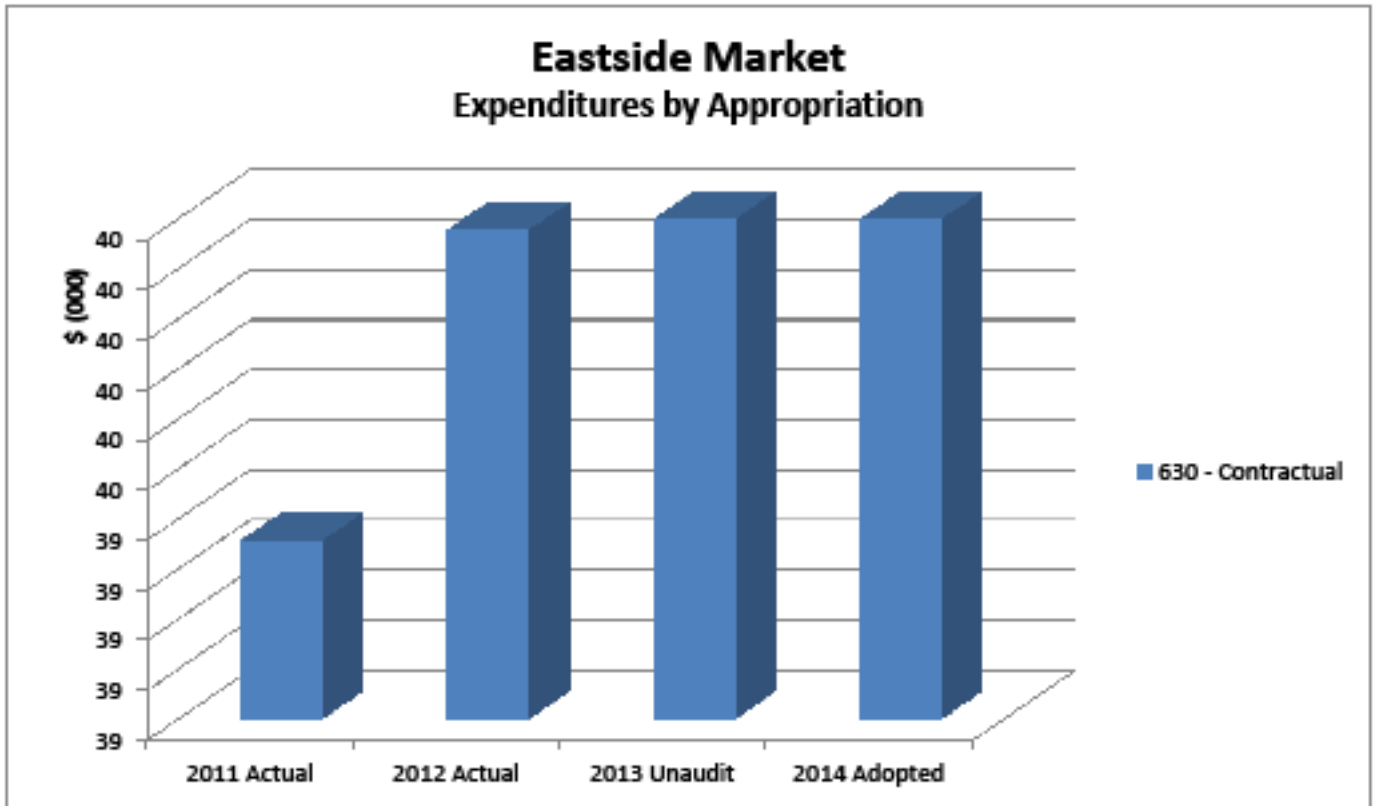
EASTSIDE MARKET

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Contractual Services				
Security Services	\$ 39,357	\$ 39,978	\$ 40,000	\$ 40,000
	\$ 39,357	\$ 39,978	\$ 40,000	\$ 40,000
	\$ 39,357	\$ 39,978	\$ 40,000	\$ 40,000

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Transfers In	\$ —	\$ —	\$ —	\$ 11,808
Interest Earnings/Investment Income	136	99	117	—
	\$ 136	\$ 99	\$ 117	\$ 11,808





Department of Community Development

COMMUNITY DEVELOPMENT DIRECTOR'S OFFICE

Daryl Rush, 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

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 91,823	\$ 87,540	\$ 111,560	\$ 178,417
Board Members	—	21,152	17,461	23,076
Longevity	—	—	300	600
	\$ 91,823	\$ 108,692	\$ 129,321	\$ 202,093
Benefits				
Hospitalization	\$ 6,881	\$ 7,018	\$ 7,529	\$ 30,060
Flex Save Admin Fees	—	—	19	—
Prescription	2,135	2,240	2,292	7,560
Dental	479	492	546	2,077
Vision Care	137	140	128	260
Public Employees Retire System	11,549	13,454	17,214	33,332
Fica-Medicare	1,188	2,890	1,839	3,446
Workers' Compensation	1,603	3,949	1,363	1,651
Life Insurance	90	90	84	166
	\$ 24,062	\$ 30,271	\$ 31,015	\$ 78,552
Other Training & Professional Dues				
Travel	\$ 55	\$ 941	\$ 2,124	\$ 1,100
Tuition & Registration Fees	130	30	580	200
Mileage (Priv Auto) Trng Prps	—	—	—	200
Professional Dues & Subscript	—	—	30	—
	\$ 185	\$ 971	\$ 2,734	\$ 1,500
Contractual Services				
Travel- Non-Training	\$ —	\$ 8	\$ 33	\$ —
Mileage (Private Auto)	46	72	275	200
Advertising And Public Notice	4,768	2,393	3,160	5,229
Parking In City Facilities	23	—	144	200
Other Contractual	451	—	—	500
	\$ 5,288	\$ 2,473	\$ 3,612	\$ 6,129
Materials & Supplies				
Office Furniture & Equipment	\$ —	\$ 212	\$ —	\$ —
Special Events Supplies	—	1,523	3,062	—
Just In Time Office Supplies	100	85	152	1,800
	\$ 100	\$ 1,820	\$ 3,214	\$ 1,800
Interdepart Service Charges				
Charges From Telephone Exch	\$ 3,071	\$ 1,503	\$ 924	\$ 1,015
Charges From Print & Repro	1,116	1,800	1,386	1,572
Charges From Central Storeroom	16	—	—	—
	\$ 4,203	\$ 3,303	\$ 2,310	\$ 2,587
	\$ 125,661	\$ 147,529	\$ 172,206	\$ 292,661

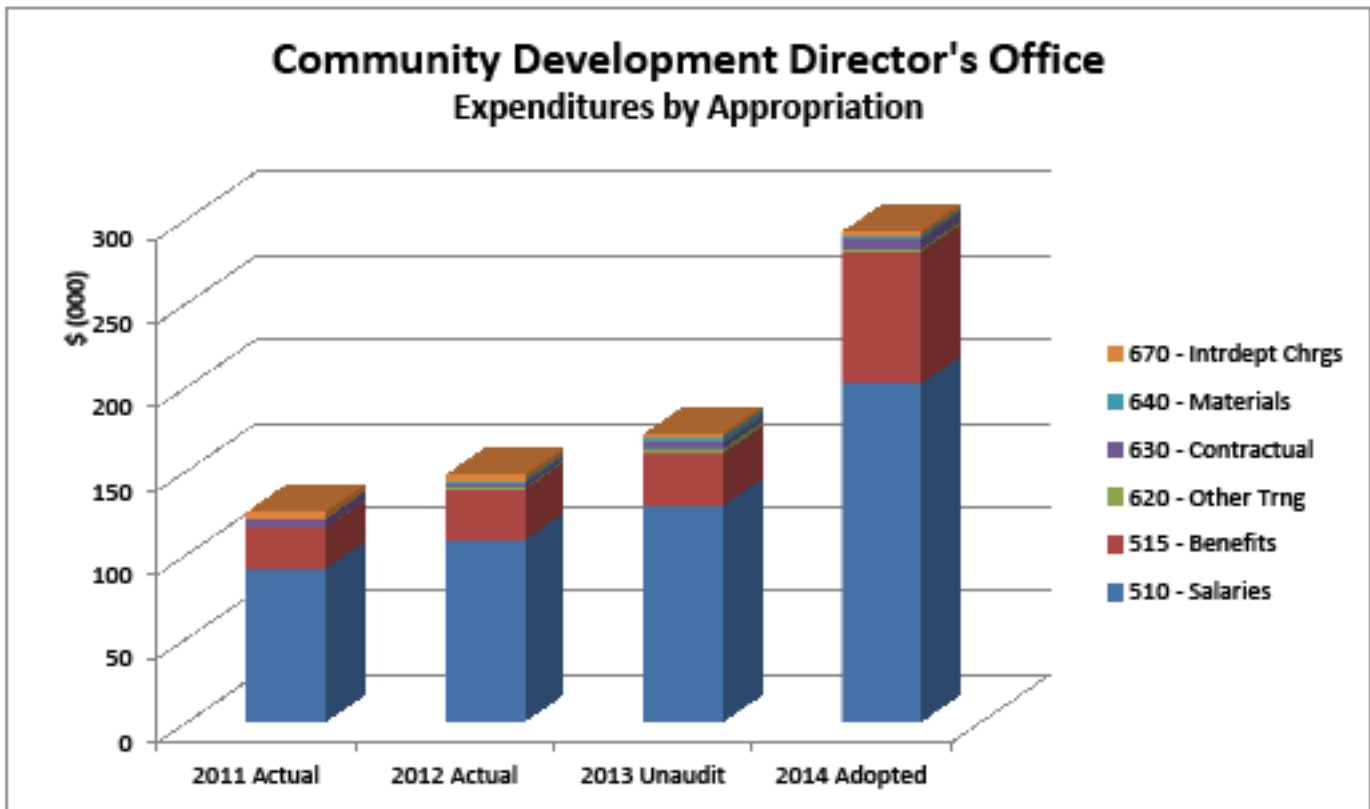


Department of Community Development

COMMUNITY DEVELOPMENT DIRECTOR'S OFFICE

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges For Services	\$ —	\$ (25)	\$ —	\$ —
Miscellaneous	—	25	1,167	—
	\$ —	\$ —	\$ 1,167	\$ —





COMMUNITY DEVELOPMENT DIRECTOR'S OFFICE

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Administrative Manager	27,193.55	104,891.07
1	1	1			
<u>PROFESSIONALS</u>					
2	1	1	Assistant Administrator	20,800.00	58,564.01
1	1	2	Consumer Protection Specialist	10.00	18.43
3	2	3			
4	3	4	TOTAL FULL TIME		
<u>BOARD MEMBERS</u>					
1	1	1	Member of Fair Housing Board-Chair	5,075.00	5,075.00
4	4	4	Member of Fair Housing Board-Member	4,500.00	5,075.00
5	5	5	TOTAL BOARD MEMBERS		
9	8	9	TOTAL DIVISION		



Department of Building and Housing

BUILDING AND HOUSING DIRECTOR'S OFFICE

Edward W. Rybka, Director

Mission Statement

The Department of Building and Housing is committed to ensuring that existing and new structures in the City of Cleveland are maintained and constructed in a safe and habitable manner through enforcement of the housing, building, and zoning codes. Pursuant to the timely review of construction project plans, issuance of permits and the inspection of property. The management and staff of the Department of Building and Housing accept accountability for providing quality and predictable service to its customers. Interactions with the various publics are conducted 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: To provide supervision and management assistance to the Code Enforcement and Permit Sections.

ACTIVITIES: Monitor Department expenditures and revenues and other accounting activities. Maintain records and provide information services. Perform personnel and labor relations functions. Monitor nuisance abatement activities. Oversee and coordinate activities of state-certified staff in both divisions in accordance with State requirements.

BUILDING AND HOUSING DIRECTOR'S OFFICE

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,037,654	\$ 1,078,571	\$ 1,079,388	\$ 1,223,599
Longevity	10,100	10,650	8,275	9,750
Separation Payments	16,702	8,586	9,712	20,000
	\$ 1,064,456	\$ 1,097,807	\$ 1,097,375	\$ 1,253,349
Benefits				
Hospitalization	\$ 146,302	\$ 162,254	\$ 146,370	\$ 195,808
Flex Save Admin Fees	—	180	209	—
Prescription	31,535	35,860	29,167	38,518
Dental	10,946	12,385	10,571	13,149
Vision Care	1,443	1,425	1,255	1,440
Public Employees Retire System	146,418	152,165	146,290	171,295
Fica-Medicare	10,162	11,185	12,178	14,740
Workers' Compensation	21,765	17,311	14,716	14,012
Life Insurance	975	965	834	928
Unemployment Compensation	—	—	4,774	—
	\$ 369,545	\$ 393,730	\$ 366,364	\$ 449,890
Other Training & Professional Dues				
Travel	\$ 1,719	\$ 1,936	\$ 6,419	\$ 4,000
Tuition & Registration Fees	100	550	1,664	2,000
Other Training Supplies	—	219	—	500
Mileage (Priv Auto) Trng Prps	—	—	60	110
Professional Dues & Subscript	2,170	4,970	530	2,000
	\$ 3,989	\$ 7,675	\$ 8,673	\$ 8,610
Contractual Services				
Professional Services	\$ 50,000	\$ 102,000	\$ 534,961	\$ 121,000
Court Reporter	32	—	—	100
Travel- Non-Training	—	46	44	100
Mileage (Private Auto)	—	9	—	405
Medical Services	399	206	212	400
Freight Expense	—	13	—	100
Advertising And Public Notice	384	190	—	—
Parking In City Facilities	5,232	5,272	4,641	4,400
Other Contractual	6,676	1,740	7,640	6,500
Credit Card Processing Fees	71,205	74,855	65,291	71,200
	\$ 133,927	\$ 184,331	\$ 612,789	\$ 204,205
Materials & Supplies				
Office Supplies	\$ 1,288	\$ 598	\$ 243	\$ 1,000
Postage	241	276	280	500



Department of Building and Housing

BUILDING AND HOUSING DIRECTOR'S OFFICE

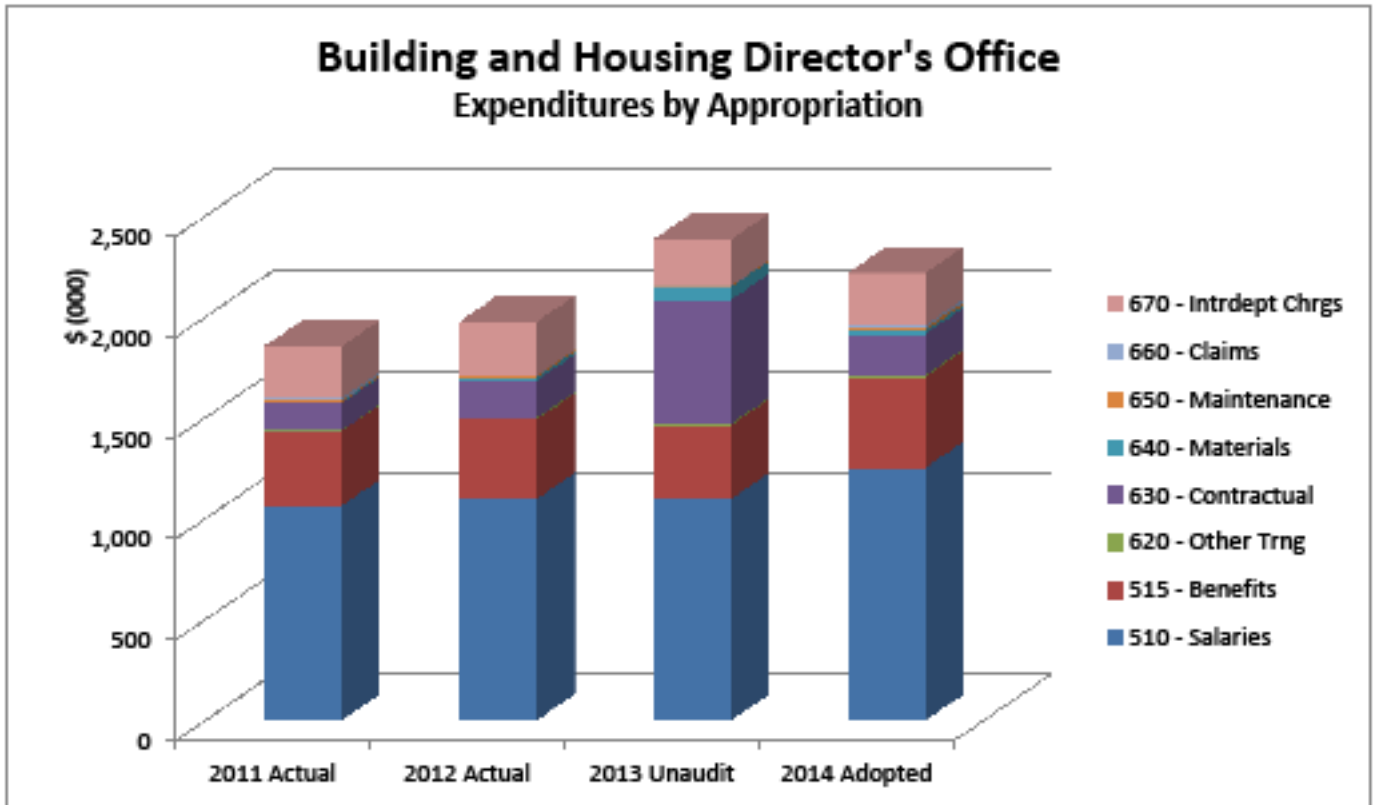
Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Computer Supplies	2,334	3,908	526	2,500
Computer Software	—	—	52,000	2,000
Other Supplies	10	663	193	400
Batteries	—	153	97	100
Just In Time Office Supplies	1,431	10,621	9,772	9,500
	\$ 5,304	\$ 16,219	\$ 63,112	\$ 16,000
Maintenance				
Maintenance Contracts	\$ 6,763	\$ 6,578	\$ 3,168	\$ 6,000
Computer Software Maintenance	—	—	—	6,800
Car Washes	—	—	192	—
	\$ 6,763	\$ 6,578	\$ 3,360	\$ 12,800
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ 13,716	\$ 1,000	\$ 1,250	\$ 14,100
	\$ 13,716	\$ 1,000	\$ 1,250	\$ 14,100
Interdepart Service Charges				
Charges From Telephone Exch	\$ 51,398	\$ 51,260	\$ 35,796	\$ 39,355
Charges From Radio Comm System	1,564	781	—	—
Charges From Print & Repro	57,035	70,098	61,978	70,277
Charges From Central Storeroom	117,065	129,889	121,694	128,435
Charges From M.V.M.	29,256	15,589	11,918	20,232
	\$ 256,318	\$ 267,617	\$ 231,386	\$ 258,299
	\$ 1,854,020	\$ 1,974,958	\$ 2,384,308	\$ 2,217,253

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges For Services	\$ (13,489)	\$ (18,738)	\$ (2,333)	\$ 650
Licenses & Permits	13,058,330	11,232,744	12,354,630	13,452,180
Miscellaneous	46,857	69,096	54,880	47,170
Other Shared Revenue	(78,760)	(53,294)	—	—
	\$ 13,012,938	\$ 11,229,809	\$ 12,407,177	\$ 13,500,000

BUILDING AND HOUSING DIRECTOR'S OFFICE





Department of Building and Housing

BUILDING AND HOUSING DIRECTOR'S OFFICE

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Assistant Administrator	20,800.00	58,564.01
1	1	1	Deputy Director of Building & Housing	36,590.39	142,024.13
1	1	1	Director of Building & Housing	50,795.81	182,067.01
0	1	1	Legal Secretary	20,800.00	47,303.11
1	1	1	Secretary to the Director	36,590.39	146,639.64
<u>4</u>	<u>5</u>	<u>5</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	0	Customer Service Representative	12.15	17.67
0	1	1	Paralegal	20,800.00	45,020.62
1	1	1	Principal Cashier	14.66	23.74
2	2	2	Senior Cashier	12.57	20.20
5	5	5	Senior Clerk	12.47	16.58
<u>9</u>	<u>10</u>	<u>9</u>			
<u>PROFESSIONALS</u>					
1	1	1	Accountant III	15.48	24.58
4	3	3	Administrative Officer	20,800.00	54,579.99
0	0	1	Demolition Compliance Officer	20,800.00	51,170.01
1	1	1	Project Coordinator	27,325.56	93,021.80
1	1	1	Senior Budget & Management Analyst	26,273.96	80,628.83
1	0	0	Supervisor Data Processing	20,800.00	59,870.58
<u>8</u>	<u>6</u>	<u>7</u>			
<u>TECHNICIAN</u>					
0	0	1	Data Base Administrator	39,937.34	113,107.23
1	1	1	Financial Systems Coordinator	23,647.11	69,041.87
<u>1</u>	<u>1</u>	<u>2</u>			
<u>22</u>	<u>22</u>	<u>23</u>	TOTAL FULL TIME		
<u>22</u>	<u>22</u>	<u>23</u>	TOTAL DIVISION		



DIVISION OF CODE ENFORCEMENT

Thomas Vanover, Commissioner

PROGRAM NAME: DIVISION OF CODE ENFORCEMENT

OBJECTIVES: To inspect structures for the purpose of enforcing the City of Cleveland Building, Housing, and Zoning Codes and the Ohio Building Code and referenced standards. Maintain uniform standards and requirements, of residential, commercial, and industrial buildings.

ACTIVITIES: Cite, condemn, board up and secure, abate, or demolish those structures not in compliance with these Codes, which constitute a nuisance and/or a hazard to the general public. Prosecute code enforcement cases and represent the City in all civil matters.



Department of Building and Housing

DIVISION OF CODE ENFORCEMENT

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 3,248,492	\$ 3,018,593	\$ 3,748,933	\$ 3,893,999
Part-Time Permanent	14,621	—	—	68,557
Longevity	39,975	33,875	33,650	34,375
Separation Payments	93,622	67,376	13,143	40,250
Bonus Incentive	1,800	1,200	900	1,800
Overtime	3,589	1,760	2,684	7,500
	\$ 3,402,099	\$ 3,122,804	\$ 3,799,309	\$ 4,046,481
Benefits				
Hospitalization	\$ 606,848	\$ 561,512	\$ 584,334	\$ 711,836
Flex Save Admin Fees	—	240	158	—
Prescription	116,053	121,351	128,140	148,452
Dental	43,826	42,747	42,578	49,226
Vision Care	6,072	5,770	5,712	6,125
Public Employees Retire System	522,097	494,774	509,357	554,771
Fica-Medicare	48,489	48,190	52,533	56,842
Workers' Compensation	107,568	126,832	105,453	133,433
Life Insurance	3,698	3,407	3,217	3,358
Unemployment Compensation	25,237	8,537	4,397	—
Clothing Allowance	7,974	—	—	900
Clothing Maintenance	1,350	2,700	1,200	1,560
	\$ 1,489,212	\$ 1,416,061	\$ 1,437,080	\$ 1,666,503
Other Training & Professional Dues				
Travel	\$ 2,866	\$ —	\$ 3,863	\$ —
Tuition & Registration Fees	980	436	1,779	10,450
Other Training Supplies	2,125	8,033	980	2,000
Mileage (Priv Auto) Trng Prps	998	2,537	1,889	1,300
Professional Dues & Subscript	7,480	4,620	5,200	8,000
	\$ 14,450	\$ 15,625	\$ 13,711	\$ 21,750
Contractual Services				
Professional Services	\$ 6,750	\$ 64,225	\$ 20,099	\$ —
Travel- Non-Training	5,814	5,338	5,264	5,000
Mileage (Private Auto)	119,351	126,370	137,573	120,000
Freight Expense	—	213	40	300
Parking In City Facilities	17,325	11,825	15,345	15,500
Board Of Tax Appeals	—	—	218	—
	\$ 149,240	\$ 207,971	\$ 178,538	\$ 140,800
Materials & Supplies				
Office Supplies	\$ 2,064	\$ 906	\$ —	\$ 1,500

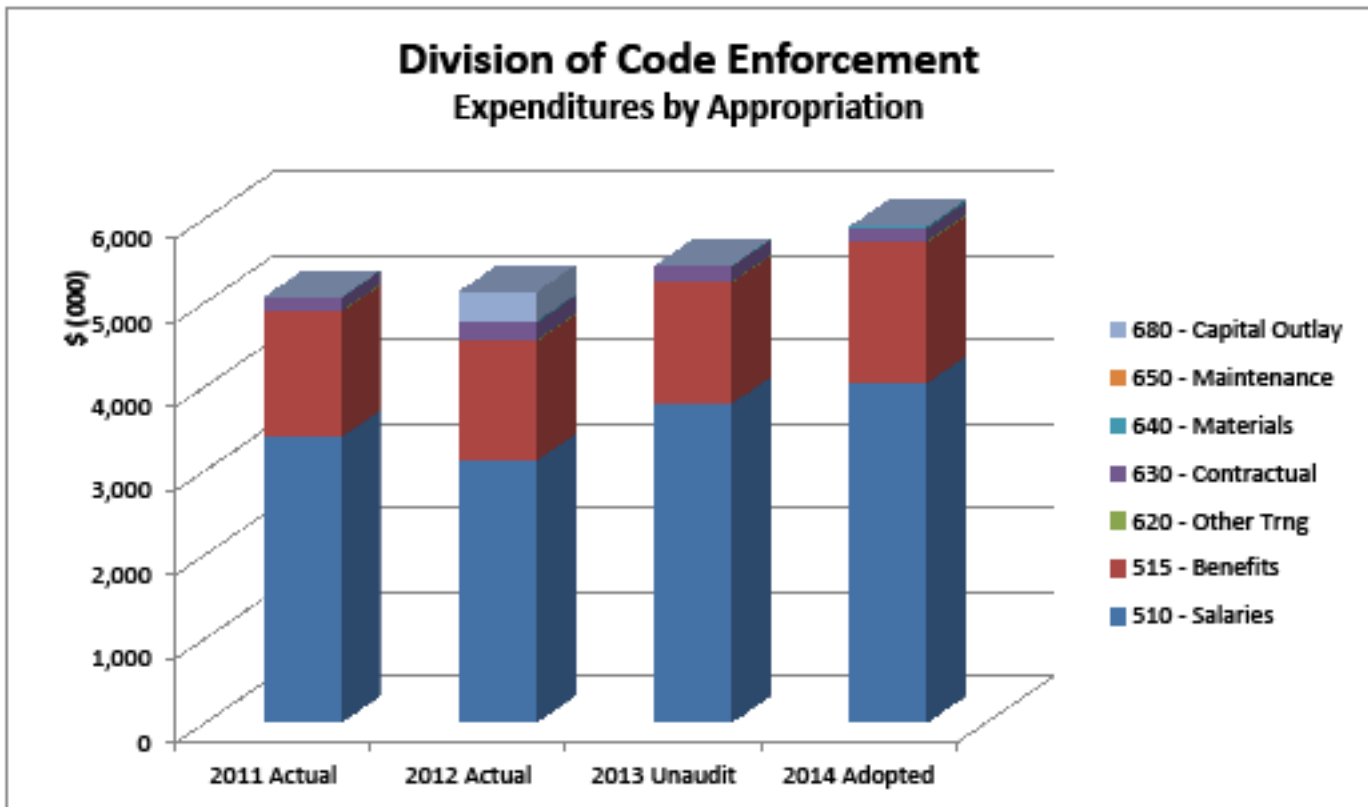
DIVISION OF CODE ENFORCEMENT

Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Computer Supplies	—	—	—	2,500
Clothing	1,994	6,414	7,478	12,000
Office Furniture & Equipment	—	—	314	—
Photographic Supplies	—	3,461	—	2,000
Other Supplies	—	4	—	1,000
Safety Equipment	1,597	—	—	1,500
Just In Time Office Supplies	4,942	8,747	4,299	10,000
	\$ 10,597	\$ 19,532	\$ 12,092	\$ 30,500
Maintenance				
Car Washes	\$ —	\$ —	\$ —	\$ 450
	\$ —	\$ —	\$ —	\$ 450
Capital Outlay				
Transfer To Capital Project	\$ —	\$ 350,000	\$ —	\$ —
	\$ —	\$ 350,000	\$ —	\$ —
	\$ 5,065,597	\$ 5,131,993	\$ 5,440,730	\$ 5,906,484

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Licenses & Permits	\$ 13,192	\$ —	\$ —	\$ —
Miscellaneous	225	910	468,528	419,000
	\$ 13,417	\$ 910	\$ 468,528	\$ 419,000



DIVISION OF CODE ENFORCEMENT

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Bureau Manager - Demolition	26,797.11	84,633.53
1	0	1	Bureau Manager - Building	26,797.11	84,633.53
1	1	1	Commissioner of Code Enforcement	42,758.15	142,024.13
<u>3</u>	<u>2</u>	<u>3</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Paralegal	20,800.00	45,020.62
1	1	1	Principal Clerk	14.88	20.10
7	7	7	Senior Clerk	12.47	16.58
<u>9</u>	<u>9</u>	<u>9</u>			
<u>PROFESSIONALS</u>					
1	2	2	Building Inspector Interim	19.00	20.36
5	5	5	Chief Building Inspector	20,800.00	70,053.60
1	1	1	Chief Electrical Inspector	20,800.00	70,053.60
1	1	1	Chief Elevator Inspector	20,800.00	70,053.60
<u>8</u>	<u>9</u>	<u>9</u>			
<u>TECHNICIAN</u>					
6	6	7	Building Inspector 1	14.08	24.60
4	1	1	Building Inspector 2	14.89	25.99
1	2	2	Building Inspector 3	15.70	27.39
1	1	1	Building Inspector 4	26.35	28.81
1	1	1	Building Inspector Trainee	18.60	20.33
2	2	3	Electrical Safety Inspector 1	14.83	25.34
1	2	0	Electrical Safety Inspector 2	15.66	26.77
2	0	2	Electrical Safety Inspector 3	16.49	28.22
5	5	5	Elevator Inspector	14.23	24.60
1	1	1	Mechanical Inspector Interim	19.00	20.36
0	0	1	Mechanical Inspector 1	14.08	24.60
1	1	1	Mechanical Inspector 2	14.89	25.99
1	1	1	Mechanical Inspector 3	15.70	27.39
0	0	1	Plumbing Inspector 1	14.83	25.34
3	3	3	Plumbing Inspector 2	15.66	26.77



Department of Building and Housing

DIVISION OF CODE ENFORCEMENT

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
1	0	0	Plumbing Inspector 3	16.49	28.22
33	32	33	Residential Building Inspector	17.69	20.33
<u>63</u>	<u>58</u>	<u>63</u>			
<u>83</u>	<u>78</u>	<u>84</u>	TOTAL FULL TIME		
			<u>PART TIME</u>		
1	1	1	Bureau Manager - Demolition	26,797.11	84,633.53
<u>1</u>	<u>1</u>	<u>1</u>	TOTAL PART TIME		
<u>84</u>	<u>79</u>	<u>85</u>	TOTAL DIVISION		



DIVISION OF CONSTRUCTION PERMITTING

Navid Hussain, Commissioner

PROGRAM NAME: *DIVISION OF CONSTRUCTION PERMITTING*

OBJECTIVES: To insure that standards are met that involves the construction, alterations, and repairs of residential, commercial, and industrial buildings. Administer contractor's registrations.

ACTIVITIES: Update procedures for plan examinations and permit issuances. Review and process permit applications and plan reviews in accordance with City and State standards.



Department of Building and Housing

DIVISION OF CONSTRUCTION PERMITTING

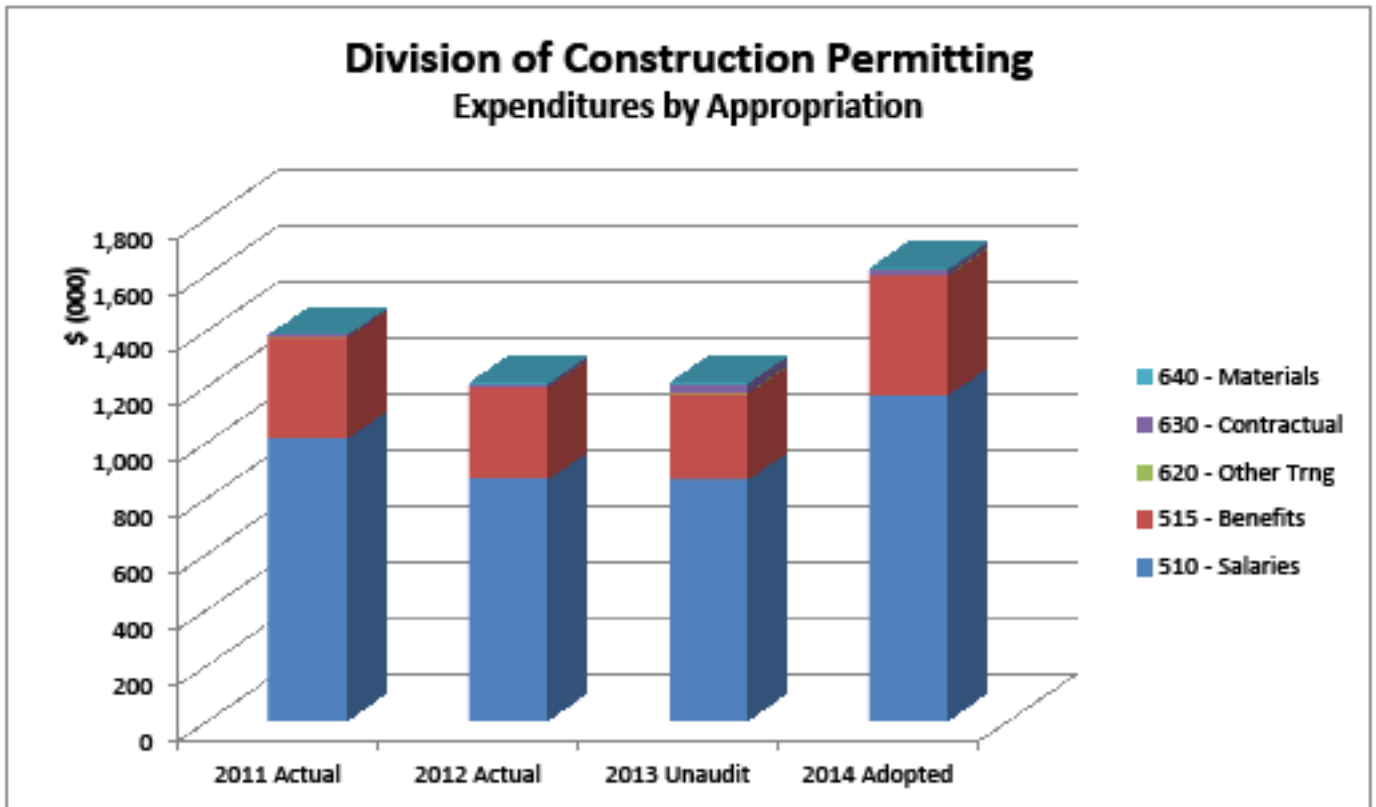
Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 958,965	\$ 810,562	\$ 824,331	\$ 1,103,433
Part-Time Permanent	9,867	—	—	—
Longevity	12,275	9,150	6,925	6,650
Separation Payments	31,802	44,867	32,793	57,000
	\$ 1,012,910	\$ 864,579	\$ 864,048	\$ 1,167,083
Benefits				
Hospitalization	\$ 158,311	\$ 148,647	\$ 142,786	\$ 202,507
Prescription	22,002	21,855	22,147	30,062
Dental	10,557	9,382	8,299	11,793
Vision Care	1,273	1,148	1,008	1,373
Public Employees Retire System	138,306	115,102	112,095	154,487
Fica-Medicare	9,688	9,188	9,768	14,662
Workers' Compensation	19,275	15,521	11,893	11,033
Life Insurance	840	699	622	841
Unemployment Compensation	—	8,138	—	—
	\$ 360,253	\$ 329,680	\$ 308,618	\$ 426,758
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ 290	\$ —
Tuition & Registration Fees	—	—	560	1,000
Other Training Supplies	—	—	1,153	1,200
Mileage (Priv Auto) Trng Prps	—	—	136	500
Professional Dues & Subscript	791	800	800	1,000
	\$ 791	\$ 800	\$ 2,939	\$ 3,700
Contractual Services				
Professional Services	\$ —	\$ 3,725	\$ 25,000	\$ 10,000
Mileage (Private Auto)	—	—	617	—
Freight Expense	—	—	52	100
Other Contractual	7,963	8,100	7,190	8,100
	\$ 7,963	\$ 11,825	\$ 32,858	\$ 18,200
Materials & Supplies				
Office Supplies	\$ 298	\$ —	\$ —	\$ 400
Computer Supplies	—	—	—	300
Just In Time Office Supplies	1,009	3,045	1,411	4,000
	\$ 1,307	\$ 3,045	\$ 1,411	\$ 4,700
	\$ 1,383,223	\$ 1,209,928	\$ 1,209,874	\$ 1,620,441

DIVISION OF CONSTRUCTION PERMITTING

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Miscellaneous	\$ —	\$ —	\$ 12,874	\$ —
	\$ —	\$ —	\$ 12,874	\$ —





Department of Building and Housing

DIVISION OF CONSTRUCTION PERMITTING

COMPARISON OF STAFFING LEVEL

Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Assistant Commissioner of Construction Permitting	26,273.96	92,066.54
1	1	1	Commissioner of Construction Permitting	42,758.15	142,024.13
<u>2</u>	<u>2</u>	<u>2</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	0	1	Customer Support Center Manager	65,000.00	100,519.11
0	0	1	Customer Support Rep	12.15	17.67
3	2	2	Senior Clerk	12.47	16.58
<u>4</u>	<u>2</u>	<u>4</u>			
<u>PROFESSIONALS</u>					
4	4	4	Assistant Plan Examiner	16.29	23.32
5	3	5	Master Plan Examiner	23,647.11	104,877.59
0	0	1	Senior Data Conversion oper	12.02	15.39
1	1	0	Data Base Administrator	39,937.34	113,107.23
1	1	1	Engineer	22.78	34.79
2	2	2	Residential Plan Examiner	19.56	26.36
<u>13</u>	<u>11</u>	<u>13</u>			
<u>19</u>	<u>15</u>	<u>19</u>	TOTAL FULL TIME		
<u>19</u>	<u>15</u>	<u>19</u>	TOTAL DIVISION		

DEPARTMENT OF ECONOMIC DEVELOPMENT

Tracey A. Nichols, 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

DEPARTMENT OF ECONOMIC DEVELOPMENT

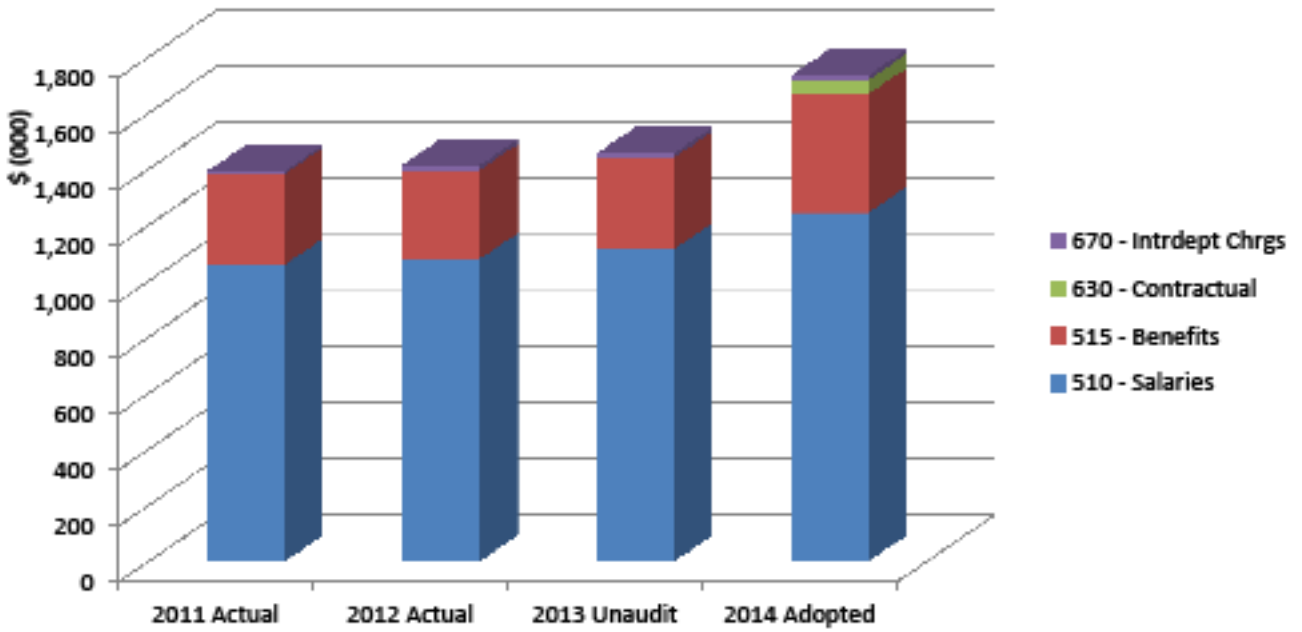
Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,054,137	\$ 1,039,898	\$ 1,110,213	\$ 1,205,723
Longevity	4,475	4,300	3,725	3,700
Separation Payments	—	34,841	—	35,094
	\$ 1,058,612	\$ 1,079,039	\$ 1,113,938	\$ 1,244,517
Benefits				
Hospitalization	\$ 107,824	\$ 105,692	\$ 114,356	\$ 173,088
Flex Save Admin Fees	—	180	329	—
Prescription	24,218	23,895	23,885	34,742
Dental	7,776	7,561	7,492	11,025
Vision Care	873	845	840	1,062
Public Employees Retire System	150,317	146,949	148,529	169,320
Fica-Medicare	13,772	14,087	15,777	17,483
Workers' Compensation	18,717	17,227	14,843	16,269
Life Insurance	731	704	667	779
	\$ 324,228	\$ 317,141	\$ 326,720	\$ 423,768
Contractual Services				
Professional Services	\$ —	\$ —	\$ —	\$ 50,000
	\$ —	\$ —	\$ —	\$ 50,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 3,674	\$ 4,018	\$ 3,226	\$ 3,547
Charges From Print & Repro	2,128	8,660	9,050	8,335
Charges From Central Storeroom	2,798	2,757	2,116	2,910
Charges From M.V.M.	1,037	1,886	808	1,330
	\$ 9,637	\$ 17,320	\$ 15,200	\$ 16,122
	\$ 1,392,477	\$ 1,413,500	\$ 1,455,858	\$ 1,734,407

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Licenses & Permits	\$ 37,500	\$ 100,000	\$ 101,700	\$ —
Miscellaneous	11	5	14,290	—
Transfers In	1,503,898	1,275,431	1,531,715	1,734,407
	\$ 1,541,409	\$ 1,375,436	\$ 1,647,705	\$ 1,734,407

Department of Economic Development Expenditures by Appropriation





Department of Economic Development

DEPARTMENT OF ECONOMIC DEVELOPMENT

COMPARISON OF STAFFING LEVEL

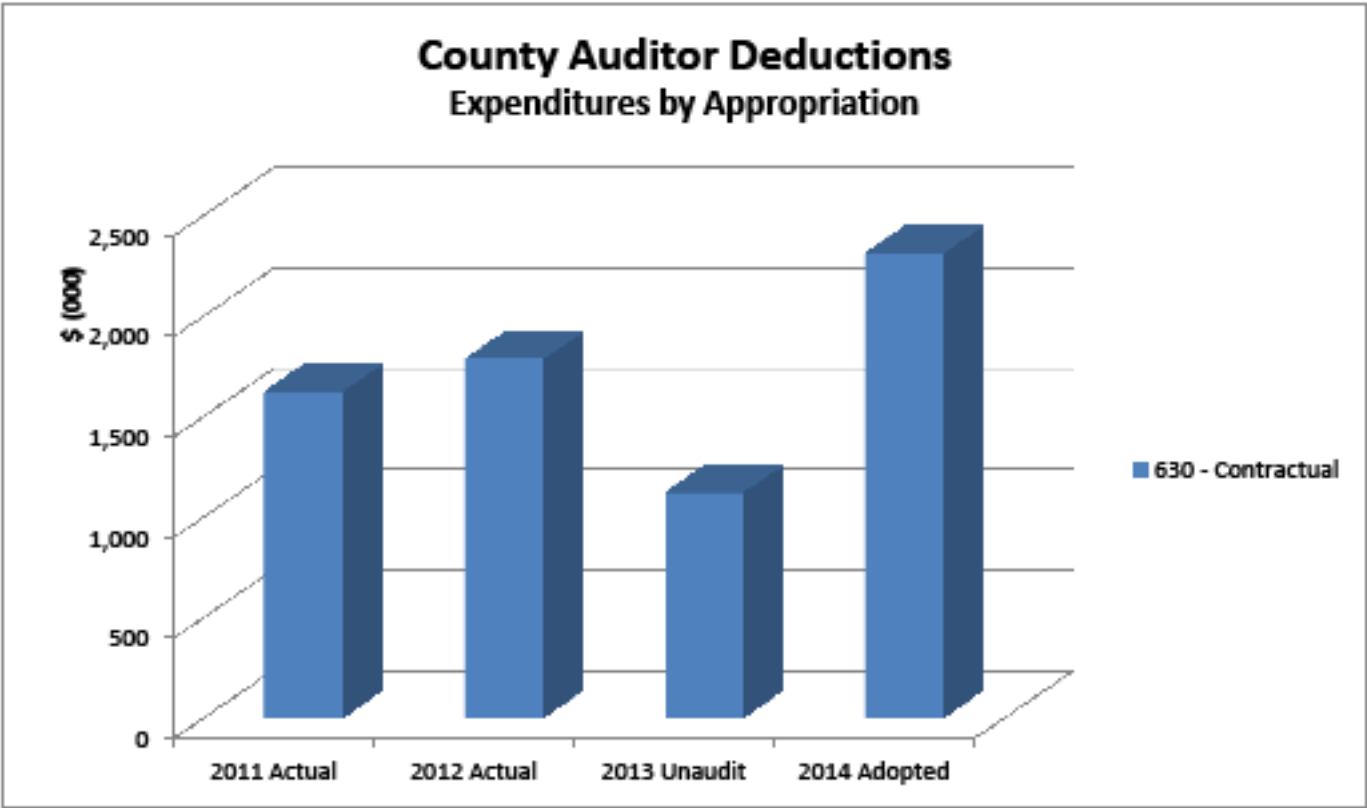
Budget 2013	No. of Employees		Position	Salary Schedule	
	December 2013	Budget 2014		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Budget Administrator	30,214.95	107,006.06
1	1	1	Director of Economic Development	50,795.81	182,067.01
1	1	1	Executive Assistant To The Mayor	50,795.81	182,067.01
1	1	1	Secretary to Directors	36,590.39	146,639.64
<u>4</u>	<u>4</u>	<u>4</u>			
<u>PARA - PROFESSIONALS</u>					
1	1	1	Paralegal	20,800.00	45,020.62
<u>1</u>	<u>1</u>	<u>1</u>			
<u>PROFESSIONALS</u>					
2	2	1	Administrative Manager	27,193.55	104,891.07
1	1	1	Administrative Officer	20,800.00	54,579.99
1	1	1	Assistant Administrator	20,800.00	58,564.01
1	1	1	Auditor	20,092.80	60,614.58
1	1	1	Office Manager	20,800.00	51,170.01
7	7	7	Project Coordinator	27,325.56	93,021.80
1	1	1	Project Director	22,333.40	82,706.96
0	0	1	Development Finance Analyst II	12.63	35.93
<u>14</u>	<u>14</u>	<u>14</u>			
<u>19</u>	<u>19</u>	<u>19</u>	TOTAL FULL TIME		
<u>19</u>	<u>19</u>	<u>19</u>	TOTAL DIVISION		



COUNTY AUDITOR DEDUCTIONS

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Contractual Services				
Non Productive Land Sales	\$ 42,439	\$ 82,792	\$ 35,375	\$ 100,000
Board Of Election Expense	8,085	343,676	17	1,073,000
County Aud & Treas Coll Fee	1,564,432	1,348,808	1,076,078	1,130,000
Advertising Del Land Sales	11,270	10,656	10,264	10,000
Board Of Tax Appeals	303	774	1,909	1,000
	\$ 1,626,530	\$ 1,786,705	\$ 1,123,642	\$ 2,314,000



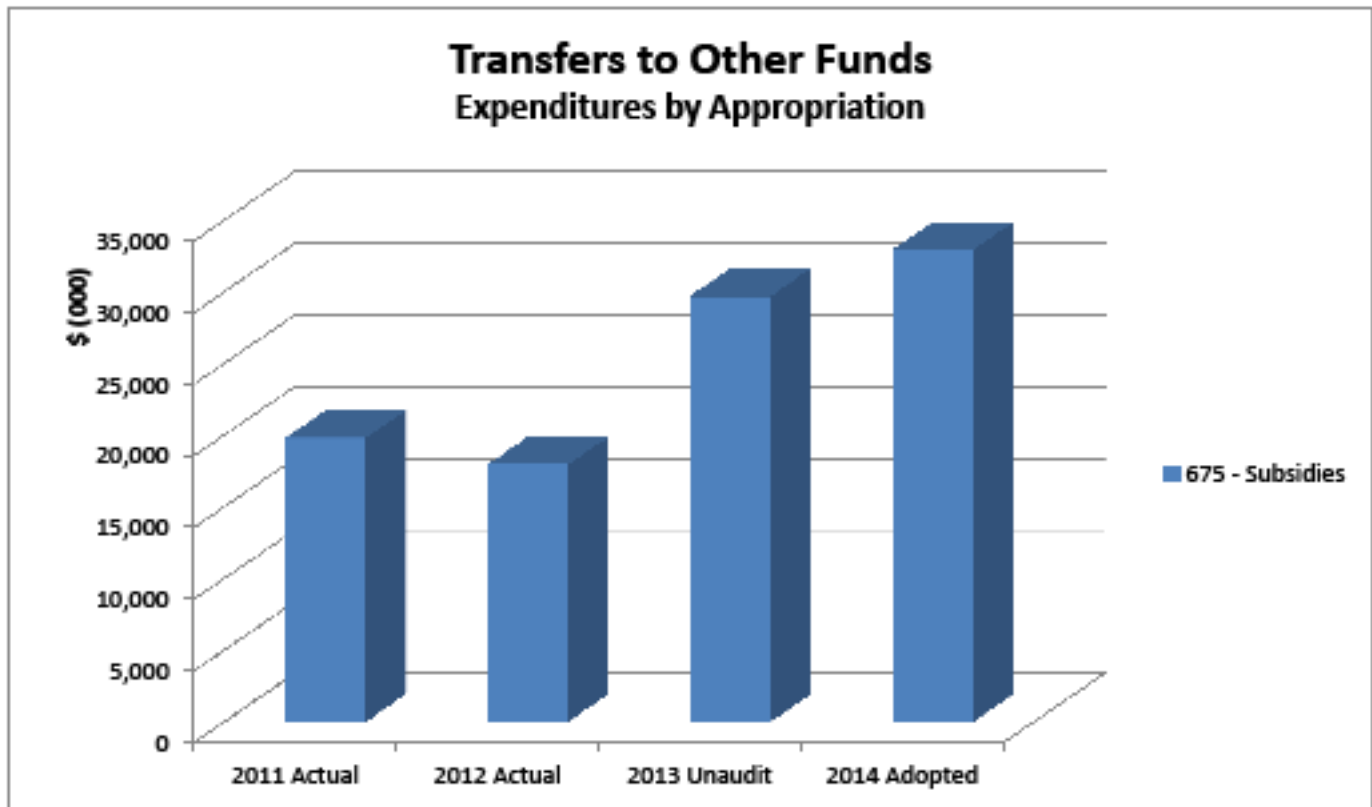


Non-Departmental

TRANSFERS TO OTHER FUNDS

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Interfund Subsidies				
Transfer To Rainy Day Res Fund	\$ —	\$ —	\$ 5,000,000	\$ —
Transfer To Stadium Fund	500,000	—	7,250,000	10,113,125
Subsidy To St Construction	6,130,586	5,327,389	5,864,872	7,974,936
Transfer to Other SubClasses	850,000	1,050,000	—	2,000,000
Transfer To Debt Service Fund	8,247,759	8,082,893	8,304,464	8,703,807
Transfer To Schools Rec Fund	1,000,000	1,000,000	1,175,000	1,175,000
Transfer to IX Center	190,969	167,103	138,230	200,000
Subsidy To Sinking Fund	839,443	725,917	422,721	828,132
Subsidy To Cemetery	290,352	59,114	—	50,134
Subsidy to Golf Courses	518,651	231,969	—	189,893
Subsidy to Conv Center	1,218,684	1,297,038	1,526,993	1,688,193
	\$ 19,786,444	\$ 17,941,423	\$ 29,682,280	\$ 32,923,220



OTHER ADMINISTRATIVE

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Other Training & Professional Dues				
Professional Dues & Subscript	\$ 2,380	\$ 26,190	\$ 3,008	\$ 55,000
Ohio Municipal League	24,125	23,441	23,441	23,441
NOACA	59,693	59,693	—	119,386
Mayors & Mgrs Assoc.	15,000	15,000	15,000	15,000
U.S. Conference Of Mayors	13,765	17,511	17,511	17,511
National League Of Cities	22,698	18,979	18,979	18,979
Greater Cleveland Partnership	40,000	40,000	40,000	27,500
	\$ 177,661	\$ 200,814	\$ 117,939	\$ 276,817
Utilities				
Electricity - Cpp	\$ 12,198,308	\$ 12,123,217	\$ 12,355,886	\$ 12,974,000
Electricity - Other	18,736	16,858	25,128	26,000
	\$ 12,217,044	\$ 12,140,075	\$ 12,381,014	\$ 13,000,000
Contractual Services				
Professional Services	\$ 153,252	\$ 102,250	\$ 152,309	\$ 120,000
Court Reporter	415	—	—	—
Advertising And Public Notice	—	7,039	—	—
Appraisal Fees	15,150	3,750	—	—
Insurance And Official Bonds	4,925	5,964	—	6,000
Taxes	144,959	—	17,236	—
Other Contractual	60,787	404,398	236,276	450,000
Justice Center-Tower Maint	1,700,567	1,222,766	5,958,650	4,117,307
Bank Service Fees	161,964	100,901	157,258	244,000
	\$ 2,242,020	\$ 1,847,069	\$ 6,521,729	\$ 4,937,307
Claims, Refunds, Maintenance				
Judgements, Damages, & Claims	\$ —	\$ —	\$ (144)	\$ —
Other Refunds & Adjustments	193,927	—	—	—
	\$ 193,927	\$ —	\$ (144)	\$ —
Interdepart Service Charges				
Charges From Radio Comm System	\$ 1,393	\$ 3,942	\$ 3,361	\$ —
	\$ 1,393	\$ 3,942	\$ 3,361	\$ —
Capital Outlay				
Transfer To Capital Project	\$ —	\$ —	\$ 3,600,000	\$ 4,000,000
	\$ —	\$ —	\$ 3,600,000	\$ 4,000,000
Debt Service				
Principal	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000

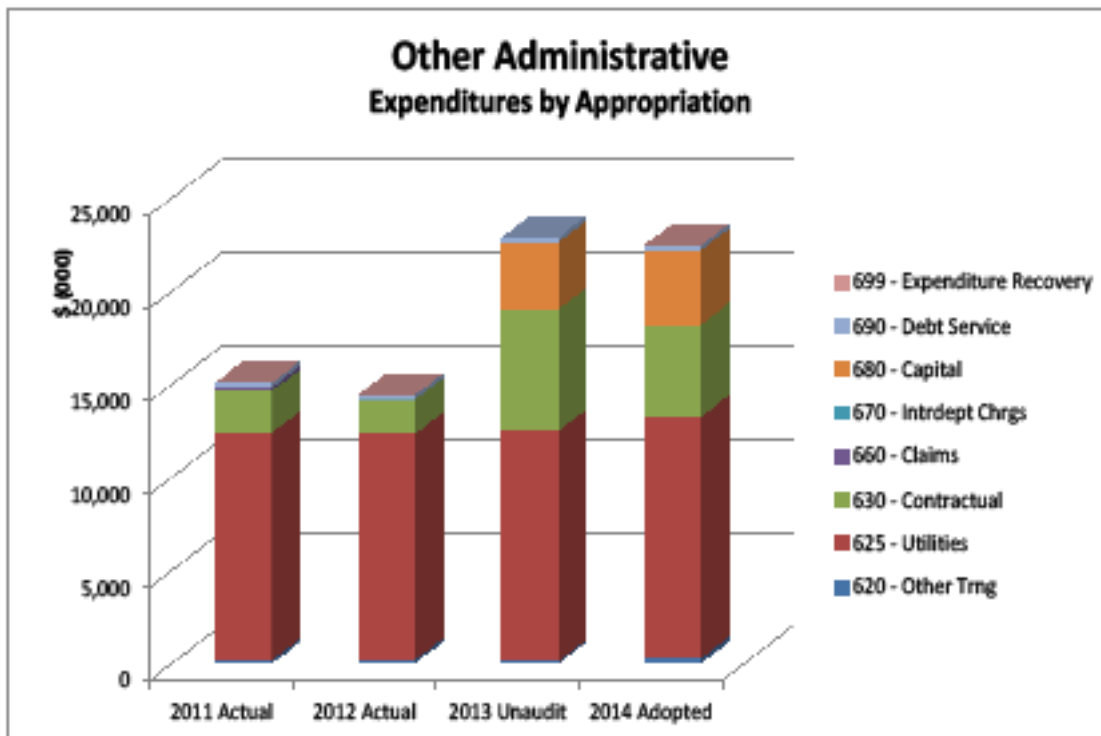
OTHER ADMINISTRATIVE

Expenditures (Continued)

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Expenditure Recovery				
Expenditure Recovery	\$ —	\$ —	\$ (24,982)	\$ —
	\$ —	\$ —	\$ (24,982)	\$ —
	\$ 15,082,046	\$ 14,441,900	\$ 22,848,917	\$ 22,464,124

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Charges For Services	\$ 2,011,679	\$ 2,074,050	\$ 1,942,562	\$ 1,642,079
Miscellaneous	7,363,981	7,877,229	8,192,176	7,494,379
Other Shared Revenue	9,027,819	11,629,318	17,244,378	13,983,696
Property Tax	36,152,494	35,998,903	32,704,946	33,965,041
Sale Of City Assets	98,701	1,791	—	—
State And Local Gov Fund	47,256,961	34,672,707	28,180,328	27,629,037
Transfers In	4,379,143	15,705,310	912,147	1,250,000
Other Tax	6,154,617	6,000,989	6,081,260	3,000,000
Income Tax	275,730,606	290,474,302	300,647,900	296,275,000
	\$ 388,176,000	\$ 404,434,599	\$ 395,905,695	\$ 385,239,232





RESTRICTED INCOME TAX

Expenditures

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Interfund Subsidies				
Transfer to Other SubClasses	\$ 25,555,664	\$ 25,926,340	\$ 23,862,972	\$ 27,544,562
	\$ 25,555,664	\$ 25,926,340	\$ 23,862,972	\$ 27,544,562
Capital Outlay				
Transfer To Capital Project	\$ 7,635,229	\$ 3,797,282	\$ 8,939,218	\$ 4,380,842
	\$ 7,635,229	\$ 3,797,282	\$ 8,939,218	\$ 4,380,842
Debt Service				
Principal	\$ —	\$ 4,798,692	\$ 4,931,163	\$ 5,497,271
Interest	319,663	1,077,104	1,020,341	1,008,308
	\$ 319,663	\$ 5,875,796	\$ 5,951,504	\$ 6,505,579
	\$ 33,510,556	\$ 35,599,418	\$ 38,753,694	\$ 38,430,983

Revenues

	2011 Actual	2012 Actual	2013 Unaudited	2014 Budget
Income Tax	\$ 34,392,656	\$ 36,309,288	\$ 37,580,988	\$ 37,034,375
Interest Earnings/Investment Income	17,299	16,442	34,899	40,000
	\$ 34,409,955	\$ 36,325,729	\$ 37,615,886	\$ 37,074,375



Appropriation Ordinance

Legislative Branch	\$ 6,937,206
Judicial Branch	\$ 40,067,439
Executive Branch	
General Government	\$ 13,697,250
Department of Aging	1,119,361
Department of Human Resources	2,182,400
Department of Law	10,625,473
Department of Finance	15,095,079
Department of Public Health	5,763,719
Department of Public Safety	309,187,909
Department of Public Works	66,441,355
Department of Community Development	292,661
Department of Building and Housing	9,744,178
Department of Economic Development	1,734,407
Nondepartmental	57,701,344
Total Executive Branch	493,585,136
TOTAL GENERAL FUND	540,589,781
Special Revenue Funds	77,777,124
Internal Service Funds	85,625,883
Enterprise Funds	685,122,847
Agency Funds	10,236,300
Debt Service Funds	86,690,460
TOTAL APPROPRIATIONS FOR 2014	\$ 1,486,042,395

GENERAL FUND

LEGISLATIVE BRANCH

Council and Clerk of Council	\$ 6,937,206
I Personnel and Related Expenses	\$ 4,924,401
II Other Expenses	2,012,805
TOTAL LEGISLATIVE BRANCH	\$ 6,937,206

JUDICIAL BRANCH

Municipal Court - Judicial Division	\$ 22,072,868
I Personnel and Related Expenses	\$ 19,404,866
II Other Expenses	2,668,002



Municipal Court - Clerk's Division			\$ 14,411,958
I Personnel and Related Expenses	\$	9,402,010	
II Other Expenses		5,009,948	
 Municipal Court - Housing Division			 \$ 3,582,613
I Personnel and Related Expenses	\$	3,425,754	
II Other Expenses		156,859	
 TOTAL JUDICIAL BRANCH			 \$ 40,067,439

EXECUTIVE BRANCH

GENERAL GOVERNMENT

Office of the Mayor			\$ 2,568,177
I Personnel and Related Expenses	\$	2,445,626	
II Other Expenses		122,551	
 Office of Capital Projects			 \$ 5,116,416
I Personnel and Related Expenses	\$	4,563,722	
II Other Expenses		552,694	
 Landmarks Commission			 \$ 243,795
I Personnel and Related Expenses	\$	236,627	
II Other Expenses		7,168	
 Board of Building Standards and Appeals			 \$ 135,785
I Personnel and Related Expenses	\$	124,201	
II Other Expenses		11,584	
 Board of Zoning Appeals			 \$ 235,197
I Personnel and Related Expenses	\$	220,089	
II Other Expenses		15,108	
 Civil Service Commission			 \$ 803,520
I Personnel and Related Expenses	\$	612,365	
II Other Expenses		191,155	



Appropriation Ordinance

Community Relations Board **\$ 1,313,422**

I Personnel and Related Expenses	\$	1,267,261
II Other Expenses		46,161

City Planning Commission **\$ 1,641,585**

I Personnel and Related Expenses	\$	1,537,955
II Other Expenses		103,630

Boxing and Wrestling Commission **\$ 7,697**

I Personnel and Related Expenses	\$	7,697
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Office of Equal Opportunity **\$ 847,918**

I Personnel and Related Expenses	\$	824,038
II Other Expenses		23,880

Office of Budget & Management-Budget Admin. **\$ 783,738**

I Personnel and Related Expenses	\$	762,532
II Other Expenses		21,206

TOTAL GENERAL GOVERNMENT **\$ 13,697,250**

DEPARTMENT OF AGING

Department of Aging **\$ 1,119,361**

I Personnel and Related Expenses	\$	841,651
II Other Expenses		277,710

TOTAL DEPARTMENT OF AGING **\$ 1,119,361**

DEPARTMENT OF HUMAN RESOURCES

Department of Human Resources **\$ 2,182,400**

I Personnel and Related Expenses	\$	1,394,558
II Other Expenses		787,842

TOTAL DEPARTMENT OF HUMAN RESOURCES **\$ 2,182,400**



DEPARTMENT OF LAW

Department of Law		\$	10,625,473
I Personnel and Related Expenses	\$		6,519,859
II Other Expenses			4,105,614
TOTAL DEPARTMENT OF LAW			\$ 10,625,473

DEPARTMENT OF FINANCE

Finance Administration		\$	1,263,146
I Personnel and Related Expenses	\$		916,726
II Other Expenses			346,420
Division of Accounts			\$ 2,019,147
I Personnel and Related Expenses	\$		1,336,536
II Other Expenses			682,611
Division of Assessments and Licenses			\$ 3,770,120
I Personnel and Related Expenses	\$		2,395,114
II Other Expenses			1,375,006
Division of Treasury			\$ 728,556
I Personnel and Related Expenses	\$		633,407
II Other Expenses			95,149
Division of Purchases and Supplies			\$ 720,820
I Personnel and Related Expenses	\$		685,772
II Other Expenses			35,048
Bureau of Internal Audit			\$ 1,224,341
I Personnel and Related Expenses	\$		590,187
II Other Expenses			634,154
Division of Financial Reporting and Control			\$ 1,355,047
I Personnel and Related Expenses	\$		1,335,505
II Other Expenses			19,542



Appropriation Ordinance

Information Systems Services **\$ 4,013,902**

I Personnel and Related Expenses	\$ 2,117,180
II Other Expenses	1,896,722

TOTAL DEPARTMENT OF FINANCE **\$ 15,095,079**

DEPARTMENT OF PUBLIC HEALTH

Public Health Administration **\$ 1,004,324**

I Personnel and Related Expenses	\$ 670,811
II Other Expenses	333,513

Division of Health **\$ 3,379,286**

I Personnel and Related Expenses	\$ 1,926,073
II Other Expenses	1,453,213

Division of Environment **\$ 988,232**

I Personnel and Related Expenses	\$ 779,623
II Other Expenses	208,609

Division of Air Quality **\$ 391,877**

I Personnel and Related Expenses	\$ 110,777
II Other Expenses	281,100

TOTAL DEPARTMENT OF PUBLIC HEALTH **\$ 5,763,719**

DEPARTMENT OF PUBLIC SAFETY

Public Safety Administration **\$ 4,899,053**

I Personnel and Related Expenses	\$ 3,553,854
II Other Expenses	1,345,199

Division of Police **\$ 179,023,490**

I Personnel and Related Expenses	\$ 168,752,089
II Other Expenses	10,271,401

Division of Fire **\$ 86,103,953**

I Personnel and Related Expenses	\$ 82,318,193
II Other Expenses	3,785,760



Division of Emergency Medical Services			\$ 23,043,311
I Personnel and Related Expenses	\$ 20,426,772		
II Other Expenses	2,616,539		
Division of Animal Control Services			\$ 1,424,943
I Personnel and Related Expenses	\$ 1,029,790		
II Other Expenses	395,153		
Division of Correction			\$ 14,693,159
I Personnel and Related Expenses	\$ 10,877,152		
II Other Expenses	3,816,007		
TOTAL DEPARTMENT OF PUBLIC SAFETY			\$ 309,187,909

DEPARTMENT OF PUBLIC WORKS

Division of Public Works Administration			\$ 3,013,016
I Personnel and Related Expenses	\$ 2,810,254		
II Other Expenses	202,762		
Division of Recreation			\$ 12,149,793
I Personnel and Related Expenses	\$ 8,153,758		
II Other Expenses	3,996,035		
Division of Parking Facilities-On Street			\$ 1,234,244
I Personnel and Related Expenses	\$ 1,148,983		
II Other Expenses	85,261		
Division of Property Management			\$ 8,010,817
I Personnel and Related Expenses	\$ 5,533,362		
II Other Expenses	2,477,455		
Division of Park Maintenance and Properties			\$ 13,569,303
I Personnel and Related Expenses	\$ 8,400,230		
II Other Expenses	5,169,073		
Division of Waste			\$ 24,998,028
I Personnel and Related Expenses	\$ 13,674,442		
II Other Expenses	11,323,586		



Appropriation Ordinance

Division of Traffic Engineering **\$ 3,466,154**

I Personnel and Related Expenses	\$	2,658,405
II Other Expenses		807,749

TOTAL DEPARTMENT OF PUBLIC WORKS **\$ 66,441,355**

DEPART OF COMM DEVELMT DIRECTOR'S OFFICE

Department of Community Development Director's Office **\$ 292,661**

I Personnel and Related Expenses	\$	280,645
II Other Expenses		12,016

TOTAL DEPARTMENT OF COMMUNITY DEVELOPMENT **\$ 292,661**

DEPARTMENT OF BUILDING AND HOUSING

Building and Housing Dir Office **\$ 2,217,253**

I Personnel and Related Expenses	\$	1,703,239
II Other Expenses		514,014

Division of Code Enforcement **\$ 5,906,484**

I Personnel and Related Expenses	\$	5,712,984
II Other Expenses		193,500

Division of Construction Permit **\$ 1,620,441**

I Personnel and Related Expenses	\$	1,593,841
II Other Expenses		26,600

TOTAL DEPARTMENT OF BUILDING AND HOUSING **\$ 9,744,178**

DEPARTMENT OF ECONOMIC DEVELOPMENT

Economic Development **\$ 1,734,407**

I Personnel and Related Expenses	\$	1,668,285
II Other Expenses		66,122

TOTAL DEPARTMENT OF ECONOMIC DEVELOPMENT **\$ 1,734,407**



NONDEPARTMENTAL

County Auditor Deductions		\$ 2,314,000
II Other Expenses	\$ 2,314,000	
Other Administrative		\$ 22,464,124
II Other Expenses	\$ 22,464,124	
Transfers to Other Funds		\$ 32,923,220
II Other Expenses	\$ 32,923,220	

TOTAL NONDEPARTMENTAL \$ 57,701,344

TOTAL EXECUTIVE BRANCH \$ 493,585,136

TOTAL GENERAL FUND \$ 540,589,781

SPECIAL REVENUE FUND

Restricted Income Tax Fund		\$ 38,430,983
I Capital	\$ 38,430,983	
II Debt Service		

Street Construction, Maintenance & Repair Fund		\$ 27,447,892
I Personnel and Related Expenses	\$ 15,153,579	
II Other Expenses	12,294,313	

Schools Recreation & Cultural Activities Fund		\$ 1,175,000
II Other Expenses	\$ 1,175,000	

Division of Public Auditorium & Stadium-Stadium		\$ 10,723,249
II Other Expenses	\$ 10,723,249	

TOTAL SPECIAL REVENUE FUNDS \$ 77,777,124



Appropriation Ordinance

INTERNAL SERVICE FUND

Sinking Fund Commission		\$ 959,640
I Personnel and Related Expenses	\$ 233,340	
II Other Expenses	726,300	
Information Systems Services-Telephone Exchange		\$ 6,836,306
I Personnel and Related Expenses	\$ 1,274,040	
II Other Expenses	5,562,266	
Division of Motor Vehicle Maintenance		\$ 19,713,041
I Personnel and Related Expenses	\$ 5,537,264	
II Other Expenses	14,175,777	
Division of Printing and Reproduction		\$ 2,757,892
I Personnel and Related Expenses	\$ 840,860	
II Other Expenses	1,917,032	
City Storeroom and Central Warehouse		\$ 565,031
I Personnel and Related Expenses	\$ 99,045	
II Other Expenses	465,986	
Health Self Insurance		\$ 44,896,329
II Other Expenses	\$ 44,896,329	
Prescription Self Insurance		\$ 9,897,644
II Other Expenses	\$ 9,897,644	
TOTAL INTERNAL SERVICE FUNDS		\$ 85,625,883

ENTERPRISE FUNDS

DEPARTMENT OF PUBLIC UTILITIES

Utilities Administration		\$ 3,186,358
I Personnel and Related Expenses	\$ 2,386,696	
II Other Expenses	799,662	



Radio			\$ 3,512,238
I Personnel and Related Expenses	\$ 547,734		
II Other Expenses	2,964,504		

Division of Fiscal Control			\$ 3,886,282
I Personnel and Related Expenses	\$ 3,230,341		
II Other Expenses	655,941		

Division of Water			\$ 287,253,133
I Personnel and Related Expenses	\$ 82,880,889		
II Other Expenses	204,372,244		

Division of Water Pollution Control			\$ 22,685,075
I Personnel and Related Expenses	\$ 11,105,934		
II Other Expenses	11,579,141		

Division of Cleveland Public Power			\$ 188,852,226
I Personnel and Related Expenses	\$ 31,418,938		
II Other Expenses	157,433,288		

TOTAL DEPARTMENT OF PUBLIC UTILITIES		\$ 509,375,312
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DEPARTMENT OF PORT CONTROL

Divisions of Cleveland Hopkins & Burke Lakefront

Airports - Operations			\$ 161,192,537
I Personnel and Related Expenses	\$ 32,616,783		
II Other Expenses	128,575,754		

TOTAL DEPARTMENT OF PORT CONTROL		\$ 161,192,537
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DEPARTMENT OF PUBLIC WORKS

Division of Cemeteries			\$ 1,681,105
I Personnel and Related Expenses	\$ 1,212,369		
II Other Expenses	468,736		

Golf Course Fund			\$ 298,000
I Personnel and Related Expenses	\$ 45,000		
II Other Expenses	253,000		



Appropriation Ordinance

Division of Parking Facilities-Off Street Parking		\$ 8,643,915
I Personnel and Related Expenses	\$ 1,262,328	
II Other Expenses	7,381,587	
Division of Public Auditorium		\$ 2,617,386
I Personnel and Related Expenses	\$ 1,280,062	
II Other Expenses	1,337,324	
Division of West Side Market		\$ 1,274,592
I Personnel and Related Expenses	\$ 433,973	
II Other Expenses	840,619	
Division of Property Management - East Side Market		\$ 40,000
II Other Expenses	\$ 40,000	
TOTAL DEPARTMENT OF PUBLIC WORKS		\$ 14,554,998
		<hr/> <hr/>
TOTAL ENTERPRISE FUNDS		\$ 685,122,847
		<hr/> <hr/>
AGENCY FUND		
Central Collection Agency		\$ 10,236,300
I Personnel and Related Expenses	\$ 6,495,959	
II Other Expenses	3,740,341	
TOTAL AGENCY FUND		\$ 10,236,300
		<hr/> <hr/>
DEBT SERVICE FUND		
Sinking Fund Commission		\$ 86,690,460
III Debt Service	\$ 86,690,460	
TOTAL DEBT SERVICE FUNDS		\$ 86,690,460
		<hr/> <hr/>

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.



Glossary

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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REFERENCE DOCUMENTS

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

2013 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. 1590-13, passed November 25, 2013



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.