



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, 2018

Christopher P. Morill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented the Distinguished Budget to the City of Cleveland for its annual budget for the Fiscal Year beginning January 1, 2018.

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

The award is valid for a one year period only. The City of Cleveland has satisfied the necessary criteria to receive the award in the following years: 2005, 2006, 2007, 2008, 2012, 2013, 2014, 2015, 2016, 2017 and 2018. Prior to the year 2000, the City also received 15 other awards, for a total of 26 years.

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



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

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

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

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

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

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

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

FEBRUARY 1, 2019



To the Cleveland City Council and Citizens of Cleveland,

Historically the City of Cleveland has weathered many adverse financial challenges. The global recession beginning in 2008 fueled by the sale of bundled overvalued mortgages led to unprecedented, dire local revenue losses. Income taxes declined by \$26 million because of job losses in the region and property taxes declined by \$18 million during the same period due to home foreclosures which led to substantial numbers of vacant and abandoned properties. In fiscal 2011, the State of Ohio instituted a changed shared revenue formula that reduced Local Government Fund distribution by 25% in the first year of their biannual budget and 50% in the second year. The State additionally phased out local level distribution of Commercial Activity Tax, Tangible Personal Property and Estate Tax. The impact was an immediate permanent annual loss of \$30 million.

In addition to these losses, for more than three decades revenue collections have been flat and as such have been less than anticipated expenditures. While the City did produce, manage and maintain a balanced budget, we did not have a structurally balanced budget where annual recurring revenues are equal to or in excess of annual recurring expenses. As of fiscal 2017, through years of prudent fiscal management and the voters support of Issue 32 in 2016 - which adopted a half percent local income tax increase - the City now has a structurally balanced budget. I intend to maintain this achievement through continuation of stringent, conservative fiscal policies that support financial accountability and efficient delivery of services throughout our City.

The City of Cleveland is a \$1.8 billion municipal corporation which includes but is not limited to the General Fund, Public Utilities, Airport Operations, Cemeteries, and Parking Facilities. In this budget, fiscal year 2019, I have integrated our operational requirements and financial management strategies to position the City to face the future in an adaptive and collaborative way, which will result in increased service delivery, economic development and expanded opportunities in our neighborhoods.

The General Fund budget for fiscal 2019 is \$651,135,031. This supports anticipated municipal operations, ratified union agreements and some enhanced operations in Public Safety, Public Works and Public Health. We additionally have added \$5 million to the Rainy Day Fund and \$10 million for vehicles and equipment. We are directing \$14 million for demolition and \$8.6 million to street resurfacing to continue improving the quality of life in our neighborhoods.

The Office of Prevention, Intervention and Opportunity for Youth and Young Adults has aligned key external partnerships with city programs and services to create necessary support systems, jobs, recreational and educational opportunities that establish viable options for success for at risk young people in our City. The programming is based on a new model for addressing youth violence as a public health issue and engages clinically trained trauma care coaches at each of our recreation centers to deal with toxic stress.

The Safe Routes to School Demolition program will continue to raze bighted and abandoned structures within 1,000 feet of walking routes to schools. The first phase eliminated 820 structures including residential, mixed use and commercial buildings. An additional 750 structures will be razed in 2019.

We are nearing completion of the \$7.3 million construction of a new kennel for Animal Care and Control. This budget supports required additional staffing for this state of the art facility. It will open in the first quarter 2019.

Since January 2018, the Cleveland Police Department has recruited 261 new officers of which 132 have finished the Academy and the remaining 129 new officers are slated for graduation in the first half of 2019. This budget also supports increase staffing levels in the Homicide Unit, Gang Impact Unit and Sex Crimes Unit. EMS graduated 62 trainees in 2018 and 22 additional trainees will graduate in 2019 which supports the daily increase ambulance service from 21 to 25 to respond to high volume activity. The Division of Fire graduated 58 firefighters supporting their deployment of fire services citywide.

Although I believe Cleveland will continue to experience modest growth in 2019, risks, such as the volatility in our nation's capital, unknown state policies, increasing global tension and increased energy prices have the potential to impact local economic growth. Many economists are projecting economic recession in both 2019 and 2020. Even though our unencumbered cash position is projected at approximately \$43.6 million at year end 2019, we need to continue to be strategic in our ability to be ahead of any economic cycle. We need to propose and support sustainable growth and planning that holds cost during good times and hard times and meets our obligation of being good stewards of public resources.

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 2019, representing a General Fund operating budget of \$651,135,031 and a total citywide budget of \$1,830,570,160.

Sincerely,



Frank G. Jackson
Mayor



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

The Budget as a Policy Guide

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

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

The Budget as a Financial Plan

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

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

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

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

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

The Budget as an Operations Guide

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



The Budget as a Communication Device

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

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

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

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

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

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

Examples are:

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

HISTORY

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



Moses Cleaveland

STRATEGIC LOCATION

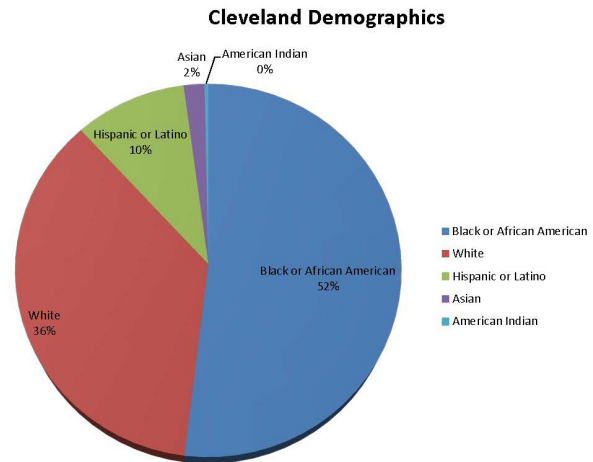
Situated in northeastern Ohio on the southern shore of Lake Erie, Cleveland's geographic location is one of its best assets. It is one of the few places where water, rail and highway meet. Ample truck, rail and air connections allow shippers to economically transport their goods between Cleveland and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

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



DIVERSITY

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



EDUCATION



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



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



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

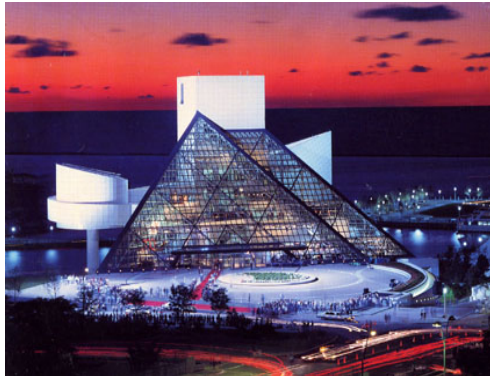
SPORTS

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

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

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

TOURISM



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



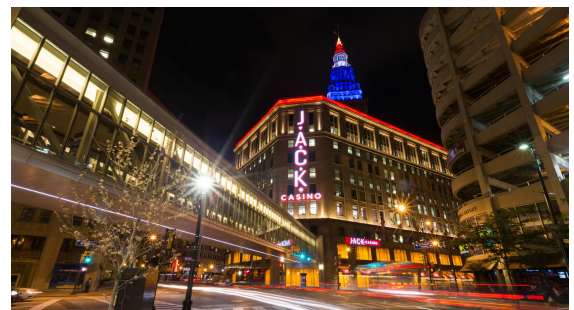
The Great Lakes Science Center is one of the nation's leading science and technology centers. The center houses many hands-on and traveling exhibits and is also known for its Omnimax Theatre. The center hosts many over night events for youth to help bring awareness to science and how it affects the world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

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



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

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



INTERNATIONAL

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

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

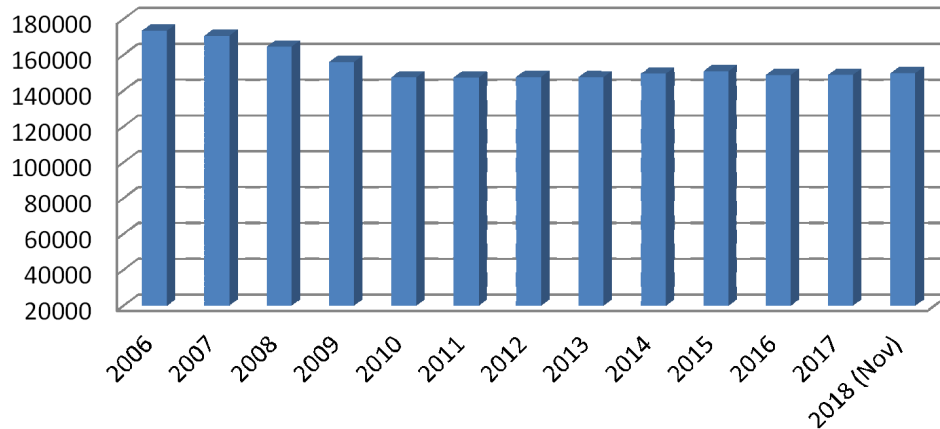


EMPLOYMENT AND UNEMPLOYMENT

Cleveland has long been famous as a durable goods manufacturing hub. Following the national trend, however, Cleveland has been shifting to a more services-based economy. Cleveland's major industries include health care, bio-science, and technology. Median household income is \$27,854. Median family income is \$34,166. The median age of a Cleveland resident is 35.8.

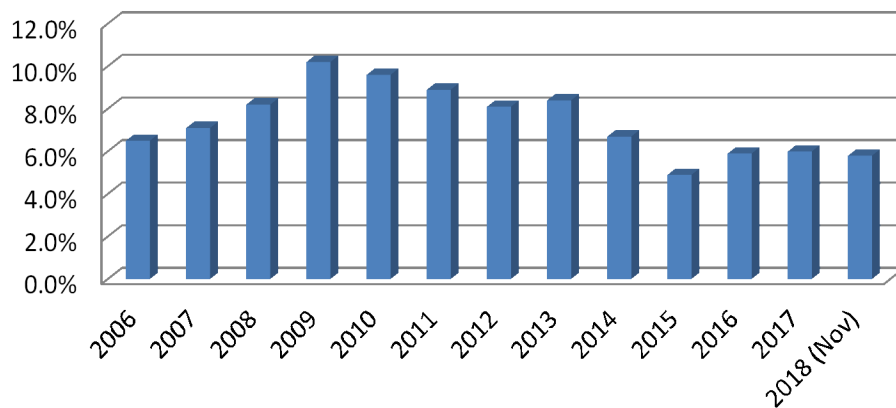
Employed Cleveland Residents

Annual Average



Unemployment Rate

City of Cleveland
Annual Average



MAJOR EMPLOYERS



Cleveland Clinic



University Hospitals



MetroHealth



KeyBank



Achieve anything



Company

Number of Employees

Cleveland Clinic Foundation	35,326
University Hospitals	17,711
U.S. Office of Personnel Management	12,125
Cuyahoga County	7,414
City of Cleveland	6,828
MetroHealth System	6,538
Cleveland Metropolitan School District	6,517
KeyCorp	4,959
Case Western Reserve University	4,534
Sherwin-Williams Company	4,421

SOURCE: Crain's 2018 Book of Lists

AIRPORT QUICK FACTS

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

Layout:

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

Operations Per Year:

•Commercial Airline Operations	75,078
•Taxi/Commuter Commercial	33,355
•General Aviation	7,675
•Cargo Commercial Airline Operations	3,560
•Military Flights	225

Landings per day:

•General Aviation	112
•Commercial Departures	206
•Commercial Arrivals	206

Public Parking Spaces:

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

Services:

•General Aviation Based Aircraft	29
•Passenger Airlines	12
•All-Cargo Airlines	2

POLICE QUICK FACTS

•911 Calls Per Year	425,844
•Investigated Cases	63,629
•Vehicles	719
•Neighborhood Watch Locations	60
•Motorcycles	35
•Canine Teams	10
•Stations	5
•Helicopters	2
•Public Safety Communications Center	1
•Police Headquarters	1



FIRE & EMS QUICK FACTS

•EMS Incoming Calls Per Year	120,487
•Fire Unit Responses	91,685
•EMS Medical Runs Per Year Dispatched	107,213
•Patients Transported to Hospitals by EMS	79,395
•Fire/Emergency Incidents	69,935
•Fire Stations	26
•Engine Companies	23
•EMS Units	25 Days/21 Nights
•Ladder Companies	11
•Rescue Squads	2
•Fire Boats	2



PARKS & RECREATION QUICK FACTS

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

PARKING QUICK FACTS

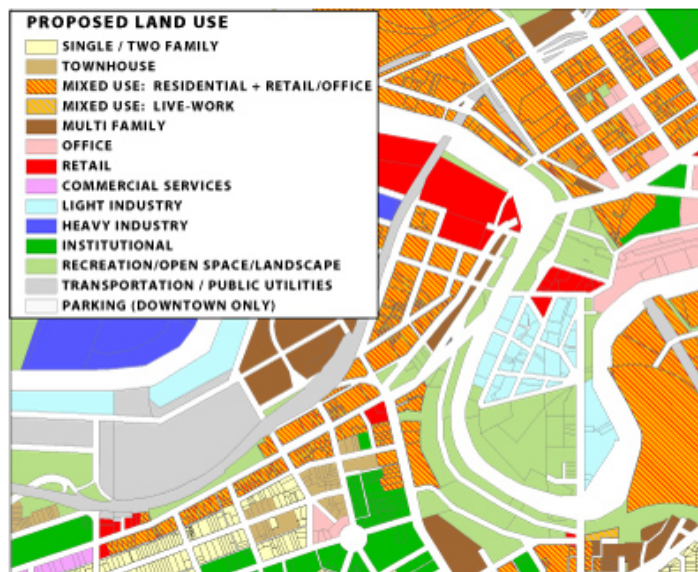
•Parking Meters	2,460
•Coin & Debit/Credit Meters	24
•Parking Lots	3
•Parking Garages	2

2020 FUTURE LAND USE

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

Citywide Land Use:2000

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



Proposed Citywide Land Use:2020

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

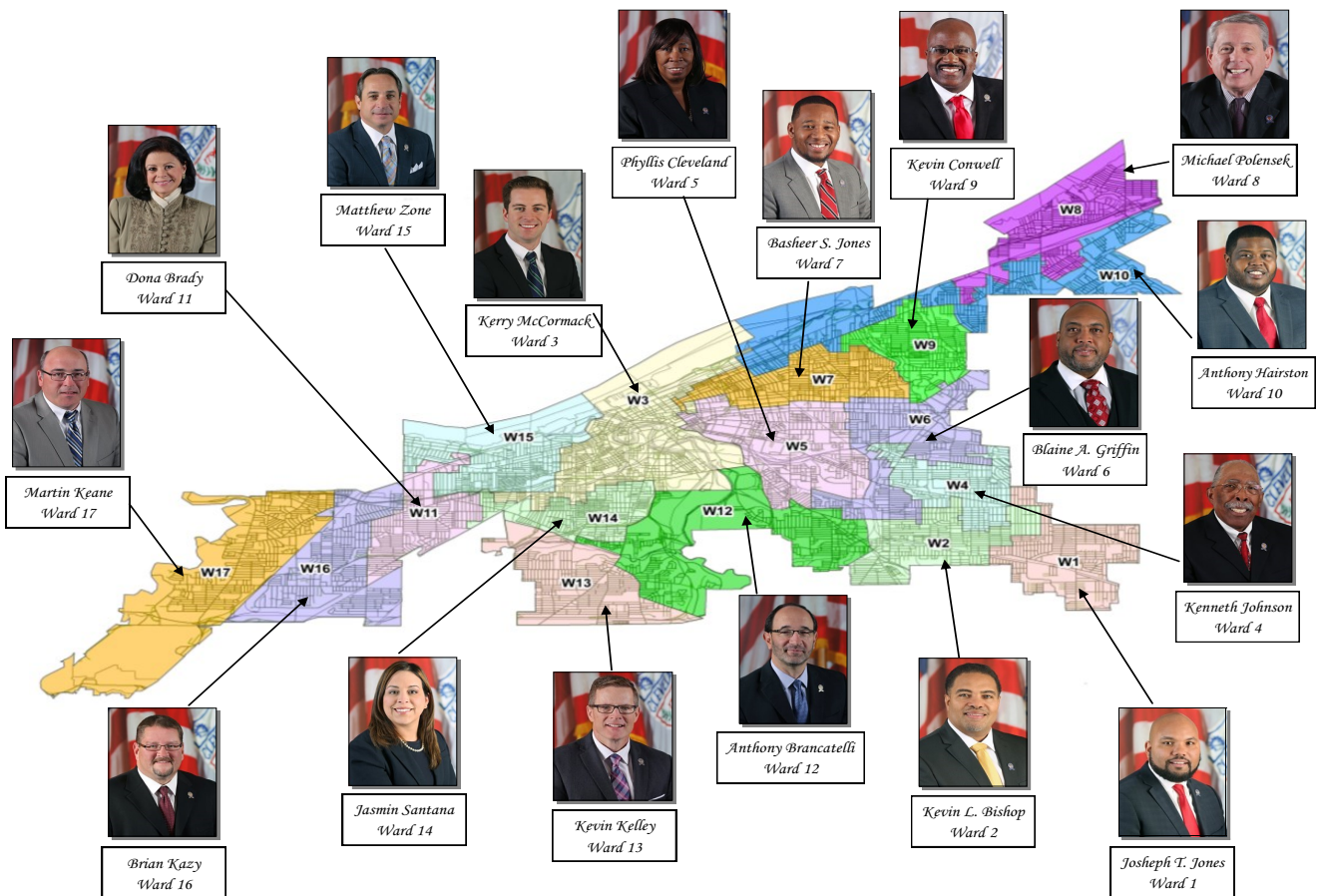
Eight Ideas for Vacant Land Reuse in Cleveland: "Sustainable Land Reuse Strategies"

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

Roster of Elected Officials

CITY COUNCIL	WARD	TELEPHONE	E-MAIL
Frank G. Jackson	Mayor	664-3990	frankjackson@city.cleveland.oh.us
Joseph T. Jones	1	664-4944	jjones@clevelandcitycouncil.org
Kevin L. Bishop	2	664-4945	kbishop@clevelandcitycouncil.org
Kerry McCormack	3	664-2691	kmccormack@clevelandcitycouncil.org
Kenneth L. Johnson	4	664-4941	kjohnson@clevelandcitycouncil.org
Phyllis Cleveland	5	664-2309	pcleveland@clevelandcitycouncil.org
Blaine A. Griffin	6	664-4234	bgriffin@clevelandcitycouncil.org
Basheer S. Jones	7	664-2908	bjones@clevelandcitycouncil.org
Michael D. Polensek	8	664-4236	mpolensek@clevelandcitycouncil.org
Kevin Conwell	9	664-4252	council9@clevelandcitycouncil.org
Anthony T. Hairston	10	664-4743	ahairston@clevelandcitycouncil.org
Dona Brady	11	664-3708	dbrady@clevelandcitycouncil.org
Anthony Brancatelli	12	664-4233	abrancatelli@clevelandcitycouncil.org
Kevin J. Kelley	13	664-2943	council13@clevelandcitycouncil.org
Jasmin Santana	14	664-4238	jsantana@clevelandcitycouncil.org
Matt Zone	15	664-4235	council15@clevelandcitycouncil.org
Brian Kazy	16	664-2942	bkazy@clevelandcitycouncil.org
Martin J. Keane	17	664-4239	mkeane@clevelandcitycouncil.org

WARDS OF THE CITY



Did You Know???

Superman Originated in Cleveland



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

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

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

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

Movies Filmed in Cleveland

- | | | |
|---|---------------------------|------------------------------|
| The Fortune Cookie (1966) | The Deer Hunter (1978) | Christmas Story (1983) |
| Light of Day (1987) | Major League (1989) | Happy Gilmore (1996) |
| Air Force One (1997) | Antwone Fisher (2002) | Welcome to Collinwood (2002) |
| American Splendor (2003) | Spiderman 3 (2007) | The Soloist (2009) |
| 25 Hill (2011) | Falling Backwards (2011) | Boot Tracks (2011) |
| Take Shelter (2011) | The Avengers (2012) | Fun Size (2012) |
| Alex Cross (2012) | Captain America 2 (2013) | Bad Grandpa (2013) |
| Jenny's Wedding (2013) | Draft Day (2014) | Dog Eat Dog (2016) |
| Captain America - The Winter Soldier (2014) | | White Boy Rick (2018) |



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



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

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

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



Famous Clevelanders

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

Steven Adler- Drummer for Guns and Roses

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

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

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

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

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

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

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

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

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

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

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

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

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

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

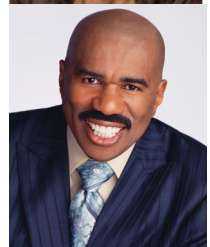
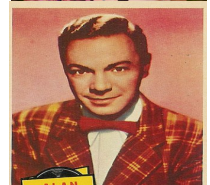
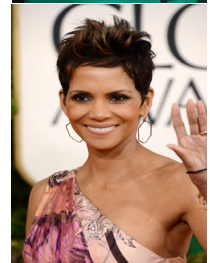
Paul Newman- Award winning actor who also is the co-founder of Newman's Own food manufacturing company in which all tax profits and royalties are donated to charity.

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

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

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

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



Famous Clevelanders

The Following Are Notable Sports Figures From Cleveland

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

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

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

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

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

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

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

The Following Are Other Notable Figures From Cleveland

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

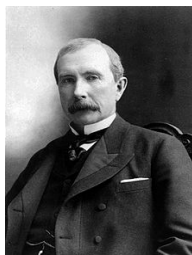
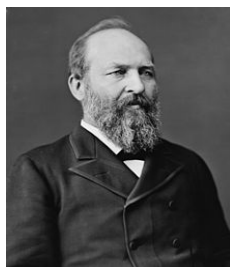
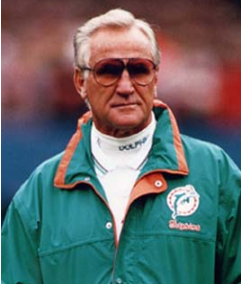
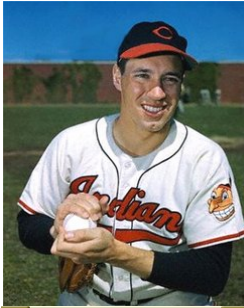
James A. Garfield- 20th president of the United States whose term only lasted 200 days because he was assassinated in July 1881.

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

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

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

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



Cleveland Fun Facts



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

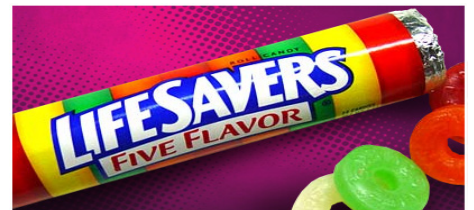
Cleveland was home to the first traffic signal which was invented in 1914 and created by Garrett A. Morgan, who also invented the first gas mask.



SHERWIN WILLIAMS.

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.

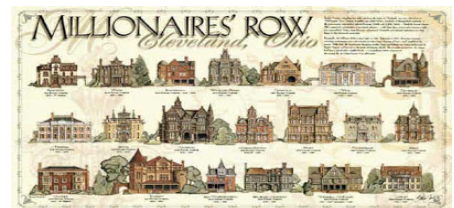
Cleveland vs Cleaveland

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



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

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



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



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



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



OCTOBER

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

NOVEMBER

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

DECEMBER

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

FEBRUARY

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

MARCH

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

APRIL

CITY BUDGET APPROVED

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

MAY

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

JUNE

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

THROUGH THE YEAR AS REQUIRED

CERTIFICATE / AMENDED CERTIFICATE OF RESOURCES

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

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

Budgetary Control

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

Capital and Debt

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

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

Capital Assets

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

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

Cash Management & Investments

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

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

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

Fees and Charges

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



Economic Analysis

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

Indirect Costs

The City of Cleveland utilizes a cost allocation methodology that ensures Enterprise Funds, Federal of State Awards, and other Grants contribute their fair share of central service costs. Indirect costs charged to Federal programs comply to 2 C.F.R. part 225. They are based on actual allowable salaries of personnel assigned to the program.

Operational

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

Revenues and Reserves

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

Salaries

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

Unencumbered Funds

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

Vacancy Replacements

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

County Tax Budget

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

Transfer of Appropriations

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

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

Mayor's Estimate

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

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

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

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

Basis of Budgeting

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

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

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

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

Art in Everything! a Cleveland Initiative

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



Automated Waste Collection Program

The Division of Waste Collection services weekly approximately 150,000 households, and, in 2018 disposed of 240,644 tons of landfill debris; in addition to 10,838 tons of recyclable materials. Services include residential collection, curbside recycling, yard waste collection, bulk collection, commercial collections, recycling drop-off program and the operation of a Transfer Station.

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



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

PROGRAM RESULTS

For 2018, Cleveland has processed 10,838 tons of recyclable material. (Glass, plastic, metal, paper and cardboard from both residents and commercial businesses)

The City of Cleveland has a Recycling Contract with a recycling processor that pays the City for each ton of uncontaminated recyclables processed at their facility. In 2017, the City was reimbursed for 25,282 tons of recyclables processed! The overall results from this year's program are as follows:

- In 2018 Recycling revenue decreased \$21,415.98.
- Landfill Diversion (Disposal cost savings): \$310,403.76
- Total Savings and Revenue: \$331,819.74
- These savings were generated with 150,000 households participating in the recycling program; as the program expands so does the potential for landfill cost avoidance savings and revenue reimbursements.

Citywide Municipal Wireless Broadband Network Initiative

The City of Cleveland continues to successfully operate and maintain a 4.5 square mile Wi-Fi network in its 13th Ward to help close the Digital Divide. The project offers residents of the Ward free wireless internet access. In 2018 The City of Cleveland initiated a project to upgrade the current network in Ward 13 that has been in operation since April 2011. In addition, the project provided the City of Cleveland the opportunity to collaborate with local community non-profit organizations to continue providing training in the following areas: computer applications (email & word processing), internet access and browsing.

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

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

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

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

Clean Cleveland Initiative

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

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

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

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



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

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

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

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

Department	Service
Building and Housing	<ul style="list-style-type: none"> • The City demolished 940 condemned structures in 2018. • Building & Housing estimates that the City will demolish at least 750 structures in 2019. • The City issued over 2,235 board-up permits in 2018. These permits were for boarding unsecured structures that were a public safety hazard.
Health	<ul style="list-style-type: none"> • Nuisance ticketing increased 54% from 1,235 in 2017 to 1,909 in 2018. • Citizen complaints totaled 6,152 in 2018 compared to 3,145 in 2017.
Public Utilities	<ul style="list-style-type: none"> • Cleaned 17,173 catch basins in 2018, which increased from 13,943 in 2017.

Mayor Frank G. Jackson Scholarship Program



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

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

Improving the quality of life for all residents has been the driving force behind the goals Mayor Jackson has set for his administration. The key to this effort is ensuring that all children have access to a high quality education. Thus, education becomes the gateway to opportunities. As aligned with Mayor Jackson's Higher Education Compact, ensuring that students have access to a postsecondary education and financial support is paramount as students begin selecting their higher education institutions. This will have a significant and positive impact on the City, by providing Cleveland employers with a better educated and more skilled workforce.

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

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

- ♦ Be a current City of Cleveland resident;
- ♦ Have met with a College Now advisor during his/her high school senior year;
- ♦ Complete a College Now scholarship application;
- ♦ Have been enrolled in a high school where College Now provides service;
- ♦ Plan to attend a public or private, not-for-profit higher educational institution approved for Federal Financial aid;
- ♦ Have and maintain a 2.5 GPA, score an 18 or higher on the ACT, or 960 or higher on the SAT critical reading and math tests;
- ♦ Have met College Now's income criteria as defined by Federal guidelines for Pell grant eligibility and have financial need of at least \$1000;
- ♦ Maintain his/her full-time enrollment status (12 credits per semester or 24 credits per year) at a college or university; and
- ♦ Submit all paperwork to College Now by the required deadline

Connecting Cleveland 2020 Citywide Plan

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

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

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

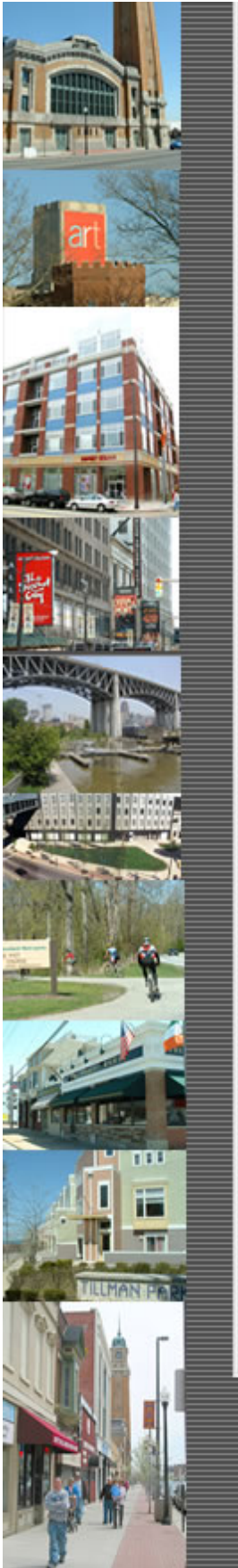
The Citywide Plan lays out a practical vision for Cleveland's re-growth. It is a vision backed by a block-by-block future land use map and sets of goals and policies that will guide development and revitalization in Cleveland to ensure that the city makes the most efficient use of its resources in achieving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

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

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

Connecting Cleveland: Developing Healthier Communities

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



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

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

Neighborhood Transformation Initiative: A Strategy for Opportunity and Equity

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

Connecting Cleveland: Waterfront and Riverfront Development

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



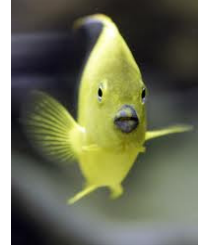
That is now changing with Cleveland's initiative to re-connect the city to its lakefront and riverfront. Already complete is the initial development of downtown's North Coast Harbor, with its Rock & Roll Hall of Fame & Museum and the Great Lakes Science Center. Numerous projects underway or already completed,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

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



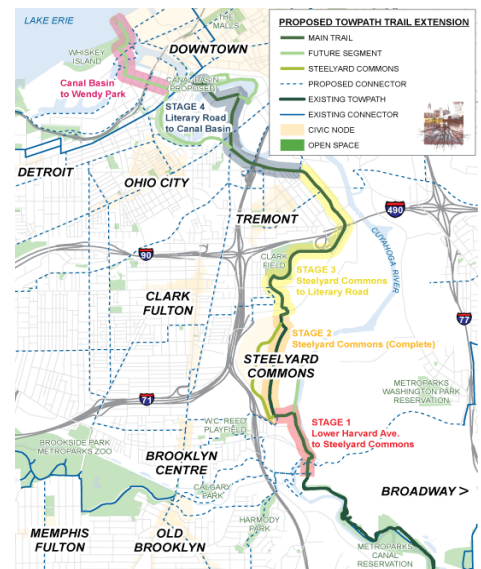
Cleveland Lakefront Nature Preserve: A "dredge deposit" site, formerly known as Dike 14, opened to the public on a daily basis in 2012 as an 88-acre nature preserve on Lake Erie, approximately four miles east of downtown Cleveland, off Gordon Lakefront State Park. This rare example of an urban nature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

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



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

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



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

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

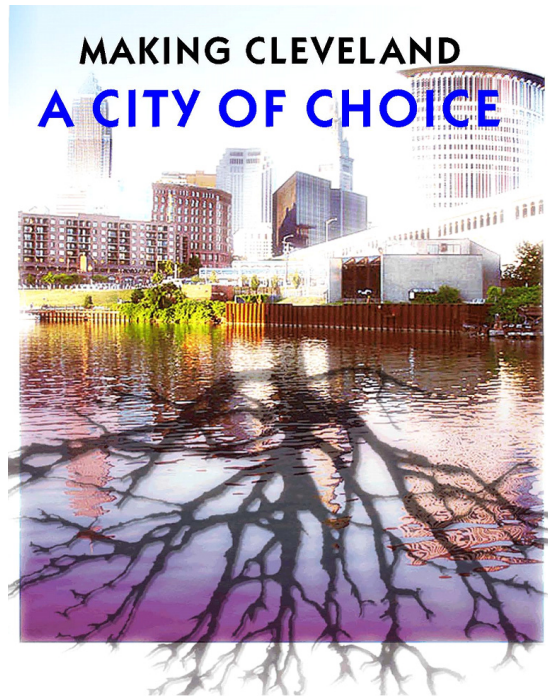


The approximately 2,500 square foot plaza utilizes a central feature - a statue sculpted by nationally recognized artist David Deming, which will serve as an alluring testament, promoting Cleveland as the birthplace of the creators of the "Man of Steel". This beautiful stainless steel statue will be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

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

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

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



The Downtown Neighborhood

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



West3rd

Streetscape Improvements, Placemaking, and Long-range Plan:

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

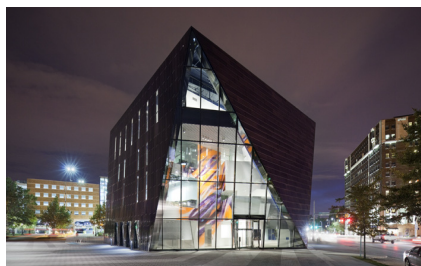
explored.

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

Neighborhoods

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

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

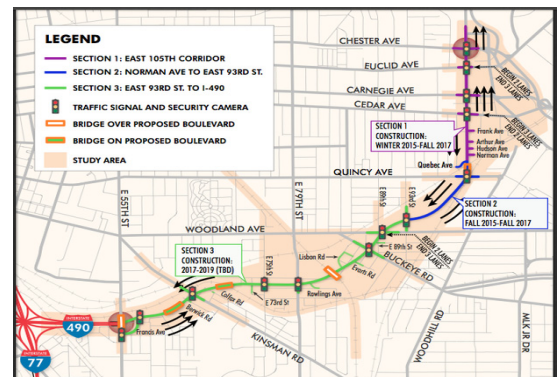


Uptown: The Uptown arts and entertainment district along Euclid Avenue, in the heart of University Circle, has become a reality. The \$27 million Museum of Contemporary Art opened to the public in October 2012. MRN Ltd. Has invested \$45 million in the development of two four-story buildings housing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

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

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

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



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



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

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

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

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

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

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

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

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

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

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

Healthy Cleveland (Healthy neighborhoods): The Cleveland Planning Commission continues to play a key role in advancing the Healthy Cleveland Initiative. Health begins where you live, work, and play. The planning commission through its ongoing work is facilitating HC to identify some of the communities most pressing health issues and are looking to address the social, economic, and environmental factors that influence those issues. The healthy neighborhoods committee has been developing an awareness campaign that utilizes multiple streams of messaging to influence and raise awareness about the social determinants of health. This is the first step to engaging and empowering the community to understand and address factors that impact their well-being that may not be apparent.

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

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

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

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

Sustainable Cleveland 2019

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



Sustainable Cleveland is:

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

Sustainable Cleveland 2019 is organized by a framework of themed Celebration Years and an annual Summit. Working groups emerge from the annual Sustainable Cleveland 2019 summits and focus on different topics to build a brighter future for Cleveland.

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

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

In addition to improving the efficiency and environmental footprint of our buildings and fleets, we are implementing Complete and Green Streets to create a walkable, bikeable, and public transportation-friendly city while incorporating green infrastructure.

2018 Sustainability accomplishments include:

- ♦ Hosted Mayor Jackson's 10th Annual Sustainable Cleveland Summit and celebrated the Year of Vital Neighborhoods throughout 2018;
- ♦ Updated the Cleveland Climate Action Plan over a 13-month period by partnering with 90 organizations and engaging more than 400 residents in 12 neighborhood workshops; during this process, the Cleveland Climate Action Fund supported 21 resident-led, neighborhood-based climate action projects.
- ♦ Launched www.cuyahoga50.org, representing a collaboration of more than 100 organizations coming together to celebrate our progress and address today's threats to clean water for all;
- ♦ Continued implementation of the Cleveland Tree Plan, including a focus on policy, governance of the Cleveland Tree Coalition, and making progress on community-wide tree goals;
- ♦ Coordinated Garden Walk Cleveland in four neighborhoods- Kamm's Corners, Slavic Village, Detroit Shoreway, and Collinwood;
- ♦ Continued outreach through the "Don't Break the Lake" and "Skip the Straw" campaigns aimed at reducing plastic waste in our waters, especially from disposable plastic bags, water bottles, and straws;

- ♦ Coordinated the 10th annual Great Lake Erie Boat Float to raise awareness of plastic pollution on Lake Erie;
- ♦ Secured or managed the following grants:
 - ♦ \$100,000 from the U.S. Forest Service to plant more than 200 trees in the Cudell and Buckeye-Shaker neighborhoods;
 - ♦ \$350,000 from the U.S. EPA and City of Cleveland Community Cost Share funds to install four bioretention cells at Wildwood Park to improve water quality at nearby beaches;
 - ♦ \$250,000 from the Northeast Ohio Regional Sewer District to install a rain collection cistern at the new City Kennel;
 - ♦ \$442,000 from the U.S. EPA to install approximately 20,000 ft² of permeable pavers and plant 150 trees at Marion Motley park;
 - ♦ \$110,000 from Partners for Places and Gund Foundation to support climate action, with a focus on racial equity and engagement;
 - ♦ \$5,000 from the Cuyahoga County Solid Waste District;
 - ♦ \$5,000 from the Urban Sustainability Directors Network (USDN) to support racial equity training for 75 City of Cleveland employees; and
 - ♦ \$80,000 from the U.S. Forest Service to plant approximately 150 trees in the Bellaire-Puritas and St. Clair-Superior neighborhoods.
 - ♦ \$45,000 from the Ohio Development Services Agency (ODSA) Local Government Innovation Fund (LGIF) for completing a comprehensive alternative fuel vehicle fleet and infrastructure analysis for municipal operations and a couple of local partners.
- ♦ Managed and reported on utility and energy data for all City facilities- since 2010, the City's energy consumption is down 4% on a weather normalized basis and City buildings are using 9% less energy per square foot, saving approximately \$4 million per year in utility costs;
- ♦ Installed and activated two (2) dedicated Fleet Electric Vehicle Charging stations, one each at the Willard Garage/City Hall and Cleveland Hopkins Airport.
- ♦ Supported addition of 15 more miles of bike infrastructure, including trails, bike lanes and sharrows;
- ♦ Supported four Open Streets Cleveland events in 2018 in four different neighborhoods- University Circle, Detroit Shoreway, Central, and along West 25th Street;
- ♦ Distributed more than 350 rain barrels to Cleveland residents at nine community rain barrel workshops;
- ♦ Completed the 2017-2018 Youth Sustainability Leadership Program;
- ♦ Installed six water bottle filling stations at City facilities and procured an additional 20 stations for installation in 2019;
- ♦ Led City's recognition as a "SolSmart Bronze" community for advancing solar energy growth;
- ♦ Supported new electricity aggregation agreement with Northeast Ohio Public Energy Council (NOPEC) resulting in cost savings, rate stability, and 100% renewable energy for residents and small businesses; and
- ♦ Supported NOACA's 2018 Commuter Choice Challenge and encouraged employee participation in the Gohio Commute online tracking platform.

The Future of Public Safety



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

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

Over the past year the Division of Police (CPD) has fully upgraded the Computer Aided Dispatch (CAD) system in the Communication Control Section and trained officers how to fully utilize the state of the art technology. With this new technology, officers now directly receive vital information, enabling them to provide safety and aid much faster to the citizens of Cleveland.

The Division of Police Field Based Reporting system went live September 2017 and training for the Division's members was completed January 2018. Field Based Reporting allows all officers the ability to enter police reports directly into the Law Enforcement Records Management System from the Mobile Data Terminals located in police patrol vehicles.



In August 2018, CPD began the process of transitioning over to electronic grand jury packets. The Division's Technology Integration Unit (TIU), along with several other division members, has worked closely with the Cuyahoga County Prosecutor's Office to design and implement this new program. It is projected in the first quarter of 2019 detectives will be trained and utilizing this new system. With this new process detectives will be able to submit evidence, track cases, and provide better service to victims in a more efficient manner.

Since January 2018, CPD has had 261 recruits attend the Cleveland Police Academy, of which 132 have graduated. The remaining 129 recruits are slated to graduate throughout the first half of 2019. These new officers will result in improved response times to calls for service and more interaction with the community. This will also allow the Division to increase staffing levels in vital units, such as the Homicide Unit, Gang Impact Unit, and Sex Crimes Unit.

CPD will be upgrading an already nationally recognized crisis intervention program in early 2019. The Division will be conducting an intensive Specialized Crisis Intervention training that will give frontline officers the skills and tools to provide an enhanced level of service to individuals in mental crisis. Officers will be educated on how to divert individuals in crisis from the criminal justice system to the mental health system when appropriate, foster relationships with mental health and social service agencies, and participate in community engagement, awareness, and education.



In 2018, officers were trained in Community and Problem Oriented Policing (CPOP). This training encourages community engagement to not just solve the problem at hand, but find the root of the problem that has plagued an area or individual. Once the source of the problem is identified officers will be able to provide and refer resources that will ensure long term success.

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

In 2019, the City of Cleveland will host the Major League Baseball All-Star week. This event will see thousands of people ascending into the downtown area creating logistical and safety concerns. CPD has been working closely with Major League Baseball and federal, state, and local law enforcement partners to ensure a seamless coordination of all resources to once again showcase the City of Cleveland as an elite host to major national events.



The Division of Fire (CFD) accredited their Fire Training Academy through the State of Ohio in 2018. This accreditation is part of a plan to lower our ISO Rating to 1, resulting in lower insurance rates and making Cleveland more attractive to prospective businesses.

In 2018 CFD implemented the new Learning Management System (LMS), Target Solutions to track members' certifications and training. This has enhanced our division with consistent and continuous practice as key to our performance success. Also, the Division of Fire completed a global CAD (Computer Assisted Dispatching) system upgrade in 2018 along with the rest of Public Safety which brought our dispatching workflows onto the latest vendor platform. All three response divisions are operating on the same software platform.

In 2018 CFD implemented a replacement records management system; Emergency Reporting Software. This allows much of our day to day operation to be digitized and also allows for the division to implement field-based code inspection reporting.

In 2018 CFD formed a partnership with the Cleveland Division of Water which implemented the CityWorks Software platform for use in tracking city fire hydrant maintenance and testing. The division previously utilized an entirely hard copy paper-based system to record, track and notify the Division of Water of our hydrant maintenance activities. We have now implemented a fully digital platform resulting in real-time tracking and notification of out of service hydrants.

CFD saw numerous equipment upgrades in 2018, including mini CO Detectors for Company Medical Bags, Thermal Imaging Cameras for all companies and new treadmills for the stations.

Over 600 members of CFD took advantage of the 2015 AFG Wellness Physical Exams utilizing ultrasound body scans to identify abnormal health conditions. Knowledge is power, thanks to the scan's conditions were identified and remedied.

Our division participated in the "Pilot Study on the Efficiency of Water-only Decontamination for Firefighters' Turnout Gear" in the spring of 2018, for publication in the Journal of Occupational & Environmental Hygiene. I anticipate this manuscript making the March 2019 issue of JOEH. Thank you to all who participated. You have made a difference in protecting the lives of every firefighter locally, nationally and internationally.



Moving forward into 2019, CFD anticipates the arrival of two new Rescue Squads, new G1 SCBAs, facepieces for each member, and an Apparatus Driver Simulator at the FTA awarded via the 2017 AFG.

Additional CFD Information Technology and Services initiatives for 2019 include:

Electronic Patient Care Reporting (ePCR). The division plans to implement a software platform that will track and record all medical patient interactions with our Advanced Life Support units. This is the same software platform in use by the Division of EMS currently. This will fully transition our patient care records to a digital platform that is compliant with all state and federal reporting standards.

Priority Dispatch Fire ProQA Software. The division will be implementing a software platform in its Dispatch Center that will standardize all 911 Emergency Call-Taking procedures and align our operations with the industry best practices. The Fire ProQA software will assure that all of our customers receive the same high level of care and service when they contact us requesting an emergency response.



Fire Prevention Mobile Tablets. The division will be deploying mobile computer tablets to its Fire Prevention Life Safety Inspectors to support field-based reporting activities. This will allow its Inspectors to make more efficient use of their time by providing remote access to the divisions RMS software thereby eliminating the need for the Inspectors to return to the office when additional information is required.

Lexipol Software. The division plans to implement the Lexipol software platform in 2019. This software/service provides an efficient way to develop State-specific policies vetted by fire

service professionals and public safety attorneys along with scenario-based training based on our specific policies. Overall the service will provide policy implementation and consulting services from industry experts.

Deccan- Live MUM, NFORS 2019 scheduled to go live during the second quarter of 2019, LiveMUM (Live Move-Up Module) is a software program that connects with CAD (Computer Automated Dispatch) in real-time. LiveMUM identifies holes in coverage by tracking each unit's status, location, and incident assignment. The software then instantaneously makes data based recommendations for the optimal unit relocations, or "move-ups" that reflect the Division of Fire's coverage policies. Scheduled to go live during the second quarter of 2019, NFORS (National Fire Operations Reporting Systems) is a software program that connects with CAD in real-time and collects all response data that is then available for analysis with NFORS's extensive reporting capabilities. NFORS equips the Division of Fire with the data needed to ensure adequate fire response resources based on community risk assessment as well as safe, efficient, and effective on-scene operations.

The Division of Emergency Medical Service (EMS) logistics section replaced/replenished over 300 First Aid Kits and 110 naloxone kits utilized by the Division of Police (CDP) to provide life-saving first aid. The training of First Aid, CPR, choking, AED training as well as proper application of the halo chest seal, quick clot and tactical tourniquet plus recognition of opioid overdoses and proper administration of naloxone to reverse the effects of opioids continued within the Division of Police.



The Division of Emergency Medical Service continues to partner with our local hospital systems to identify opportunities to establish programs to meet the increasing medical needs of the community. The collaborative efforts include the agreement of the four hospital systems to have the emergency departments remain open to EMS traffic at all times. This ensures that patients are able to remain within their hospital network unless a specific medical or traumatic emergency dictates otherwise.

The Department of Public Safety continued its partnership with the MetroHealth system to provide Public Safety Medical Director services, which include Medical Director oversight for the Divisions of Emergency Medical Service (EMS, Fire (CDF), and Police (CDP)). The partnership expanded in 2018 with the addition of the EMS Fellowship. As part of the MetroHealth EMS

Fellowship, the Division of Emergency Medical Service (EMS) provides training to the fellow in EMS Operations, Communications, Event Medicine, Disaster Medicine, Special Operations, Quality Improvement, Education, Critical Care Transport and EMS Administration. The Division of Emergency Medical Service welcomed the first EMS Fellow, Dr. Brian Miller.

The Division of Emergency Medical Service (EMS) continues to partner with the Department of Aging on the Matter of Balance Program, which focuses on improving balance and decreasing the fear of falling and the Senior Power Program, designed to increase knowledge and awareness in the areas of crime prevention, fire hazards, emergency services and programs. EMS provides instruction for these programs. The File of Life, Emergency Medical Safety Program was introduced in 2018. The File of Life is an emergency preparedness magnetic file that promotes safety and peace of mind by having important information about medical history, emergency contacts, and medications all in one place in the event of an emergency. The File of Life is designed to hang on the outside of a refrigerator and is available to emergency responders when seconds matter.

The Division of Emergency Medical Service (EMS) added additional resources to more efficiently process emergency calls, as well as reduced response times to medical emergencies and traumatic injuries and increased supervisory oversight. The Department of Public Safety Out of Hospital Medical Protocols were updated and distributed in 2018. In 2019 the Division of Emergency Medical Service (EMS) will focus on the oversight of the enhanced services and improving the customer service experience.



The City and Cuyahoga County Sheriff have reached an agreement to have the Cuyahoga County Sheriff assume all jail duties for the City of Cleveland as of August 2018. All City jail facilities are closed and all arrests within the City of Cleveland are booked, processed and housed at the County jail.

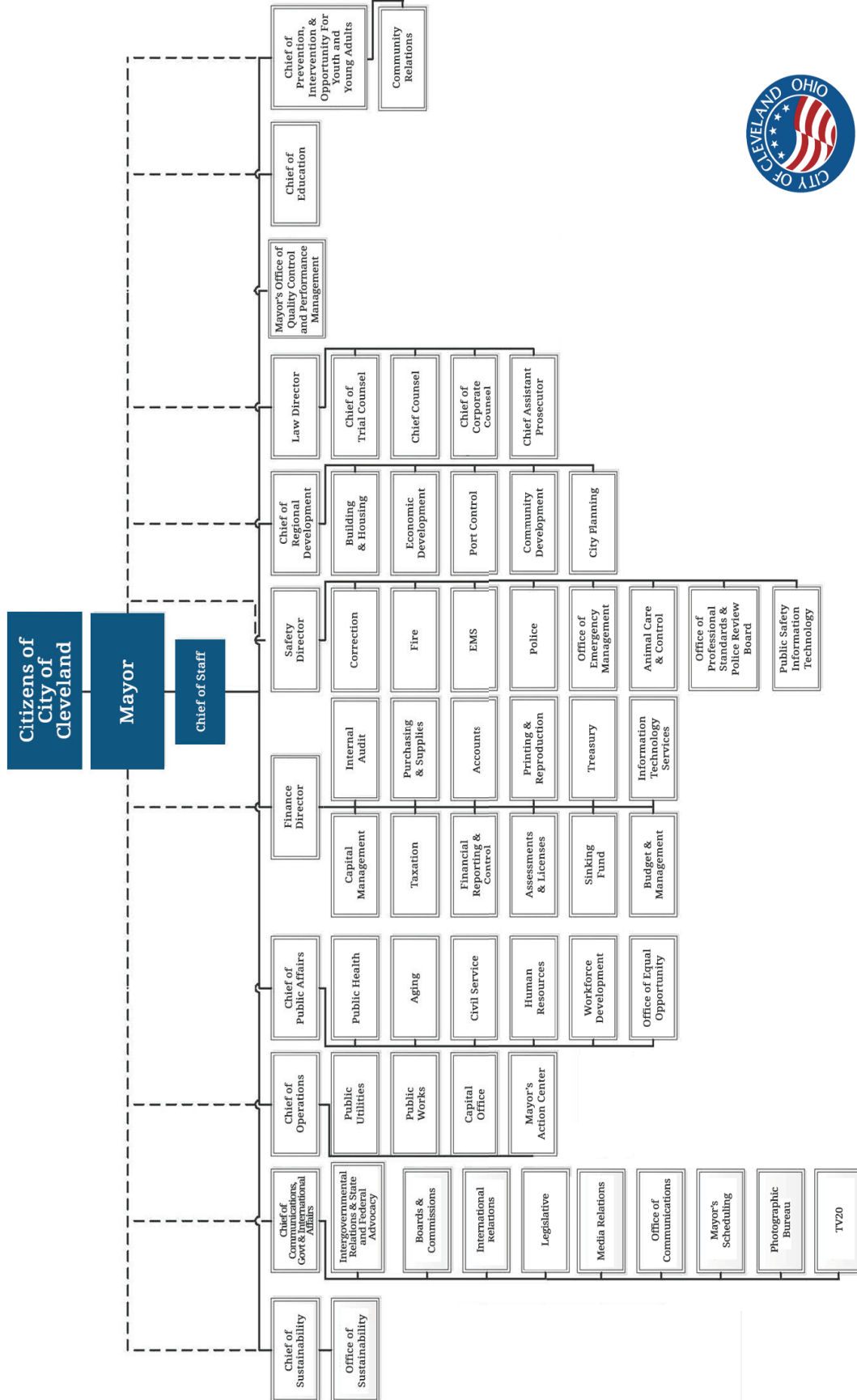
The Office of Professional Standards continues to make progress in updating their procedures for investigations. The responsibility for investigating complaints against Cleveland police officers has been transferred to Civilian Investigators rather than Police Officers. The City of Cleveland and Department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

The complete civilianization of the Office of Professional Standard investigative staff is working to break down barriers, real or perceived between the community and the Division of Police. The Office of Professional Standards now provides on-line access to the complaint process, free parking for complainants, and the installation of audio and video cameras in the lobby of every police district.

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

The construction of the new kennel is expected to be completed January 2019 for the Division of Animal Care & Control. We anticipate moving into the new kennel and being fully operational in February 2019.





CITY OF CLEVELAND
Mayor Frank G. Jackson

FISCAL HISTORY

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

In fiscal 2011, the State of Ohio adopted a biannual budget that substantially reduced revenue sharing at the local level. State Local Government Fund, Commercial Activity Tax, and Tangible Personal Property Tax include taxes levied and collected by the State of Ohio or counties and partially redistributed to the City and other political subdivisions. The State instituted a 25% reduction in Local Government Fund shared revenue beginning July, 2011 through June 2012 and a 50% reduction beginning July, 2012 through June 2013 as part of the State's budget balancing measures. Since 2013 the Local Government Fund has been static. During 2017, the City received Commercial Activity Tax for Debt Service. This was phased out completely in 2018.

CURRENT FINANCIAL ENVIRONMENT

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

As part of the City's continuing effort to shift its tax base from manufacturing to health care, technology and service industries, the City has expanded its efforts in generating convention business, by increasing the hotel room count by 55% over the last four years, particularly with the addition of the publicly funded 600 room Hilton Cleveland Downtown at the convention center. In 2018, the City hosted 290 meetings and conventions. These activities created additional tourism, along with downtown business activities. This resulted in higher than anticipated Admission Tax Collections.

Income tax revenue, which represents 60% of operating revenue, at year end fiscal 2018 was \$413,157,521 compared to \$389,045,794 at year end fiscal 2017. Income tax revenue received in 2018 came in at projection. The unemployment rate in the Cleveland area in November 2018 was 4.4% compared to 6.2% in December 2013. The City of Cleveland is no longer in the top 20 cities tracking rate of foreclosures and the price of homes are trending towards market rate. Economic recovery in this region is gradual but evident.

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

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

For fiscal 2019, the City has conservatively developed a budget, which reflects revenue estimates of \$646,081,995 and anticipated expenditures of \$645,792,891 resulting in a structurally balanced budget and restoration and enhancement of City services.



EXECUTIVE SUMMARY

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

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

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

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

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

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

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

As can be seen from the summaries below:

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

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

THE PLAN

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

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

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

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

Structurally Balanced Budget (SBB)

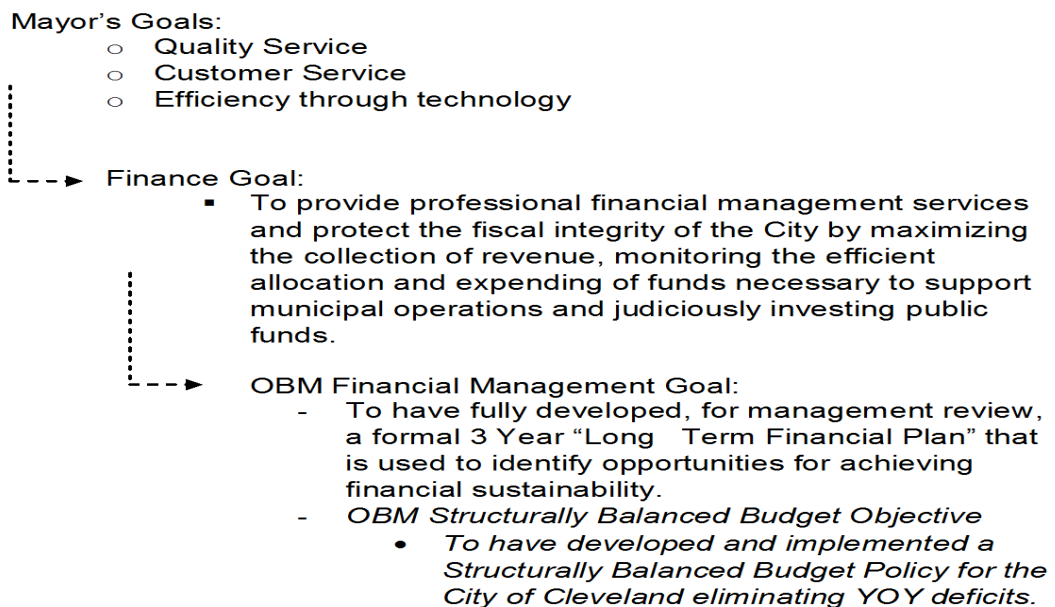
The City of Cleveland has also begun to develop and adopt a Structurally Balanced Budget (SBB) policy, per GFOA, to ensure that its recurring revenues are equal to its recurring expenditures in the adopted budget.

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

Definitions:

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

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



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

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

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



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

Debt/Investment Policy

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

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

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

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

Five Year Forecast

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

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

- Existing service levels are maintained throughout the plan.
- The Consumer Price Index (CPI) is estimated to increase by 2% and, in general, future expenses and revenues have been calculated to reflect this increase.
- Salary and wage increases are estimated to remain flat.

Expense Forecast

	2019 BUDGET	2020 ESTIMATE	2021 ESTIMATE	2022 ESTIMATE	2023 ESTIMATE	2024 ESTIMATE
SALARIES	347,841,477	342,867,813	342,867,813	342,867,813	342,867,813	342,867,813
EMPLOYEE BENEFITS	142,266,481	144,638,409	148,556,438	152,709,548	157,111,845	161,778,280
TOTAL PERSONNEL & RELATED EXPENSES	490,107,958	487,506,222	491,424,251	495,577,361	499,979,658	504,646,093
OTHER TRAINING & PROFESSIONAL DUES	1,542,201	1,573,045	1,604,506	1,636,596	1,669,328	1,702,715
UTILITIES	24,429,039	24,917,620	25,415,972	25,924,292	26,442,777	26,971,633
CONTRACTUAL SERVICES	52,987,736	51,909,016	52,947,196	54,006,140	55,086,263	56,187,988
MATERIALS & SUPPLIES	6,446,953	6,044,235	6,165,120	6,288,423	6,414,191	6,542,475
MAINTENANCE	6,797,661	6,933,614	7,072,287	7,213,732	7,358,007	7,505,167
CLAIMS, REFUNDS, MAINTENANCE	3,403,800	3,403,800	3,403,800	3,403,800	3,403,800	3,403,800
INTERDEPARTMENTAL SERVICE CHARGES	21,270,037	21,901,231	22,279,162	22,724,745	23,179,240	23,642,825
INTERFUND SUBSIDIES	41,590,646	38,106,303	39,117,950	44,452,426	44,742,591	45,038,559
CAPITAL	2,559,000	9,000	9,000	9,000	9,000	9,000
TOTAL OTHER	161,027,073	154,797,864	158,014,993	165,659,154	168,305,197	171,004,162
TOTAL GENERAL FUND	651,135,031	642,304,086	649,439,244	661,236,515	668,284,855	675,650,255

Revenue Forecast

	2019 BUDGET	2020 ESTIMATE	2021 ESTIMATE	2022 ESTIMATE	2023 ESTIMATE	2024 ESTIMATE
CHARGES FOR SERVICES	36,415,246	36,415,246	36,415,246	36,415,246	36,415,246	36,415,246
FINES, FORFEITURES & SETTLEMENTS	10,936,181	10,936,181	10,936,181	10,936,181	10,936,181	10,936,181
GRANT REVENUE	416,666	416,666	416,666	416,666	416,666	416,666
LICENSES & PERMITS	18,153,764	18,153,764	18,153,764	18,153,764	18,153,764	18,153,764
MISCELLANEOUS	27,635,668	27,635,668	27,635,668	27,635,668	27,635,668	27,635,668
OTHER SHARED REVENUE	13,346,000	13,346,000	13,346,000	13,346,000	13,346,000	13,346,000
PROPERTY TAX	37,972,671	38,352,398	38,735,922	39,123,281	39,514,514	39,909,659
SALE OF CITY ASSETS	1,600,000	-	-	-	-	-
STATE & LOCAL GOVERNMENT FUND	26,165,305	26,417,594	26,672,405	26,929,765	27,189,698	27,452,231
TRANSFERS IN	10,217,559	3,800,000	3,876,000	3,953,520	4,032,590	4,113,242
OTHER TAXES	40,013,762	39,987,837	40,787,594	41,603,346	42,435,413	43,284,121
INCOME TAX	424,869,173	433,366,556	442,033,888	450,874,565	459,892,057	469,089,898
INTEREST EARNING/INVESTMENT INCOME	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
TOTAL GENERAL FUND	651,241,995	652,327,910	662,509,334	672,888,002	683,467,797	694,252,676

Monitoring / Evolution of Performance Measures

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

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

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



Monthly Operational Analysis

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

Monthly Financial Economic Analysis

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

311 Call Center

Residents are now able to call 311 for non-emergency complaints, and receive immediate assistance or be assigned a complaint number. 311 is available 24 hours a day, 7 days a week.

The 311 solution creates a customer service oriented government which:

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

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

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

Conclusion

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

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

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

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

This 2019 Three Year Capital Improvement Program represents our Twelfth annual installment since I took office in 2006. We are proposing to issue approximately \$35 million in new bond debt in 2019, which will include some previously deferred facilities expenditures. However, the next several years will probably be lower amounts since we still need to replenish our debt capacity after 2015's \$100 million bond issue.

Pavement Management for Roads

The year 2019 will be our sixth straight year of major road repair. Our 2014 bonds leveraged \$32 million of road

improvements, our 2015 bonds leveraged \$74 million, the 2016 bond amount was \$60 million, our 2017 bonds we leveraged \$85 Million, we leveraged \$47.5Million in 2018. We will continue to seek federal monies from the Northeast Ohio Area Coordinating Agency ("NOACA") and fix the streets with the lowest pavement ratings. At the end of 2016, we completed our first pavement management study since 2008: this study will provide better data as we continue to systematically repair our worst streets first. With a focus on neighborhoods, the City of Cleveland will continue to invest approximately \$12 million per year on residential resurfacing. To demonstrate the impact of this investment; in 2016 the City of Cleveland resurfaced 94 streets, yet in 2017 the City of Cleveland resurfaced 147. Continuing the focus in our neighborhoods, we resurfaced 145 streets. This also shows an improvement in efficiency for the City of Cleveland.

Sustainability

The City of Cleveland announced a goal in January 2014 to create bicycle infrastructure that connects every neighborhood to a network of bike lanes and trails. The bikeway implementation plan aligns with the City's Capital Improvement Plan and is on track to increase the bikeway network. This investment will be expanded in 2019 with the addition of the piloting of protected bike lanes to better segment vehicle traffic and protect users of other modes of transit-bicycles and scooters.

Facilities

We are coupling bond-financed projects with private dollars to construct a network of regional athletic and recreational facilities. The Cleveland Indians have upgraded ballfields at Luke Easter Park and Gunning Recreation Center. The Cleveland Cavaliers have committed to upgrading all the Cleveland Recreation Center gym floors starting in 2018! In 2019, our continued focus on recreation, the City of Cleveland will continue a 5 year program to improve our recreation centers to marry our four-year program to upgrade our City parks and playgrounds.

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

Our entire 2019 Three Year Capital Improvement Program will be posted on the City of Cleveland website, and we invite your comments and suggestions.

I. Capital Improvement Questions and Answers

What is a Capital Improvement Program?

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

What are Capital Projects?

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

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

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

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

How Does the City Prioritize Capital Projects?

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

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

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

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

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

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

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

The inclusion of a project in later years signifies that there is a need for the project; however, these later year projects are less certain of receiving funding in their respective scheduled years. As discussed below in the section "*Bond Capacity and the Five Year Capital Improvement Program*," *projects listed in the years 2019-2022 have about a one out of three chance of receiving funding in the year for which they are listed.*

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

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

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

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

II. GIS and the Capital Improvement Program

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

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

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

III. General Obligation Bond Capacity

In creating a Capital Improvement Program, the needs of the City must be balanced with available dollars.

Legal Limitations on General Obligation Bond Capacity

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

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

Bond Capacity and the Five Year Capital Improvements Program

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

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

- \$137 million in year 2019;
- \$155 million in year 2020;
- \$167 million in year 2021; and

Accordingly, for years 2019-2022 assume that the City will only be able to fund less than one-third of the listed projects.

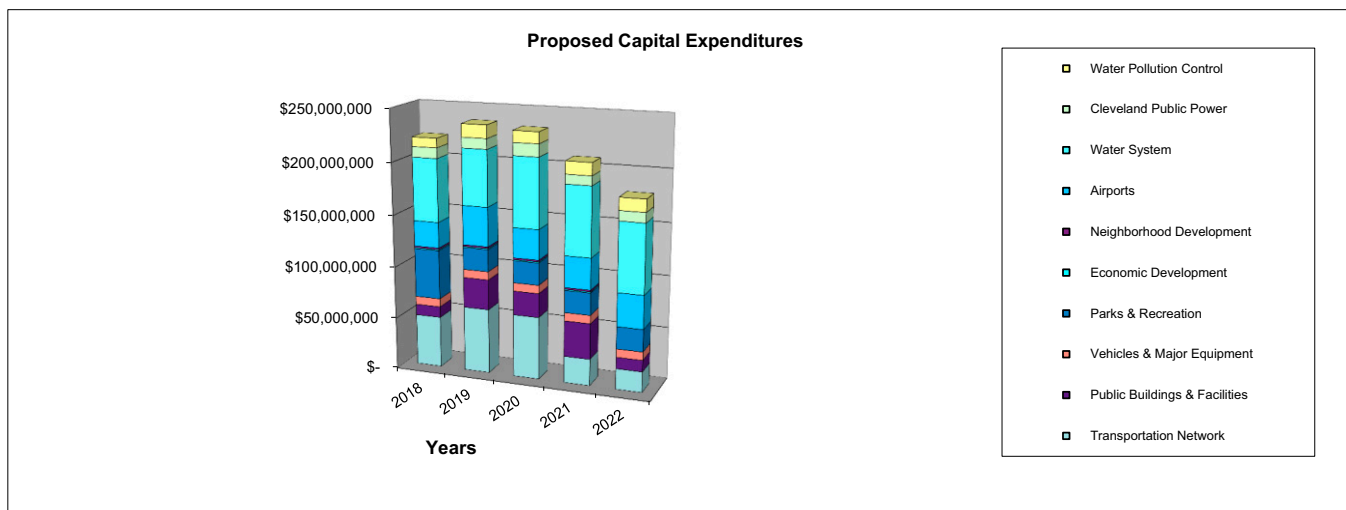
We are showing these higher totals in our plan for several reasons.

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

Facilities Plan and Pavement Management Study: Since 2009, each annual installment of our Plan has included selected priorities from two significant studies prepared in 2008—a \$400 million Facilities Plan and a \$300 million Pavement Management Program. The Pavement Management Study was updated in 2016. Beginning 2018, one-third of the City of Cleveland streets will be re-rated to ensure the effectiveness of the program and reliability of the planning effort.

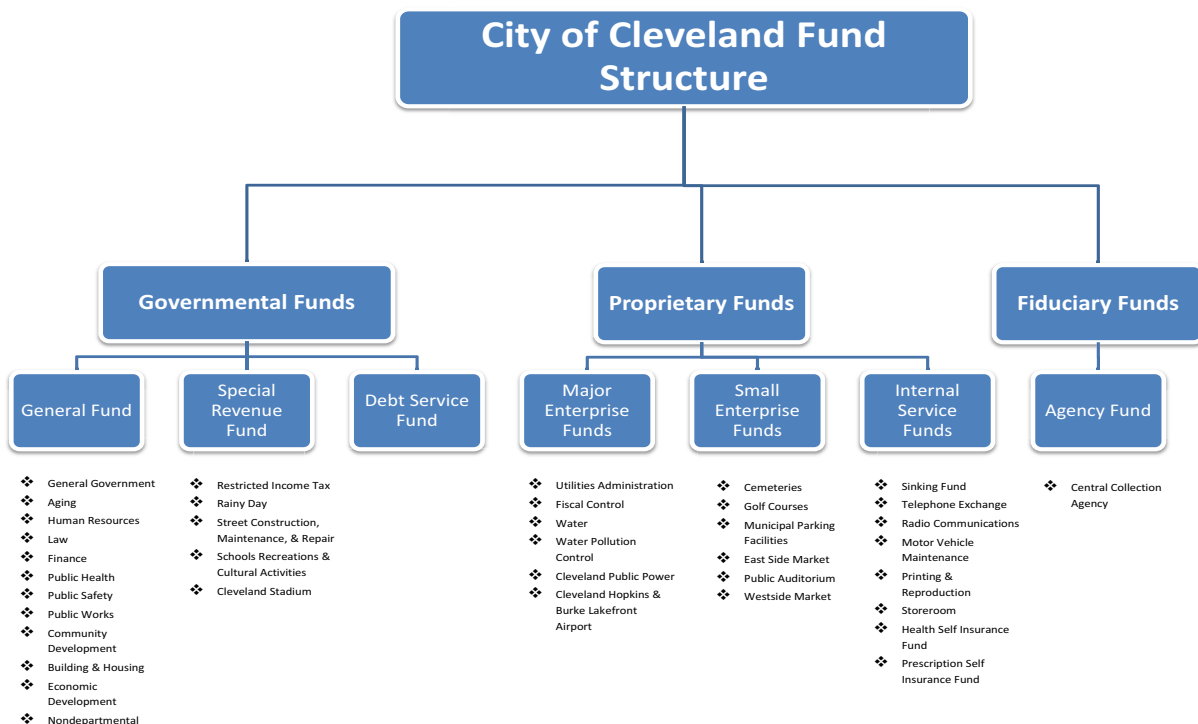
If we prepared a ten year capital improvement program, we might be able to list all the needed projects in a way that roughly matches the City's annual funding capacity. However, since we are limited to five years, we have to strike a balance between listing as many needed projects as possible versus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

PROJECT TYPE	2018	2019	2020	2021	2022	5 YEAR TOTAL
BASIC SERVICES						
Transportation Network	\$ 49,395,900	\$ 62,440,457	\$ 60,373,388	\$ 25,772,135	\$ 20,023,337	\$ 218,005,217
Public Buildings & Facilities	\$ 10,448,287	\$ 28,980,000	\$ 23,016,000	\$ 34,288,000	\$ 11,000,000	\$ 107,732,287
Vehicles & Major Equipment	\$ 8,000,000	\$ 8,000,000	\$ 8,000,000	\$ 8,000,000	\$ 8,000,000	\$ 40,000,000
Parks & Recreation	\$ 47,146,080	\$ 21,250,000	\$ 21,250,000	\$ 21,250,000	\$ 21,250,000	\$ 132,146,080
Total Basic Services	\$ 114,990,267	\$ 120,670,457	\$ 112,639,388	\$ 89,310,135	\$ 60,273,337	\$ 497,883,584
DEVELOPMENT						
Economic Development	\$ 1,046,048	\$ 1,046,048	\$ 1,046,048	\$ 1,046,048	\$ 1,046,048	\$ 5,230,240
Neighborhood Development	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 6,000,000
Total Development	\$ 2,546,048	\$ 2,546,048	\$ 2,546,048	\$ 2,546,048	\$ 1,046,048	\$ 11,230,240
MAJOR ENTERPRISES						
Airports	\$ 24,650,000	\$ 37,415,009	\$ 28,650,000	\$ 30,000,000	\$ 32,000,000	\$ 152,715,009
Water System	\$ 60,500,000	\$ 53,600,000	\$ 66,500,000	\$ 66,000,000	\$ 66,000,000	\$ 312,600,000
Cleveland Public Power	\$ 9,948,500	\$ 9,932,500	\$ 11,950,000	\$ 8,950,000	\$ 9,500,000	\$ 50,281,000
Water Pollution Control	\$ 8,925,800	\$ 12,443,000	\$ 10,900,000	\$ 12,000,000	\$ 12,000,000	\$ 56,268,800
Total Major Enterprises	\$ 104,024,300	\$ 113,390,509	\$ 118,000,000	\$ 116,950,000	\$ 119,500,000	\$ 571,864,809
TOTAL CITYWIDE CAPITAL PROGRAM	\$ 221,560,615	\$ 236,607,014	\$ 233,185,436	\$ 208,806,183	\$ 180,819,385	\$ 1,080,978,633



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

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





Fund Structure

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

CITY OF CLEVELAND FUND STRUCTURE

The fund structure makes it difficult to define the City's budget because each fund has its own budget. Fund Balance is defined as the balance in the fund remaining from all revenues, expenditures and carryover funds that are subject to future appropriation. The City receives no direct benefit i.e. sales tax, business tax from the development of restaurants, hotels and businesses in Greater Cleveland.

	REVENUE	EXPENDITURES	EXCESS/ (DEFICIENCY) OF REVENUE OVER EXPENDITURES	BALANCE BEGINNING	ENDING
GENERAL FUND					
General Fund	\$ 651,241,995	\$ 651,135,031	\$ 106,964	\$ 43,312,583	\$ 43,419,547
SPECIAL REVENUE FUNDS					
Street Maint & Construction *	\$ 30,405,635	\$ 35,006,687	\$ (4,601,052)	\$ 4,601,052	\$ -
Cleveland Stadium*	15,180,896	13,517,563	1,663,333	27,518,020	29,181,353
	\$ 45,586,531	\$ 48,524,250	\$ (2,937,719)	\$ 32,119,072	\$ 29,181,353
ENTERPRISES					
MAJOR					
Water	\$ 314,243,912	\$ 389,976,157	\$ (75,732,245)	\$ 194,398,113	\$ 118,665,868
Water Pollution Control	29,324,565	30,194,535	(869,970)	19,319,031	18,449,061
Cleveland Public Power	217,447,033	218,687,458	(1,240,425)	21,321,933	20,081,508
Airport-General Operations	169,960,333	169,960,333	-	80,267,849	80,267,849
	\$ 730,975,843	\$ 808,818,483	\$ (77,842,640)	\$ 315,306,926	\$ 237,464,286
SMALL					
Cemeteries*	\$ 1,583,891	\$ 1,768,000	\$ (184,109)	\$ 184,109	\$ -
Golf*	1,369,931	1,422,535	(52,604)	52,604	-
Parking Facilities	10,429,384	10,620,675	(191,291)	1,142,608	951,317
Public Auditorium*	2,592,489	2,826,765	(234,276)	234,276	-
West Side Market	1,366,000	1,704,824	(338,824)	757,437	418,613
	\$ 17,341,695	\$ 18,342,799	\$ (1,001,104)	\$ 2,371,034	\$ 1,369,930
AGENCY FUND					
Central Collection Agency	\$ 12,583,200	\$ 12,656,482	\$ (73,282)	\$ 811,481	\$ 738,199
Less: Interfund Subsidies from GF	\$ 24,398,393	\$ 24,398,393	\$ -	\$ -	\$ -
NET CITY OF CLEVELAND OPERATING BUDGET FOR 2019					
	\$ 1,433,330,871	\$ 1,515,078,652	\$ (81,747,781)	\$ 393,921,096	\$ 312,173,315

* Includes General Fund Subsidy



Consolidated Financial Summary

Summary of Financial Sources and Uses- All Annually Appropriated Funds

	Governmental Funds								
	General Fund			Special Revenue Fund			Debt Service Fund		
	2017 Actual	2018 Unaudited	2019 Budget	2017 Actual	2018 Unaudited	2019 Budget	2017 Actual	2018 Unaudited	2019 Budget
Financial Sources									
Charges for Services	\$ 36,675,357	\$ 36,370,035	\$ 36,415,246	\$ -	\$ 284,454	\$ 285,000	\$ -	\$ -	\$ -
Fines, Forfeitures & Settlements	11,259,363	11,258,998	10,936,181	-	-	-	-	-	-
Grant Revenue	1,064,594	620,918	416,666	-	-	-	-	-	-
Licenses & Permits	17,290,937	18,908,644	18,153,764	879,750	860,367	890,200	-	-	-
Miscellaneous	35,113,988	31,135,161	27,635,668	191,275	171,635	4,400,400	496,338	474,729	456,179
Other Shared Revenue									
CAT Tax	-	-	-	-	-	-	2,949,325	-	-
Property Tax- State Subsidy	3,088,174	3,062,213	3,331,000	-	-	-	1,599,875	1,595,270	1,887,628
Cigarette & Liquor Tax	828,973	760,248	722,000	-	-	-	-	-	-
Sin Tax	-	-	-	10,321,430	4,641,052	4,333,333	-	-	-
Casino	8,963,976	9,186,950	9,288,000	-	-	-	-	-	-
Other	19,039	10,574	5,000	13,428,477	13,490,855	13,626,000	-	-	-
	\$ 12,900,162	\$ 13,019,985	\$ 13,346,000	\$ 23,749,907	\$ 18,131,907	\$ 17,959,333	\$ 4,549,200	\$ 1,595,270	\$ 1,887,628
Property Tax	\$ 33,842,251	\$ 34,627,861	\$ 37,972,671	-	-	-	\$ 17,630,470	\$ 18,036,711	\$ 19,588,177
Sale of City Assets	5,249,498	9,248,500	1,600,000	-	-	-	-	-	-
State and Local Government Fund	24,373,866	25,007,191	26,165,305	-	-	-	-	-	-
Transfers In	-	-	10,217,559	29,279,662	34,705,275	23,166,598	11,740,962	22,494,616	5,584,771
Income Tax	389,045,794	413,157,521	424,869,173	48,630,724	51,644,690	53,108,647	32,202,247	42,284,675	42,186,339
Investment Income	1,657,928	3,998,801	3,500,000	415,956	1,128,160	810,000	263,711	699,092	613,700
Other Taxes									
Admission Tax	19,352,021	19,700,829	16,210,000	-	-	-	-	-	-
Motor Vehicle License Tax	3,163,992	3,264,475	3,124,762	-	-	-	-	-	-
Parking Tax	15,021,125	15,274,598	14,400,000	-	-	-	-	-	-
Electric Excise Tax	2,980,097	-	-	-	-	-	-	-	-
Hotel Tax	6,223,794	6,972,234	6,250,000	-	-	-	-	-	-
Other	29,036	28,737	29,000	-	-	-	-	-	-
	\$ 46,770,065	\$ 45,240,873	\$ 40,013,762	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Premium on Bond	-	-	-	-	-	-	-	-	-
Proceeds From Sale of Debt	-	-	-	-	-	-	-	-	-
Total Financial Sources	\$ 615,243,803	\$ 642,594,488	\$ 651,241,995	\$ 103,438,523	\$ 106,926,488	\$ 100,620,178	\$ 66,882,928	\$ 85,585,093	\$ 70,316,794
Financial Uses									
Salaries and Wages	\$ 294,593,123	\$ 317,226,543	\$ 347,841,477	\$ 12,105,332	\$ 13,298,722	\$ 13,583,469	\$ -	\$ -	\$ -
Benefits	129,049,078	127,607,274	142,266,481	4,400,504	4,564,822	5,104,529	-	-	-
Other Training and Professional Dues	988,189	987,369	1,542,201	300	7,700	-	-	-	-
Utilities	21,543,357	23,126,852	24,429,039	257,974	281,184	295,235	-	-	-
Contractual Services	46,030,910	47,656,063	52,987,736	2,346,957	2,525,094	2,719,954	-	-	-
Materials & Supplies	5,583,772	5,311,878	6,446,953	2,299,044	3,707,141	5,359,213	-	-	-
Maintenance	5,591,414	5,228,638	6,797,661	62,307	50,617	52,320	-	-	-
Claims, Refunds Maintenance	5,949,376	3,561,862	3,403,800	-	125	5,000	-	-	-
Interdepartmental Service Charges	20,864,539	20,430,396	21,270,037	3,002,415	2,839,826	2,787,986	-	-	-
Transfers Out	43,671,344	53,188,994	41,590,646	36,463,154	46,117,190	46,356,605	1,069,656	60,959	-
Capital Outlay	21,898,636	30,557,600	2,559,000	20,612,823	13,970,582	23,531,865	-	-	-
Debt Service	-	-	-	5,417,571	4,861,315	3,731,712	64,537,975	72,091,249	78,184,436
Expenditure Recovery	80,108	53,822	-	-	-	-	-	-	-
Total Financial Uses	\$ 595,843,846	\$ 634,937,291	\$ 651,135,031	\$ 86,968,381	\$ 92,224,318	\$ 103,527,888	\$ 65,607,631	\$ 72,152,208	\$ 78,184,436
Decertifications	515,318	2,804,342	-	80,815	155,852	-	-	-	-
Change in Receivables	-	-	-	-	-	-	-	-	-
Beginning Balance	\$ 12,935,769	\$ 32,851,044	\$ 43,312,583	\$ 32,623,243	\$ 49,174,200	\$ 64,032,222	\$ 20,831,338	\$ 22,106,635	\$ 35,539,520
Ending Balance	\$ 32,851,044	\$ 43,312,583	\$ 43,419,547	\$ 49,174,200	\$ 64,032,222	\$ 61,124,512	\$ 22,106,635	\$ 35,539,520	\$ 27,671,878
Change in Balance	\$ 19,915,275	\$ 10,461,539	\$ 106,964	\$ 16,550,957	\$ 14,858,022	\$ (2,907,710)	\$ 1,275,297	\$ 13,432,885	\$ (7,867,642)
% Change	154.0%	31.8%	0.2%	50.7%	30.2%	-4.5%	6.1%	60.8%	-22.1%

Consolidated Financial Summary



Proprietary Funds						Fiduciary Fund			Total		
Enterprise Funds			Internal Service Funds			Agency Fund			All Funds		
2017	2018	2019	2017	2018	2019	2017	2018	2019	2017	2018	2019
Actual	Unaudited	Budget	Actual	Unaudited	Budget	Actual	Unaudited	Budget	Actual	Unaudited	Budget
\$ 722,892,276	\$ 712,830,366	\$ 720,182,793	\$ 94,794,647	\$ 92,934,400	\$ 109,362,331	\$ -	\$ -	\$ -	\$ 854,362,280	\$ 842,419,255	\$ 866,245,370
30	307								11,259,393	11,259,305	10,936,181
6,099,034	3,219,343	2,410,614							7,163,628	3,840,261	2,827,280
624,214	809,822	801,817							18,794,901	20,578,833	19,845,781
19,102,271	20,894,774	20,124,922	31,740,822	31,711,297	30,074,850	2,858,146	3,232,746	3,775,200	89,502,840	87,620,342	86,467,219
-	-	-	-	-	-	-	-	-	2,949,325	-	-
-	-	-	8,939	-	-	-	-	-	4,696,988	4,657,483	5,218,628
-	-	-	-	-	-	-	-	-	828,973	760,248	722,000
-	-	-	-	-	-	-	-	-	10,321,430	4,641,052	4,333,333
-	-	-	-	-	-	-	-	-	8,963,976	9,186,950	9,288,000
-	-	-	-	-	-	-	1,650	2,000	13,447,516	13,503,079	13,633,000
\$ -	\$ -	\$ -	\$ 8,939	\$ -	\$ -	\$ -	\$ 1,650	\$ 2,000	\$ 41,208,208	\$ 32,748,812	\$ 33,194,961
\$ -	\$ -	\$ -	-	-	-	-	-	-	\$ 51,472,721	\$ 52,664,572	\$ 57,560,848
618,134	491,120	490,000	-	-	-	-	-	-	5,867,632	9,739,620	2,090,000
-	-	-	-	-	-	-	-	-	24,373,866	25,007,191	26,165,305
1,465,982	3,200,000	2,356,795	600,000	770,000	676,142	-	-	-	43,086,606	61,169,891	42,001,865
-	-	-	-	-	-	-	-	-	476,528,765	514,366,886	528,970,159
5,163,973	11,239,899	10,459,000	73,207	162,042	140,000	6,650,000	7,280,000	8,806,000	7,720,974	17,608,623	15,522,700
-	-	-	-	-	-	146,199	380,629	-	19,352,021	19,700,829	16,210,000
-	-	-	-	-	-	-	-	-	3,163,992	3,264,475	3,124,762
611,997	568,102	604,918	-	-	-	-	-	-	15,633,122	15,842,700	15,004,918
2,980,097	6,231,972	6,000,000	-	-	-	-	-	-	5,960,194	6,231,972	6,000,000
-	-	-	-	-	-	-	-	-	6,223,794	6,972,234	6,250,000
(5,230,402)	(5,476,343)	-	-	-	-	-	-	-	(5,201,366)	(5,447,606)	29,000
\$ (1,638,308)	\$ 1,323,731	\$ 6,604,918	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,131,757	\$ 46,564,604	\$ 46,618,680
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
\$ 754,327,606	\$ 754,009,362	\$ 763,430,859	\$ 127,217,615	\$ 125,577,739	\$ 140,253,323	\$ 9,654,345	\$ 10,895,025	\$ 12,583,200	\$ 1,676,764,820	\$ 1,725,588,195	\$ 1,738,446,349
\$ 109,792,083	\$ 119,385,911	\$ 128,904,763	\$ 5,994,912	\$ 6,530,080	\$ 7,001,754	\$ 4,655,744	\$ 5,223,834	\$ 6,089,300	\$ 427,141,194	\$ 461,665,090	\$ 503,420,763
44,503,567	44,897,214	50,038,813	2,608,432	2,633,308	2,914,985	1,723,518	1,769,185	2,238,948	182,285,099	181,471,803	202,563,756
897,879	800,248	1,236,511	21,551	20,473	42,250	23,024	33,819	48,000	1,930,943	1,849,609	2,868,962
36,528,028	42,232,438	45,729,068	6,078,613	6,762,689	7,836,619	182,857	188,253	194,573	64,590,829	72,591,416	78,484,534
72,292,770	59,624,680	72,612,034	7,644,398	8,364,925	8,895,596	1,605,687	1,617,016	1,635,000	129,920,722	119,787,778	138,850,320
153,215,323	168,616,069	175,072,228	10,415,900	11,552,913	13,076,828	609,978	337,090	796,000	172,124,017	189,525,091	200,751,222
38,193,877	38,803,046	44,293,165	2,881,670	2,879,321	3,162,296	139,458	241,857	230,500	46,868,726	47,203,479	54,535,942
12,778,455	12,794,745	13,638,913	82,059,015	87,874,469	98,952,135	508,313	541,890	615,293	101,295,159	104,773,091	116,615,141
31,178,413	33,307,985	35,386,269	145,382	159,314	159,257	693,587	703,893	763,868	55,884,336	57,441,414	60,367,417
1,536,710	2,423,241	33,145,000	-	-	-	82,740,864	101,790,864	-	82,740,864	101,790,384	121,092,251
67,112,080	89,140,524	77,445,937	274,263	464,696	750,000	-	-	45,000	109,897,802	134,133,402	104,331,802
157,756,959	157,961,718	164,771,902	-	-	-	-	-	-	227,712,505	234,914,282	246,688,050
6,332	-	-	-	-	-	-	-	-	86,440	53,822	-
\$ 725,792,476	\$ 769,987,819	\$ 842,274,603	\$ 118,124,136	\$ 127,242,188	\$ 142,791,720	\$ 10,142,166	\$ 10,656,837	\$ 12,656,482	\$ 1,602,478,636	\$ 1,707,200,661	\$ 1,830,570,160
13,991,044	8,286,619	-	95,452	229,789	-	501,052	106,521	-	15,183,681	11,583,123	-
3,304,197	(6,446,067)	-	-	-	-	-	-	-	3,304,197	(6,446,067)	-
\$ 280,672,917	\$ 319,894,894	\$ 318,649,123	\$ 14,489,020	\$ 23,677,951	\$ 22,243,291	\$ 453,542	\$ 466,773	\$ 811,482	\$ 362,005,829	\$ 448,171,497	\$ 484,588,221
\$ 319,894,894	\$ 318,649,123	\$ 239,805,379	\$ 23,677,951	\$ 22,243,291	\$ 19,704,894	\$ 466,773	\$ 811,482	\$ 738,200	\$ 448,171,497	\$ 484,588,221	\$ 392,464,410
\$ 39,221,977	\$ (1,245,771)	\$ (78,843,744)	\$ 9,188,931	\$ (1,434,660)	\$ (2,538,397)	\$ 13,231	\$ 344,709	\$ (73,282)	\$ 86,165,668	\$ 36,416,724	\$ (92,123,811)
14.0%	-0.4%	-24.7%	63.4%	-6.1%	-11.4%	2.9%	73.8%	-9.0%	291.1%	190.2%	-71.6%



Official Certificate Of Estimated Resources

CERTIFICATE OF ESTIMATED RESOURCES

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

County Auditor's Form No. 32A

AMENDED OFFICIAL CERTIFICATE OF ESTIMATED RESOURCES

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

Fund	Unencumbered Balance, Jan. 1, 2019	General Property Tax	Local Government	Other Sources	Total
General Fund	\$43,312,583.29	\$38,261,491.00	\$25,228,873.24	584,789,450.76	\$691,592,398.29
Fire Pension	-	1,481,090.00	-	-	1,481,090.00
Police Pension	-	1,481,090.00	-	-	1,481,090.00
Total General Fund	43,312,583.29	41,223,671.00	25,228,873.24	\$584,789,450.76	694,554,578.29
Restricted Income Tax	469,991.09	-	-	53,408,647.00	53,878,638.09
Schools Rec & Cult Activities	-	-	-	1,125,000.00	1,125,000.00
Rainy Day Fund	31,443,158.67	-	-	500,000.00	31,943,158.67
Street Construction, Mtc & Repair	4,601,052.08	-	-	30,405,635.00	35,006,687.08
Cleveland Stadium	27,518,020.74	-	-	15,180,896.00	42,698,916.74
Debt Service	35,539,521.89	21,475,805.00	-	48,840,989.00	105,856,315.89
Utilities Administration	472,724.48	-	-	7,048,597.00	7,521,321.48
Utilities Radio Communications	333,346.23	-	-	3,562,477.00	3,895,823.23
Utilities Fiscal Control	498,435.16	-	-	8,064,724.00	8,563,159.16
Water	194,398,113.45	-	-	314,243,912.00	508,642,025.45
Water Pollution Control	19,319,031.19	-	-	29,324,565.00	48,643,596.19
Cleveland Public Power	21,321,933.01	-	-	217,447,033.00	238,768,966.01
Airport Operations	80,267,849.28	-	-	169,960,333.00	250,228,182.28
Cemetery	184,109.41	-	-	1,583,891.00	1,768,000.41
Golf	52,604.67	-	-	1,369,931.00	1,422,535.67
Parking Facilities	1,142,608.77	-	-	10,429,384.00	11,571,992.77
Public Auditorium	234,276.32	-	-	2,592,489.00	2,826,765.32
West Side Market	757,437.66	-	-	1,366,000.00	2,123,437.66
Sinking Fund General Oper	95,255.29	-	-	751,142.00	846,397.29
Telephone Exchange	461,804.92	-	-	9,155,677.00	9,617,481.92
Health Self Insurance Fund	15,031,835.51	-	-	88,163,989.00	103,195,824.51
Prescription Self Insurance Fund	2,221,063.60	-	-	17,600,213.00	19,821,276.60
Motor Vehicle Maintenance	3,846,777.75	-	-	17,795,082.00	21,641,859.75
Printing	203,685.64	-	-	2,677,860.00	2,881,545.64
Storeroom	49,522.72	-	-	546,884.00	596,406.72
Central Collection Agency	811,481.98	-	-	12,583,200.00	13,394,681.98
Total	\$ 484,588,224.80	\$ 62,699,476.00	\$ 25,228,873.24	\$ 1,650,518,000.76	\$ 2,223,034,574.80

Transfers

General Fund To:

Stadium Fund	\$ 10,597,563.00
Streets Fund	11,444,035.00
Other Subfunds	6,050,000.00
Debt Service Fund	9,341,111.00
Schools Fund	1,125,000.00
Sinking Fund	676,142.00
Cemetery Fund	48,098.00
Golf Fund	805,524.00
Public Auditorium Fund	1,503,173.00
Capital Projects	2,550,000.00
	<u>\$ 44,140,646.00</u>

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

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

AGING

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.
- Full utilization by all staff of the Language Bank to better serve non English speaking residents. All printed materials will be made available in English and Spanish.

Quality Service

- Effectively manage city general funds and grant funds, meeting the specific fiscal and reporting requirements associated with funding across various sources and continue to seek new funding opportunities.
- Provide customer satisfaction surveys to 20% of residents receiving one or more services in 2019 from the Department of Aging. Regularly evaluate results to improve service delivery.

Efficiency Through Technology

- Enhance content on website to include more informative content around subjects of family care giving, preparing and managing weather impacts and health and wellness opportunities for older adults.
- Work collaboratively with the Mayor's Office of Quality Control and Performance management to develop enhanced tracking tools for reporting outcomes of Public Safety referrals and outcomes of Utility Assistance for Seniors.
- Increase by 1,000 the number of seniors receiving the Emergency Weather Notification call from the Department of Aging.

Age Friendly Cleveland Plan

- Collaborate, identify and work with lead agencies to implement 6 strategies of the Age Friendly Cleveland Plan in 2019. These strategies include: the development of an age in place handyman program, increased snow removal coordination, increased access to technology, access to cultural arts, ADA/ Vehicle Listing and increased access to intergenerational gardening activities.

BUILDING & HOUSING

Customer Service

- The Department will timely implement the annual regulatory programs.

Efficiency through Technology

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

Quality Service

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

CAPITAL PROJECTS

Customer Service

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

Efficiency through Technology

- Continue to implement the newly developed MOCAP dashboard reporting program for the whole Department.
- Work on the MOCAP website to insure more access to project information to the internal and external stakeholders.
- Provide training and mentoring to all Department staff in regards to project delivery reporting and project delivery methodologies.

Quality Service

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

Health, Safety & Wellness

- Continue to train staff on proper safety procedures. Keep staff up to date on mandatory training (annual Safety, Health and Wellness Training, CPR, etc) and encourage staff to participate in events offered thru the City's Wellness Works program.

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.

CIVIL SERVICE

Customer Service

- To improve the customer experience with Civil Service by increasing services offered and additional employee training.

Efficiency through Technology

- To increase the availability of electronic testing options for applicant testing

Quality Service

- To expand communication channels with applicants to include text messaging and other options as a means to enhance communication of deadlines and requirements.

COMMUNITY DEVELOPMENT

Quality Service

- Strengthen compliance with HUD benchmarks by meeting the 1.5 ratio for HUD CDBG Timeliness and achieving a “Satisfactory” rating from the annual HUD monitoring visit.
- Increase citizen participation in the annual action plan through a survey and by attending community events to reach a diverse group of residents
- Ensure funds are directed to the greatest need and biggest impact by evaluating each existing program for cost effectiveness.
- Develop better development project coordination and communication between the Neighborhood Development and Neighborhood Services sections and Compliance and Accounting staff.

Customer Service

- Build a department culture of service, through an eighteen month training plan, that is focused on servant leadership and customer service.
- Provide exceptional professional customer service to the residents of the City of Cleveland by being well informed of the services the Department of Community Development offers, which will enable staff to accurately answer inquiries, educate and inform residents.
- Commit the department to timeliness of response metrics to increase customer satisfaction.

Efficiency through Technology

- Update the department databases to increase collaboration, efficiency and responsive across the department and with partners in City Hall and externally

Health, Safety & Wellness

- Develop a Middle Neighborhoods strategy to stabilize and strengthen neighborhoods that are beginning to experience decline.
- Increase participation in Health and Wellness activities provided by the City.
- Management training.

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

Quality Service

- Review Department's existing programs and partnerships to identify service gaps. Develop and implement new or revised programs to meet service needs.

Customer Service

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

Efficiency through Technology

- Review website to ensure that information is being optimally provided to residents.
- Review Department use of PORTFOL and other software options to maximize efficiency in performance tracking, customer support, and internal efficiency.

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

Compliance (Labor & Employee Relations)

- To foster a work environment which values cooperation and collaboration over conflict; minimize risk and the necessity for formal process through analysis, communication, and training, to ensure all employees are treated equitably, while effectively and efficiently disseminating information, discovery and resolution of labor and employment problems.

Fiscal Effectiveness

- To develop a comprehensive set of strategies to improve and enhance existing policies and procedures; create new processes with clear guidelines to support all operations within the HR Department.



Departmental Goals & Objectives

Metrics (HRIS)

- To develop a workplan that meets and anticipates customer needs, enhances services through technology, fosters an environment that supports and integrates the City and HR department's vision and goals into the delivery of services, and establish effective strategies which ensure resources are utilized efficiently. Advance the use of technology and systems to drive data-focused decisions.

Talent Acquisition

- To promote an environment that attracts, acquires, on-boards, develops and retains a high-performing workforce that enhances partnerships between departments, responds to changes, manages priorities and staffing trends, aligns business strategies, best practices, and goals (individual, division, departmental) with the City of Cleveland's workforce objectives.

Talent Management

- To inspire a culture of engagement at all stages of the employee life cycle by offering a comprehensive set of strategies and programs that support employee learning, foster employee development, increase productivity, and retain the best people in their respective job.

Total Rewards (Benefits)

- To attract and retain a high-quality workforce by ensuring equitable benefits, accurate eligibility and enrollment practices, uniform plan administration, sound fiscal management of programming which are based on legal requirements and regulations in compliance with Federal, state, and local regulations.

Wellness

- To evolve into a more holistic Wellness program that supports all dimensions of an individual's well-being.

LAW

Customer Service

- Continue to investigate electronic ways to access other departments' systems/records of accident sites, construction sites, water main breaks, etc. This would expedite response time to citizens that have filed claims.

Efficiency through Technology

- Continue to upgrade computer equipment throughout the department.
- Continue to develop electronic docket connection to Cleveland Municipal Court. This will include the Civil Division and the Prosecutors' Office.
- Continue to incorporate and implement electronic systems to maintain, track, report, and provide records to outside entities. This is to include public-records requests and subpoenas for records.
- Upgrade the document-management system.

Health, Safety & Wellness

- Encourage more office members to join current walking teams. This is done twice a day during break times.

OFFICE OF EQUAL OPPORTUNITY

Customer Service

- Continue to provide a client-centric approach by providing assistance with all levels of contract management process (certification, evaluation, monitoring, and closeout).
- Develop OEO metrics to report on departmental technical support provided to clients/residents.

Efficiency through Technology

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

Health, Safety & Wellness

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

Quality Service

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

OFFICE OF QUALITY CONTROL & PERFORMANCE MANAGEMENT

Quality Service

- Ensure high levels of accountability and quality deliverables
- Mitigate inefficiencies in service delivery or processes
- Inspect and verify that service requests are completed timely, accurately, and with quality
- Expand and track inspection referrals to include external partners i.e. Cleveland Municipal School District, Cuyahoga County Landbank

Customer Service

- Assess and Evaluate administrative, operational, and programmatic performance of departments
- Provide comprehensive performance and process improvement strategies
- Support project and program managing and planning efforts
- Monitor process improvement implementation

Efficiency Through Technology

- Improve data collection and validation processes
- Link analytic software to departmental data
- Identify unmeasured variables that affect operations (positive/negative)

Health, Safety & Wellness

- Escalate nuisance properties, service requests, and quality of life issues that affect the health, safety, and welfare of residents.



Departmental Goals & Objectives

OFFICE OF SUSTAINABILITY

Quality Service

- Save the City of Cleveland money and reduce its ecological footprint.

Customer Service

- Foster a culture that embraces sustainability action through education.

Efficiency Through Technology

- Provide tools and resources to make sustainability business-as-usual within City departments, at home, and at the workplace.

Health, Safety & Wellness

- Use sustainability as a tool to advance equity and economic development.

PORT CONTROL

Customers

- Increase CLE's 2018 global Airport Service Quality scores in the 10 most important customer service dimensions to an average above the top 50% of airports in North America (4.30).

Employees

- Increase employee engagement annually by 10%.

Financial Health

- Annually lower average airline operating cost per enplaned passenger to: \$16.82 in 2018; \$15.78* in 2019; \$15.10* in 2020; \$14.90* in 2021; and \$14.31* in 2022.

*may adjust due to inflation.

Future State of the Airport

- Initiate delivery of a comprehensive airport development plan by 2021 that will accommodate growth for the next quarter century.

Stakeholders/Community

- Strengthen DPC's stakeholder/community relationships by increasing the stakeholder/community meetings and presentations that will increase engagement annually by 15%.

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.

Efficiency through Technology

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

Quality Service

- To improve the quality of CDPH's programs and services by routinely monitoring performance indicators and targets.
- To achieve national accreditation status through the Public Health Accreditation Board (PHAB)

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 continue investing in capital projects and improved operations to enhance efficiency, capacity and redundancy to ensure delivery of reliable electric, water and sewer services.

Health, Safety & Wellness

- DPU will focus on creating an organizational culture that requires safe working conditions and promotes a healthy working environment.

PUBLIC SAFETY

Customer Service

- Continued education and training of all employees within the Department of Public Safety focusing on restoring public confidence by providing superior customer service to our community that reflects personal integrity, professionalism, and fairness.

Quality Service

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

PUBLIC WORKS

Efficiency through Technology

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

Quality Service

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



Departmental Goals & Objectives

WORKFORCE DEVELOPMENT

Customer Service

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

Quality Service

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

Efficiency Through Technology

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

Health, Safety, Wellness

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

General Fund

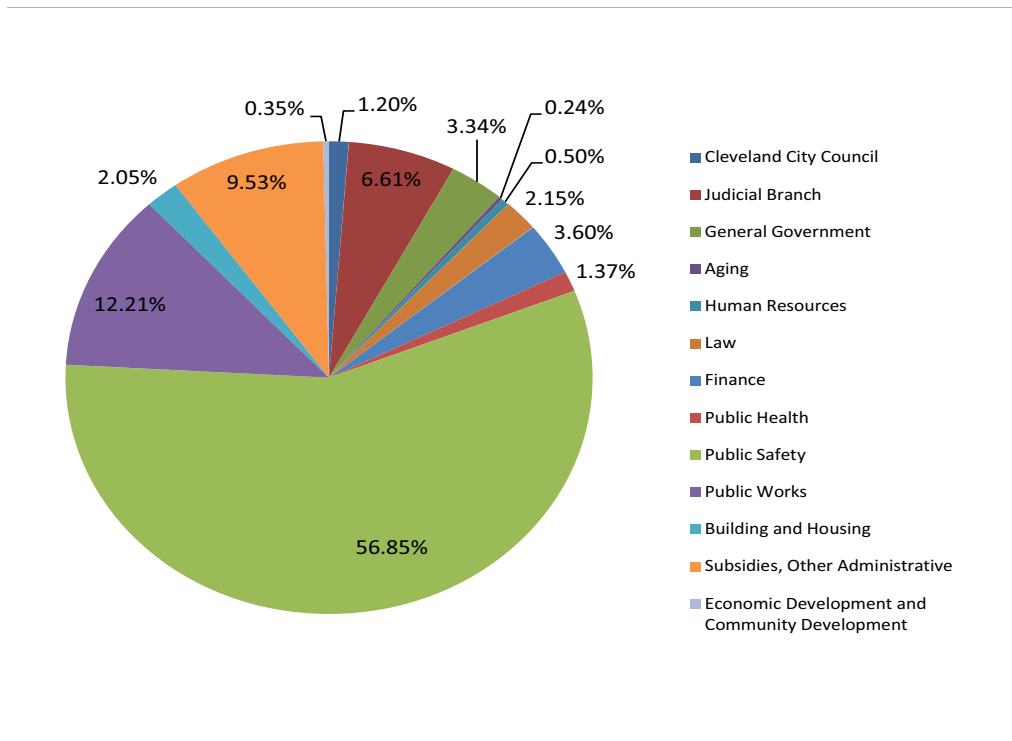


The General Fund supports most basic operations including Police and Fire protection, Emergency Medical Service, Waste Collection, Recreation, Health Centers, Park Maintenance, Building and Housing regulation and Municipal Courts. It also includes support services such as Human Resources, Finance and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

The 2019 General Fund budget is comprised of \$651.1 million in expenditures. The 2019 proposed revenues are estimated at \$651.2 million.

PRELIMINARY 2019 EXPENSES BY DEPARTMENT

The City delivers tax-supported services to its residents in several basic program areas including Safety, Service, Public Works, Health, and Urban Planning and Development. The following chart shows that well over half of the General Fund budget (57%) is devoted to Public Safety, with 12% of all funds going to Public Works (including Waste Collection and the General Fund Operating Transfer to Streets). Only 6% is devoted to support functions such as financial, legal and Human Resources. Other includes Aging, City Council, Community Relations, Mayor's Office and Municipal Courts.



In the following pages, financial data is presented for all divisions for comparison with previous years. Staffing levels are also included for every division. For 2019, 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.

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget	\$ Change	% Change
LEGISLATIVE BRANCH						
COUNCIL	\$ 6,803,318	\$ 7,164,956	\$ 7,342,890	\$ 7,776,787	\$ 433,897	6%
JUDICIAL BRANCH						
Municipal Court	\$ 21,896,475	\$ 21,865,531	\$ 21,977,263	\$ 25,268,464	\$ 3,291,201	15%
Clerk of Courts	10,902,387	11,188,379	11,528,058	12,576,522	1,048,464	9%
Housing Court	4,090,362	4,085,786	4,380,881	4,844,425	463,544	11%
TOTAL JUDICIAL BRANCH	\$ 36,889,224	\$ 37,139,696	\$ 37,886,202	\$ 42,689,411	\$ 4,803,209	13%
EXECUTIVE BRANCH						
GENERAL GOVERNMENT						
Office of the Mayor	\$ 2,361,678	\$ 2,802,599	\$ 2,344,421	\$ 3,670,285	\$ 1,325,864	57%
Office of Capital Projects	4,865,730	4,930,757	5,664,387	7,068,848	1,404,461	25%
Mayor's Office of Quality Control & Performance Management	—	640,469	962,431	1,330,410	367,979	38%
Landmarks Commission	113,392	148,765	194,377	210,092	15,715	8%
Building Standards and Appeals	134,530	126,080	122,646	164,262	41,616	34%
Zoning Appeals	224,879	243,433	239,559	248,554	8,995	4%
Civil Service Commission	1,030,927	1,006,537	998,962	1,799,831	800,869	80%
Community Relations Board	1,314,150	2,600,416	3,090,875	1,720,558	(1,370,317)	-44%
City Planning Commission	1,580,186	1,561,703	1,823,917	2,430,009	606,092	33%
Boxing & Wrestling Commission	42,161	17,874	17,428	25,846	8,418	48%
Mayor's Office of Sustainability	—	615,396	952,409	1,067,015	114,606	12%
Office of Equal Opportunity	596,597	651,948	772,302	891,252	118,950	15%
Office of Budget & Management	684,148	688,999	749,357	896,150	146,793	20%
TOTAL GENERAL GOVERNMENT	\$ 12,948,378	\$ 16,034,976	\$ 17,933,071	\$ 21,523,112	\$ 3,590,041	20%
DEPARTMENT OF AGING	\$ 1,015,423	\$ 964,770	\$ 1,271,528	\$ 1,565,325	\$ 293,797	23%
DEPARTMENT OF HUMAN RESOURCES	\$ 1,955,320	\$ 2,211,167	\$ 2,690,916	\$ 3,211,965	\$ 521,049	19%
DEPARTMENT OF LAW	\$ 19,891,960	\$ 14,689,736	\$ 13,091,573	\$ 13,803,235	\$ 711,662	5%
DEPARTMENT OF FINANCE						
Director's Office	\$ 1,035,314	\$ 1,060,360	\$ 1,241,865	\$ 4,693,190	\$ 3,451,325	278%
Accounts	1,799,915	1,866,646	2,097,409	2,215,982	118,573	6%
Assessments & Licenses	3,126,545	3,473,842	3,528,322	5,080,117	1,551,795	44%



	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget	\$ Change	% Change
Treasury	711,281	732,959	795,364	935,719	140,355	18%
Purchases & Supplies	589,950	558,183	672,264	763,905	91,641	14%
Bureau of Internal Audit	701,612	756,750	892,173	1,473,890	581,717	65%
Financial Reporting & Control	1,154,604	1,166,044	1,172,005	1,575,205	403,200	34%
Information Technology Services	4,877,888	5,438,550	5,963,192	6,671,854	708,662	12%
TOTAL FINANCE	\$ 13,997,109	\$ 15,053,334	\$ 16,362,594	\$ 23,409,862	\$ 7,047,268	43%
DEPARTMENT OF PUBLIC HEALTH						
Director's Office	\$ 1,121,445	\$ 1,120,676	\$ 1,483,374	\$ 1,628,091	\$ 144,717	10%
Health	4,089,059	3,753,491	3,805,498	5,148,122	1,342,624	35%
Environment	967,203	1,519,152	1,743,584	2,120,041	376,457	22%
Air Quality	408,331	453,609	699,654	917,783	218,129	31%
TOTAL PUBLIC HEALTH	\$ 6,586,038	\$ 6,846,928	\$ 7,732,110	\$ 9,814,037	\$ 2,081,927	27%
DEPARTMENT OF PUBLIC SAFETY						
Director's Office	\$ 5,487,547	\$ 6,346,486	\$ 5,797,937	\$ 6,546,078	\$ 748,141	13%
Police	190,616,124	185,046,132	196,792,135	207,633,646	10,841,511	6%
Fire	87,427,928	87,882,665	88,872,519	101,626,504	12,753,985	14%
Emergency Medical Service	23,787,351	25,802,944	27,269,202	32,738,147	5,468,945	20%
Animal Care and Control	1,479,291	1,783,238	2,192,035	2,871,789	679,754	31%
Correction	11,774,579	17,080,814	7,825,838	8,468,803	642,965	8%
Office of Professional Standards	648,062	1,180,348	1,916,786	1,694,727	(222,059)	-12%
Police Review Board	49,664	91,904	142,734	159,422	16,688	12%
Community Police Commission	36,377	287,222	337,817	758,779	420,962	125%
Police Inspector General	—	500	—	234,094	234,094	%
Department of Justice	1,753,279	2,595,457	3,445,754	4,405,493	959,739	28%
TOTAL PUBLIC SAFETY	\$ 323,060,202	\$ 328,097,710	\$ 334,592,757	\$ 367,137,482	\$ 32,544,725	10%
DEPARTMENT OF PUBLIC WORKS						
Division of Public Works Administration	\$ 3,087,989	\$ 2,834,075	\$ 3,226,930	\$ 3,356,822	\$ 129,892	4%
Recreation	12,065,131	12,514,422	14,359,500	15,201,696	842,196	6%
Parking Facilities	1,108,489	1,056,881	1,067,036	1,243,355	176,319	17%
Property Management	7,489,024	7,425,607	7,806,356	8,267,310	460,954	6%
Parks Maintenance & Properties	13,525,505	15,330,268	16,062,494	16,516,101	453,607	3%
Division of Waste Disposal	23,419,663	26,853,537	28,271,597	30,245,627	1,974,030	7%
Division of Traffic Engineering	3,341,011	3,557,158	3,853,632	4,004,995	151,363	4%
TOTAL PUBLIC WORKS	\$ 64,036,812	\$ 69,571,948	\$ 74,647,545	\$ 78,835,906	\$ 4,188,361	6%



	<u>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Unaudited</u>	<u>2019 Budget</u>	<u>\$ Change</u>	<u>% Change</u>
COMMUNITY DEVELOPMENT DIRECTOR'S OFFICE	\$ 183,789	\$ 283,689	\$ 294,455	\$ 2,175,618	\$ 1,881,163	639%
DEPARTMENT OF BUILDING & HOUSING						
Director's Office	\$ 2,090,117	\$ 2,391,431	\$ 2,492,660	\$ 2,702,691	\$ 210,031	8%
Code Enforcement	5,925,202	6,684,041	7,259,986	8,692,274	1,432,288	20%
Construction Permit	1,402,918	1,489,748	1,507,748	1,818,360	310,612	21%
TOTAL BUILDING & HOUSING	\$ 9,418,237	\$ 10,565,220	\$ 11,260,394	\$ 13,213,325	\$ 1,952,931	17%
ECONOMIC DEVELOPMENT	\$ 1,625,267	\$ 1,575,867	\$ 1,532,272	\$ 1,906,694	\$ 374,422	24%
NON-DEPARTMENTAL						
County Auditor Deductions	\$ 1,478,235	\$ 953,301	\$ 2,304,828	\$ 1,066,000	\$ (1,238,828)	-54%
Other Administrative	32,079,270	20,019,202	22,280,070	18,865,626	(64,848,458)	-77%
Subsidies to Other Funds	23,500,920	64,671,345	83,714,084	44,140,646	21,860,576	98%
TOTAL NON-DEPARTMENTAL	\$ 57,058,425	\$ 85,643,848	\$ 108,298,982	\$ 64,072,272	\$ (44,226,710)	-41%
TOTAL EXECUTIVE BRANCH	\$ 511,776,960	\$ 551,539,193	\$ 589,708,197	\$ 600,668,833	\$ 10,960,636	2%
TOTAL GENERAL FUND	<u>\$ 555,469,502</u>	<u>\$ 595,843,845</u>	<u>\$ 634,937,289</u>	<u>\$ 651,135,031</u>	<u>\$ 16,197,742</u>	<u>3%</u>



	<u>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Budget</u>	<u>HC Change</u>	<u>% Change</u>
LEGISLATIVE BRANCH						
COUNCIL	59	60	59	61	2	3%
JUDICIAL BRANCH						
Municipal Court	252	228	233	258	25	11%
Clerk of Courts	149	150	145	155	10	7%
Housing Court	46	45	47	49	2	4%
TOTAL JUDICIAL BRANCH	447	423	425	462	37	9%
EXECUTIVE BRANCH						
GENERAL GOVERNMENT						
Office of the Mayor	24	24	18	31	13	72%
Office of Capital Projects	46	53	57	67	10	18%
Office of Quality Control and Performance Mgmt	—	10	9	12	3	%
Landmarks Commission	1	2	2	2	—	%
Building Standards and Appeals	1	1	1	1	—	%
Zoning Appeals	2	2	2	2	—	%
Civil Service Commission	6	6	6	9	3	50%
Community Relations Board	15	14	19	24	5	26%
City Planning Commission	18	17	18	23	5	28%
Boxing & Wrestling Commission	—	—	—	—	—	%
Office of Sustainability	—	7	8	9	1	%
Office of Equal Opportunity	7	8	7	9	2	29%
Office of Budget & Management	7	8	8	9	1	13%
TOTAL GENERAL GOVERNMENT	127	152	155	198	43	28%
DEPARTMENT OF AGING	8	12	14	17	3	21%
DEPARTMENT OF HUMAN RESOURCES	11	15	16	19	3	19%
DEPARTMENT OF LAW	71	75	76	88	12	16%



	<u>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Budget</u>	<u>HC Change</u>	<u>% Change</u>
DEPARTMENT OF FINANCE						
Director's Office	6	7	7	10	3	43%
Accounts	15	17	16	17	1	6%
Assessments & Licenses	30	33	38	52	14	37%
Treasury	7	7	7	8	1	14%
Purchases & Supplies	7	7	9	10	1	11%
Bureau of Internal Audit	6	6	6	9	3	50%
Financial Reporting & Control	11	12	12	15	3	25%
Information Technology Services	26	27	27	36	9	33%
TOTAL FINANCE	108	116	122	157	35	29%
DEPARTMENT OF PUBLIC HEALTH						
Director's Office	10	8	12	13	1	8%
Health	27	30	32	37	5	16%
Environment	12	17	19	23	4	21%
Air Quality	1	3	6	8	2	33%
TOTAL PUBLIC HEALTH	50	58	69	81	12	17%
DEPARTMENT OF PUBLIC SAFETY						
Director's Office	34	36	35	41	6	17%
Police-Uniform	1,437	1,428	1,456	1,605	149	10%
Civilian	217	198	212	274	62	29%
Fire-Uniform	723	734	738	761	23	3%
Civilian	7	12	13	13	0	0%
Emergency Medical Service	232	262	300	333	33	11%
Animal Care and Control	15	19	23	33	10	43%
Correction	122	105	1	1	—	%
Office of Professional Standards	9	8	11	14	3	27%
Police Review Board	—	1	1	1	—	%
Community Police Commission	—	5	1	5	4	%
Police Inspector General	—	—	—	3	3	%
Department of Justice-Uniform	1	1	4	5	1	25%
Civilian	—	3	5	6	1	%
TOTAL PUBLIC SAFETY	2,797	2,812	2,800	3,095	295	11%



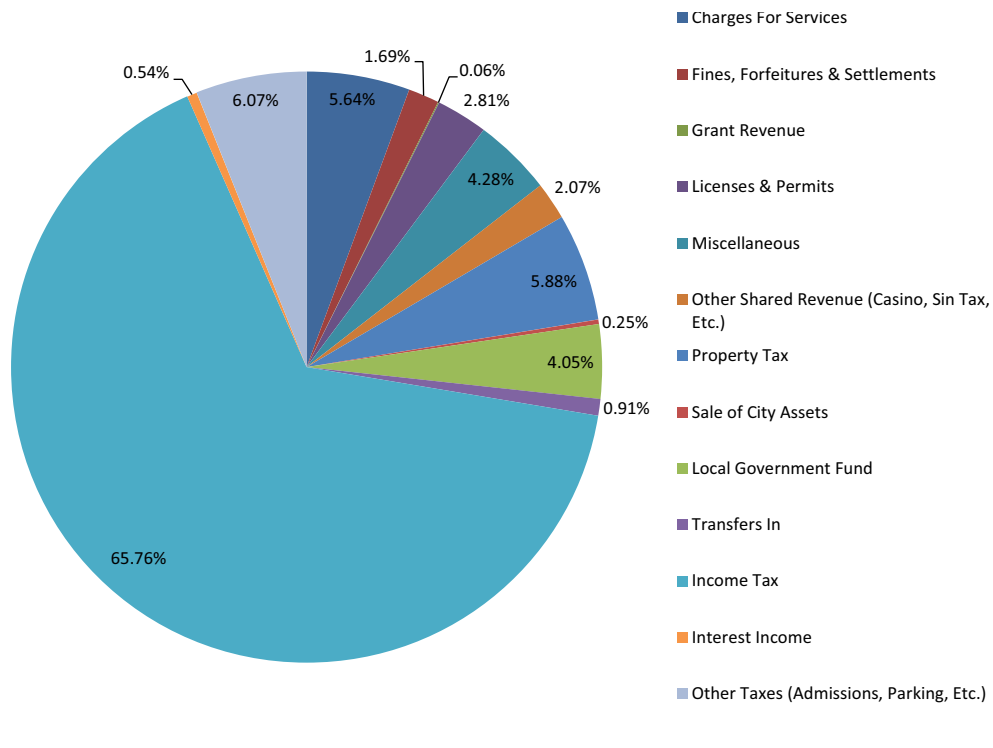
	<u>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Budget</u>	<u>HC Change</u>	<u>% Change</u>
DEPARTMENT OF PUBLIC WORKS						
Division of Public Works Administration	34	31	36	38	2	6%
Recreation	96	108	129	139	10	8%
Parking Facilities	18	16	21	21	—	%
Property Management	65	70	71	74	3	4%
Parks, Maintenance & Properties	97	103	108	114	6	6%
Division of Waste Disposal	170	187	183	237	54	30%
Division of Traffic Engineering	29	31	33	33	—	%
TOTAL PUBLIC WORKS	509	546	581	656	75	13%
COMMUNITY DEVELOPMENT DIRECTOR'S OFFICE	2	4	4	9	5	125%
DEPARTMENT OF BUILDING & HOUSING						
Director's Office	22	23	24	25	1	4%
Code Enforcement	80	90	99	115	16	16%
Construction Permit	18	19	18	21	3	17%
TOTAL BUILDING & HOUSING	120	132	141	161	20	14%
ECONOMIC DEVELOPMENT	18	15	18	20	2	11%
TOTAL EXECUTIVE BRANCH	3,821	3,937	3,996	4,501	505	13%
TOTAL GENERAL FUND	4,327	4,420	4,480	5,024	544	12%

PRELIMINARY 2019 SOURCES OF REVENUE

Although the City typically projects revenues conservatively, resulting in projected expenses exceeding revenues, the final budget is required by state law to be balanced. Since 2008, global recession and State budget cuts have resulted in a loss of \$17 million property tax and an additional \$27 million loss of the Local Government Fund. It should be noted here that the final 2018 GF Budget will be slightly different from the preliminary numbers presented in this plan due to the timing of the final budget reconciliation process with City Council.

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

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



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

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

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



General Fund

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

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

Other Shared Revenue:

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

Cigarette & Liquor Tax:

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

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

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

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

Other Taxes: Includes both locally and state collected sources. Locally, the City receives Admission Tax for most entertainment events scheduled in the City as well as a tax on the leasing of motor vehicles. Both of these taxes were previously increased as part of an overall funding plan for the reconstruction/rebuilding of Cleveland Municipal Stadium. The Motor Vehicle Lessor Tax

was raised from \$4 to \$6 per transaction as of August 1, 1996. The State distributes a portion of Estate, Liquor and Cigarette taxes to their municipality of origin. Estate Tax has been eliminated by the State of Ohio effective 2014.

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

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

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

Motor Vehicle Lessor Tax: Tax on Rental Cars

Parking Tax: 8% Commercial parking tax assessment

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

♦ **Commercial/ Industrial:**

Schools: 60.12%

Cleveland: 12.70%

County: 19.83%

Library: 6.45%

♦ **Residential:**

Schools: 52.43%

Cleveland: 12.70%

County: 20.01%

Library: 6.33%

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



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

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

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

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

Other Revenue Terms:

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

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

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

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget	\$ Change	% Change
CHARGES FOR SERVICES	\$ 34,081,800	\$ 36,675,357	\$ 36,370,035	\$ 36,415,246	\$ 45,211	0%
FINES, FORFEITURES & SETTLEMENTS	\$ 11,577,587	\$ 11,259,363	\$ 11,258,998	\$ 10,936,181	\$ (322,817)	-3%
GRANT REVENUE	\$ 72,290	\$ 1,064,594	\$ 620,918	\$ 416,666	\$ (204,252)	-33%
LICENSES & PERMITS	\$ 18,290,263	\$ 17,290,937	\$ 18,908,644	\$ 18,153,764	\$ (754,880)	-4%
MISCELLANEOUS	\$ 27,205,039	\$ 35,113,988	\$ 31,135,161	\$ 27,635,668	\$ (3,499,493)	-11%
OTHER SHARED REVENUE						
Property Tax-State Subsidy	\$ 3,127,768	\$ 3,088,174	\$ 3,062,213	\$ 3,331,000	\$ 268,787	9%
Cigarette & Liquor Tax	853,444	828,973	760,248	722,000	(38,248)	-5%
Estate Tax	60,632	4,432	5,535	—	(5,535)	-100%
Casino	9,273,234	8,963,976	9,186,950	9,288,000	101,050	1%
Other	8,360	14,606	5,039	5,000	(39)	-1%
	\$ 13,323,438	\$ 12,900,162	\$ 13,019,984	\$ 13,346,000	\$ 326,016	3%
PROPERTY TAX	\$ 32,420,754	\$ 33,842,251	\$ 34,627,861	\$ 37,972,671	\$ 3,344,810	10%
SALE OF CITY ASSETS	\$ 293,993	\$ 5,249,498	\$ 9,248,500	\$ 1,600,000	\$ (7,648,500)	-83%
STATE AND LOCAL GOVERNMENT FUND	\$ 24,596,372	\$ 24,373,866	\$ 25,007,191	\$ 26,165,305	\$ 1,158,114	5%
TRANSFERS IN	\$ 1,616,592	\$ —	\$ —	\$ 10,217,559	\$ 10,217,559	%
INCOME TAX	\$ 314,801,172	\$ 389,045,794	\$ 413,157,521	\$ 424,869,173	\$ 11,711,652	3%
INVESTMENT INCOME	\$ 760,581	\$ 1,657,928	\$ 3,998,801	\$ 3,500,000	\$ (498,801)	-12%
OTHER TAXES						
Admission Tax	\$ 20,196,316	\$ 19,352,021	\$ 19,701,829	\$ 16,210,000	\$ (3,491,829)	-18%
Motor Vehicle License Tax	3,161,036	3,163,992	3,264,475	3,124,762	(139,713)	-4%
Parking Tax	14,135,263	15,021,125	15,274,599	14,400,000	(874,599)	-6%
Electric Excise Tax	2,999,021	2,980,097	—	—	—	%
Hotel Tax	6,634,887	6,223,793	6,972,234	6,250,000	(722,234)	-10%
Other	32,605	29,036	27,737	29,000	1,263	5%
	\$ 47,159,128	\$ 46,770,065	\$ 45,240,873	\$ 40,013,762	\$ (5,227,111)	-12%
TOTAL RECEIPTS	\$ 526,199,007	\$ 615,243,803	\$ 642,594,487	\$ 651,241,995	\$ 8,647,508	1%



COUNCIL AND CLERK OF COUNCIL

Kevin J. Kelley, Council President

Patricia J. Britt, Clerk Of Council

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

The City Council meets at 7:00 p.m. every Monday, except that Council meets once in July and once in August, on a day and time set by the Council. All Council meetings are held in the Council Chambers of City Hall. Various Council Committee meetings are held during the week to discuss in detail, all legislation to be approved, amended or not approved by the Council. Special Council meetings may be called by the President at any time, with proper public notice.

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

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

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

COUNCIL AND CLERK OF COUNCIL

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 2,225,340	\$ 2,314,033	\$ 2,456,219	\$ 2,461,748
Seasonal	1,860	(12,787)	(6,929)	—
Elected Officials	1,372,267	1,372,267	1,446,224	1,427,307
Part-Time Permanent	105,062	122,010	121,028	108,182
Longevity	13,825	13,625	14,600	19,300
Vacation Conversion	—	49,640	—	—
Separation Payments	63,849	35,907	16,293	60,000
Bonus Incentive	—	—	22,500	—
	\$ 3,782,203	\$ 3,894,694	\$ 4,069,934	\$ 4,076,537
Benefits				
Hospitalization	\$ 549,537	\$ 566,653	\$ 599,120	\$ 618,392
Prescription	114,882	103,921	101,392	121,392
Dental	27,224	27,907	29,672	32,990
Vision Care	3,080	3,211	3,266	3,700
Public Employees Retire System	519,458	532,066	562,816	565,703
Fica-Medicare	51,610	53,779	56,160	53,652
Workers' Compensation	39,272	91,562	39,154	43,990
Life Insurance	2,114	2,043	1,961	3,048
Unemployment Compensation	11,310	—	49,179	25,796
	\$ 1,318,487	\$ 1,381,141	\$ 1,442,719	\$ 1,468,663
Other Training & Professional Dues				
Travel	\$ 33,379	\$ 48,496	\$ 49,585	\$ 57,517
Tuition & Registration Fees	22,606	25,510	16,393	36,179
Training	—	930	—	—
Professional Dues & Subscript	3,860	4,478	3,206	9,467
	\$ 59,845	\$ 79,415	\$ 69,184	\$ 103,163
Utilities				
Steam	\$ 33,412	\$ 37,638	\$ 38,663	\$ 39,823
	\$ 33,412	\$ 37,638	\$ 38,663	\$ 39,823
Contractual Services				
Professional Services	\$ 589,622	\$ 567,673	\$ 609,813	\$ 743,986
Expense Account Reimbursement	121,835	124,312	129,804	244,800
Advertising And Public Notice	489,850	638,000	617,990	562,650
Parking In City Facilities	40,696	40,264	43,148	41,140
Insurance And Official Bonds	250	—	—	100
	\$ 1,242,253	\$ 1,370,250	\$ 1,400,754	\$ 1,592,676



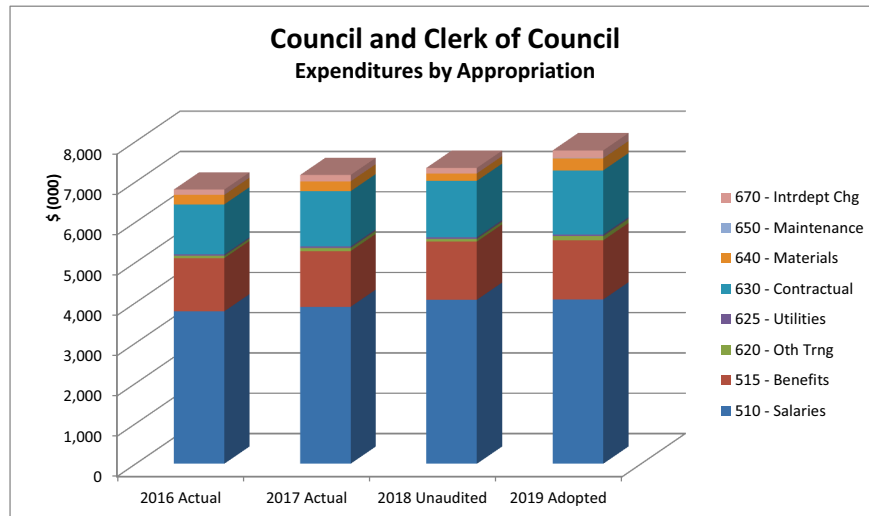
COUNCIL AND CLERK OF COUNCIL

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Materials & Supplies				
Office Supplies	\$ 12,093	\$ 15,313	\$ 12,335	\$ 13,400
Postage	200,215	200,225	150,248	259,403
Food	15,025	19,785	15,005	20,000
Just In Time Office Supplies	8,494	8,992	7,205	7,500
	\$ 235,827	\$ 244,314	\$ 184,792	\$ 300,303
Maintenance				
Maintenance Office Equipment	\$ 2,412	\$ —	\$ —	\$ 5,000
	\$ 2,412	\$ —	\$ —	\$ 5,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 40,334	\$ 58,372	\$ 65,654	\$ 60,439
Charges From Print & Repro	46,269	46,673	41,827	61,614
Charges From Central Storeroom	42,275	52,460	29,361	68,569
	\$ 128,878	\$ 157,505	\$ 136,843	\$ 190,622
	\$ 6,803,318	\$ 7,164,956	\$ 7,342,890	\$ 7,776,787

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Miscellaneous	\$ 39,455	\$ 897	\$ 55,232	\$ 700
	\$ 39,455	\$ 897	\$ 55,232	\$ 700



COUNCIL AND CLERK OF COUNCIL

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	Budget 2018	Budget 2019		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Clerk of Council	42,865.60	112,294.22
1	1	1	Council President	93,370.74	93,370.74
16	16	16	Councilmember	83,370.75	83,370.75
1	1	1	Director of Communication	24,974.46	83,886.55
1	1	1	Director of Policy Research	24,974.46	83,886.55
20	20	20			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Council Receptionist	20,800.00	50,331.92
16	15	16	Executive Assistant Council	20,800.00	48,714.22
1	1	1	Executive Assistant Council President	24,975.00	46,359.00
18	17	18			
<u>PROFESSIONALS</u>					
1	1	1	Chief City Archivist	21,851.06	83,886.55
1	1	1	Chief Legislative Secretary	21,851.06	83,886.55
1	1	1	Deputy City Archivist	20,800.00	79,533.35
1	1	1	Deputy Clerk	21,851.06	79,533.35
1	1	1	Executive Assistant-Clerk of Council	24,974.46	83,886.55
1	1	1	Financial Assistant	20,800.00	50,331.92
1	1	1	Financial Officer	20,800.00	79,533.35
1	1	1	Information & Technology Administrator	21,851.06	79,533.92
7	7	8	Legislative Assistant	20,800.00	67,109.25
2	2	2	Legislative Committee Clerk	20,800.00	67,109.25
1	1	1	Personnel/Human Resources	21,851.06	83,886.55
1	1	1	Policy Research Analyst	21,851.06	79,533.35
1	1	1	Public Relations Manager	21,851.06	83,886.55
1	1	1	Special Counsel	41,416.04	89,580.27
21	21	22			
<u>NON EEO REPORTING</u>					
1	1	1	Executive Assistant-Admin/Council	24,974.46	83,886.55
1	1	1			
60	59	61	TOTAL FULL TIME		



COUNCIL AND CLERK OF COUNCIL

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
			PART TIME		
1	1	1	Legislative Assistant	20,800.00	67,109.25
1	1	1	Special Counsel	41,416.04	89,580.27
<u>2</u>	<u>2</u>	<u>2</u>	TOTAL PART TIME		
<u>62</u>	<u>61</u>	<u>63</u>	TOTAL DIVISION		

OFFICE OF THE MAYOR

Frank G. Jackson, Mayor

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

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

PROGRAM NAME: GOVERNMENT AND INTERNATIONAL AFFAIRS

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

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

PROGRAM NAME: MAYOR'S ACTION CENTER

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

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

PROGRAM NAME: OFFICE OF COMMUNICATIONS

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

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



OFFICE OF THE MAYOR

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,543,144	\$ 1,759,638	\$ 1,449,717	\$ 2,431,762
Elected Officials	140,889	140,889	147,621	146,580
Part-Time Permanent	30,474	66,476	40,717	57,982
Longevity	4,450	5,200	4,500	4,350
Vacation Conversion	—	30,819	—	—
Separation Payments	—	72,078	88,445	20,000
Bonus Incentive	—	—	12,000	—
Overtime	4,569	—	—	—
	\$ 1,723,525	\$ 2,075,100	\$ 1,742,999	\$ 2,660,674
Benefits				
Hospitalization	\$ 218,899	\$ 237,512	\$ 192,488	\$ 334,282
Prescription	42,858	42,779	29,439	70,584
Dental	10,983	10,381	8,554	18,685
Vision Care	1,209	1,331	1,137	2,012
Public Employees Retire System	239,423	275,389	233,546	403,590
Fica-Medicare	24,437	29,474	24,770	37,346
Workers' Compensation	16,156	44,199	16,793	18,882
Life Insurance	827	818	669	1,544
Unemployment Compensation	—	—	6,006	1,300
	\$ 554,790	\$ 641,883	\$ 513,401	\$ 888,225
Other Training & Professional Dues				
Travel	\$ 12,590	\$ 8,791	\$ 6,992	\$ 15,000
Tuition & Registration Fees	2,800	3,523	1,400	4,000
Mileage (Priv Auto) Trng Prps	—	—	314	—
Professional Dues & Subscript	5,993	5,667	5,132	5,700
	\$ 21,383	\$ 17,981	\$ 13,838	\$ 24,700
Contractual Services				
Professional Services	\$ 457	\$ 22	\$ 55	\$ 2,656
Mileage (Private Auto)	—	—	—	500
Security Services	—	—	—	600
Expense Account Reimbursement	186	—	141	500
Insurance And Official Bonds	—	—	250	250
Other Contractual	—	15	330	—
Refunds & Miscellaneous	194	198	366	—
	\$ 838	\$ 235	\$ 1,142	\$ 4,506



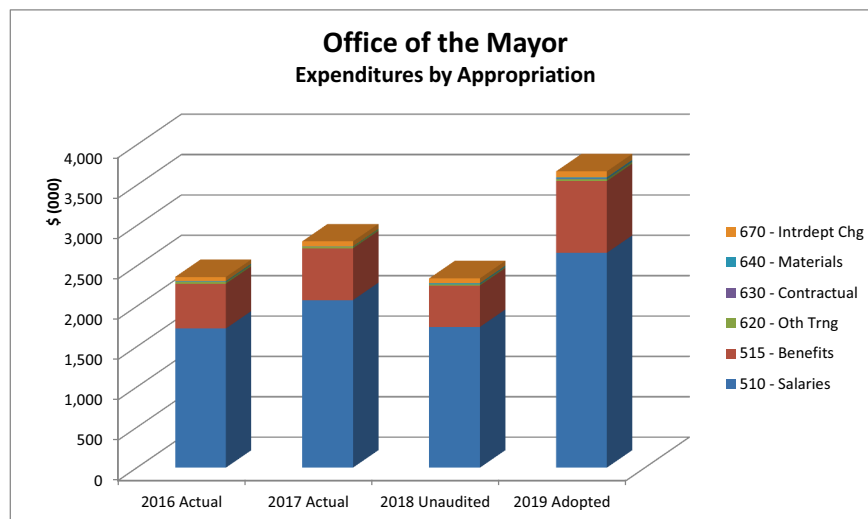
OFFICE OF THE MAYOR

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Materials & Supplies				
Computer Supplies	\$ —	\$ —	\$ 2,344	\$ 1,500
Food	—	400	1,000	1,000
Arts & Crafts Supplies	—	—	4,080	—
Special Events Supplies	4,705	—	—	6,750
Just In Time Office Supplies	4,655	4,704	5,757	7,000
	\$ 9,360	\$ 5,104	\$ 13,181	\$ 16,250
Interdepart Service Charges				
Charges From Telephone Exch	\$ 23,538	\$ 31,759	\$ 35,983	\$ 33,125
Charges From Print & Repro	23,026	25,124	18,895	33,168
Charges From Central Storeroom	4,011	4,925	4,303	6,438
Charges From M.V.M.	1,207	488	678	3,199
	\$ 51,782	\$ 62,296	\$ 59,860	\$ 75,930
	\$ 2,361,678	\$ 2,802,600	\$ 2,344,421	\$ 3,670,285

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Miscellaneous	\$ 146	\$ 192	\$ 24,401	\$ —
	\$ 146	\$ 192	\$ 24,401	\$ —





OFFICE OF THE MAYOR

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
7	5	7	Executive Assistant to the Mayor	50,795.81	191,316.74
1	1	1	Mayor	146,580.46	146,580.46
1	0	1	Secretary to the Mayor	50,795.78	192,654.41
18	11	20	Special Assistant to the Mayor	20,800.00	118,362.30
<u>27</u>	<u>17</u>	<u>29</u>			
<u>PROFESSIONALS</u>					
1	0	1	Administrative Officer	20,800.00	58,499.94
1	1	1	Assistant Administrator	20,800.00	73,868.59
<u>2</u>	<u>1</u>	<u>2</u>			
<u>29</u>	<u>18</u>	<u>31</u>	TOTAL FULLTIME		
<u>PART TIME</u>					
2	1	2	Special Assistant to the Mayor	20,800.00	118,362.30
<u>2</u>	<u>1</u>	<u>2</u>	TOTAL PART TIME		
<u>31</u>	<u>19</u>	<u>33</u>	TOTAL DIVISION		



OFFICE OF CAPITAL PROJECTS

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

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

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

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



OFFICE OF CAPITAL PROJECTS

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 3,031,830	\$ 3,102,588	\$ 3,675,617	\$ 4,409,256
Part-Time Permanent	122,560	64,035	67,076	126,850
Injury Pay	956	—	—	—
Longevity	19,500	18,450	17,850	17,450
Vacation Conversion	—	6,109	—	—
Separation Payments	23,997	14,114	33,478	50,000
Bonus Incentive	—	4,500	16,500	7,000
Overtime	4,977	7,786	6,893	10,000
	\$ 3,203,820	\$ 3,217,581	\$ 3,817,414	\$ 4,620,556
Benefits				
Hospitalization	\$ 561,790	\$ 587,476	\$ 651,354	\$ 784,385
Prescription	112,272	116,562	95,790	153,753
Dental	28,744	28,644	32,219	41,493
Vision Care	2,902	2,958	3,282	4,281
Public Employees Retire System	450,390	441,712	523,084	647,977
Fica-Medicare	43,721	43,600	52,024	65,290
Workers' Compensation	33,066	77,552	43,616	85,411
Life Insurance	1,873	1,649	1,821	3,192
Unemployment Compensation	1,400	4,890	6,997	5,000
Clothing Allowance	5,940	5,540	6,340	7,140
Clothing Maintenance	1,950	1,800	2,100	2,400
	\$ 1,244,047	\$ 1,312,383	\$ 1,418,627	\$ 1,800,322
Other Training & Professional Dues				
Travel	\$ 6,261	\$ 4,966	\$ 6,857	\$ 6,500
Tuition & Registration Fees	5,995	6,291	8,029	8,000
Training	7,420	—	—	5,000
Mileage (Priv Auto) Trng Prps	—	—	304	—
Professional Dues & Subscript	8,572	10,919	9,300	11,940
	\$ 28,247	\$ 22,175	\$ 24,491	\$ 31,440
Contractual Services				
Professional Services	\$ 128,757	\$ 127,286	\$ 147,397	\$ 172,100
Mileage (Private Auto)	11,267	12,100	26,755	24,500
Advertising And Public Notice	—	125	—	1,500
Appraisal Fees	9,000	3,500	10,118	6,000
Parking In City Facilities	12,606	11,581	15,984	14,000
Taxes	119,223	100,389	62,878	215,127
Equipment Rental	—	—	—	1,000
Other Contractual	3,695	413	513	500
	\$ 284,548	\$ 255,394	\$ 263,645	\$ 434,727

OFFICE OF CAPITAL PROJECTS

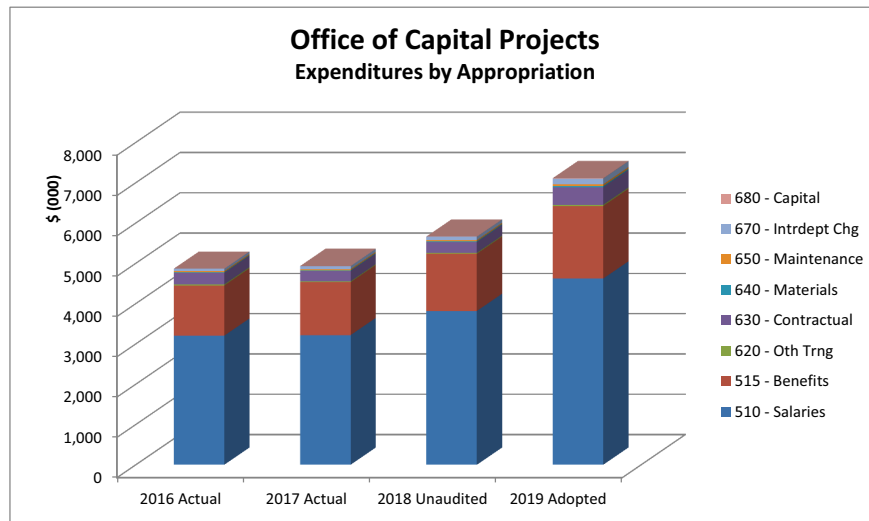
Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Materials & Supplies				
Office Supplies	\$ 128	\$ 250	\$ 19	\$ 2,800
Postage	39	—	—	—
Computer Supplies	—	—	—	1,000
Computer Hardware	—	4,146	3,330	1,000
Computer Software	—	5,700	5,871	1,000
Small Equipment	2,000	—	3,124	3,000
Other Supplies	—	—	—	500
Bridge Maintenance Supplies	—	—	—	5,000
Safety Equipment	5,000	—	2,799	5,000
Just In Time Office Supplies	8,450	6,747	5,151	9,300
	\$ 15,617	\$ 16,844	\$ 20,294	\$ 28,600
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 1,000
Computer Software Maintenance	28,797	30,582	31,177	43,000
Car Washes	—	—	300	—
	\$ 28,797	\$ 30,582	\$ 31,477	\$ 44,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 11,442	\$ 13,550	\$ 34,886	\$ 32,115
Charges From Radio Comm System	3,943	2,201	1,613	2,187
Charges From Print & Repro	30,192	37,511	29,414	49,520
Charges From Central Storeroom	954	933	831	1,219
Charges From M.V.M.	14,121	21,604	16,165	15,162
	\$ 60,653	\$ 75,799	\$ 82,907	\$ 100,203
Capital Outlay				
Computer Software	\$ —	\$ —	\$ —	\$ 5,000
Furniture	—	—	5,533	2,000
Computer Hardware	—	—	—	2,000
	\$ —	\$ —	\$ 5,533	\$ 9,000
	\$ 4,865,730	\$ 4,930,758	\$ 5,664,387	\$ 7,068,848

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges For Services	\$ 11,372	\$ 18,931	\$ 15,259	\$ —
Licenses & Permits	48,548	69,420	52,425	47,000
Miscellaneous	1,209,963	202,905	487,051	950,000
Sale Of City Assets	113	—	—	—
	\$ 1,269,995	\$ 291,256	\$ 554,734	\$ 997,000

OFFICE OF CAPITAL PROJECTS





OFFICE OF CAPITAL PROJECTS

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Commissioner of Real Estate	40,314.82	134,602.24
1	1	1	Executive Assistant to the Mayor	50,795.81	191,316.74
1	1	1	Manager of Parks Rec Research & PI	22,333.40	81,827.04
2	2	2	Special Assistant to the Mayor	20,800.00	118,362.30
1	1	1	Superintendent of Sidewalks	22,333.40	70,234.84
6	6	6			
<u>ADMINISTRATIVE SUPPORT</u>					
2	2	2	Administrative Officer	20,800.00	58,499.94
1	1	1	Junior Personnel Assistant	20,800.00	43,469.45
2	2	2	Principal Clerk	14.88	21.97
5	5	5			
<u>PROFESSIONALS</u>					
2	2	2	Chief Architect	23,647.11	112,409.91
2	1	2	Construction Technician	12.02	25.49
11	9	12	Consulting Engineer	36,000.00	104,888.34
2	0	0	Field Manager	35,000.00	65,634.90
0	0	1	Intern Apprentice	15.62	16.25
1	1	1	Landscape Designer	10.00	31.55
1	1	1	Prevailing Wage Coordinator	27,193.50	74,349.61
3	3	3	Project Coordinator	27,325.56	99,702.63
2	2	2	Project Director	22,333.40	88,646.98
4	4	4	Section Chief Engineering and Construction	50,000.00	108,011.58
3	3	3	Senior Assistant Designer	10.00	26.89
1	1	1	Senior Budget and Management Analyst	26,273.96	88,147.99
1	1	1	Senior Landscape Architect	10.00	33.38
2	2	2	Section Chief Arch & Site Development	40,000.00	108,011.58
2	0	2	Surveyor	19.23	49.04
2	2	2	Survey Party Chief	20,800.00	62,194.14
39	32	39			



OFFICE OF CAPITAL PROJECTS

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
TECHNICIANS					
1	1	1	Chief Engineering and Construction Inspector	28.77	29.94
15	13	16	Engineering & Construction Inspector	20.12	22.12
16	14	17			
66	57	67	TOTAL FULL TIME		
2	2	2	TOTAL PART TIME		
68	59	69	TOTAL DIVISION		



OFFICE OF QUALITY CONTROL AND PERFORMANCE MANAGEMENT

Sabra T. Scott, Director

Mission Statement

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

PROGRAM NAME: ASSESS AND EVALUATION

OBJECTIVE: To assess various processes and programs while ensuring the achievement of established objectives and compliance with laws and regulations.

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

PROGRAM NAME: QUALITY CONTROL

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

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

PROGRAM NAME: DATA MONITORING AND ANALYTICS

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

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

PROGRAM NAME: PERFORMANCE IMPROVEMENT

OBJECTIVE: To recommend and facilitate process improvement models.

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



OFFICE OF QUALITY CONTROL AND PERFORMANCE MANAGEMENT

Expenditures

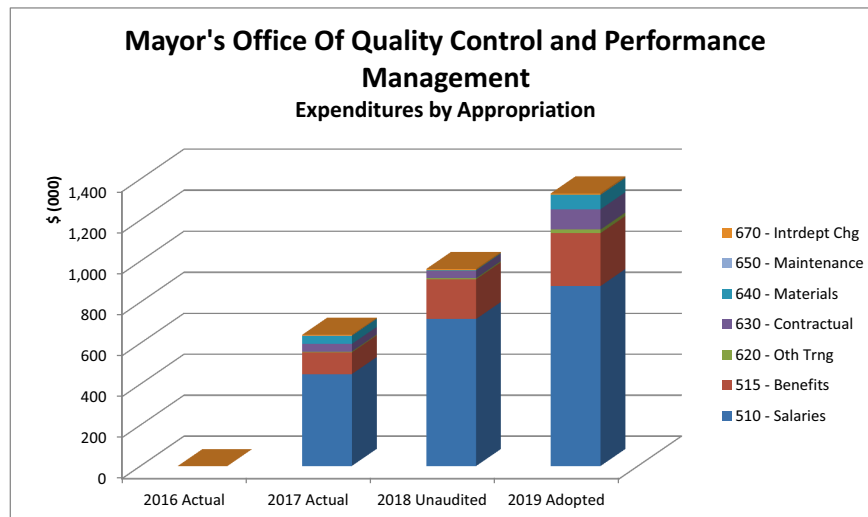
	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ —	\$ 421,748	\$ 674,506	\$ 835,309
Part-Time Permanent	—	25,411	26,985	30,492
Longevity	—	575	1,275	2,675
Vacation Conversion	—	1,023	—	—
Separation Payments	—	—	9,379	10,000
Bonus Incentive	—	—	6,000	—
	\$ —	\$ 448,757	\$ 718,145	\$ 878,476
Benefits				
Hospitalization	\$ —	\$ 31,603	\$ 63,404	\$ 90,122
Prescription	—	5,465	9,925	19,083
Dental	—	1,233	3,064	4,845
Vision Care	—	228	467	640
Public Employees Retire System	—	55,209	98,988	122,364
Fica-Medicare	—	6,431	10,262	12,722
Workers' Compensation	—	5,280	6,899	7,757
Life Insurance	—	162	320	596
	\$ —	\$ 105,611	\$ 193,329	\$ 258,129
Other Training & Professional Dues				
Travel	\$ —	\$ 143	\$ 22	\$ 5,000
Tuition & Registration Fees	—	4,280	5,675	10,000
Other Training Supplies	—	—	114	500
Mileage (Priv Auto) Trng Prps	—	—	—	500
Professional Dues & Subscript	—	—	—	1,000
	\$ —	\$ 4,423	\$ 5,812	\$ 17,000
Contractual Services				
Professional Services	\$ —	\$ 443	\$ —	\$ 50,000
Travel- Non-Training	—	—	141	—
Parking In City Facilities	—	330	3,135	9,300
Property Rental	—	36,235	32,726	40,000
	\$ —	\$ 37,008	\$ 36,002	\$ 99,300
Materials & Supplies				
Computer Supplies	\$ —	\$ —	\$ —	\$ 2,000
Computer Hardware	—	31,172	—	25,000
Computer Software	—	2,190	1,359	40,000
Clothing	—	—	701	750
Office Furniture & Equipment	—	4,362	—	—
Just In Time Office Supplies	—	2,131	863	2,000
	\$ —	\$ 39,854	\$ 2,924	\$ 69,750



OFFICE OF QUALITY CONTROL AND PERFORMANCE MANAGEMENT

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Maintenance				
Car Washes	\$ —	\$ 750	\$ —	\$ 750
	\$ —	\$ 750	\$ —	\$ 750
Interdepart Service Charges				
Charges From Print & Repro	\$ —	\$ 3,033	\$ 2,171	\$ 4,005
Charges From M.V.M.	—	1,033	4,048	3,000
	\$ —	\$ 4,066	\$ 6,220	\$ 7,005
	\$ —	\$ 640,469	\$ 962,431	\$ 1,330,410





OFFICE OF QUALITY CONTROL AND PERFORMANCE MANAGEMENT

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	0	1	Program Manager	30,214.00	91,429.27
1	0	1			
<u>PROFESSIONALS</u>					
1	1	1	Asst Mgr Of Audit Ctrl/Pers	20,800.00	64,967.92
2	2	2	Business Process Analyst	55,000.00	108,044.90
1	1	1	Business Process Specialist	40,000.00	80,000.00
3	2	3	Performance Auditor	40,000.00	90,000.00
1	1	1	Project Coordinator	27,325.56	99,702.63
8	7	8			
<u>TECHNICIANS</u>					
1	0	1	Data Base Analysts	30,214.95	98,444.95
2	2	2	Quality Control Inspector	25,000.00	65,000.00
3	2	3			
12	9	12	TOTAL FULL TIME		
<u>PART TIME</u>					
1	1	1	Project Director	22,333.40	88,646.98
1	1	1	TOTAL PART TIME		
13	10	13	TOTAL DIVISION		



LANDMARKS COMMISSION

Donald Petit, Secretary

Mission Statement

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

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

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

PROGRAM NAME: DESIGN REVIEW

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

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

PROGRAM NAME: PERMITS AND CASES

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

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



LANDMARKS COMMISSION

PROGRAM NAME: SURVEY

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

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



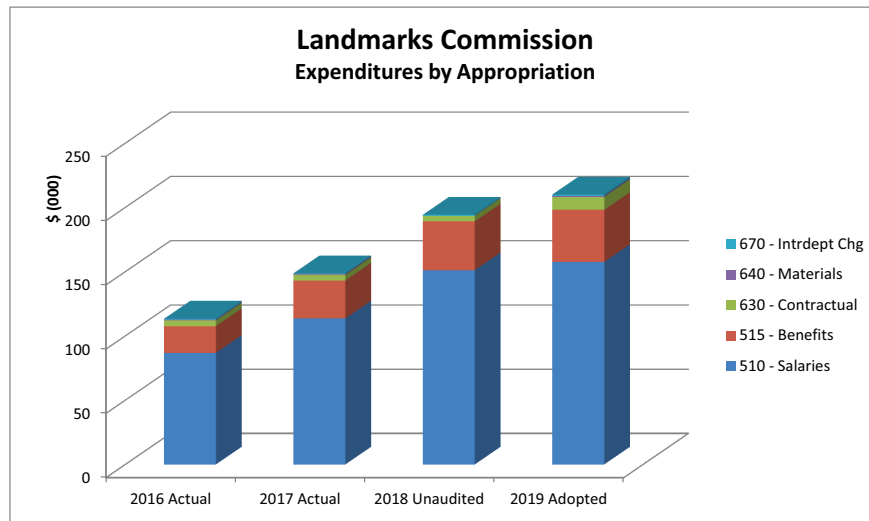
LANDMARKS COMMISSION

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 56,713	\$ 81,373	\$ 106,183	\$ 105,776
Board Members	29,375	29,375	43,775	50,974
Longevity	700	700	700	800
Vacation Conversion	—	2,180	—	—
Bonus Incentive	—	—	500	—
	\$ 86,788	\$ 113,628	\$ 151,158	\$ 157,550
Benefits				
Hospitalization	\$ 5,045	\$ 8,470	\$ 11,109	\$ 11,175
Prescription	1,195	1,488	1,749	2,298
Dental	257	364	514	540
Vision Care	56	92	139	155
Public Employees Retire System	12,234	15,109	20,806	22,377
Fica-Medicare	1,247	1,627	2,163	2,286
Workers' Compensation	819	2,320	1,406	1,581
Life Insurance	38	43	67	100
	\$ 20,891	\$ 29,512	\$ 37,954	\$ 40,512
Contractual Services				
Professional Services	\$ 2,967	\$ 3,160	\$ 3,295	\$ 7,700
Advertising And Public Notice	567	483	108	800
Parking In City Facilities	812	692	947	1,650
	\$ 4,346	\$ 4,334	\$ 4,350	\$ 10,150
Materials & Supplies				
Just In Time Office Supplies	\$ 645	\$ 857	\$ 171	\$ 900
	\$ 645	\$ 857	\$ 171	\$ 900
Interdepart Service Charges				
Charges From Telephone Exch	\$ 36	\$ 38	\$ 63	\$ 58
Charges From Print & Repro	643	377	666	898
Charges From Central Storeroom	43	18	15	24
	\$ 723	\$ 434	\$ 744	\$ 980
	\$ 113,392	\$ 148,765	\$ 194,377	\$ 210,092
Revenues				
	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Miscellaneous	\$ 400	\$ 800	\$ 1,421	\$ 1,200
	\$ 400	\$ 800	\$ 1,421	\$ 1,200



LANDMARKS COMMISSION



COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	Budget 2018	Budget 2019		Minimum	Maximum
PROFESSIONALS					
1	1	1	Sr. Assistant City Planner	10.00	26.89
1	1	1	City Planner	30,000.00	67,032.85
2	2	2	TOTAL FULL TIME		
BOARD MEMBERS					
1	1	1	Chairman of Landmarks Commission	7,775.00	7,775.00
6	6	6	Member of Landmarks Commission	7,200.00	7,200.00
7	7	7	TOTAL BOARD MEMBERS		
9	9	9	TOTAL DIVISION		



BOARD OF BUILDING STANDARDS AND APPEALS

Carmella Davis, Executive Secretary

Mission Statement

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

PROGRAM NAME: APPEALS REVIEW

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

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

PROGRAM NAME: OHIO BUILDING CODE REVIEW

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

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

PROGRAM NAME: PERMITS AND CASES

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

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

PROGRAM NAME: RECORD MAINTENANCE

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

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



BOARD OF BUILDING STANDARDS AND APPEALS

Expenditures

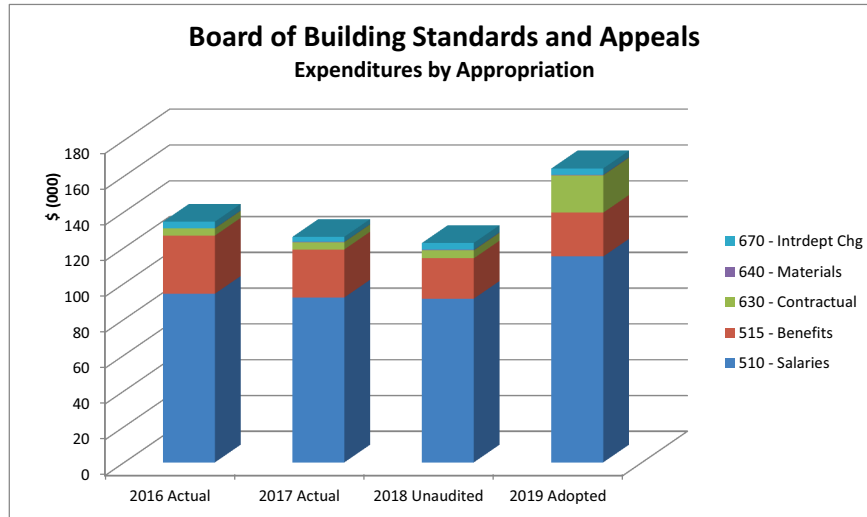
	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 54,642	\$ 54,642	\$ 57,486	\$ 56,849
Board Members	30,610	30,610	32,695	37,386
Longevity	800	800	800	800
Separation Payments	—	—	—	20,000
Bonus Incentive	—	—	500	—
Overtime	8,200	6,120	—	—
	\$ 94,252	\$ 92,171	\$ 91,481	\$ 115,035
Benefits				
Hospitalization	\$ 13,507	\$ 8,161	\$ 5,917	\$ 6,265
Prescription	2,779	1,438	875	1,149
Dental	715	715	715	751
Vision Care	56	58	58	65
Public Employees Retire System	13,180	12,951	12,752	13,577
Fica-Medicare	1,334	1,316	1,310	1,672
Workers' Compensation	879	2,154	863	970
Life Insurance	38	34	34	50
	\$ 32,489	\$ 26,827	\$ 22,525	\$ 24,499
Contractual Services				
Professional Services	\$ 75	\$ 232	\$ 464	\$ 15,100
Court Reporter	3,165	3,033	2,885	5,000
Parking In City Facilities	709	805	1,088	750
	\$ 3,949	\$ 4,070	\$ 4,437	\$ 20,850
Materials & Supplies				
Office Supplies	\$ 57	\$ 114	\$ 228	\$ 150
Just In Time Office Supplies	165	91	100	180
	\$ 222	\$ 205	\$ 328	\$ 330
Interdepart Service Charges				
Charges From Telephone Exch	\$ 307	\$ 338	\$ 315	\$ 310
Charges From Print & Repro	1,293	914	1,787	1,207
Charges From Central Storeroom	2,018	1,554	1,773	2,031
	\$ 3,619	\$ 2,806	\$ 3,875	\$ 3,548
	\$ 134,530	\$ 126,081	\$ 122,646	\$ 164,262



BOARD OF BUILDING STANDARDS AND APPEALS

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges For Services	\$ 12,655	\$ 16,435	\$ 16,710	\$ 15,000
Licenses & Permits	130	30	—	—
Miscellaneous	—	—	1,326	—
	\$ 12,785	\$ 16,465	\$ 18,036	\$ 15,000



COMPARISON OF STAFFING LEVEL

No. of Employees			Position	Salary Schedule	
Budget 2018	December 2018	Budget 2019		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
1	1	1	Secretary to Board of Building Standards & Appeals	23,647.11	91,405.96
1	1	1	TOTAL FULL TIME		
BOARD MEMBERS					
1	1	1	Chairman of Board of Building Standards & Appeals	9,545.00	9,545.00
4	2	4	Builder Member Regular	6,960.00	6,960.00
5	3	5	TOTAL BOARD MEMBERS		
6	4	6	TOTAL DIVISION		



BOARD OF ZONING APPEALS

Elizabeth Kukla, Secretary

Mission Statement

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

PROGRAM NAME: APPEALS REVIEW AND RECORDS MAINTENANCE

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

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

PROGRAM NAME: PERMITS AND ACTIONS

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

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



BOARD OF ZONING APPEALS

Expenditures

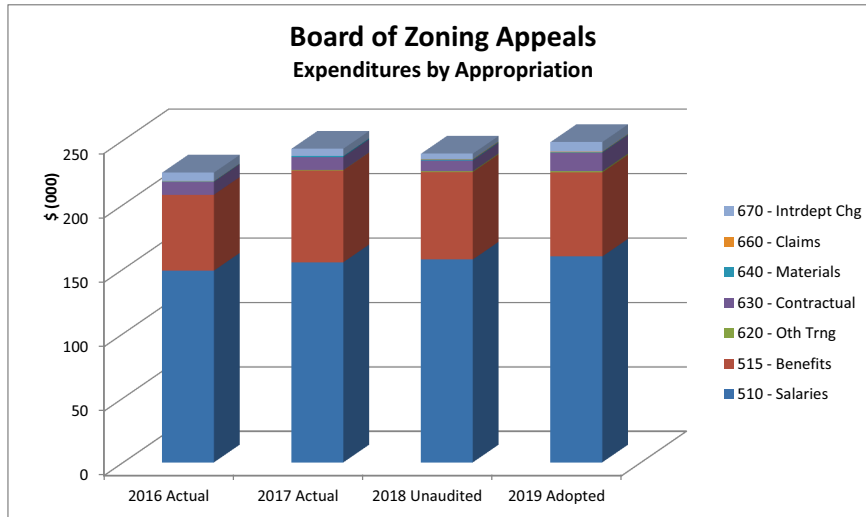
	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 114,257	\$ 115,067	\$ 119,445	\$ 119,043
Board Members	33,810	39,023	36,742	39,664
Longevity	750	750	750	1,050
Bonus Incentive	—	500	500	—
	\$ 148,817	\$ 155,340	\$ 157,437	\$ 159,757
Benefits				
Hospitalization	\$ 28,250	\$ 30,779	\$ 29,721	\$ 31,468
Prescription	4,590	4,887	4,069	5,340
Dental	1,430	1,430	1,430	1,502
Vision Care	138	139	139	155
Public Employees Retire System	20,788	21,668	22,021	22,688
Fica-Medicare	2,083	2,169	2,201	2,323
Workers' Compensation	1,552	10,195	8,239	1,639
Life Insurance	75	69	67	100
	\$ 58,906	\$ 71,337	\$ 67,888	\$ 65,215
Other Training & Professional Dues				
Tuition & Registration Fees	\$ —	\$ 170	\$ 685	\$ 900
	\$ —	\$ 170	\$ 685	\$ 900
Contractual Services				
Court Reporter	\$ 8,853	\$ 8,904	\$ 6,783	\$ 13,000
Parking In City Facilities	1,142	1,263	1,453	1,400
	\$ 9,995	\$ 10,167	\$ 8,236	\$ 14,400
Materials & Supplies				
Office Supplies	\$ 165	\$ 171	\$ 117	\$ 250
Just In Time Office Supplies	203	555	528	250
	\$ 368	\$ 726	\$ 645	\$ 500
Claims, Refunds, Maintenance				
Judgments, Damages, & Claims	\$ 149	\$ —	\$ 394	\$ 300
	\$ 149	\$ —	\$ 394	\$ 300
Interdepart Service Charges				
Charges From Telephone Exch	\$ 38	\$ 42	\$ 69	\$ 63
Charges From Print & Repro	2,614	2,394	1,879	3,160
Charges From Central Storeroom	3,993	3,259	2,326	4,259
	\$ 6,645	\$ 5,694	\$ 4,274	\$ 7,482
	\$ 224,879	\$ 243,434	\$ 239,559	\$ 248,554



BOARD OF ZONING APPEALS

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges For Services	\$ 30,740	\$ 38,915	\$ 28,449	\$ 25,000
Miscellaneous	—	—	2,175	—
	\$ 30,740	\$ 38,915	\$ 30,624	\$ 25,000



COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
ADMINISTRATIVE SUPPORT					
1	1	1	Secty Board of Zoning Appeals	23,647.11	91,405.96
1	1	1	Principal Clerk	14.88	21.97
2	2	2	TOTAL FULL TIME		
BOARD MEMBERS					
1	1	1	Chairman of Board of Zoning Appeals	8,395.00	8,395.00
4	3	4	Member of Board of Zoning Appeals	7,820.00	7,820.00
5	4	5	TOTAL BOARD MEMBERS		
7	6	7	TOTAL DIVISION		



CIVIL SERVICE COMMISSION

Michael Spreng, Secretary

Mission Statement

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

PROGRAM NAME: POLICY-MAKING

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

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

PROGRAM NAME: RECORD MAINTENANCE

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

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

PROGRAM NAME: TESTING

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

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



CIVIL SERVICE COMMISSION

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 324,012	\$ 305,556	\$ 350,365	\$ 522,128
Board Members	39,675	33,810	31,855	38,414
Part-Time Permanent	—	5,781	15,008	17,998
Longevity	2,725	2,900	3,425	3,550
Vacation Conversion	—	3,245	—	—
Separation Payments	1,914	—	—	—
Bonus Incentive	—	—	3,500	—
Overtime	1,747	3,839	6,219	10,000
	\$ 370,073	\$ 355,131	\$ 410,372	\$ 592,090
Benefits				
Hospitalization	\$ 57,426	\$ 55,999	\$ 53,278	\$ 91,120
Prescription	11,089	9,724	7,852	18,312
Dental	2,707	2,513	2,224	4,464
Vision Care	344	311	292	517
Public Employees Retire System	51,516	49,267	56,713	84,358
Fica-Medicare	5,137	4,954	5,768	8,584
Workers' Compensation	4,295	8,364	3,883	4,590
Life Insurance	245	193	202	444
Unemployment Compensation	—	—	225	—
	\$ 132,759	\$ 131,325	\$ 130,438	\$ 212,389
Other Training & Professional Dues				
Tuition & Registration Fees	\$ —	\$ 1,175	\$ —	\$ 1,500
	\$ —	\$ 1,175	\$ —	\$ 1,500
Contractual Services				
Professional Services	\$ 325,950	\$ 364,835	\$ 169,176	\$ 750,000
Court Reporter	3,930	7,242	5,084	16,000
Referee Services	—	25,000	—	35,000
Medical Services	185,000	111,000	270,000	175,000
Parking In City Facilities	336	620	577	1,000
	\$ 515,215	\$ 508,697	\$ 444,836	\$ 977,000
Materials & Supplies				
Computer Software	\$ —	\$ —	\$ —	\$ 750
Food	—	—	—	1,000
Other Supplies	—	123	—	—
Just In Time Office Supplies	1,017	1,929	2,034	4,000
	\$ 1,017	\$ 2,052	\$ 2,034	\$ 5,750
Maintenance				
Maintenance Contracts	\$ —	\$ —	\$ 155	\$ 700
	\$ —	\$ —	\$ 155	\$ 700



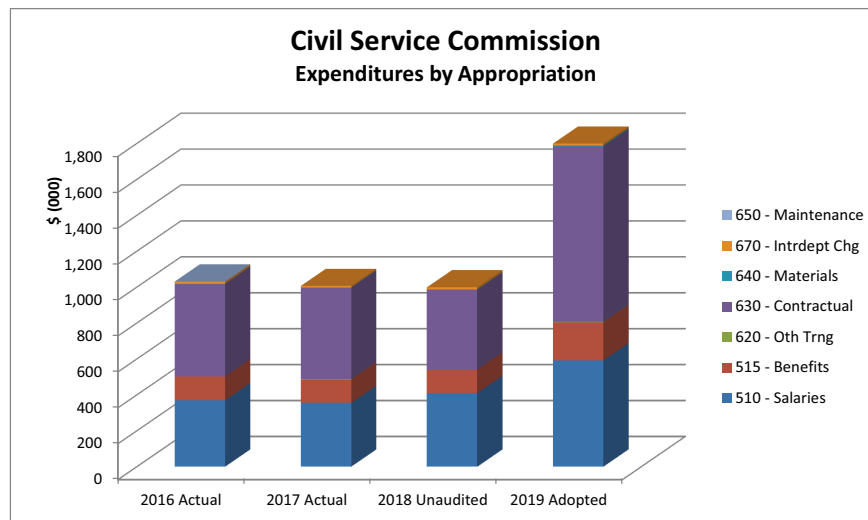
CIVIL SERVICE COMMISSION

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 1,872	\$ 2,157	\$ 2,447	\$ 2,526
Charges From Print & Repro	6,289	5,464	7,890	7,214
Charges From Central Storeroom	3,702	501	791	655
Charges From M.V.M.	—	36	—	7
	\$ 11,863	\$ 8,158	\$ 11,128	\$ 10,402
	\$ 1,030,927	\$ 1,006,538	\$ 998,962	\$ 1,799,831

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Miscellaneous	\$ 9,872	\$ 24	\$ 5,207	\$ —
	\$ 9,872	\$ 24	\$ 5,207	\$ —





CIVIL SERVICE COMMISSION

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Secretary of the Civil Service Commission	25,011.85	107,537.55
1	0	1	Gen Mgr of Admin Services	26,273.96	100,653.14
<u>2</u>	<u>1</u>	<u>2</u>			
<u>PROFESSIONALS</u>					
1	1	1	Chief Civil Service Examiner	26,273.96	78,184.48
1	1	1	Civil Service Examiner III	20,800.00	66,723.40
1	1	1	Civil Service Examiner II	20,800.00	53,765.27
2	0	2	Compliance Auditor	20,800.00	65,000.00
1	1	1	Deputy Project Director	20,800.00	69,383.29
1	1	1	Supervisor of Civil Service Records	20,800.00	64,468.16
<u>7</u>	<u>5</u>	<u>7</u>			
<u>9</u>	<u>6</u>	<u>9</u>	TOTAL FULL TIME		
<u>PART TIME</u>					
1	1	1	Jr. Clerk	22,333.40	88,646.98
<u>1</u>	<u>1</u>	<u>1</u>	TOTAL PART TIME		
<u>5</u>	<u>4</u>	<u>5</u>	TOTAL BOARD MEMBERS		
<u>15</u>	<u>11</u>	<u>15</u>	TOTAL DIVISION		



COMMUNITY RELATIONS BOARD

Grady L. Stevenson, Director**Mission Statement**

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

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

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

PROGRAM NAME: COMMUNITY OUTREACH

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

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



COMMUNITY RELATIONS BOARD

PROGRAM NAME: COMMUNITY REENTRY

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

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

PROGRAM NAME: HUMAN RELATIONS CIVIL RIGHTS TRAINING AND COMMUNITY EDUCATION

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

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

PROGRAM NAME: POLICE/COMMUNITY COOPERATION AND SPECIAL EVENTS

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

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



COMMUNITY RELATIONS BOARD

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

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

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



COMMUNITY RELATIONS BOARD

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 762,637	\$ 693,552	\$ 871,519	\$ 1,113,377
Board Members	98,375	94,175	84,635	90,716
Part-Time Permanent	4,752	11,291	3,317	—
Longevity	6,125	6,400	5,450	5,750
Separation Payments	9,027	693	—	—
Bonus Incentive	—	3,000	4,500	—
Overtime	—	—	1,564	—
	\$ 880,916	\$ 809,112	\$ 970,985	\$ 1,209,843
Benefits				
Hospitalization	\$ 139,305	\$ 133,469	\$ 156,677	\$ 199,158
Prescription	30,010	24,459	23,838	41,232
Dental	6,855	6,141	7,414	10,627
Vision Care	1,025	948	1,095	1,517
Public Employees Retire System	122,397	113,469	132,566	170,849
Fica-Medicare	11,548	10,478	12,753	16,602
Workers' Compensation	12,123	20,643	21,352	7,345
Life Insurance	585	489	520	846
	\$ 323,848	\$ 310,096	\$ 356,215	\$ 448,176
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ 872	\$ 2,000
Tuition & Registration Fees	—	3,100	420	1,500
	\$ —	\$ 3,100	\$ 1,292	\$ 3,500
Contractual Services				
Professional Services	\$ 75,220	\$ 1,436,700	\$ 1,719,692	\$ —
Mileage (Private Auto)	6,795	6,387	4,988	10,000
Advertising And Public Notice	325	—	—	—
Program Promotion	160	125	—	—
Parking In City Facilities	1,780	2,461	3,062	—
	\$ 84,279	\$ 1,445,673	\$ 1,727,742	\$ 10,000
Materials & Supplies				
Office Supplies	\$ 3	\$ —	\$ 77	\$ 3,000
Computer Hardware	—	—	—	3,000
Food	1,604	1,614	191	4,000
Other Supplies	137	—	—	3,000
Special Events Supplies	1,709	399	—	500
Just In Time Office Supplies	620	1,247	1,576	—
	\$ 4,073	\$ 3,260	\$ 1,844	\$ 13,500



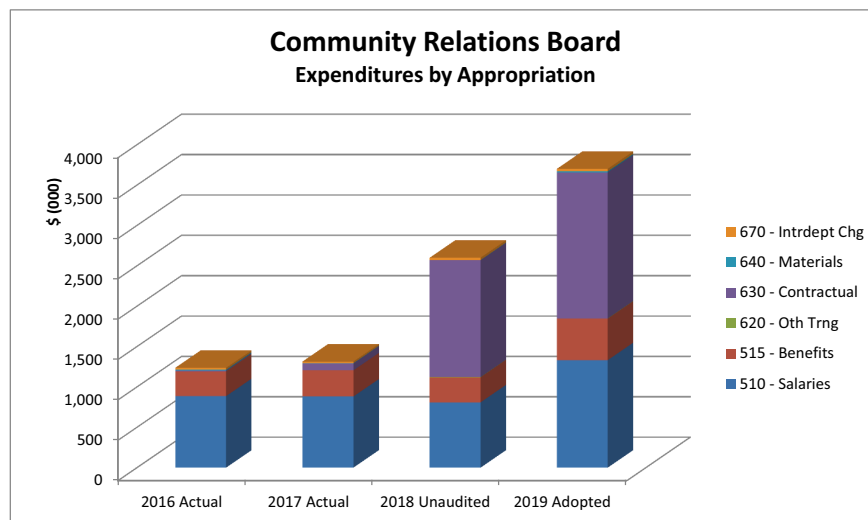
COMMUNITY RELATIONS BOARD

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 6,483	\$ 9,034	\$ 9,784	\$ 9,006
Charges From Light And Power	—	—	5,003	—
Charges From Print & Repro	9,483	15,175	11,645	20,033
Charges From Central Storeroom	4,552	4,278	3,988	5,595
Charges From M.V.M.	516	689	2,377	905
	\$ 21,034	\$ 29,176	\$ 32,797	\$ 35,539
	\$ 1,314,150	\$ 2,600,417	\$ 3,090,875	\$ 1,720,558

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Grant Revenue	\$ 20	\$ 54	\$ —	\$ —
Miscellaneous	—	13	13,153	—
	\$ 20	\$ 67	\$ 13,153	\$ —





COMMUNITY RELATIONS BOARD

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Exec. Director Community Relations Board	50,795.81	191,316.74
1	1	1			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Manager	27,193.55	117,672.49
1	1	1	Assistant Administrator	20,800.00	73,868.59
2	2	2	Case Worker II	15.33	22.08
4	2	4	Community Relations Rep. I	10.00	21.09
1	1	1	Community Relations Rep. II	10.00	25.49
1	1	1	Community Relations Rep. III	10.00	31.55
1	0	1	Grant Administrator	22,333.40	83,008.39
6	8	9	Project Coordinator	27,325.56	99,702.63
3	2	3	Project Director	22,333.40	88,646.98
20	18	23			
21	19	24	TOTAL FULL TIME		
<u>PART TIME</u>					
1	0	0	Administrative Officer	20,800.00	58,499.94
1	0	0	TOTAL PART TIME		
<u>BOARD MEMBERS</u>					
1	1	1	Member of Community Relations Board-Chair	7,775.00	7,775.00
14	10	14	Member of Community Relations Board	7,200.00	7,200.00
15	11	15	TOTAL BOARD MEMBERS		
37	30	39	TOTAL DIVISION		



CITY PLANNING COMMISSION

Freddy Collier, Director

Mission Statement

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

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

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

PROGRAM NAME: ADMINISTRATIVE SERVICES

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

ACTIVITIES: Preparation and monitoring of departmental budget, grants, contract administration, personnel management, and clerical services.

PROGRAM NAME: NEIGHBORHOOD AND COMPREHENSIVE PLANNING

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

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

PROGRAM NAME: PLANNING ADMINISTRATION

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

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

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.



CITY PLANNING COMMISSION

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,062,096	\$ 984,834	\$ 1,067,326	\$ 1,399,795
Seasonal	—	—	—	10,000
Board Members	26,340	20,880	30,906	43,198
Part-Time Permanent	—	29,697	946	—
Longevity	6,475	6,775	6,725	6,525
Vacation Conversion	—	19,962	—	—
Separation Payments	—	36,041	66,619	68,000
Bonus Incentive	—	1,000	8,000	—
Overtime	—	—	51	—
	\$ 1,094,910	\$ 1,099,188	\$ 1,180,573	\$ 1,527,518
Benefits				
Hospitalization	\$ 148,917	\$ 157,184	\$ 150,529	\$ 235,106
Prescription	27,529	27,550	22,696	47,697
Dental	6,993	6,993	6,799	11,862
Vision Care	1,084	1,034	1,059	1,525
Public Employees Retire System	153,441	146,125	154,363	215,937
Fica-Medicare	13,268	13,200	14,566	21,534
Workers' Compensation	11,119	25,387	11,335	12,745
Life Insurance	675	570	562	1,142
Unemployment Compensation	—	—	—	12,896
	\$ 363,027	\$ 378,043	\$ 361,909	\$ 560,444
Other Training & Professional Dues				
Travel	\$ 931	\$ 5,169	\$ 5,609	\$ 5,000
Tuition & Registration Fees	3,076	3,695	3,844	5,000
	\$ 4,007	\$ 8,864	\$ 9,453	\$ 10,000
Contractual Services				
Advertising And Public Notice	\$ —	\$ —	\$ —	\$ 2,500
Parking In City Facilities	3,704	2,027	2,191	7,500
Other Contractual	45,470	45,000	238,120	275,500
	\$ 49,174	\$ 47,027	\$ 240,311	\$ 285,500
Materials & Supplies				
Office Supplies	\$ 336	\$ 462	\$ 1,236	\$ 2,500
Computer Hardware	—	294	1,585	1,500
Computer Software	3,329	3,770	4,189	10,000
Just In Time Office Supplies	3,732	2,040	4,445	6,400
	\$ 7,397	\$ 6,566	\$ 11,455	\$ 20,400



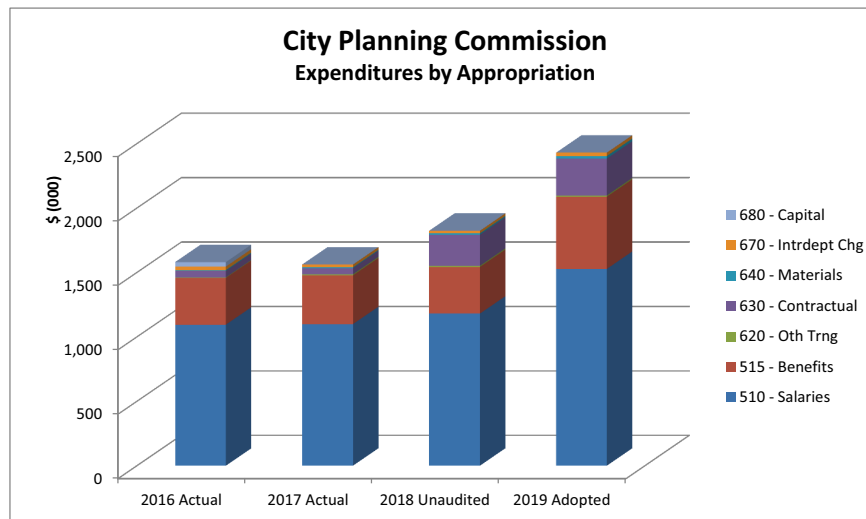
CITY PLANNING COMMISSION

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 5,691	\$ 6,453	\$ 6,653	\$ 6,124
Charges From Print & Repro	8,419	8,779	8,965	11,589
Charges From Central Storeroom	427	1,694	1,670	2,214
Charges From M.V.M.	12,465	5,090	2,928	6,220
	\$ 27,003	\$ 22,015	\$ 20,216	\$ 26,147
Capital Outlay				
Transfer To Capital Project	\$ 34,667	\$ —	\$ —	\$ —
	\$ 34,667	\$ —	\$ —	\$ —
	\$ 1,580,186	\$ 1,561,704	\$ 1,823,917	\$ 2,430,009

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Miscellaneous	\$ 779	\$ 54	\$ 16,169	\$ —
	\$ 779	\$ 54	\$ 16,169	\$ —





CITY PLANNING COMMISSION

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	Budget 2018	Budget 2019		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Planning Director	50,795.81	191,316.74
1	0	1	Secretary to the Director of City Planning	36,590.00	154,089.52
<u>2</u>	<u>1</u>	<u>2</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	0	1	Private Secretary	10.00	23.18
1	1	1	Secretary	10.00	19.34
<u>2</u>	<u>1</u>	<u>2</u>			
<u>PROFESSIONALS</u>					
1	1	1	Architect	10.00	33.39
2	2	2	Assistant Administrator	20,800.00	73,868.59
4	4	4	Chief City Planner	30,000.00	91,405.96
8	7	8	City Planner	30,000.00	67,032.85
1	0	1	Office Manager	20,800.00	54,845.04
1	1	1	Senior Assistant City Planner	10.00	26.89
<u>18</u>	<u>16</u>	<u>19</u>			
<u>22</u>	<u>18</u>	<u>23</u>	TOTAL FULL TIME		
<u>PART TIME</u>					
0	1	4	Student Aide	10.00	11.94
1	0	0	City Planner	30,000.00	67,032.85
<u>1</u>	<u>1</u>	<u>4</u>	TOTAL PART TIME		
<u>BOARD MEMBERS</u>					
6	5	6	Member of City Planning Commission	7,820.00	7,820.00
<u>6</u>	<u>5</u>	<u>6</u>	TOTAL BOARD MEMBERS		
<u>29</u>	<u>24</u>	<u>33</u>	TOTAL DIVISION		



BOXING AND WRESTLING COMMISSION

Abdul A. Muhaymin, Chairman

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



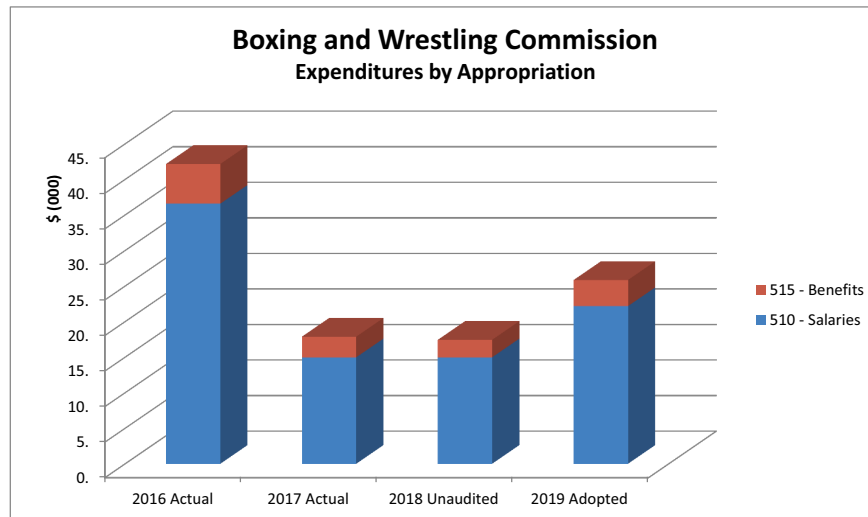
BOXING AND WRESTLING COMMISSION

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Board Members	\$ 18,973	\$ 7,775	\$ 7,775	\$ 7,776
Part-Time Permanent	17,613	7,200	7,200	14,398
	\$ 36,585	\$ 14,975	\$ 14,975	\$ 22,174
Benefits				
Public Employees Retire System	\$ 5,000	\$ 2,097	\$ 2,097	\$ 3,192
Fica-Medicare	531	217	217	324
Workers' Compensation	45	585	139	156
	\$ 5,576	\$ 2,899	\$ 2,453	\$ 3,672
	\$ 42,161	\$ 17,874	\$ 17,428	\$ 25,846

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Miscellaneous	\$ —	\$ —	\$ 515	\$ —
	\$ —	\$ —	\$ 515	\$ —





BOXING AND WRESTLING COMMISSION

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
BOARD MEMBERS					
1	1	1	Chairman Boxing & Wrestling Commission	7,775.00	7,775.00
2	1	2	Commission Member	7,200.00	7,200.00
<u>3</u>	<u>2</u>	<u>3</u>	TOTAL BOARD MEMBERS		
<u>3</u>	<u>2</u>	<u>3</u>	TOTAL DIVISION		



MAYOR'S OFFICE OF SUSTAINABILITY

Matthew Gray, Chief

Mission Statement

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

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

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

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

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

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

PROGRAM NAME: SUSTAINABLE CLEVELAND

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

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

PROGRAM NAME: CLEVELAND CLIMATE ACTION PLAN

OBJECTIVE: Implement the Cleveland Climate Action Plan (CAP), a community-wide plan to reduce Cleveland's greenhouse gas (GHG) emissions by 80% by 2050, from a 2010 baseline, with interim goals of 16% reduction by 2020, and 40% by 2030. The CAP contains 28 objectives (107 actions), across 6 focus areas:

Energy Efficiency and Green Building	Clean Energy
Cross-cutting Priorities	More local food, less Waste
Sustainable Transportation	Clean water and vibrant green space

Cross-cutting priorities include Racial Equity, Good Green Jobs, Resilience to the Impacts of Climate Change, and Business Leadership.



MAYOR'S OFFICE OF SUSTAINABILITY

ACTIVITY:

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

MAYOR'S OFFICE OF SUSTAINABILITY

Expenditures

	2016 Actual		2017 Actual		2018 Unaudited		2019 Budget	
Salaries and Wages								
Full Time Permanent	\$	—	\$	366,663	\$	447,421	\$	494,255
Seasonal		—		12,489		5,767		—
Longevity		—		1,375		1,375		1,675
Separation Payments		—		—		1,322		5,000
Bonus Incentive		—		—		4,000		—
Overtime		—		—		—		2,000
	\$	—	\$	380,527	\$	459,885	\$	502,930
Benefits								
Hospitalization	\$	—	\$	32,518	\$	39,113	\$	51,051
Prescription		—		5,923		6,247		11,079
Dental		—		1,572		1,786		2,587
Vision Care		—		253		301		385
Public Employees Retire System		—		51,675		63,337		70,137
Fica-Medicare		—		5,425		6,556		7,293
Workers' Compensation		—		8,433		4,325		4,863
Life Insurance		—		207		233		398
Unemployment Compensation		—		—		—		12,896
	\$	—	\$	106,005	\$	121,899	\$	160,689
Other Training & Professional Dues								
Travel	\$	—	\$	2,639	\$	4,632	\$	2,750
Tuition & Registration Fees		—		4,768		3,110		2,500
Training		—		1,195		629		1,000
Other Training Supplies		—		260		359		250
Professional Dues & Subscript		—		7,051		8,304		9,250
	\$	—	\$	15,913	\$	17,034	\$	15,750
Utilities								
Electricity - Other	\$	—	\$	—	\$	—	\$	3,500
	\$	—	\$	—	\$	—	\$	3,500
Contractual Services								
Professional Services	\$	—	\$	2,176	\$	198,601	\$	235,000
Advertising And Public Notice		—		—		—		1,500
Other Contractual		—		6,285		87,327		50,000
	\$	—	\$	8,462	\$	285,928	\$	286,500

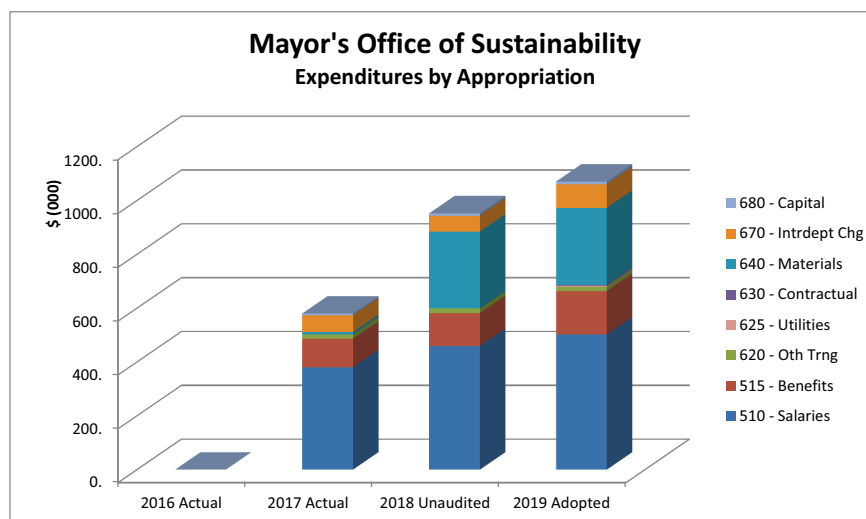
MAYOR'S OFFICE OF SUSTAINABILITY

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Materials & Supplies				
Computer Hardware	\$ —	\$ 3,686	\$ —	\$ —
Computer Software	—	40,273	—	—
Small Equipment	—	15,454	21,044	37,000
Electrical Supplies	—	—	37,480	50,000
Just In Time Office Supplies	—	373	462	900
Misc Maintenance Supplies	—	2,711	—	—
	\$ —	\$ 62,497	\$ 58,986	\$ 87,900
Interdepart Service Charges				
Charges From Telephone Exch	\$ —	\$ 1,122	\$ 2,684	\$ 2,471
Charges From Print & Repro	—	5,511	5,994	7,275
	\$ —	\$ 6,633	\$ 8,678	\$ 9,746
Capital Outlay				
Transfer To Capital Project	\$ —	\$ 35,360	\$ —	\$ —
	\$ —	\$ 35,360	\$ —	\$ —
	\$ —	\$ 615,396	\$ 952,409	\$ 1,067,015

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Miscellaneous	\$ —	\$ —	\$ 1,510	\$ —
	\$ —	\$ —	\$ 1,510	\$ —





MAYOR'S OFFICE OF SUSTAINABILITY

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
1	1	1	Executive Assistant to The Mayor	50,795.81	191,316.74
1	1	2	Special Assistant to The Mayor	20,800.00	118,362.30
<u>2</u>	<u>2</u>	<u>3</u>			
PROFESSIONALS					
2	2	2	Administrative Manager	27,193.55	117,672.49
1	1	1	Assistant Administrator	20,800.00	73,868.59
1	1	1	Office Manager	20,800.00	54,845.04
3	2	2	Project Coordinator	27,325.56	99,702.63
<u>7</u>	<u>6</u>	<u>6</u>			
<u>9</u>	<u>8</u>	<u>9</u>	TOTAL FULL TIME		
PART TIME					
<u>1</u>	<u>0</u>	<u>0</u>	TOTAL PART TIME		
<u>10</u>	<u>8</u>	<u>9</u>	TOTAL DIVISION		



OFFICE OF EQUAL OPPORTUNITY

Dr. Melissa Burrows, Director

Mission Statement

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

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

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

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

PROGRAM NAME: CLEVELAND AREA BUSINESS CODE

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

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

PROGRAM NAME: FANNIE M. LEWIS CLEVELAND RESIDENT EMPLOYMENT LAW

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

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

PROGRAM NAME: OUTREACH

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

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

OFFICE OF EQUAL OPPORTUNITY

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 417,720	\$ 381,594	\$ 462,402	\$ 530,021
Seasonal	—	—	3,109	—
Longevity	1,700	1,875	2,050	2,350
Vacation Conversion	—	716	—	—
Separation Payments	3,419	—	—	6,500
Bonus Incentive	—	—	4,000	—
Overtime	—	—	277	—
	\$ 422,839	\$ 384,185	\$ 471,838	\$ 538,871
Benefits				
Hospitalization	\$ 67,068	\$ 53,994	\$ 68,058	\$ 82,519
Prescription	14,550	9,671	10,318	16,419
Dental	3,617	2,634	3,369	4,307
Vision Care	438	364	408	515
Public Employees Retire System	59,597	52,654	65,594	75,135
Fica-Medicare	5,242	4,690	5,899	6,993
Workers' Compensation	4,691	9,283	4,500	5,059
Life Insurance	294	207	264	448
Unemployment Compensation	—	—	—	12,896
	\$ 155,497	\$ 133,497	\$ 158,410	\$ 204,291
Other Training & Professional Dues				
Professional Dues & Subscript	\$ —	\$ —	\$ —	\$ 500
	\$ —	\$ —	\$ —	\$ 500
Contractual Services				
Parking In City Facilities	\$ 2,916	\$ 1,758	\$ 2,028	\$ 3,000
	\$ 2,916	\$ 1,758	\$ 2,028	\$ 3,000
Materials & Supplies				
Office Supplies	\$ 58	\$ —	\$ —	\$ 2,600
Computer Supplies	—	—	4,630	—
Computer Hardware	—	—	—	5,800
Office Furniture & Equipment	—	7,123	—	—
Just In Time Office Supplies	509	1,690	2,402	2,000
	\$ 567	\$ 8,813	\$ 7,032	\$ 10,400
Maintenance				
Computer Software Maintenance	\$ —	\$ 112,000	\$ 118,000	\$ 120,000
	\$ —	\$ 112,000	\$ 118,000	\$ 120,000



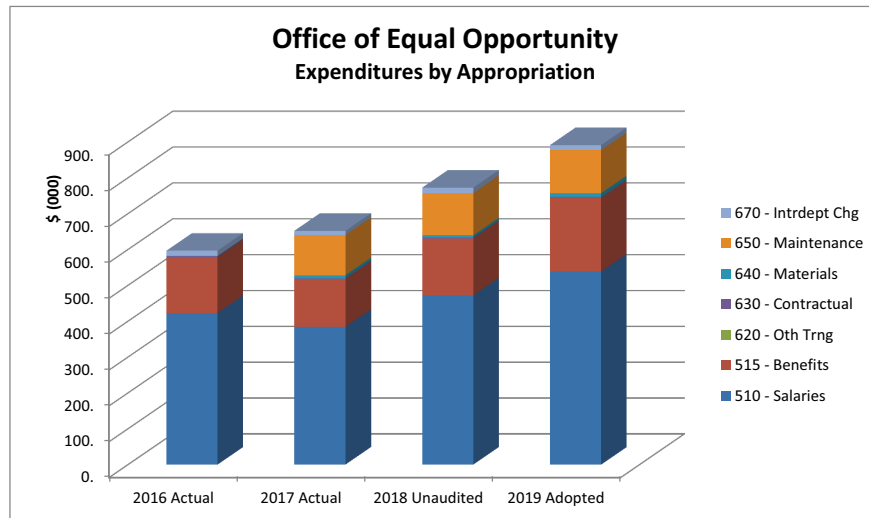
OFFICE OF EQUAL OPPORTUNITY

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 2,238	\$ 2,609	\$ 2,694	\$ 2,480
Charges From Print & Repro	7,912	6,490	10,466	8,568
Charges From Central Storeroom	1,232	1,009	965	1,318
Charges From M.V.M.	3,396	1,588	870	1,824
	\$ 14,777	\$ 11,695	\$ 14,994	\$ 14,190
	\$ 596,597	\$ 651,948	\$ 772,302	\$ 891,252

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Miscellaneous	\$ 10,552	\$ 14,566	\$ 5,977	\$ —
	\$ 10,552	\$ 14,566	\$ 5,977	\$ —





OFFICE OF EQUAL OPPORTUNITY

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	Budget 2018	Budget 2019		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
1	1	1	Director of Office of Equal Opportunity	50,795.81	171,581.77
2	1	2	Minority Business Development Administrator	27,325.56	85,577.88
3	2	3			
PROFESSIONALS					
2	2	2	Administrative Manager	27,193.55	117,672.49
3	3	3	Assistant Administrator	20,800.00	73,868.59
1	0	1	Assistant Contract Compliance Officer	20,800.00	62,770.08
6	5	6			
9	7	9	TOTAL FULL TIME		
9	7	9	TOTAL DIVISION		



CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

Michelle D. Earley, Administrative And Presiding Judge

Mission Statement

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

The Cleveland Municipal Court is a court of record having jurisdiction in law and equity pursuant to the Ohio Revised Code. The Court has territorial jurisdiction over the City of Cleveland and the Village of Bratenahl. The Court may determine misdemeanor violations of both the City of Cleveland Ordinances and the state of Ohio statutes. The court conducts preliminary hearings and sets bonds in felony cases committed in the City of Cleveland. In civil matters, the Small Claims Division of the Court can determine actions where the amount in controversy does not exceed \$6,000.00. The General Division of the Court can determine civil cases where the amount in controversy does not exceed \$15,000.00. These civil cases can include, but are not limited to, actions for the recovery of property, injunctions, contracts, personal injury, collection proceedings, and transferred judgments.

COMMUNICATION AWARENESS PROJECT (CAP)

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

COMMUNITY COURT

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

COMMUNITY ORIENTATION PROGRAM (COP)

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

DEDICATED DOMESTIC VIOLENCE DOCKET (DDVD)

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

CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

DOMESTIC INTERVENTION, EDUCATION AND TRAINING PROGRAM (DIET)

The Domestic Intervention, Education and Training Program (DIET) began with funding from the State of Ohio's Department of Rehabilitation and Correction, Community Corrections Act grant. The program was developed and is operated by the Probation Department for offenders convicted of a crime involving intimate partner violence or a related offense. Every attempt is made to hold the offender solely accountable for his use of violence through participation in a psychosocial education program as part of a sentence or as a condition of probation or community control. DIET offenders must attend one, two-hour session per week for 16 weeks. Each session, which averages 20 participants, is led by two qualified staff facilitators who stress one of the eight themes of the Duluth curriculum: nonviolence, non-threatening behavior, respect, support and trust, accountability and honesty, sexual respect, partnership and negotiation, and fairness. The DIET program also serves the Cuyahoga County Court of Common Pleas and 12 suburban municipal courts.

GREATER CLEVELAND DRUG COURT

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

The drug court offers substance abuse prevention, treatment and recovery support assistance provided by contracted providers certified by the Ohio Department of Alcohol and Drug Addiction Services. Services include outpatient, intensive outpatient, residential treatment and recovery support. If needed, mental health treatment services are also available. As a sanction-based program participants are randomly drug tested at least once per week for a year to ensure abstinence. Over 1,700 people have successfully completed the Greater Cleveland Drug Court Program.

HUMAN TRAFFICKING DOCKET:

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

MENTAL HEALTH DOCKET

The Mental Health Docket, under the direction of Judge Emanuella Groves, operates in cooperation with area community mental health agencies to provide intensive supervision to offenders living with the challenges of mental illness. The Cleveland Municipal Court has recognized the need for behavioral health services, case management and supervision for clinically diagnosed mentally ill and/or developmentally disabled offenders to remain in the community and function as healthy, law-abiding citizens and to reduce the likelihood that they will come back into the criminal justice system as offenders. The judges identify defendants with possible mental health issues, and an assessment of the defendant is made via in-depth interview by the Court Psychiatric Unit to determine whether the defendant is a candidate for the Mental Health Docket.

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



CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

MOCK TRIAL

The annual Mock Trial Competition, sponsored by the Cleveland Municipal Court, the Cleveland Metropolitan School District and the Cleveland Bar Association, is going into its 22nd year. The program, under the direction of Judge Lauren C. Moore, involves 250-350 Cleveland students and their teachers who end up spending an entire day at the Justice Center presenting both sides of a hypothetical case that is based upon similar cases before the court, such as stalking, driving under the influence, and children getting access to firearms. The ultimate aim of the Mock Trial Competition is to improve student listening, speaking and reasoning skills.

REDIRECTING OUR CURFEW KIDS (ROCK)

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

SELECTIVE INTERVENTION PROGRAM (SIP)

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

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

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

SMALL CLAIMS MEDIATION

Mediation is an alternative dispute resolution program offered by the Cleveland Municipal Court for the parties appearing in small claims court. These are in cases where \$6,000 or less is being sought. Approximately, half of all contested small claims cases go to mediation and the majority of them are resolved.

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

VETERANS TREATMENT DOCKET

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

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



CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

SERVICES***INTERPRETING AND TRANSLATION SERVICES UNIT***

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

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

CLEVELAND JUSTICE

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



CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 13,021,193	\$ 12,618,646	\$ 12,866,876	\$ 14,231,881
Seasonal	38,520	43,528	51,461	48,130
Elected Officials	413,802	444,780	421,116	525,900
Part-Time Permanent	204,951	227,516	216,157	584,938
Longevity	113,275	111,300	108,800	117,300
Vacation Conversion	—	131,683	—	—
Separation Payments	53,736	116,455	152,830	100,000
Bonus Incentive	—	—	9,017	—
Overtime	6,122	2,996	5,352	3,000
	\$ 13,851,598	\$ 13,696,904	\$ 13,831,608	\$ 15,611,149
Benefits				
Hospitalization	\$ 2,435,721	\$ 2,441,828	\$ 2,308,396	\$ 2,625,941
Prescription	485,838	437,529	347,377	531,642
Dental	126,434	121,726	117,038	144,284
Vision Care	13,349	13,413	12,930	16,259
Public Employees Retire System	1,905,041	1,910,146	1,908,805	2,196,260
Fica-Medicare	180,648	179,874	182,762	214,776
Workers' Compensation	165,573	328,996	134,060	155,517
Life Insurance	9,038	8,146	7,643	12,842
Unemployment Compensation	14,695	7,185	6,206	7,000
Clothing Allowance	34,000	33,500	4,000	—
	\$ 5,370,335	\$ 5,482,341	\$ 5,029,217	\$ 5,904,521
Other Training & Professional Dues				
Travel	\$ 13,287	\$ 40,940	\$ 25,682	\$ 20,000
Tuition & Registration Fees	14,092	7,483	6,362	15,000
Other Training Supplies	—	297	203	—
Professional Dues & Subscript	1,327	6,717	9,295	5,000
	\$ 28,706	\$ 55,437	\$ 41,542	\$ 40,000
Contractual Services				
Professional Services	\$ 2,400,593	\$ 2,375,112	\$ 2,838,038	\$ 3,432,652
Court Reporter	1,345	3,293	2,897	6,100
Jury And Witness Fees	4,884	4,818	6,832	18,000
Parking In City Facilities	14,815	12,000	12,000	10,000
Insurance And Official Bonds	3,627	—	813	3,000
	\$ 2,425,263	\$ 2,395,223	\$ 2,860,580	\$ 3,469,752

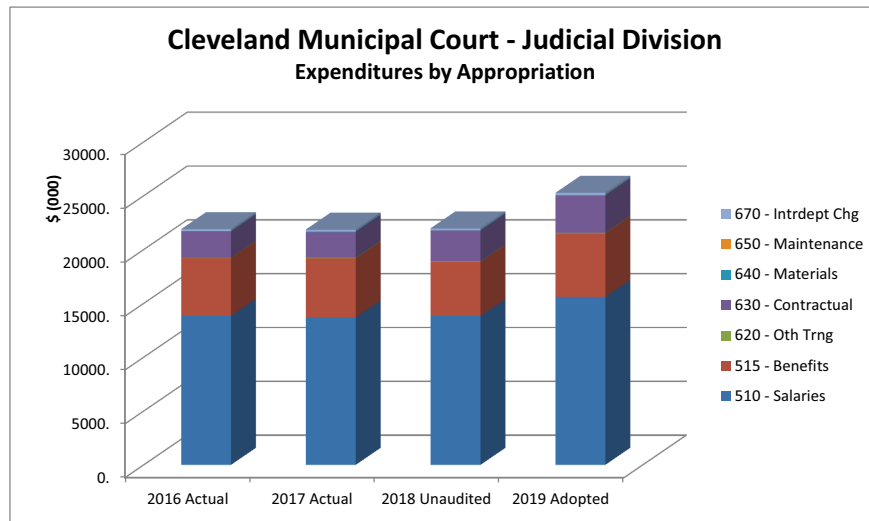
CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Materials & Supplies				
Office Supplies	\$ 874	\$ 1,868	\$ 263	\$ 10,000
Postage	12	56	174	—
Computer Hardware	827	531	—	—
Small Equipment	—	389	—	—
Office Furniture & Equipment	6,555	2,049	798	1,000
Other Supplies	—	6,736	3,747	—
Safety Equipment	—	158	—	—
Just In Time Office Supplies	34,667	42,501	35,254	30,000
	\$ 42,935	\$ 54,288	\$ 40,236	\$ 41,000
Maintenance				
Car Washes	\$ 54	\$ 42	\$ 36	\$ 250
	\$ 54	\$ 42	\$ 36	\$ 250
Interdepart Service Charges				
Charges From Telephone Exch	\$ 44,132	\$ 40,951	\$ 37,589	\$ 34,603
Charges From Radio Comm System	53,437	54,829	41,237	50,857
Charges From Water	613	507	585	1,700
Charges From Print & Repro	60,591	66,577	61,136	87,891
Charges From Central Storeroom	18,811	18,432	20,275	24,092
Charges From M.V.M.	—	—	13,222	2,649
	\$ 177,584	\$ 181,296	\$ 174,044	\$ 201,792
	\$ 21,896,475	\$ 21,865,532	\$ 21,977,263	\$ 25,268,464
Revenues				
	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges For Services	\$ —	\$ 250	\$ 400	\$ —
Fines, Forfeitures & Settlements	5,259,445	5,313,110	4,797,449	5,012,327
Miscellaneous	1,711,110	1,411,817	1,063,485	877,721
	\$ 6,970,555	\$ 6,725,177	\$ 5,861,333	\$ 5,890,048



CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION





CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Administrative & Presiding Judge	37,950.00	37,950.00
3	3	3	Deputy Bailiff Administrative Assistant III	48,750.00	73,036.08
1	1	1	Deputy Bailiff Chief Bailiff	42,000.00	103,027.32
1	1	1	Deputy Bailiff Chief Probation Officer	58,333.00	103,027.32
1	1	1	Deputy Bailiff Court Administrator	79,167.00	127,111.64
2	2	2	Deputy Bailiff Deputy Court Administrator	71,667.00	115,069.48
1	1	1	Deputy Bailiff Dir Central Scheduling	52,500.00	102,604.78
8	8	8	Deputy Bailiff Probation Officer Supervisor	48,750.00	78,274.01
0	1	1	Director Pretrial Services	58,333.00	93,661.20
11	11	11	Judge	37,050.00	37,050.00
3	2	3	Scheduling Supervisor	40,343.06	56,227.81
<hr/> 32	<hr/> 32	<hr/> 33			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Business Process Analyst	55,000.00	108,044.90
1	1	1	Court Interpreter Coordinator	39,167.00	58,678.56
59	53	59	Deputy Bailiff	27,491.00	62,641.52
1	1	1	Deputy Bailiff Accounts Coordinator	45,492.00	72,305.72
2	1	2	Deputy Bailiff Administrative Assistant I	34,167.00	54,858.71
3	2	2	Deputy Bailiff Administrative Assistant II	39,167.00	72,690.12
9	9	9	Deputy Bailiff Clerk Typist	24,525.00	55,039.33
2	2	2	Deputy Bailiff Clerk Typist Supervisor	39,167.00	62,886.81
4	4	4	Deputy Bailiff Court Interp II	40,342.00	61,630.00
1	1	1	Deputy Bailiff HR / Personnel Director	58,333.00	93,661.20
4	2	4	Deputy Bailiff Office Assistant	25,261.00	33,475.00
1	1	1	Deputy Bailiff Personnel Specialist	50,212.00	79,809.08
1	1	1	Deputy Bailiff Public Information Officer	48,750.00	84,776.96
9	8	8	Deputy Bailiff Scheduler I	22,284.00	50,117.58
6	5	6	Deputy Bailiff Supervisor	44,167.00	70,245.91
4	4	4	Deputy Bailiff Warrant Officer	27,492.00	62,886.81
12	12	12	Personal Bailiff	63,969.00	85,591.85
<hr/> 120	<hr/> 108	<hr/> 118			



CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
PROFESSIONALS					
1	1	1	Dep Bail Alcohol & Drug Treatment Case Manager	48,750.00	78,274.01
1	0	1	Deputy Bailiff Caseload Coordinator	52,500.00	78,654.24
1	0	0	Deputy Bailiff Chief Court Reporter	52,500.00	84,295.10
1	1	1	Deputy Bailiff Chief Magistrate	71,667.00	115,069.48
1	1	1	Deputy Bailiff Chief Social Worker	48,750.00	84,295.10
0	1	1	Deputy Bailiff Community Court Coordinator	45,493.00	78,274.00
5	4	4	Deputy Bailiff Court Reporter	36,509.00	67,072.58
1	1	1	Deputy Bailiff DBA III	64,167.00	96,132.96
2	2	2	Deputy Bailiff Deputy Chief Pro Officer	58,333.00	98,046.19
1	1	1	Deputy Bailiff Deputy Director IT	64,167.00	103,027.32
1	1	1	Deputy Bailiff Director IT	71,667.00	115,069.48
1	1	1	Deputy Bailiff Drug Court Coordinator	52,500.00	84,295.10
1	1	1	Deputy Bailiff Education & Training Specialist	50,212.00	79,809.08
1	1	1	Deputy Bailiff Grant Administrator	66,093.00	95,172.00
1	1	1	Deputy Bailiff Help Desk Supervisor	50,212.00	76,710.00
1	0	1	Deputy Bailiff Jury Coordinator	50,212.00	76,710.00
9	8	8	Deputy Bailiff Magistrate	58,333.00	102,604.78
1	1	1	Deputy Bailiff Mediation Coordinator	48,750.00	73,036.08
1	0	1	Deputy Bailiff Network Engineer II	44,167.00	77,549.25
0	1	1	Deputy Bailiff Pretrial Services Coordinator	48,750.00	78,274.01
0	1	1	Deputy Bailiff Pretrial Services Intake Officer	31,200.00	62,886.81
0	4	5	Deputy Bailiff Pretrial Services Release Officer	34,035.00	67,097.11
0	2	2	Deputy Bailiff Pretrial Services Supervising Officer	34,035.00	67,097.11
1	1	1	Deputy Bailiff Probation Systems Admin/Trainer	48,750.00	78,274.01
1	0	1	Deputy Bailiff Probation Training Coordinator	44,167.00	70,245.91
1	1	1	Deputy Bailiff Program Analyst I	39,167.00	62,886.81
2	0	2	Deputy Bailiff Program Analyst II	52,500.00	84,295.10
4	4	4	Deputy Bailiff Project Manager II	64,167.00	103,027.32
1	1	1	Deputy Bailiff Psychiatric Social Worker	34,167.00	54,858.71
1	1	1	Deputy Bailiff Senior Magistrate	58,333.00	92,595.60
1	1	1	Deputy Bailiff System Analyst I	48,750.00	73,036.08
2	1	2	Deputy Bailiff System Analyst II	52,500.00	84,295.10
1	1	1	Docket Coordinator	48,750.00	73,036.08
1	0	1	Employment Specialist	48,750.00	73,036.08
1	1	1	Judicial Assistant	40,343.00	48,410.00
44	36	41	Probation Officer General	34,035.00	67,097.11



CLEVELAND MUNICIPAL COURT - JUDICIAL DIVISION

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
1	1	1	Small Claims Magistrate	20,800.00	56,244.49
93	83	97			
<u>NON EEO REPORTING</u>					
1	1	1	Deputy Bailiff Computer Specialists II	45,492.00	69,498.00
1	1	1	T.I.P. Office Assistant	25,921.00	38,222.00
1	1	1	Website Content Specialist	45,493.00	54,590.00
3	3	3			
<u>TECHNICIANS</u>					
1	1	1	Deputy Bailiff Ch Dep Bailiff	58,333.00	93,661.20
1	1	1	Deputy Bailiff Finance Director	52,500.00	84,295.10
1	1	1	Deputy Bailiff Network Eng III	52,500.00	84,295.10
1	1	1	Deputy Bailiff Technical Support Specialist I	27,083.00	49,749.57
2	2	2	Deputy Bailiff Technical Support Specialist II	39,167.00	62,886.81
1	1	1	Deputy Bailiff Technical Support Specialist III	44,167.00	70,245.91
7	7	7			
255	233	258	TOTAL FULL TIME		
<u>PART TIME</u>					
0	1	1	Deputy Bailiff	27,491.00	62,641.52
2	2	2	Deputy Bailiff Court Reporter	36,509.00	67,072.58
5	5	5	Deputy Bailiff Law Clerk	41,600.00	52,000.00
1	0	1	Deputy Bailiff Spec Proj Off	48,750.00	78,274.01
0	1	2	Deputy Bailiff Pretrial Services Intake Officer	31,200.00	62,886.81
2	3	2	Muni Court Psychologist	99,299.20	216,987.49
10	12	13	TOTAL PART TIME		
<u>SEASONAL</u>					
20	0	19	Student Aide	10.00	11.94
20	0	19	TOTAL SEASONAL		
285	245	290	TOTAL DIVISION		



CLEVELAND MUNICIPAL COURT - CLERK'S DIVISION

Earle B. Turner, Clerk Of Municipal Court

Mission Statement

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

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

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

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

PROGRAM NAME: ADMINISTRATION

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

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

PROGRAM NAME: CIVIL

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

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

PROGRAM NAME: CRIMINAL

OBJECTIVES: To collect and disburse revenue from criminal proceedings.

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

PROGRAM NAME: FINANCE

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

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



CLEVELAND MUNICIPAL COURT - CLERK'S DIVISION

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

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

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



CLEVELAND MUNICIPAL COURT - CLERK'S DIVISION

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 6,064,138	\$ 6,205,776	\$ 6,391,241	\$ 7,021,975
Elected Officials	61,123	64,180	67,397	70,788
Part-Time Permanent	91,389	126,501	182,126	236,236
Student Trainees	26,337	34,470	34,259	35,004
Longevity	62,000	61,250	62,525	60,625
Vacation Conversion	—	17,152	—	—
Separation Payments	40,594	54,893	48,700	50,625
Overtime	23,639	23,136	19,510	25,000
	\$ 6,369,221	\$ 6,587,358	\$ 6,805,757	\$ 7,500,253
Benefits				
Hospitalization	\$ 1,567,003	\$ 1,594,747	\$ 1,489,932	\$ 1,657,825
Prescription	303,764	285,087	218,485	309,984
Dental	78,444	74,007	72,456	84,060
Vision Care	8,369	8,432	8,324	9,880
Public Employees Retire System	885,104	908,215	945,489	1,042,947
Fica-Medicare	83,959	86,432	91,309	106,076
Workers' Compensation	135,458	175,576	70,402	65,568
Life Insurance	5,537	5,011	4,873	7,750
Unemployment Compensation	7,945	2,175	61	12,896
	\$ 3,075,583	\$ 3,139,682	\$ 2,901,331	\$ 3,296,986
Other Training & Professional Dues				
Travel	\$ 305	\$ —	\$ 12,033	\$ 1,200
Tuition & Registration Fees	297	598	7,868	1,200
Professional Dues & Subscript	—	198	—	200
	\$ 602	\$ 796	\$ 19,901	\$ 2,600
Contractual Services				
Professional Services	\$ 701,195	\$ 709,748	\$ 1,041,465	\$ 914,000
Advertising And Public Notice	21,126	27,803	25,734	24,000
Parking In City Facilities	5,040	2,580	2,580	2,580
Insurance And Official Bonds	—	—	2,297	—
Property Rental	50,000	50,000	70,000	107,000
Equipment Rental	323	(485)	800	800
Other Contractual	67,525	20,582	67,858	63,000
	\$ 845,209	\$ 810,229	\$ 1,210,734	\$ 1,111,380
Materials & Supplies				
Postage	\$ 335,587	\$ 281,440	\$ 299,669	\$ 300,000
Computer Hardware	182	—	—	—
Small Equipment	570	—	—	—

CLEVELAND MUNICIPAL COURT - CLERK'S DIVISION

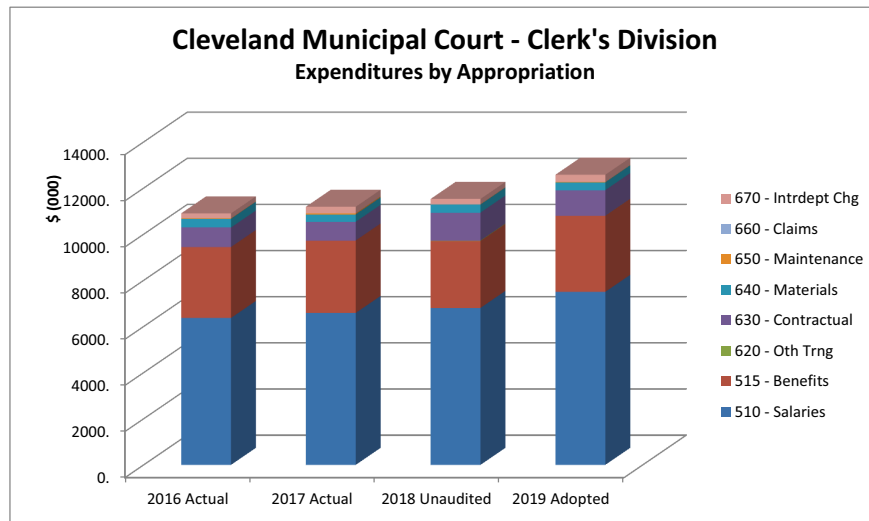
Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Office Furniture & Equipment	4,002	—	—	—
Food	1,370	856	1,408	1,500
Other Supplies	21,292	16,188	15,680	12,000
Just In Time Office Supplies	18,220	23,497	32,835	24,000
	\$ 381,223	\$ 321,982	\$ 349,593	\$ 337,500
Maintenance				
Maintenance Office Equipment	\$ 13,834	\$ 15,334	\$ 14,693	\$ 14,000
Maintenance Contracts	570	—	145	1,000
Computer Software Maintenance	—	26,400	—	—
Car Washes	—	300	300	300
	\$ 14,404	\$ 42,034	\$ 15,138	\$ 15,300
Claims, Refunds, Maintenance				
Cash Short & Over	\$ —	\$ —	\$ —	\$ 1,000
Judgments, Damages, & Claims	840	2,680	6,700	10,000
	\$ 840	\$ 2,680	\$ 6,700	\$ 11,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 77,418	\$ 116,920	\$ 87,783	\$ 80,810
Charges From Radio Comm System	5,981	5,502	4,204	5,468
Charges From Print & Repro	122,909	159,749	125,698	210,890
Charges From M.V.M.	8,996	1,449	1,220	4,335
	\$ 215,305	\$ 283,620	\$ 218,905	\$ 301,503
	\$ 10,902,387	\$ 11,188,380	\$ 11,528,058	\$ 12,576,522

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges For Services	\$ 383,681	\$ 399,449	\$ 427,078	\$ 429,581
Fines, Forfeitures & Settlements	5,430,999	5,037,583	5,607,993	5,154,049
Miscellaneous	346	605	101,374	16,667
	\$ 5,815,027	\$ 5,437,637	\$ 6,136,444	\$ 5,600,297

CLEVELAND MUNICIPAL COURT - CLERK'S DIVISION





CLEVELAND MUNICIPAL COURT - CLERK'S DIVISION

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	Budget 2018	Budget 2019		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Clerk of Municipal Court	58,191.00	58,191.00
13	13	13	Chief Deputy Clerk - Administration	20,800.00	101,147.39
14	14	14			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Chief Deputy Clerk - Training Coordinator	20,800.00	101,147.39
1	1	1	Chief Deputy Clerk - Purchasing	20,800.00	101,147.39
1	1	1	Chief Deputy Clerk - Project Coordinator	20,800.00	101,147.39
1	1	1	Chief Deputy Clerk - Human Resources Assistant	20,800.00	101,147.39
2	2	2	Chief Deputy Clerk - Operations Manager	20,800.00	101,147.39
5	5	5	Chief Deputy Clerk - Supervisor	20,800.00	101,147.39
2	2	2	Chief Deputy Clerk - Senior Clerk 1	20,800.00	101,147.39
3	3	3	Chief Deputy Clerk - Facilitator	20,800.00	101,147.39
1	1	1	Chief Deputy Clerk - Facilitator / Auditor	20,800.00	101,147.39
17	17	17			
<u>PROFESSIONALS</u>					
1	1	1	Chief Deputy Clerk - Senior Clerk Fleet Manager	20,800.00	101,147.39
15	15	15	Chief Deputy Clerk - Senior Clerk	20,800.00	101,147.39
2	2	2	Chief Deputy Clerk - Accountant	20,800.00	101,147.39
15	15	15	Chief Deputy Clerk - Journalizer	20,800.00	101,147.39
3	2	3	Chief Deputy Clerk - DCI	20,800.00	101,147.39
1	1	1	Chief Deputy Clerk - Collections	20,800.00	101,147.39
40	34	40	Chief Deputy Clerk - Cashier	20,800.00	101,147.39
4	4	4	Chief Deputy Clerk - Bookkeeping	20,800.00	101,147.39
42	39	42	Chief Deputy Clerk - Support	20,800.00	101,147.39
123	113	123			
<u>PROTECTIVE SERVICES</u>					
1	1	1	Chief Deputy Clerk - Chief of Security	20,800.00	101,147.39
1	1	1			
155	145	155	TOTAL FULL TIME		



CLEVELAND MUNICIPAL COURT - CLERK'S DIVISION

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
<u>PART TIME</u>					
2	1	2	Chief Deputy Clerk - Bookkeeping	20,800.00	101,147.39
2	1	2	Chief Deputy Clerk - Collections	20,800.00	101,147.39
1	1	1	Chief Deputy Clerk - Hearing Officer	20,800.00	101,147.39
1	1	1	Chief Deputy Clerk - IT Administrator	20,800.00	101,147.39
1	0	1	Chief Deputy Clerk - Security	20,800.00	101,147.39
6	2	6	Chief Deputy Clerk - Support	20,800.00	101,147.39
13	6	13	TOTAL PART TIME		
<u>SEASONAL</u>					
17	0	17	Student Assistant	10.00	11.94
17	0	17	TOTAL SEASONAL		
185	151	185	TOTAL DIVISION		



CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

Ronald J. H. O'Leary, Judge**Mission Statement**

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

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

CRIMINAL**COMMUNITY CONTROL**

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

CORPORATION DOCKET

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

PLACARDS

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

COURT COMMUNITY SERVICE

One of the Housing Court's most recent initiatives involves Court Community Service ("CCS"). Frequently, as part of the sanctions imposed as a result of a conviction in a criminal case in the Cleveland Municipal Court system, offenders are ordered to complete a specified number of hours of community service, to be supervised by CCS staff. Recently, the Housing Court has ordered CCS to supply workers to clean up vacant lots, clean out properties, perform yard work, secure vacant structures, and make minor repairs at properties that are the subject of pending cases in the Court.



CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

LAND BANK DONATION ASSISTANCE

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

SUBPOENAS

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

CIVIL

SOCIAL SERVICE REFERRAL PROGRAM

The Court screens tenants in eviction actions to determine who may qualify for assistance based upon their age, mental health issues, or veteran status. The Court refers them to appropriate resources to assist the tenant in locating and moving to new housing, while also respecting the landlord's right to recover possession of the premises. The Court also may refer defendants for assistance in working through the mental health issues at work in many hoarding cases. In 2017, the Court made more than 1,555 referrals to a variety of agencies, including the U.S. Department of Veteran's Affairs, Frontline Services, Cuyahoga County Adult Protective Services, The Benjamin Rose Institute on Aging, and the City of Cleveland Department of Aging and Cuyahoga County Division of Senior and Adult Services (simultaneously). These referrals have greatly reduced the number of physical move outs of vulnerable tenants. The Court now also sends a Community Resource Fact Sheet with information about agencies and other valuable resources to tenants with the eviction summons and complaint.

BUSINESS ENTITY PROOF OF REGISTRATION/LICENSE

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

EVIDENCE OF CURRENT OWNERSHIP

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

PROOF OF RENTAL REGISTRATION

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

CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

BAILIFF COMMUNICATION

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

ORDERS PROHIBITING RE-RENTAL

Prompted by a Bailiff Communication or information received during an eviction or other civil hearing, the Court may order inspection of residential rental property which is the subject of the case. City inspectors provide the Court with a written report outlining the condition of the property. If serious code violations exist, the Court may issue an order prohibiting the landlord from re-renting the property until the violations are corrected. Failure to comply with this order may lead to a finding of contempt. In 2017, the Court ordered approximately 150 inspections, and prohibited re-rental on over a third of those cases.

CLEAN HANDS EVICTION DOCKET

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

OTHER

WHAT EVERY LANDLORD SHOULD KNOW/WHAT EVERY TENANT SHOULD KNOW

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

The Court offers an additional educational program with information on recognizing and remediating environmental hazards, including bed bugs, mold, and more, as well as issues involving fair housing and federal subsidies.

HOUSING CLINICS

Free and open to the public daily from 8:30 a.m. to 3:30 p.m. on the Thirteenth Floor of the Justice Center, the Housing Court hosts a Clinic staffed by Housing Specialists who offer information to landlords, tenants, and property owners. On average, the Clinic annually provides information and services to more than 6,500 walk-in, and 18,000 phone-in residents. In response to this demonstrated need for information about landlord, tenant and property owner rights and responsibilities, the Housing Court established a popular series of Housing Clinics presented regularly in neighborhoods throughout the City.

EDUCATION MATERIALS

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

www.clevelandhousingcourt.org



CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 2,578,391	\$ 2,593,836	\$ 2,790,339	\$ 3,093,616
Elected Officials	37,050	29,549	37,050	37,050
Part-Time Permanent	71,703	85,334	72,264	124,658
Longevity	15,375	14,350	15,675	15,850
Vacation Conversion	—	21,911	—	—
Separation Payments	127,150	8,107	7,337	25,000
Bonus Incentive	5,107	10,197	79,544	—
	\$ 2,834,776	\$ 2,763,284	\$ 3,002,209	\$ 3,296,174
Benefits				
Hospitalization	\$ 452,969	\$ 448,317	\$ 472,172	\$ 513,564
Prescription	93,100	84,507	69,156	98,838
Dental	23,958	22,428	24,266	27,983
Vision Care	2,403	2,391	2,552	3,105
Public Employees Retire System	376,653	381,382	417,143	461,328
Fica-Medicare	39,308	39,055	42,235	46,288
Workers' Compensation	25,924	68,340	36,958	56,775
Life Insurance	1,688	1,524	1,501	2,344
Unemployment Compensation	—	—	—	8,000
Clothing Allowance	6,882	6,825	8,750	6,250
	\$ 1,022,886	\$ 1,054,768	\$ 1,074,731	\$ 1,224,475
Other Training & Professional Dues				
Travel	\$ 4,799	\$ 3,978	\$ 9,763	\$ 4,700
Tuition & Registration Fees	6,659	7,158	4,516	10,600
Professional Dues & Subscript	10,212	24,327	21,005	20,000
	\$ 21,670	\$ 35,463	\$ 35,284	\$ 35,300
Contractual Services				
Professional Services	\$ 92,900	\$ 99,095	\$ 29,008	\$ 111,000
Court Reporter	248	37	—	2,500
Mileage (Private Auto)	6,076	3,075	5,886	3,000
Jury And Witness Fees	40	—	—	600
Advertising And Public Notice	2,920	—	—	—
Parking In City Facilities	7,405	8,735	10,638	10,500
Insurance And Official Bonds	—	—	—	1,400
Other Contractual	—	—	—	500
	\$ 109,589	\$ 110,942	\$ 45,532	\$ 129,500
Materials & Supplies				
Office Supplies	\$ 379	\$ 1,545	\$ 39	\$ 1,750
Postage	49	56	4,900	5,000



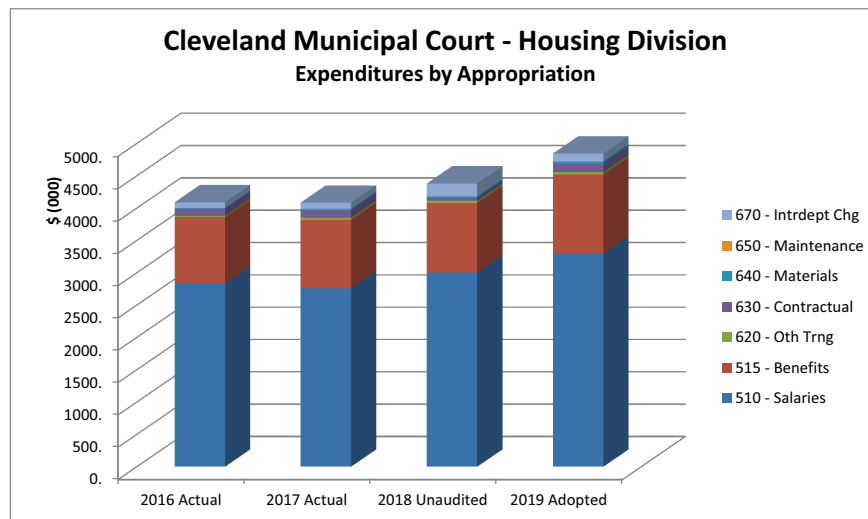
CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Clothing	298	1,249	1,087	3,500
Office Furniture & Equipment	4,168	4,771	954	10,000
Other Supplies	1,083	9,940	11,738	11,220
Just In Time Office Supplies	6,624	5,634	5,969	5,000
	\$ 12,602	\$ 23,195	\$ 24,687	\$ 36,470
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 500
Car Washes	90	371	—	500
	\$ 90	\$ 371	\$ —	\$ 1,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 10,940	\$ 10,893	\$ 12,957	\$ 11,928
Charges From Radio Comm System	9,411	10,404	9,568	9,844
Charges From Print & Repro	31,375	49,802	141,291	65,746
Charges From M.V.M.	37,023	26,665	34,621	33,988
	\$ 88,750	\$ 97,764	\$ 198,437	\$ 121,506
	\$ 4,090,362	\$ 4,085,787	\$ 4,380,881	\$ 4,844,425

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Fines, Forfeitures & Settlements	\$ 827,263	\$ 766,326	\$ 820,140	\$ 759,805
Miscellaneous	—	81	39,980	—
	\$ 827,263	\$ 766,407	\$ 860,120	\$ 759,805





CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Housing Court Administrator	80,000.00	120,000.00
1	1	1	Judge	37,050.00	37,050.00
1	1	1	Personal Bailiff	63,969.00	85,591.85
3	3	3			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Housing Court Administrative Assistant	23,063.94	58,939.38
1	1	1	Housing Court Receptionist	23,064.00	37,603.68
1	2	2	Housing Court Secretary	20,815.92	40,891.00
1	1	1	Housing Court Scheduler	23,063.94	54,755.16
4	5	5			
<u>PROFESSIONALS</u>					
1	1	1	Chief Housing Court Specialist	52,158.83	92,427.06
1	1	1	Deputy Bailiff Finance Officer	38,544.06	75,078.85
0	0	1	Deputy Bailiff Public Information Officer	48,750.00	84,776.96
11	11	11	Housing Court Deputy Bailiff	22,173.84	54,367.68
1	1	1	Housing Court Coordinator	23,064.00	56,182.76
1	1	1	Deputy Bailiff Court Reporter	36,509.00	67,072.58
12	10	11	Housing Court Specialist	34,000.00	73,955.59
1	1	1	Housing Court Adr Specialist	42,178.00	90,045.81
1	1	1	Housing Court Chief Bailiff	38,884.00	94,348.04
1	1	1	Housing Court Chief Magistrate	71,667.00	125,383.66
1	1	1	Housing Court Compliance Specialist	35,000.00	68,000.00
5	5	5	Housing Court Magistrate	42,178.32	91,529.00
3	3	3	Housing Court DP Bailiff / Staff Attorney	29,585.00	74,922.62
1	0	0	Project Coordinator	27,325.56	99,702.63
40	37	39			
<u>PROTECTIVE SERVICES</u>					
			Deputy Bailiff	27,491.00	62,641.52
2	2	2	Deputy Bailiff Supervisor	44,167.00	70,245.91
2	2	2			
49	47	49	TOTAL FULL TIME		



CLEVELAND MUNICIPAL COURT - HOUSING DIVISION

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
			PART TIME		
0	0	1	Housing Court Administrative Assistant	23,063.94	58,939.38
0	1	1	Housing Court Deputy Bailiff	22,173.84	54,367.68
2	0	1	Housing Court DP Bailiff / Judicial Clerk	21,993.75	54,490.42
0	0	1	Housing Court Secretary	20,815.92	40,891.00
1	0	0	Deputy Bailiff Special Projects Officer	48,750.00	78,274.01
1	1	0	Student Aide	10.00	11.94
4	2	4	TOTAL PART TIME		
53	49	53	TOTAL DIVISION		



DEPARTMENT OF AGING

Mary McNamara, Director

Mission Statement

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

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

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

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

PROGRAM NAME: AGE FRIENDLY CLEVELAND INITIATIVE

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

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

PROGRAM NAME: BED BUG ASSISTANCE PROGRAM

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

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

PROGRAM NAME: CHORE PROGRAM

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

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

PROGRAM NAME: CLEVELAND CARE CALLS

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

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

PROGRAM NAME: CLEVELAND TREE ASSISTANCE PROGRAM

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

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



DEPARTMENT OF AGING

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



DEPARTMENT OF AGING

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

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

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

PROGRAM NAME: SUPPORTIVE SERVICES/COMMUNITY OUTREACH

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

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

PROGRAM NAME: SENIOR TRANSPORTATION

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

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



DEPARTMENT OF AGING

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 512,333	\$ 458,980	\$ 730,611	\$ 823,228
Seasonal	2,626	20,585	—	—
Part-Time Permanent	53,073	38,766	36,988	68,006
Longevity	2,150	2,150	1,975	5,550
Vacation Conversion	—	1,574	—	—
Separation Payments	15,785	11,676	23,983	10,000
Bonus Incentive	—	2,000	6,000	—
	\$ 585,967	\$ 535,732	\$ 799,557	\$ 906,784
Benefits				
Hospitalization	\$ 85,532	\$ 84,429	\$ 122,812	\$ 135,912
Prescription	18,933	13,709	18,379	26,532
Dental	4,480	3,255	5,106	6,804
Vision Care	587	578	796	1,011
Public Employees Retire System	82,660	73,279	106,361	126,187
Fica-Medicare	8,387	7,562	11,330	12,962
Workers' Compensation	4,676	15,547	28,456	13,931
Life Insurance	344	284	433	770
Unemployment Compensation	2	3,683	503	15,000
	\$ 205,602	\$ 202,327	\$ 294,177	\$ 339,109
Other Training & Professional Dues				
Travel	\$ —	\$ 157	\$ 3,279	\$ 5,857
Tuition & Registration Fees	345	3,635	2,455	500
Training	—	—	30	—
Professional Dues & Subscript	591	—	295	650
	\$ 936	\$ 3,792	\$ 6,059	\$ 7,007
Contractual Services				
Professional Services	\$ 76,378	\$ 67,841	\$ 13,950	\$ 97,120
Travel- Non-Training	730	705	384	500
Mileage (Private Auto)	845	1,014	1,617	2,000
Program Promotion	—	43	—	—
Participation Fee	1,499	40	—	—
Parking In City Facilities	1,658	1,835	1,533	2,600
Other Contractual	49,950	49,950	54,113	89,950
	\$ 131,060	\$ 121,428	\$ 71,597	\$ 192,170



DEPARTMENT OF AGING

Expenditures (Continued)

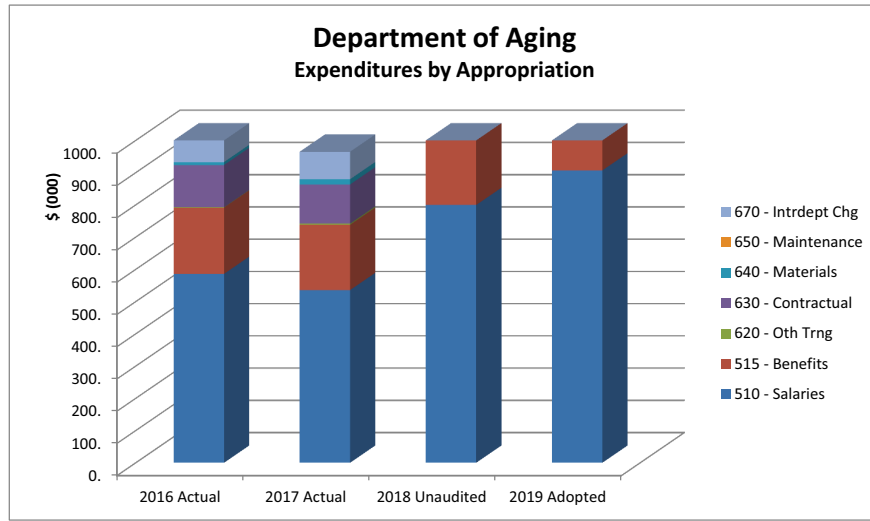
	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Materials & Supplies				
Office Supplies	\$ 407	\$ —	\$ —	\$ —
Computer Supplies	—	247	—	523
Computer Hardware	—	—	3,356	—
Clothing	548	748	676	1,500
Hardware & Small Tools	—	—	—	100
Office Furniture & Equipment	—	—	—	3,000
Food	3,196	5,691	10,361	12,000
Printed Materials	140	—	—	—
Other Supplies	—	242	1,020	739
Safety Equipment	—	—	276	—
Special Events Supplies	3,029	5,724	1,465	6,245
Just In Time Office Supplies	1,902	3,585	3,053	2,000
	\$ 9,221	\$ 16,236	\$ 20,207	\$ 26,107
Maintenance				
Car Washes	\$ —	\$ —	\$ —	\$ 600
	\$ —	\$ —	\$ —	\$ 600
Interdepart Service Charges				
Charges From Telephone Exch	\$ 8,050	\$ 8,646	\$ 10,399	\$ 9,573
Charges From Print & Repro	33,916	31,479	30,842	41,556
Charges From Central Storeroom	17,804	14,672	17,969	19,177
Charges From M.V.M.	22,868	30,458	20,723	23,242
	\$ 82,637	\$ 85,255	\$ 79,932	\$ 93,548
	\$ 1,015,423	\$ 964,770	\$ 1,271,528	\$ 1,565,325

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges For Services	\$ —	\$ —	\$ 1,100	\$ —
Miscellaneous	13,501	58,996	55,749	200
	\$ 13,501	\$ 58,996	\$ 56,849	\$ 200



DEPARTMENT OF AGING





DEPARTMENT OF AGING

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Director of Aging	50,795.81	191,316.74
1	1	1			
<u>ADMINISTRATIVE SUPPORT</u>					
0	0	1	Junior Clerk	12.83	15.46
0	0	1			
<u>PARA-PROFESSIONALS</u>					
3	3	3	Geriatric Outreach Worker	10.00	24.24
3	3	3			
<u>PROFESSIONALS</u>					
4	4	4	Administrative Manager	27,193.55	117,672.49
1	1	1	Grants Administrator	22,333.40	83,008.39
1	1	2	Project Coordinator	27,325.56	99,702.63
6	6	7			
<u>NON EEO REPORTING</u>					
5	4	5	Aging Services Administrator	27,325.56	96,798.67
5	4	5			
15	14	17	TOTAL FULL TIME		
<u>PART TIME</u>					
1	0	1	Asst Aging Services Administrator	20,800.00	68,738.75
1	1	1	Intake Specialist	10.00	17.90
1	0	1	Project Director	22,333.40	88,646.98
3	1	3	TOTAL PART TIME		
18	15	20	TOTAL DIVISION		



DEPARTMENT OF HUMAN RESOURCES

Nycole West, Director

Mission Statement

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

PROGRAM NAME: EMPLOYEE HEALTH AND BENEFITS

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

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

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

PROGRAM NAME: EMPLOYEE RECORDS

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

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

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

PROGRAM NAME: GENERAL ADMINISTRATION

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

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



DEPARTMENT OF HUMAN RESOURCES

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

PROGRAM NAME: HRIS

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

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

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

PROGRAM NAME: LABOR RELATIONS

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

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

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

PROGRAM NAME: PERFORMANCE MANAGEMENT

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

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

PROGRAM NAME: TRAINING AND DEVELOPMENT

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

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

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



DEPARTMENT OF HUMAN RESOURCES

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 770,895	\$ 780,769	\$ 930,028	\$ 1,129,916
Seasonal	631	—	—	—
Part-Time Permanent	21,425	48,636	43,706	60,996
Longevity	4,575	3,150	3,025	8,125
Vacation Conversion	—	3,283	—	—
Separation Payments	19,929	—	7,148	10,000
Bonus Incentive	—	—	8,000	—
	\$ 817,454	\$ 835,839	\$ 991,907	\$ 1,209,037
Benefits				
Hospitalization	\$ 129,024	\$ 124,731	\$ 148,382	\$ 173,605
Prescription	27,376	26,280	21,776	34,353
Dental	6,072	5,095	6,418	8,401
Vision Care	724	709	908	1,155
Public Employees Retire System	113,317	113,973	136,687	168,733
Fica-Medicare	11,442	11,738	13,903	17,320
Workers' Compensation	8,952	19,079	9,362	10,526
Life Insurance	521	410	503	894
Unemployment Compensation	188	12,562	—	9,000
	\$ 297,616	\$ 314,576	\$ 337,937	\$ 423,987
Other Training & Professional Dues				
Travel	\$ 3,600	\$ 8,584	\$ 6,525	\$ 5,000
Tuition & Registration Fees	9,496	22,917	14,324	3,900
Training	429	147	—	—
Mileage (Priv Auto) Trng Prps	39	—	—	500
Professional Dues & Subscript	8,000	8,000	8,000	10,000
	\$ 21,564	\$ 39,649	\$ 28,849	\$ 19,400
Contractual Services				
Professional Services	\$ 492,874	\$ 639,253	\$ 949,319	\$ 1,150,320
COBRA-Medical Coverage	—	45,000	45,000	45,000
Advertising And Public Notice	—	—	—	4,000
Parking In City Facilities	1,690	1,467	1,497	2,500
Other Contractual	260,000	260,000	260,000	260,000
	\$ 754,563	\$ 945,720	\$ 1,255,816	\$ 1,461,820
Materials & Supplies				
Office Supplies	\$ 330	\$ 660	\$ 1,593	\$ 1,500
Postage	20	—	—	—
Computer Supplies	1,970	2,006	505	2,000
Medical Supplies	—	—	—	100



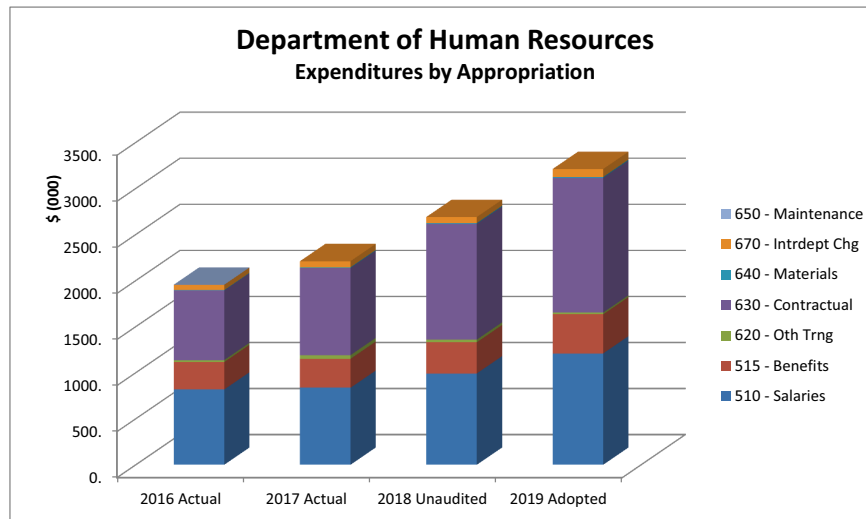
DEPARTMENT OF HUMAN RESOURCES

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Food	318	600	2,000	2,000
Other Supplies	—	30	12	1,000
Just In Time Office Supplies	2,487	4,903	5,832	4,000
	\$ 5,126	\$ 8,198	\$ 9,942	\$ 10,600
Maintenance				
Maintenance Contracts	\$ 761	\$ 816	\$ 845	\$ 900
	\$ 761	\$ 816	\$ 845	\$ 900
Interdepart Service Charges				
Charges From Telephone Exch	\$ 3,647	\$ 3,583	\$ 3,923	\$ 3,611
Charges From Print & Repro	34,993	41,619	36,933	54,943
Charges From Central Storeroom	19,596	21,167	24,765	27,667
	\$ 58,236	\$ 66,370	\$ 65,621	\$ 86,221
	\$ 1,955,320	\$ 2,211,167	\$ 2,690,916	\$ 3,211,965

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Miscellaneous	\$ 249	\$ 148,581	\$ 36,078	\$ 500
	\$ 249	\$ 148,581	\$ 36,078	\$ 500





DEPARTMENT OF HUMAN RESOURCES

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	Budget 2018	Budget 2019		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Director of Personnel and Human Resources	50,795.81	191,316.74
1	1	1	Labor Relations Manager	30,214.95	124,250.48
1	1	1	HR Fiscal Administrator	22,333.40	70,234.84
5	5	6	HR Program Planning and Mgmt Administration	22,333.40	70,234.84
8	8	9			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Chief Clerk	22,050.00	52,504.47
1	1	1	Jr. Clerk	12.83	15.46
2	2	2			
<u>PROFESSIONALS</u>					
2	1	3	Administrative Manager	27,193.55	117,672.49
2	2	1	Labor Relations Assistant	20,800.00	59,516.40
2	1	1	Labor Relations Officer	27,325.56	85,577.88
0	0	1	Personnel Administrator	26,273.96	91,088.49
1	1	1	Senior Systems Analyst	20,800.00	87,543.86
1	1	1	Supervisor of Computer Operations	30,214.95	98,444.95
8	6	8			
18	16	19	TOTAL FULL TIME		
<u>PART TIME</u>					
3	2	3	Junior Personnel Assistant	20,800.00	43,469.45
3	2	3	TOTAL PART TIME		
21	18	22	TOTAL DIVISION		



DEPARTMENT OF LAW

Barbara A. Langhenry, Director

Mission Statement

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

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

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

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

PROGRAM NAME: CITY REPRESENTATION IN CIVIL LITIGATION

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

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

PROGRAM NAME: CRIMINAL INVESTIGATIONS, MEDIATION AND PROSECUTIONS

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

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

PROGRAM NAME: DOMESTIC VIOLENCE PROGRAM

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

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

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

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

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



DEPARTMENT OF LAW

PROGRAM NAME: ***PUBLIC RECORDS MANAGEMENT***

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

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



DEPARTMENT OF LAW

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 4,382,174	\$ 4,374,203	\$ 4,934,282	\$ 5,642,570
Part-Time Permanent	941	(941)	—	—
Longevity	27,100	25,925	26,500	26,750
Vacation Conversion	—	79,987	—	—
Separation Payments	88,645	111,278	81,182	84,000
Bonus Incentive	—	—	40,000	—
	\$ 4,498,859	\$ 4,590,452	\$ 5,081,964	\$ 5,753,320
Benefits				
Hospitalization	\$ 707,883	\$ 719,403	\$ 735,677	\$ 835,979
Prescription	142,324	128,999	109,517	166,395
Dental	36,373	34,078	35,961	44,915
Vision Care	4,055	4,009	4,290	5,222
Public Employees Retire System	637,288	638,376	710,956	794,620
Fica-Medicare	60,351	61,357	68,242	83,431
Workers' Compensation	62,201	108,462	49,412	55,637
Life Insurance	2,682	2,383	2,610	4,178
Clothing Allowance	100	—	—	—
Clothing Maintenance	92	—	—	—
	\$ 1,653,349	\$ 1,697,067	\$ 1,716,667	\$ 1,990,377
Other Training & Professional Dues				
Travel	\$ 22,653	\$ 10,764	\$ 35,884	\$ 15,000
Tuition & Registration Fees	100	26,682	6,210	27,500
Professional Dues & Subscript	77,900	144,086	89,627	120,000
	\$ 100,654	\$ 181,532	\$ 131,721	\$ 162,500
Contractual Services				
Professional Services	\$ 2,243,407	\$ 2,338,149	\$ 2,656,018	\$ 2,500,000
Court Reporter	106,552	68,417	72,362	85,000
Parking In City Facilities	2,338	1,721	1,693	2,500
Insurance And Official Bonds	—	—	250	250
Other Contractual	16,917	143	65,935	150,000
Local Match-Grant Programs	83,449	43,005	40,878	46,823
	\$ 2,452,664	\$ 2,451,436	\$ 2,837,136	\$ 2,784,573
Materials & Supplies				
Office Supplies	\$ 1,093	\$ 310	\$ 684	\$ 3,000
Postage	730	524	1,518	1,500
Computer Hardware	200	—	—	—
Just In Time Office Supplies	4,619	4,692	4,659	5,000
	\$ 6,642	\$ 5,526	\$ 6,861	\$ 9,500

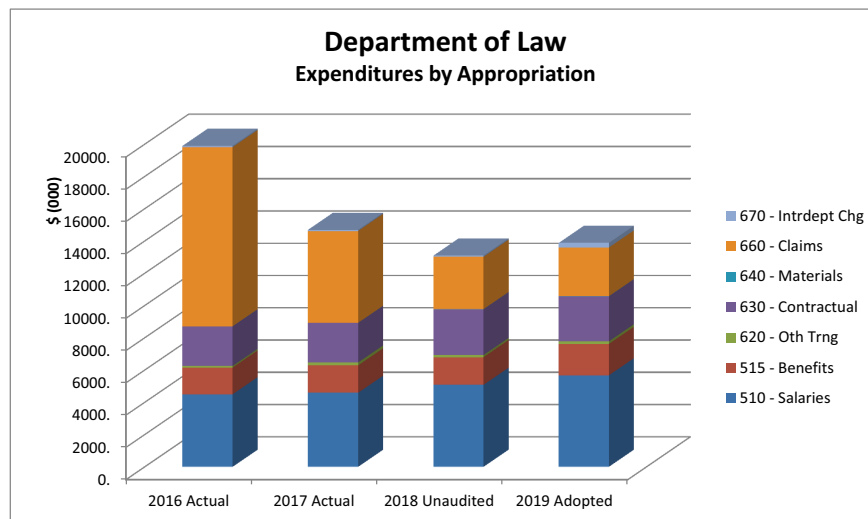
DEPARTMENT OF LAW

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Claims, Refunds, Maintenance				
Court Costs	\$ 12,178	\$ 9,114	\$ 8,621	\$ 20,000
Judgments, Damages, & Claims	11,094,476	5,686,890	3,233,664	3,000,000
	\$ 11,106,654	\$ 5,696,004	\$ 3,242,285	\$ 3,020,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 22,478	\$ 22,228	\$ 24,491	\$ 22,546
Charges From Print & Repro	43,424	40,621	44,456	53,625
Charges From Central Storeroom	5,003	3,845	4,753	5,026
Charges From M.V.M.	2,235	1,027	1,239	1,768
	\$ 73,139	\$ 67,721	\$ 74,939	\$ 82,965
	\$ 19,891,960	\$ 14,689,737	\$ 13,091,572	\$ 13,803,235

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges For Services	\$ —	\$ 60,000	\$ —	\$ —
Fines, Forfeitures & Settlements	8,353	17,410	28,424	8,000
Miscellaneous	224	14,041	74,428	9,200
	\$ 8,577	\$ 91,450	\$ 102,851	\$ 17,200





DEPARTMENT OF LAW

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
6	5	6	Chief Assistant Director of Law	31,500.00	136,692.31
1	1	1	Chief Assistant Prosecutor	36,750.00	150,470.11
1	1	1	Chief Corporate Counsel	36,750.00	150,470.11
1	1	1	Chief Counsel	36,750.00	150,470.11
1	1	1	Chief Trial Counsel	36,750.00	150,470.11
1	1	1	Director of Law	50,795.81	191,316.74
1	1	1	First Assistant Prosecutor	31,500.00	136,692.31
1	1	1	Supervisor of Hardware Evaluation	30,214.95	98,444.95
13	12	13			
<u>ADMINISTRATIVE SUPPORT</u>					
4	3	5	Legal Secretary	20,800.00	50,700.42
1	1	1	Principal Clerk	14.88	21.97
1	2	2	Chief Clerk	22,050.00	52,504.47
0	0	1	Receptionist	10.00	15.85
1	0	0	Senior Clerk	12.47	18.14
7	6	9			
<u>PARA-PROFESSIONALS</u>					
2	2	2	Chief Legal Investigator	23,647.11	74,000.47
1	1	1	Claims Examiner	10.00	25.49
3	3	3	Docket Clerk	20,800.00	40,109.95
1	1	1	Paralegal	20,800.00	48,254.00
7	7	7			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Manager	27,193.55	117,672.49
3	3	3	Assistant Administrator	20,800.00	73,868.59
25	24	26	Assistant Director of Law I (S)	26,250.00	93,199.31
2	2	2	Assistant Director of Law I	26,250.00	86,986.00
1	1	1	Assistant Director of Law II	31,500.00	105,625.89
17	15	19	Assistant Prosecutor	23,100.00	105,625.89
3	3	4	Misdemeanor Investigator	20,800.00	52,489.70
1	1	1	Personnel Administrator	26,273.96	91,088.49



DEPARTMENT OF LAW

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	Budget 2018	Budget 2019		Minimum	Maximum
2	1	2	Project Director	22,333.40	88,646.98
1	0	0	Public Information Officer	10.00	25.49
56	51	59			
83	76	88	TOTAL FULL TIME		
83	76	88	TOTAL DIVISION		



FINANCE ADMINISTRATION

Sharon Dumas, Director

Mission Statement

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

PROGRAM NAME: ADMINISTRATION

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

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

PROGRAM NAME: RISK MANAGEMENT

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

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



FINANCE ADMINISTRATION

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 480,273	\$ 494,577	\$ 538,529	\$ 755,435
Seasonal	69,748	59,640	69,204	96,512
Part-Time Permanent	—	1,701	28,500	54,602
Longevity	2,225	1,925	2,400	2,400
Separation Payments	—	5,589	—	—
Bonus Incentive	—	—	4,500	—
Overtime	—	—	206	—
	\$ 552,246	\$ 563,431	\$ 643,339	\$ 908,949
Benefits				
Hospitalization	\$ 44,753	\$ 52,325	\$ 42,996	\$ 82,077
Prescription	9,368	8,908	6,407	16,407
Dental	2,220	2,424	2,000	4,369
Vision Care	319	359	350	570
Public Employees Retire System	77,758	77,550	87,929	129,120
Fica-Medicare	7,770	7,939	9,109	13,189
Workers' Compensation	5,830	12,912	5,988	6,733
Life Insurance	257	224	236	494
	\$ 148,274	\$ 162,641	\$ 155,014	\$ 252,959
Other Training & Professional Dues				
Travel	\$ 1,316	\$ 2,571	\$ 856	\$ 17,000
Tuition & Registration Fees	858	1,739	3,130	2,600
Training	—	—	189	—
Mileage (Priv Auto) Trng Prps	—	—	78	200
Professional Dues & Subscript	7,040	6,358	25,876	6,700
	\$ 9,214	\$ 10,667	\$ 30,129	\$ 26,500
Contractual Services				
Professional Services	\$ 13,500	\$ 7,330	\$ 90,390	\$ 72,000
Advertising And Public Notice	—	—	—	2,000
Parking In City Facilities	2,168	679	731	3,000
Insurance And Official Bonds	—	—	283	—
Other Contractual	294,000	300,000	302,500	3,409,000
Refunds & Miscellaneous	8	—	—	—
	\$ 309,676	\$ 308,009	\$ 393,905	\$ 3,486,000



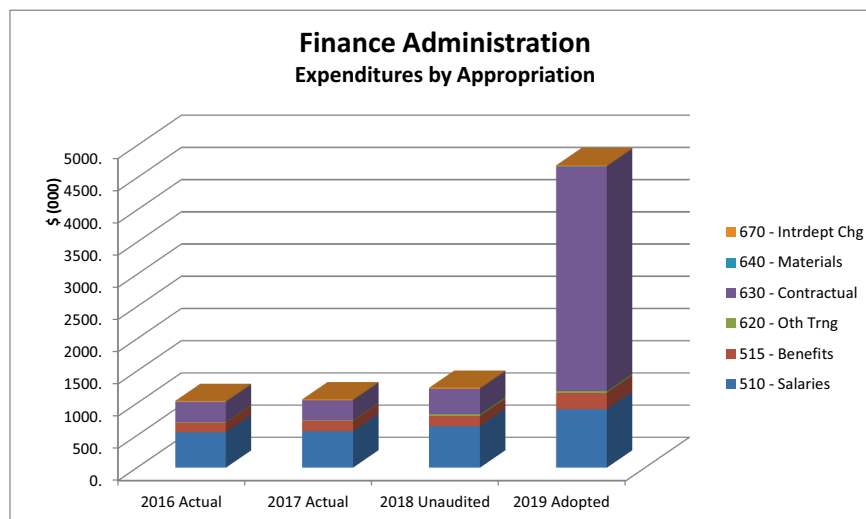
FINANCE ADMINISTRATION

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ 235	\$ 200
Postage	1,216	1,280	961	1,200
Computer Software	—	—	—	300
Food	179	377	267	200
Other Supplies	—	—	—	250
Just In Time Office Supplies	1,951	1,136	1,650	2,000
	\$ 3,346	\$ 2,793	\$ 3,113	\$ 4,150
Interdepart Service Charges				
Charges From Telephone Exch	\$ 7,429	\$ 8,704	\$ 9,852	\$ 9,069
Charges From Print & Repro	4,240	3,956	6,298	5,222
Charges From Central Storeroom	87	105	115	137
Charges From M.V.M.	794	54	100	204
Charges From Parking Garage	8	—	—	—
	\$ 12,558	\$ 12,818	\$ 16,365	\$ 14,632
	\$ 1,035,314	\$ 1,060,360	\$ 1,241,865	\$ 4,693,190

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Miscellaneous	\$ 392	\$ 91	\$ 7,972	\$ —
	\$ 392	\$ 91	\$ 7,972	\$ —





FINANCE ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Director of Finance	50,795.81	191,316.74
1	0	1	Secretary to Director of Finance	36,590.00	154,089.52
<u>2</u>	<u>1</u>	<u>2</u>			
<u>PROFESSIONALS</u>					
0	1	1	Administrative Manager	27,193.55	117,672.49
1	1	2	Assistant Administrator	20,800.00	73,868.59
1	0	0	Deputy Project Director	20,800.00	69,383.29
3	2	3	Project Coordinator	27,325.56	99,702.63
1	1	1	Risk Manager	27,325.56	108,011.58
1	1	1	Safety Programs Officer 2	25,000.00	51,187.74
<u>7</u>	<u>6</u>	<u>8</u>			
<u>9</u>	<u>7</u>	<u>10</u>	TOTAL FULL TIME		
<u>PART TIME</u>					
0	1	1	Special Assistant to the Mayor	20,800.00	118,362.30
4	4	4	Student Aide	10.00	11.94
<u>4</u>	<u>5</u>	<u>5</u>	TOTAL PART TIME		
<u>13</u>	<u>12</u>	<u>15</u>	TOTAL DIVISION		



DIVISION OF ACCOUNTS

Lonya Moss-Walker, Commissioner

Mission Statement

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

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

PROGRAM NAME: ACCOUNTS PAYABLE

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

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

PROGRAM NAME: GENERAL ACCOUNTING

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

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

PROGRAM NAME: PAYROLL

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

ACTIVITIES: Collect and disburse data and reports.

PROGRAM NAME: RECORD MANAGEMENT

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

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

DIVISION OF ACCOUNTS

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 796,233	\$ 896,897	\$ 921,626	\$ 975,414
Part-Time Permanent	26,255	24,902	27,354	30,000
Longevity	7,000	7,175	7,300	7,700
Vacation Conversion	—	2,181	—	—
Separation Payments	5,305	11,430	—	—
Bonus Incentive	—	3,000	5,500	—
	\$ 834,792	\$ 945,584	\$ 961,780	\$ 1,013,114
Benefits				
Hospitalization	\$ 113,664	\$ 136,135	\$ 134,925	\$ 148,907
Prescription	23,814	23,533	20,580	29,025
Dental	5,347	6,211	6,625	7,692
Vision Care	928	1,038	1,018	1,185
Public Employees Retire System	116,768	128,755	133,792	140,571
Fica-Medicare	11,005	12,398	13,440	14,689
Workers' Compensation	9,101	20,500	9,074	10,203
Life Insurance	570	562	542	1,698
	\$ 281,197	\$ 329,131	\$ 319,997	\$ 353,970
Other Training & Professional Dues				
Travel	\$ —	\$ 1,299	\$ 1,837	\$ 5,750
Tuition & Registration Fees	—	1,110	1,849	4,500
Professional Dues & Subscript	1,132	1,212	1,688	2,250
	\$ 1,132	\$ 3,621	\$ 5,374	\$ 12,500
Contractual Services				
Professional Services	\$ 310,000	\$ 225,945	\$ 402,356	\$ 340,000
Parking In City Facilities	19	—	—	—
Insurance And Official Bonds	—	—	327	—
Other Contractual	351,134	340,800	385,236	468,000
Bank Service Fees	798	—	—	—
	\$ 661,951	\$ 566,745	\$ 787,919	\$ 808,000
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 1,500
Postage	552	632	719	1,000
Just In Time Office Supplies	1,508	2,918	3,531	1,500
	\$ 2,060	\$ 3,550	\$ 4,250	\$ 4,000
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 1,400
Repair Parts	565	—	—	—
	\$ 565	\$ —	\$ —	\$ 1,400



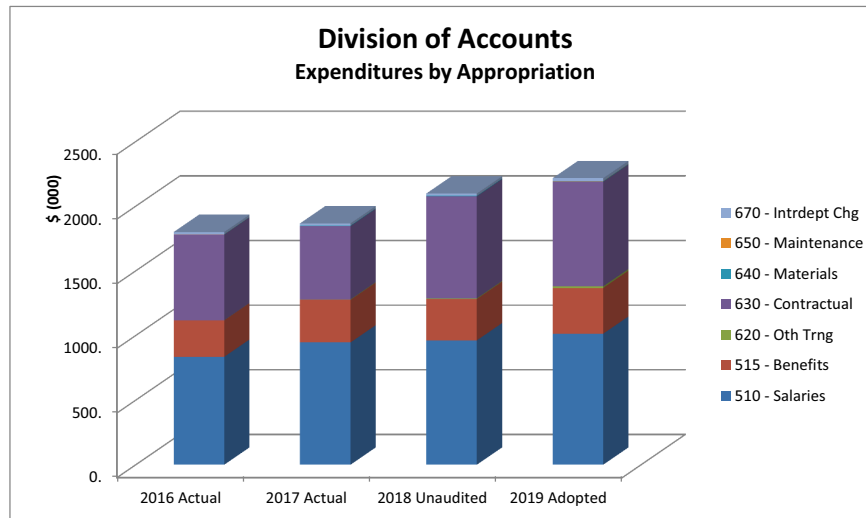
DIVISION OF ACCOUNTS

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 1,685	\$ 1,978	\$ 2,110	\$ 1,942
Charges From Print & Repro	6,608	7,176	6,602	9,473
Charges From Central Storeroom	9,926	8,862	9,378	11,583
	\$ 18,219	\$ 18,016	\$ 18,089	\$ 22,998
	\$ 1,799,915	\$ 1,866,647	\$ 2,097,409	\$ 2,215,982

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges For Services	\$ (300)	\$ —	\$ —	\$ —
Miscellaneous	—	—	13,247	—
	\$ (300)	\$ —	\$ 13,247	\$ —





DIVISION OF ACCOUNTS

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	Budget 2018	Budget 2019		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Commissioner of Accounts	40,314.82	145,820.32
1	1	1	Deputy Commissioner of Accounts	26,273.96	97,598.31
<u>2</u>	<u>2</u>	<u>2</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Assistant Administrator	20,800.00	73,868.59
4	3	4	Principal Clerk	14.88	21.97
1	1	1	Receptionist	10.00	15.85
<u>6</u>	<u>5</u>	<u>6</u>			
<u>PROFESSIONALS</u>					
2	2	2	Accountant II	16.27	24.25
1	1	1	Accountant IV	20,800.00	65,610.28
1	1	1	Administrative Officer	20,800.00	58,499.94
1	1	1	Central Payroll Supervisor	20,800.00	92,276.53
1	1	1	Chief Systems Analyst	27,325.56	108,011.58
1	1	1	Deputy Central Payroll Supervisor	20,800.00	69,668.31
2	2	2	Personnel Administrator	26,273.96	91,088.49
<u>9</u>	<u>9</u>	<u>9</u>			
<u>17</u>	<u>16</u>	<u>17</u>	TOTAL FULL TIME		
<u>PART TIME</u>					
1	1	1	Auditor	20,800.00	65,000.00
<u>18</u>	<u>17</u>	<u>18</u>	TOTAL DIVISION		



DIVISION OF ASSESSMENTS AND LICENSES

Dedrick C. Stephens, CFE, NCI, Commissioner

Mission Statement

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

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

PROGRAM NAME: LICENSES AND PERMITS

OBJECTIVES: Ensure that the statutes of the Codified Ordinances of the City are met for the issuance of licenses and permits that protect the public. Assist, educate, and protect the public through the implementation and enforcement of City laws mandating regulation and licensing of businesses, occupations and other specific activities.

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

ACTIVITIES: Provide value-added centralized shared services of accounting, receipting, processing and licensing services for various City divisions that reduce cost, strengthen internal controls and improve efficiencies.

ACTIVITIES: **Business Regulation** - A team of special police officers enforce Divisional licensing requirements fairly and consistently in order to promote compliance with the laws and maintain confidence in the integrity of the City's business regulatory environment. Research and/or canvass City to ensure businesses are properly licensed and observe statutes stipulated in the Ordinance.

PROGRAM NAME: TAX ADMINISTRATION

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

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



DIVISION OF ASSESSMENTS AND LICENSES

PROGRAM NAME: ASSESSMENTS

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

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

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

PROGRAM NAME: EMERGENCY MEDICAL SERVICES BILLING & REIMBURSEMENT

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

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

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

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

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

PROGRAM NAME: CITY SERVICES BILLING & COLLECTIONS CENTER

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

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



DIVISION OF ASSESSMENTS AND LICENSES

ACTIVITIES: Specific activities performed by this centralized billing service include pre-bill verification; data entry of all billing source documents; generating and distributing invoices; managing accounts receivables and annual certification to County Auditor; and collection of delinquent accounts. Over 25,000 invoices billed annually.

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

PROGRAM NAME: BUREAU OF WEIGHTS AND MEASURES

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

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

PROGRAM NAME: FISCAL AND ADMINISTRATION

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

ACTIVITIES: Plan, organize, budget and allocate resources to efficiently provide administrative support for Divisional activities. Manage payment plans, cash application and provide project management support for divisional initiatives. Execute, plan, monitor and control the performance of programs and budgets. Accurate and timely reporting of financial and performance results.

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



DIVISION OF ASSESSMENTS AND LICENSES

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,231,135	\$ 1,447,686	\$ 1,706,788	\$ 2,413,912
Longevity	8,850	6,900	7,575	8,950
Vacation Conversion	—	7,837	—	—
Separation Payments	16,772	—	5,367	4,030
Bonus Incentive	—	7,000	9,000	—
Overtime	116,394	137,617	111,646	55,500
	\$ 1,373,151	\$ 1,607,040	\$ 1,840,376	\$ 2,482,392
Benefits				
Hospitalization	\$ 305,492	\$ 345,903	\$ 372,542	\$ 576,566
Prescription	61,564	66,140	54,300	112,860
Dental	16,389	17,157	18,296	31,033
Vision Care	1,844	2,035	2,131	3,240
Public Employees Retire System	190,580	220,210	253,326	351,128
Fica-Medicare	19,088	22,340	25,581	41,013
Workers' Compensation	15,124	34,584	16,738	23,296
Life Insurance	1,029	1,000	1,161	2,468
Unemployment Compensation	—	968	2,730	—
	\$ 611,109	\$ 710,338	\$ 746,805	\$ 1,141,604
Other Training & Professional Dues				
Travel	\$ 1,677	\$ 8,456	\$ 7,259	\$ 7,775
Tuition & Registration Fees	2,282	8,000	7,337	8,850
Training	—	—	219	—
Other Training Supplies	152	199	129	900
Professional Dues & Subscript	785	1,403	3,554	3,500
	\$ 4,896	\$ 18,057	\$ 18,498	\$ 21,025
Utilities				
Security & Monitoring System	\$ —	\$ —	\$ —	\$ 100
	\$ —	\$ —	\$ —	\$ 100



DIVISION OF ASSESSMENTS AND LICENSES

Expenditures (Continued)

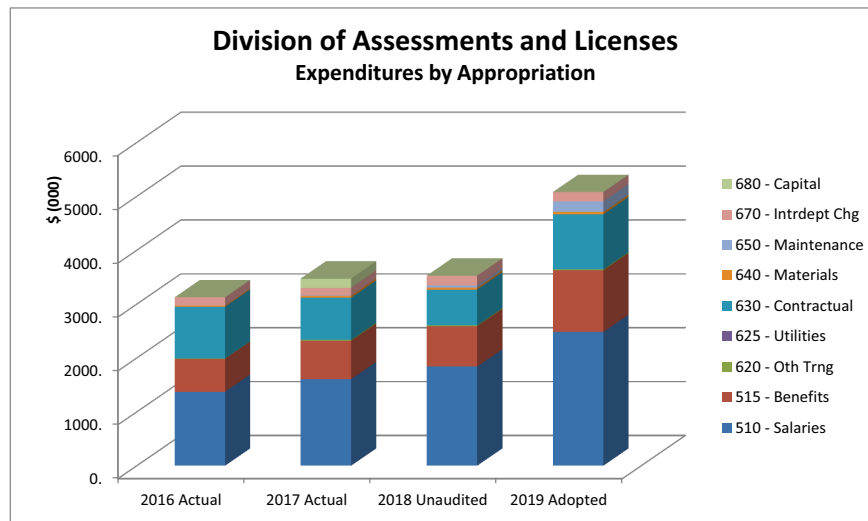
	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Contractual Services				
Professional Services	\$ 760,543	\$ 597,567	\$ 475,863	\$ 807,180
Court Reporter	156	265	451	1,000
Mileage (Private Auto)	553	150	23	1,000
Expense Account Reimbursement	—	—	75	200
Advertising And Public Notice	10,548	15,017	11,934	21,000
Parking In City Facilities	—	—	—	200
Insurance And Official Bonds	—	—	250	250
Other Contractual	—	560	—	—
Credit Card Processing Fees	189,114	167,369	175,621	190,000
	\$ 960,914	\$ 780,928	\$ 664,217	\$ 1,020,830
Materials & Supplies				
Office Supplies	\$ 992	\$ 200	\$ —	\$ 850
Postage	14	481	323	500
Computer Supplies	—	—	—	2,500
Computer Hardware	—	—	—	1,000
Computer Software	—	27,059	6,408	3,950
Small Equipment	571	1,309	4,051	9,500
Other Supplies	11,941	1,200	1,710	4,450
Safety Equipment	627	5,062	15,443	7,600
Special Events Supplies	90	—	—	—
Just In Time Office Supplies	5,393	5,609	8,378	12,250
	\$ 19,628	\$ 40,921	\$ 36,313	\$ 42,600
Maintenance				
Maintenance Contracts	\$ —	\$ —	\$ 3,763	\$ 6,625
Computer Software Maintenance	—	2,708	38,404	189,680
	\$ —	\$ 2,708	\$ 42,167	\$ 196,305
Interdepart Service Charges				
Charges From Telephone Exch	\$ 14,751	\$ 17,722	\$ 18,593	\$ 17,632
Charges From Print & Repro	54,815	40,509	61,832	53,478
Charges From Central Storeroom	74,600	61,159	74,673	79,938
Charges From M.V.M.	12,680	24,462	24,850	24,213
	\$ 156,847	\$ 143,852	\$ 179,948	\$ 175,261
Capital Outlay				
Transfer To Capital Project	\$ —	\$ 170,000	\$ —	\$ —
	\$ —	\$ 170,000	\$ —	\$ —
	\$ 3,126,545	\$ 3,473,843	\$ 3,528,322	\$ 5,080,117



DIVISION OF ASSESSMENTS AND LICENSES

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges For Services	\$ 129,977	\$ 134,667	\$ 138,653	\$ 162,300
Fines, Forfeitures & Settlements	1,075	—	—	—
Licenses & Permits	357,764	346,311	313,895	296,060
Miscellaneous	21,669	10,955	76,053	15,000
Other Tax	44,160,106	43,789,967	45,240,873	40,013,762
	\$ 44,670,591	\$ 44,281,900	\$ 45,769,474	\$ 40,487,122





DIVISION OF ASSESSMENTS AND LICENSES

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Assistant Commissioner of Assessments and Licenses	23,647.11	93,401.98
1	1	1	Commissioner of Assessments and Licenses	40,314.82	134,602.24
2	2	2			
<u>ADMINISTRATIVE SUPPORT</u>					
2	0	0	Accountant Clerk 1	10.00	17.90
2	2	3	Billing Clerk	10.00	17.81
2	0	2	Chief Clerk	22,050.00	52,504.47
2	1	1	Junior Cashier	11.14	18.55
1	0	0	Junior Personnel Assistant	20,800.00	43,469.45
2	2	2	Senior Cashier	12.57	22.08
11	5	8			
<u>PROFESSIONALS</u>					
2	2	2	Administrative Manager	27,193.55	117,672.49
2	2	3	Administrative Officer	20,800.00	58,499.94
2	2	2	Assessments Analyst	20,800.00	56,638.27
3	4	4	Assistant Administrator	20,800.00	73,868.59
1	1	1	Assistant Director of Law I	26,250.00	93,199.31
1	0	0	Billing Services Analyst	20,800.00	70,000.00
0	0	2	Budget Analyst	20,800.00	58,534.37
0	0	1	Business Process Analyst	55,000.00	108,044.90
1	1	1	Chief Auditor	23,647.11	93,401.98
3	1	3	Auditor	20,800.00	65,000.00
4	1	3	Medical Billing Reimbursement Specialist	15.00	27.88
7	7	7	Medical Coder & Billing Analyst	10.17	24.12
3	2	3	Miscellaneous Investigator	15.35	20.36
1	1	1	Misdemeanor Investigator	20,800.00	52,489.70
3	3	3	Project Coordinator	27,325.56	99,702.63
0	0	1	Senior Personnel Assistant	20,800.00	55,388.98
33	27	37			



DIVISION OF ASSESSMENTS AND LICENSES

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	Budget 2019	December 2018		Minimum	Maximum
TECHNICIANS					
4	3	4	Inspector of Weights & Measures	14.28	20.20
1	0	0	Senior Data Conversion Operator	13.47	20.16
1	1	1	Supervisor of Weights & Measures	20,800.00	70,264.38
6	4	5			
52	38	52	TOTAL FULL TIME		
52	38	52	TOTAL DIVISION		



DIVISION OF TREASURY

James Hartley, Treasurer

Mission Statement

To collect, protect and invest public monies in a professional manner that is consistent with the guidelines established by the Codified Ordinances of the City of Cleveland.

The City Treasurer is the custodian of all public money of the City. Treasury is the central office through which all banking, treasury management and related auxiliary services are provided to City departments and divisions. Treasury receives and disburses all public money of the City on warrants issued by the Commissioner of Accounts in accordance with the City Charter and Codified Ordinances. Funds are held in approved depositories protected by pledge collateral or invested in accordance with the City's Cash Management and Investment Policy. Treasury is the paymaster for all City employees and as such coordinates the distribution of payroll checks and manages employee direct deposit.

PROGRAM NAME: CASH COLLECTION AND DEPOSITORY SERVICES

OBJECTIVES: To safeguard the City's cash resources from the time of collection to deposit.

ACTIVITIES: Receive and prepare funds for deposit; open and monitor bank accounts; provide City departments and divisions with access to banking and other depository services.

PROGRAM NAME: CASH MANAGEMENT

OBJECTIVES: To provide cash management services consistent with approved policies/procedures and prudent business practices.

ACTIVITIES: Determine cash requirements and maintain appropriate cash flow; process wire and ACH transfers; administer citywide petty cash and requests for special change funds.

PROGRAM NAME: DISBURSEMENTS

OBJECTIVES: To maintain secure control over disbursement functions and provide for the prompt distribution of warrants to payees.

ACTIVITIES: Print and distribute warrants for vendor payments, employee reimbursements, jury vouchers and CCA refunds.

PROGRAM NAME: INVESTMENTS

OBJECTIVES: To maximize investment returns and maintain a portfolio that provides safety of principal and sufficient liquidity to meet the operating needs of the City.

ACTIVITIES: Initiate and record investment transactions; analyze investment activities; and prepare/maintain the investment portfolio, records and reports.

PROGRAM NAME: PAYROLL SERVICES

OBJECTIVES: To safeguard employee payroll and direct deposit information and provide for secure and efficient distribution of employee payroll checks and vouchers.

ACTIVITIES: Setup and maintain direct deposit of employee payroll; sort and distribute payroll checks, stubs and express vouchers; manage the reissue of lost checks and direct deposit rejects; and coordinate the distribution of approved payroll inserts.



DIVISION OF TREASURY

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 452,734	\$ 463,151	\$ 508,539	\$ 581,306
Longevity	2,900	3,650	3,925	4,225
Separation Payments	—	—	—	10,962
Bonus Incentive	—	1,000	2,500	—
	\$ 455,634	\$ 467,801	\$ 514,964	\$ 596,493
Benefits				
Hospitalization	\$ 66,418	\$ 73,954	\$ 81,547	\$ 94,738
Prescription	14,202	12,852	11,921	18,312
Dental	3,808	3,911	4,089	5,051
Vision Care	402	439	454	565
Public Employees Retire System	63,229	65,186	71,555	82,882
Fica-Medicare	6,418	6,582	7,245	8,649
Workers' Compensation	4,247	10,673	4,864	5,469
Life Insurance	243	233	236	398
	\$ 158,967	\$ 173,830	\$ 181,911	\$ 216,064
Other Training & Professional Dues				
Tuition & Registration Fees	\$ 400	\$ 470	\$ 250	\$ 1,500
Mileage (Priv Auto) Trng Prps	77	137	58	500
Professional Dues & Subscript	198	459	559	500
	\$ 675	\$ 1,066	\$ 867	\$ 2,500
Contractual Services				
Professional Services	\$ —	\$ —	\$ 86	\$ —
Parking In City Facilities	119	—	—	350
Insurance And Official Bonds	11,060	—	—	—
Other Contractual	37,790	38,443	43,701	51,000
	\$ 48,969	\$ 38,443	\$ 43,787	\$ 51,350
Materials & Supplies				
Office Supplies	\$ 266	\$ —	\$ 358	\$ 1,000
Postage	51	158	—	200
Office Furniture & Equipment	—	2,800	369	8,000
Other Supplies	2,484	2,548	3,036	3,500
Just In Time Office Supplies	551	649	1,464	1,000
	\$ 3,352	\$ 6,155	\$ 5,227	\$ 13,700
Maintenance				
Maintenance Office Equipment	\$ 2,293	\$ 3,604	\$ 2,278	\$ 4,700
Maintenance Contracts	838	850	868	1,500
	\$ 3,131	\$ 4,454	\$ 3,146	\$ 6,200



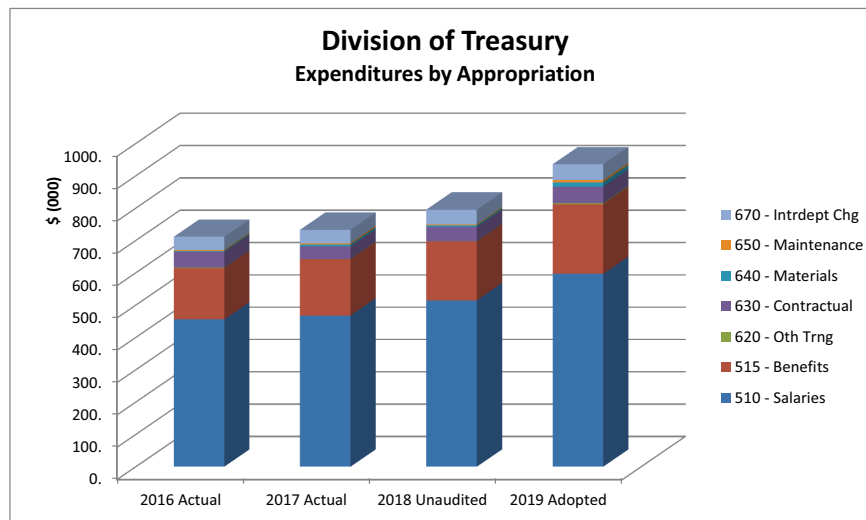
DIVISION OF TREASURY

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 11,268	\$ 14,501	\$ 15,715	\$ 14,466
Charges From Print & Repro	1,842	2,639	2,964	3,484
Charges From Central Storeroom	27,443	24,071	26,785	31,462
	\$ 40,553	\$ 41,211	\$ 45,464	\$ 49,412
	\$ 711,281	\$ 732,959	\$ 795,364	\$ 935,719

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Miscellaneous	\$ 0	\$ —	\$ 6,411	\$ —
Interest Earnings/Investment Income	760,581	1,657,928	3,974,382	3,500,000
	\$ 760,581	\$ 1,657,928	\$ 3,980,793	\$ 3,500,000





DIVISION OF TREASURY

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	City Treasurer	42,758.15	140,514.00
1	1	1	Deputy City Treasurer	26,273.96	94,755.63
<u>2</u>	<u>2</u>	<u>2</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
2	2	2	Principal Cashier	14.66	25.96
<u>2</u>	<u>2</u>	<u>2</u>			
<u>PROFESSIONALS</u>					
2	1	2	Fiscal Manager	23,647.11	97,175.21
1	1	1	Investment Manager	23,647.11	93,401.98
1	1	1	Senior Personnel Assistant	20,800.00	55,388.98
<u>4</u>	<u>3</u>	<u>4</u>			
<u>8</u>	<u>7</u>	<u>8</u>	TOTAL FULL TIME		
<u>8</u>	<u>7</u>	<u>8</u>	TOTAL DIVISION		



DIVISION OF PURCHASES AND SUPPLIES

Tiffany White-Johnson, CPPB, Commissioner

Mission Statement

To purchase in a timely manner all goods and services for the City, of the correct quality and at the lowest possible cost, in support of the mission of the City of Cleveland and in compliance with all Codified Ordinances.

The Division of Purchases and Supplies is the central office through which all competitively bid purchases for the City are processed, under such regulations as are provided by ordinance and by the direction of the Board of Control. The Division also disposes of all property, real and personal, that has been deemed unsuitable for use, not needed by the City, or may have been condemned as useless. The procurement of goods and services and disposals are processed through the submission of requisitions and/or competitive bidding as required by ordinance authorization.

PROGRAM NAME: PURCHASES AND SUPPLIES

OBJECTIVES: To procure quality commodities and services at the lowest possible cost and in a timely manner through effective and efficient competitive bidding. To meet or exceed CSB/RSB/MBE/FBE goals. To provide a level playing field where all vendors can compete fairly for city business. To maximize return on the disposal of assets.

ACTIVITIES: Administers competitive bidding processes for both formal and non-formal bids, develops, implements, and maintains citywide requirements contracts; performs out-reach to the local vendor community; evaluates and reviews recommendations for contract award; prepares and processes contract recommendations for Board of Control approval; executes competitively bid contracts, processes petty cash vouchers; and disposes of surplus property, real and personal.

DIVISION OF PURCHASES AND SUPPLIES

Expenditures

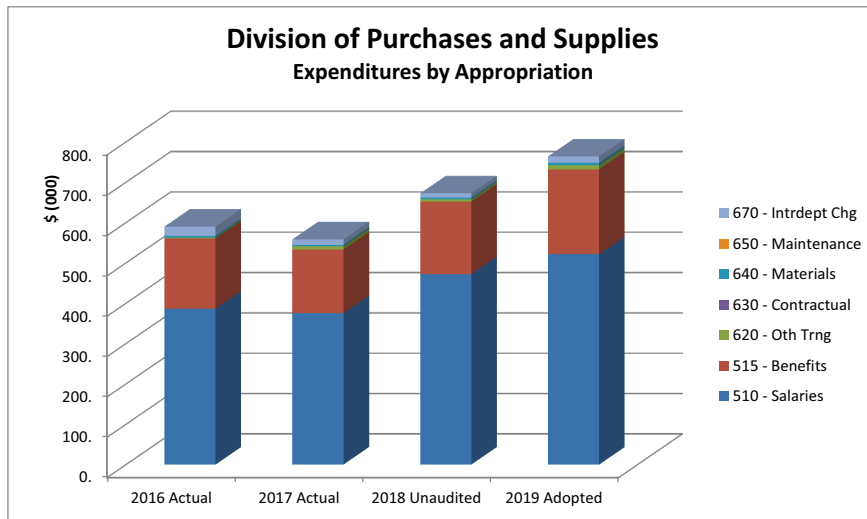
	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 377,956	\$ 370,281	\$ 465,671	\$ 518,050
Longevity	3,650	3,250	2,975	3,450
Vacation Conversion	—	1,741	—	—
Separation Payments	4,656	—	—	—
Bonus Incentive	—	500	3,500	—
Overtime	453	—	—	—
	\$ 386,715	\$ 375,772	\$ 472,146	\$ 521,500
Benefits				
Hospitalization	\$ 85,936	\$ 73,545	\$ 85,054	\$ 96,421
Prescription	18,494	13,712	13,125	20,610
Dental	4,685	3,911	4,356	5,591
Vision Care	495	433	489	630
Public Employees Retire System	54,276	52,076	64,574	73,690
Fica-Medicare	4,787	4,585	6,027	7,039
Workers' Compensation	4,701	8,811	5,791	6,048
Life Insurance	295	244	287	498
	\$ 173,670	\$ 157,317	\$ 179,702	\$ 210,527
Other Training & Professional Dues				
Tuition & Registration Fees	\$ 980	\$ 5,764	\$ 4,161	\$ 7,000
Professional Dues & Subscript	1,585	2,527	1,579	3,185
	\$ 2,565	\$ 8,291	\$ 5,740	\$ 10,185
Contractual Services				
Mileage (Private Auto)	\$ —	\$ —	\$ —	\$ 350
	\$ —	\$ —	\$ —	\$ 350
Materials & Supplies				
Office Supplies	\$ 494	\$ 500	\$ —	\$ 2,500
Postage	67	121	89	150
Just In Time Office Supplies	3,140	2,877	3,823	2,500
	\$ 3,701	\$ 3,498	\$ 3,912	\$ 5,150
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 400
	\$ —	\$ —	\$ —	\$ 400
Interdepart Service Charges				
Charges From Telephone Exch	\$ 4,065	\$ 4,058	\$ 3,933	\$ 3,620
Charges From Print & Repro	14,836	6,566	4,593	8,668
Charges From Central Storeroom	4,399	2,681	2,238	3,505
	\$ 23,299	\$ 13,306	\$ 10,763	\$ 15,793
	\$ 589,950	\$ 558,184	\$ 672,264	\$ 763,905



DIVISION OF PURCHASES AND SUPPLIES

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges For Services	\$ —	\$ —	\$ (100)	\$ —
Miscellaneous	23,830	23,750	24,877	20,000
	\$ 23,830	\$ 23,750	\$ 24,777	\$ 20,000





DIVISION OF PURCHASES AND SUPPLIES

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	Budget 2018	December 2018		Budget 2019	Minimum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Administrative Manager	27,193.55	117,672.49
1	1	1	Commissioner of Purchases & Supplies	42,758.15	140,514.00
<u>2</u>	<u>2</u>	<u>2</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Buyers Assistant	28,722.00	47,300.00
1	1	1	Principal Clerk	14.88	21.97
1	1	1	Typist	12.02	16.82
<u>3</u>	<u>3</u>	<u>3</u>			
<u>PROFESSIONALS</u>					
4	3	4	Buyer	20,800.00	53,516.01
1	1	1	Purch Supv Div of Purch & Supp	23,647.11	74,000.47
<u>5</u>	<u>4</u>	<u>5</u>			
<u>10</u>	<u>9</u>	<u>10</u>	TOTAL FULL TIME		
<u>10</u>	<u>9</u>	<u>10</u>	TOTAL DIVISION		



BUREAU OF INTERNAL AUDIT

Natasha Brandt, Manager Of Internal Audit

Mission Statement

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

The Division of Internal Audit acts as an independent Division within the Department of Finance to provide objective assurance and consulting activity designed to add value and improve the City's operations. The Division assists City divisions in the achievement of financial and operational goals by planning and conducting financial and administrative audits.

PROGRAM NAME: FINANCIAL & OPERATIONAL AUDITING

OBJECTIVES: To improve management's internal, financial, and administrative controls.

ACTIVITIES: Investigate actual and potential lapses of control and incidents of risk and assist State-required external auditor during the annual citywide audit.

BUREAU OF INTERNAL AUDIT

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 312,791	\$ 342,946	\$ 395,781	\$ 549,072
Seasonal	9,211	4,519	13,312	—
Part-Time Permanent	—	—	—	24,124
Longevity	600	1,175	600	600
Separation Payments	338	—	—	—
Bonus Incentive	—	—	2,500	—
Overtime	6	2,644	6,492	—
	\$ 322,947	\$ 351,285	\$ 418,685	\$ 573,796
Benefits				
Hospitalization	\$ 46,171	\$ 53,080	\$ 63,755	\$ 96,478
Prescription	9,970	9,458	9,513	19,467
Dental	1,824	2,394	3,017	5,044
Vision Care	240	305	326	522
Public Employees Retire System	45,204	49,352	57,881	80,976
Fica-Medicare	4,428	4,889	5,800	8,323
Workers' Compensation	4,095	8,726	3,924	4,413
Life Insurance	164	183	191	346
Unemployment Compensation	1,240	651	—	—
	\$ 113,336	\$ 129,038	\$ 144,407	\$ 215,569
Other Training & Professional Dues				
Travel	\$ 588	\$ 530	\$ 1,344	\$ 600
Tuition & Registration Fees	1,280	2,970	1,338	6,000
Mileage (Priv Auto) Trng Prps	341	187	547	900
Professional Dues & Subscript	2,580	1,990	1,959	2,330
	\$ 4,789	\$ 5,677	\$ 5,188	\$ 9,830
Contractual Services				
Professional Services	\$ —	\$ —	\$ —	\$ 175,000
Mileage (Private Auto)	1,267	437	617	—
Parking In City Facilities	10	9	28	1,500
State Auditor Examination	256,677	259,964	249,595	468,000
	\$ 257,953	\$ 260,410	\$ 250,240	\$ 644,500
Materials & Supplies				
Office Supplies	\$ —	\$ 6,258	\$ 174	\$ 800
Computer Software	—	938	70,054	24,800
Just In Time Office Supplies	556	727	652	2,000
	\$ 556	\$ 7,923	\$ 70,880	\$ 27,600



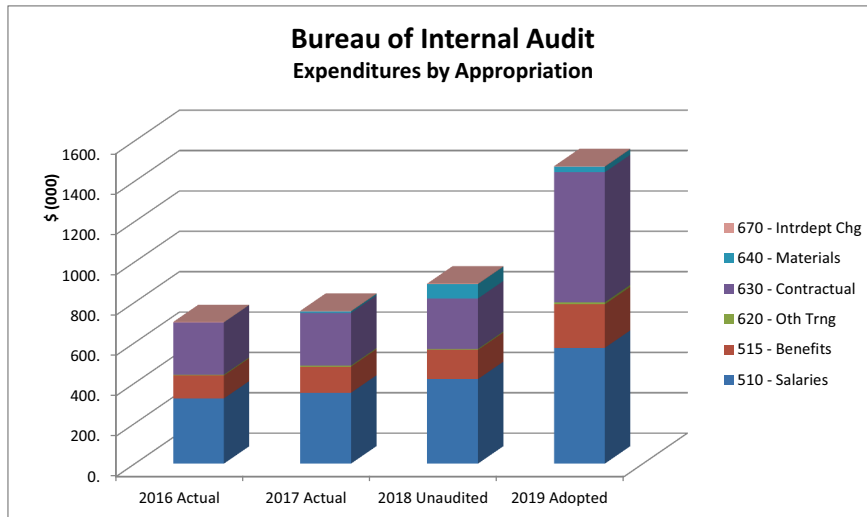
BUREAU OF INTERNAL AUDIT

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 1,229	\$ 1,430	\$ 1,403	\$ 1,291
Charges From Print & Repro	787	959	1,276	1,266
Charges From Central Storeroom	15	29	95	38
	\$ 2,030	\$ 2,417	\$ 2,773	\$ 2,595
	\$ 701,612	\$ 756,750	\$ 892,173	\$ 1,473,890

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Miscellaneous	\$ 7,044	\$ 5,336	\$ 28,592	\$ —
	\$ 7,044	\$ 5,336	\$ 28,592	\$ —





BUREAU OF INTERNAL AUDIT

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
1	1	1	Manager of Internal Audit	40,314.82	134,602.24
1	1	1			
PROFESSIONALS					
2	1	2	Accountant II	16.27	24.25
2	2	2	Auditor	20,800.00	65,000.00
0	0	2	Auditor II	31,200.00	68,000.00
1	1	1	Deputy Auditor	49,500.00	93,160.80
1	1	1	Senior Internal Auditor	23,647.11	74,000.47
6	5	8			
7	6	9	TOTAL FULL TIME		
PART TIME					
2	1	2	Student Aide	10.00	11.94
2	1	2	TOTAL PART TIME		
9	7	11	TOTAL DIVISION		



DIVISION OF FINANCIAL REPORTING AND CONTROL

James E. Gentile, CPA, City Controller

Mission Statement

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

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

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

PROGRAM NAME: CASH RECONCILIATION

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

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

PROGRAM NAME: GENERAL ACCOUNTING

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

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



DIVISION OF FINANCIAL REPORTING AND CONTROL

PROGRAM NAME: PROPRIETARY / CAPITAL FUND ACCOUNTING

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

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

PROGRAM NAME: SPECIAL REVENUE ACCOUNTING

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

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



DIVISION OF FINANCIAL REPORTING AND CONTROL

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 803,460	\$ 803,434	\$ 838,572	\$ 1,069,304
Seasonal	—	—	1,392	—
Part-Time Permanent	4,683	4,993	1,100	30,000
Longevity	3,300	3,400	4,100	4,325
Vacation Conversion	—	11,685	—	—
Separation Payments	1,818	—	4,788	—
Bonus Incentive	—	—	6,000	—
Overtime	11,019	2,740	1,491	32,198
	\$ 824,280	\$ 826,253	\$ 857,443	\$ 1,135,827
Benefits				
Hospitalization	\$ 139,906	\$ 146,305	\$ 129,789	\$ 182,768
Prescription	27,016	25,002	19,093	33,966
Dental	7,054	7,073	6,559	9,297
Vision Care	738	704	671	975
Public Employees Retire System	115,398	113,817	118,408	159,016
Fica-Medicare	11,554	11,568	12,066	16,470
Workers' Compensation	8,315	18,811	8,144	9,157
Life Insurance	472	412	388	754
	\$ 310,452	\$ 323,691	\$ 295,117	\$ 412,403
Other Training & Professional Dues				
Travel	\$ 3,346	\$ —	\$ 4,278	\$ 7,000
Tuition & Registration Fees	1,360	1,519	1,020	1,320
Professional Dues & Subscript	2,717	1,456	1,356	2,823
	\$ 7,423	\$ 2,975	\$ 6,654	\$ 11,143
Contractual Services				
Advertising And Public Notice	\$ 508	\$ 508	\$ 67	\$ 550
Parking In City Facilities	176	13	11	1,400
	\$ 684	\$ 521	\$ 77	\$ 1,950
Materials & Supplies				
Postage	\$ —	\$ —	\$ —	\$ 40
Just In Time Office Supplies	1,902	1,997	2,346	1,800
	\$ 1,902	\$ 1,997	\$ 2,346	\$ 1,840
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 200
	\$ —	\$ —	\$ —	\$ 200



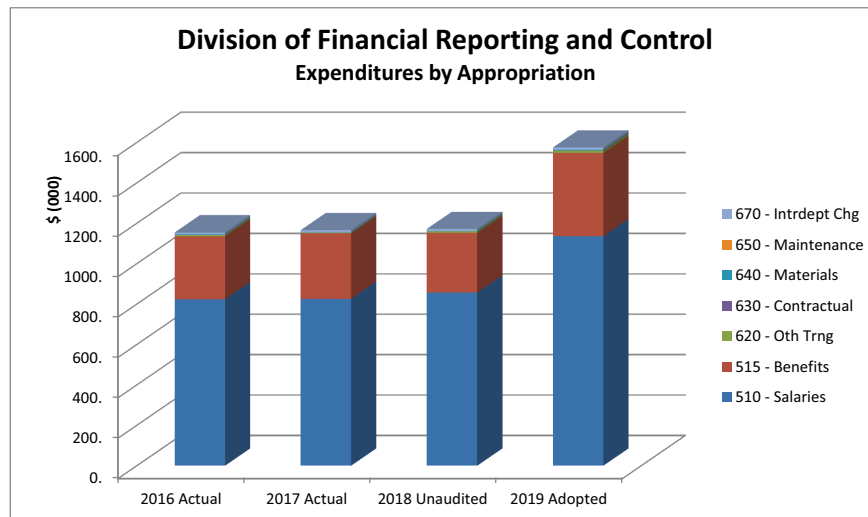
DIVISION OF FINANCIAL REPORTING AND CONTROL

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 4,503	\$ 5,619	\$ 5,709	\$ 5,255
Charges From Print & Repro	5,350	4,978	4,641	6,572
Charges From Central Storeroom	11	11	17	15
	\$ 9,863	\$ 10,609	\$ 10,367	\$ 11,842
	\$ 1,154,604	\$ 1,166,045	\$ 1,172,005	\$ 1,575,205

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Miscellaneous	\$ —	\$ 244	\$ 11,599	\$ —
	\$ —	\$ 244	\$ 11,599	\$ —





DIVISION OF FINANCIAL REPORTING AND CONTROL

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	Budget 2018	Budget 2019		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Assistant City Comptroller	41,312.22	125,483.55
1	1	1	City Controller	42,758.15	152,224.32
<u>2</u>	<u>2</u>	<u>2</u>			
<u>PROFESSIONALS</u>					
1	0	0	Accountant III	16.92	26.89
5	3	5	Accountant IV	20,800.00	65,610.28
3	2	3	Accountant Supervisor	23,647.11	80,096.82
1	1	1	Administrative Manager	27,193.55	117,672.49
1	1	1	Assistant Administrator	20,800.00	73,868.59
1	1	1	FMIS Functional Manager	27,325.56	99,702.63
1	1	1	Fiscal Manager	23,647.11	97,175.21
0	1	1	Grant Administrator	22,333.40	83,008.39
<u>13</u>	<u>10</u>	<u>13</u>			
<u>15</u>	<u>12</u>	<u>15</u>	TOTAL FULL TIME		
<u>PART TIME</u>					
0	0	1	Accountant IV	20,800.00	65,610.28
1	0	0	Student Aide	10.00	11.94
<u>1</u>	<u>0</u>	<u>1</u>	TOTAL PART TIME		
<u>16</u>	<u>12</u>	<u>16</u>	TOTAL DIVISION		

INFORMATION SYSTEMS SERVICES

Donald A. C. Phillips, J.D., Chief Information Officer
Kimberly Roy-Wilson, Commissioner

The Division of Information Technology & Services mission is to provide information that is stored, transmitted, and/or processed by technology to all areas of the executive branch of City Government. The services include information technical planning, application development and deployment, training, hardware and software acquisition, management of Telecommunications and technical support. The Division also manages the City's servers, operates the data/voice communications network, provides a Customer Support Center and retains responsibility for general office automation.

PROGRAM NAME: APPLICATION & COMPUTER NETWORK APPLICATIONS

OBJECTIVES: To develop, install and maintain the application and network infrastructure for the citywide enterprise. Ensure the enterprise networks, servers, databases, applications and telecommunication switches are configured and maintained to obtain maximum performance, minimal downtime and are secured.

ACTIVITIES: Provide development, implementation, maintenance and support for citywide applications and network infrastructure. Coordinate and support the implementation of new technologies and new systems to maximize the benefit and reliability to city services and departments.

PROGRAM NAME: IT PROGRAM MANAGEMENT SERVICES (SOLUTION DELIVERY)

OBJECTIVES: The Project Management Office will focus on assuring the delivery of Business and Technical IT Solutions City-Wide while achieving repeatable and proactive processes for IT Project Management, Program Management and Portfolio Management.

ACTIVITIES: Assure the delivery of City-wide technology solutions and provide administrative support for project managers, collating and reporting project status to senior management, providing standards, methodologies and a set of Program Management tools, and managing project documentation.

PROGRAM NAME: TECHNICAL SUPPORT SERVICES

OBJECTIVES: To provide overall technical support for the planning, development, evaluation, installation and maintenance and inventory of the IT hardware / software environments for the City of Cleveland.

ACTIVITIES: Provide daily monitoring and tuning of the system hardware/software environments including the maintenance and installation of hardware/software products, operating support for the recovery from the solution to major system problems and the management and control of technical resources for the City of Cleveland.

PROGRAM NAME: TELECOMMUNICATIONS DELIVERY SERVICES

OBJECTIVES: To provide effective and cost-efficient telecommunications services to the City of Cleveland. To provide installation, repair and maintenance services to telecommunications systems and equipment, infrastructure cabling, data networks and related equipment.

ACTIVITIES: Operate citywide desktop telephones, pagers, cell phones, voicemail messaging and faxing and implement equipment purchases. Ensure the City's network infrastructure is current and meets the changing technology needs of the City's Departments and Divisions.



INFORMATION SYSTEMS SERVICES

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,446,715	\$ 1,635,482	\$ 1,778,507	\$ 2,330,195
Seasonal	5,150	16,041	20,039	21,106
Part-Time Permanent	31,783	36,341	72,199	51,612
Longevity	8,000	9,300	9,625	9,800
Vacation Conversion	—	11,176	—	—
Separation Payments	2,600	83,935	3,408	—
Bonus Incentive	—	500	14,000	—
Overtime	6,143	801	2,370	—
	\$ 1,500,391	\$ 1,793,576	\$ 1,900,148	\$ 2,412,713
Benefits				
Hospitalization	\$ 225,522	\$ 276,628	\$ 281,738	\$ 376,483
Prescription	43,247	53,528	41,858	78,576
Dental	11,691	13,538	14,529	22,045
Vision Care	1,214	1,449	1,528	2,272
Public Employees Retire System	207,228	236,544	262,875	341,958
Fica-Medicare	21,034	25,226	26,716	35,010
Workers' Compensation	14,203	38,545	17,986	20,223
Life Insurance	837	896	882	1,684
Clothing Allowance	—	—	—	900
Clothing Maintenance	525	525	350	525
	\$ 525,501	\$ 646,880	\$ 648,462	\$ 879,676
Other Training & Professional Dues				
Travel	\$ 4,959	\$ 7,994	\$ 8,690	\$ 10,000
Tuition & Registration Fees	7,143	36,436	26,767	60,000
Other Training Supplies	—	196	—	—
Professional Dues & Subscript	120	—	120	—
	\$ 12,221	\$ 44,626	\$ 35,577	\$ 70,000
Utilities				
Cellular Servicess	\$ —	\$ 4,000	\$ 110,000	\$ 110,000
Electricity	303	303	303	309
Electricity - Other	332,235	232,490	319,464	335,437
Steam	180,423	235,097	195,031	200,882
Security & Monitoring System	88,212	76,278	30,540	—
	\$ 601,174	\$ 548,168	\$ 655,338	\$ 646,628
Contractual Services				
Professional Services	\$ 202,998	\$ 147,319	\$ 501,878	\$ 248,896
Parking In City Facilities	5,235	30,493	27,812	22,390
	\$ 208,233	\$ 177,812	\$ 529,690	\$ 271,286

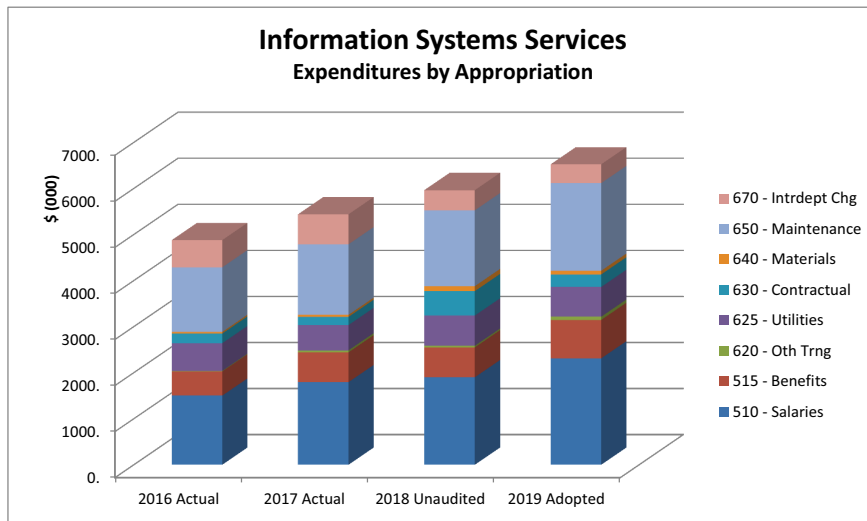


INFORMATION SYSTEMS SERVICES

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Materials & Supplies				
Office Supplies	\$ 1,039	\$ 420	\$ 857	\$ 500
Postage	150	36	75	200
Computer Supplies	4,956	2,040	1,309	3,000
Computer Hardware	450	17,284	41,100	—
Computer Software	20,652	13,816	57,745	68,000
Small Equipment	—	—	379	—
Just In Time Office Supplies	8,533	10,666	7,800	8,500
	\$ 35,780	\$ 44,262	\$ 109,263	\$ 80,200
Maintenance				
Computer Hardware Maintenance	\$ 52,419	\$ 345,176	\$ 405,091	\$ 178,422
Computer Software Maintenance	1,191,381	1,109,742	1,024,042	1,587,907
Maintenance Building	159,737	76,531	217,314	136,500
	\$ 1,403,537	\$ 1,531,449	\$ 1,646,447	\$ 1,902,829
Interdepart Service Charges				
Charges From Telephone Exch	\$ 571,144	\$ 626,663	\$ 417,258	\$ 384,112
Charges From Print & Repro	7,007	6,927	5,653	9,144
Charges From Central Storeroom	14	88	12	115
Charges From M.V.M.	12,887	18,101	15,343	15,151
	\$ 591,051	\$ 651,778	\$ 438,266	\$ 408,522
	\$ 4,877,888	\$ 5,438,550	\$ 5,963,192	\$ 6,671,854
Revenues				
	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges For Services	\$ 425,000	\$ 425,000	\$ 425,500	\$ 425,000
Miscellaneous	1,473	1,060	22,109	—
	\$ 426,473	\$ 426,060	\$ 447,609	\$ 425,000

INFORMATION SYSTEMS SERVICES





INFORMATION SYSTEMS SERVICES

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	0	Application Delivery Services Manager	65,000.00	105,625.89
0	0	2	Assistant Commissioner of ITS	23,647.11	94,883.60
1	1	1	Assistant Manager Application Dev/Tech Support	46,224.91	137,831.29
1	1	1	Commissioner of Information Technology & Services	52,734.82	161,827.86
1	1	1	Secretary to Directors De	36,590.39	154,089.52
2	2	2	Supervisor of Hardware Evaluation	30,214.95	98,444.95
6	6	7			
<u>PROFESSIONALS</u>					
1	1	1	Asset Management Analyst	25,000.00	55,919.57
1	2	2	Assistant Administrator	20,800.00	73,868.59
1	0	1	Budget Management Analyst	20,800.00	61,601.02
1	1	1	Building Manager	23,647.11	86,215.32
1	0	1	Business Process Analyst	55,000.00	108,044.90
1	1	1	Data Base Coordinator	30,214.00	87,813.65
1	0	0	Deputy Commissioner of Information Systems	30,214.95	110,366.61
1	0	1	Fiscal Manager	23,647.11	97,175.21
2	1	2	Network Analyst II	30,214.00	101,647.18
1	0	0	Network/Data Ctr Op Mgr	55,000.00	117,737.72
2	2	2	Program Manager	30,214.00	91,429.27
1	1	1	Project Manager I	20,800.00	70,747.18
2	1	2	Project Manager II	22,333.00	86,455.17
1	0	1	Software Analyst	45,000.00	96,330.79
1	1	1	Supervisor of Systems and Tech Support	55,000.00	93,199.31
1	1	2	Systems Analyst	20,800.00	68,251.13
1	1	1	Web Content Editor	10.00	32.55
1	1	1	Web Developer	30,215.00	90,533.02
21	14	21			



INFORMATION SYSTEMS SERVICES

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
<u>SERVICE & MAINTENANCE</u>					
3	3	3	Custodial Worker	16.86	18.86
3	3	3			
<u>TECHNICIANS</u>					
4	4	5	PC Technician	25,000.00	53,769.65
34	27	36	TOTAL FULL TIME		
<u>PART TIME</u>					
1	0	0	Project Director	22,333.40	88,646.98
1	1	1	Sr. Budget & Mgmt Analyst	26,273.96	88,147.99
2	2	2	Student Aide	10.00	11.94
4	3	3	TOTAL PART TIME		
38	30	39	TOTAL DIVISION		



OFFICE OF BUDGET AND MANAGEMENT

Gregory Cordek, Budget Administrator

Mission Statement

To prepare balanced budgets and provide relevant information that assists decision makers in monitoring and controlling the financial performance of City Departments.

The Office of Budget and Management was established in 1965 to provide budget analysis of financial and performance information, and management consulting services to all City Departments. Below are the major OBM Objectives developed to keep the organization along its current strategic path.

PROGRAM NAME: AUDIT COMPLIANCE

OBJECTIVES: To establish and maintain effective, pro-active procedures resulting in zero (0) material State Audit findings.

PROGRAM NAME: CAPITAL

OBJECTIVES: To monitor, track, and ensure the proper distribution of Capital funds required per the Capital Office, City Planning, and the Capital Improvement Plan required for the ongoing renovation of the City's neighborhoods.

PROGRAM NAME: FINANCIAL PLANNING

OBJECTIVES: To produce detailed, monthly expenditure and revenue forecasts to help estimate the future financial state of the City including decisions for controlling expenses and increasing revenue.

PROGRAM NAME: GRANT COMPLIANCE

OBJECTIVES: To aid in the effective administration of grant programs for the City of Cleveland in accordance with Federal and local Department laws, regulations, policies and procedures.

PROGRAM NAME: MANAGEMENT SUPPORT

OBJECTIVES: To provide ongoing Performance Budget and Financial Advantage training to Division End Users. To assist and advise the Mayor's Office and the various divisions in the efficient application of the resources available to them.

PROGRAM NAME: OPERATIONS

OBJECTIVES: To develop the budget document as an operations guide which outlines for constituents how departments and funds are organized and informs the reader of all funded activities, services and programs to be carried out by each department within the city's available resources. To conduct quarterly status review sessions with Department Managers to ensure ongoing expenditures coincide with final approved budgets.



OFFICE OF BUDGET AND MANAGEMENT

Expenditures

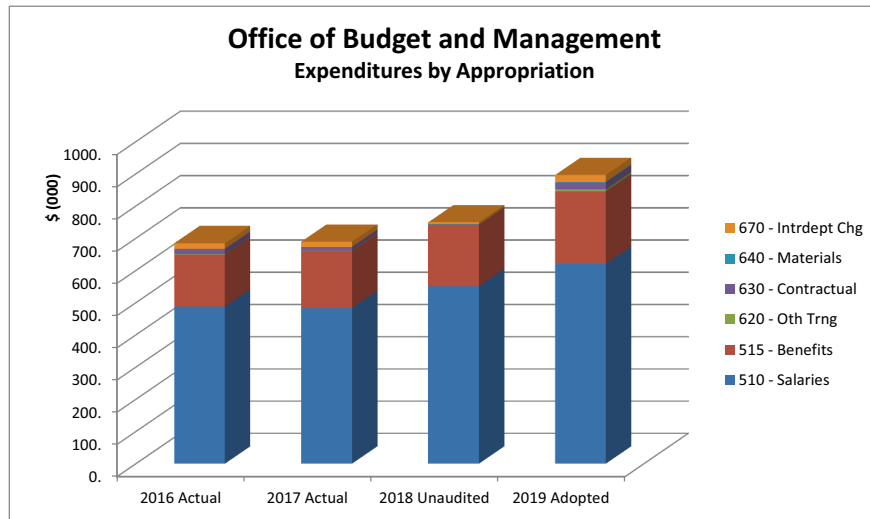
	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 478,404	\$ 473,062	\$ 545,514	\$ 603,487
Longevity	875	1,475	1,600	1,900
Vacation Conversion	—	8,509	—	—
Separation Payments	3,704	—	—	10,000
Bonus Incentive	—	—	4,000	—
Overtime	4,313	319	—	5,000
	\$ 487,295	\$ 483,364	\$ 551,114	\$ 620,387
Benefits				
Hospitalization	\$ 63,805	\$ 76,109	\$ 84,251	\$ 99,648
Prescription	13,752	13,375	12,544	19,461
Dental	3,144	3,130	3,714	4,700
Vision Care	405	411	466	580
Public Employees Retire System	67,748	65,956	76,340	85,951
Fica-Medicare	6,851	6,752	7,667	7,868
Workers' Compensation	5,650	11,200	5,502	6,187
Life Insurance	266	235	270	448
	\$ 161,620	\$ 177,168	\$ 190,754	\$ 224,843
Other Training & Professional Dues				
Travel	\$ 126	\$ 808	\$ 706	\$ 4,000
Tuition & Registration Fees	340	464	340	2,000
Professional Dues & Subscript	219	261	261	650
	\$ 685	\$ 1,533	\$ 1,307	\$ 6,650
Contractual Services				
Advertising And Public Notice	\$ 275	\$ 434	\$ —	\$ 1,000
Other Contractual	16,611	10,119	—	20,000
	\$ 16,886	\$ 10,554	\$ —	\$ 21,000
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 500
Postage	63	—	—	100
Just In Time Office Supplies	426	345	532	1,500
	\$ 489	\$ 345	\$ 532	\$ 2,100
Interdepart Service Charges				
Charges From Print & Repro	\$ 17,172	\$ 16,036	\$ 5,650	\$ 21,170
	\$ 17,172	\$ 16,036	\$ 5,650	\$ 21,170
	\$ 684,148	\$ 689,000	\$ 749,357	\$ 896,150



OFFICE OF BUDGET AND MANAGEMENT

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Miscellaneous	\$ 1,062	\$ 430	\$ 6,857	\$ —
	\$ 1,062	\$ 430	\$ 6,857	\$ —





OFFICE OF BUDGET AND MANAGEMENT

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Budget Administrator	30,214.95	114,691.24
1	1	1			
<u>PROFESSIONALS</u>					
1	0	1	Accountant IV	20,800.00	65,610.28
2	2	2	Budget Analyst	20,800.00	58,534.37
2	2	2	Deputy Budget Administrator	26,273.96	91,088.49
3	3	3	Senior Budget & Management Analyst	26,273.96	88,147.99
8	7	8			
9	8	9	TOTAL FULL TIME		
9	8	9	TOTAL DIVISION		



DIVISION OF PUBLIC HEALTH ADMINISTRATION

Merle R. Gordon, Director

Mission Statement

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

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

The Department consists of four cost centers: Administration, and the Divisions of Health, Environment, and Air Quality. In total, the Department employs approximately 140 employees and will have an operating budget in excess of \$20 million in 2019. Grants and revenue from federal, state, and local sources will support more than \$10 million in programs in 2019.

PROGRAM NAME: HUMAN RESOURCES

OBJECTIVES: To support the organizations strategic plan while providing quality Human Resource and Payroll services to motivate, develop and retain a diverse and competent workforce within the Department of Public Health.

ACTIVITIES: Provides records on information relating to Compensation and Benefits, Recruitment and Selection, Professional Development activities, employee services, as well as health and safety awareness. Provide direction for the employees of the Department of Public Health. Deploy the strategic objectives in the Workforce Development Plan including professional and talent development; tracking and monitoring staff participation and completion of professional training, and developing the policies and procedures that ensure staff members work in a safe, supportive and effective work environment.

PROGRAM NAME: INFORMATION TECHNOLOGY

OBJECTIVES: To maintain a reliable and scalable information technology infrastructure, enabling innovative uses of technology by continuing to improve and enhance practices, connectivity and communication tools and support the needs of the CDPH user community. To align our section with the City and Departmental goals of increasing CDPH's ability to effectively address most critical issues by utilizing new technology and processes to enhance productivity and efficiency.

ACTIVITIES: To serve CDPH as the one-stop shop for all helpdesk requests, technical challenges and all other communication issues by managing permissions and servers connectivity. IT priority is to ensure that every division in the department can run their businesses, processes and communications effectively.



DIVISION OF PUBLIC HEALTH ADMINISTRATION

PROGRAM NAME: PUBLIC HEALTH ACCREDITATION BOARD (PHAB) ACCREDITATION

OBJECTIVES: To promote accreditation as a vehicle for internal process and external service improvement. To align existing and prospective CDPH activities with PHAB performance standards. To develop and implement key plans within the PHAB framework, addressing the alignment of strategic prioritization, community health improvement, performance management, workforce development, quality improvement, and communications.

ACTIVITIES: Coordinate the assessment of documentation needs; and the review, selection, and justification of all documentation within 12 "domain" areas to build a robust compilation of evidence for submission to PHAB. Work with the executive team and domain leaders to manage the progress of all relevant accreditation tasks. Develop and provide trainings on fundamental concepts and processes that support accreditation. Research and recommend best practices in accreditation preparation and maintenance. Increase awareness about accreditation topics among staff, leadership, and partners.

PROGRAM NAME: FISCAL

OBJECTIVES: To be accurate and timely in all fiscal matters. To maintain complete, digital, accessible, supporting documents for all reports. To support our customers and each other in a professional, understanding and respectful manner. To maintain a pro-active attitude and approach by anticipating future problems, needs or changes and developing documented resolutions.

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



DIVISION OF PUBLIC HEALTH ADMINISTRATION

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 535,823	\$ 494,081	\$ 729,295	\$ 856,933
Longevity	3,143	3,200	4,179	4,675
Vacation Conversion	—	5,456	—	—
Separation Payments	—	8,826	—	—
Bonus Incentive	—	500	4,425	—
Overtime	1,503	469	2,213	—
	\$ 540,468	\$ 512,532	\$ 740,111	\$ 861,608
Benefits				
Hospitalization	\$ 85,052	\$ 91,122	\$ 129,414	\$ 159,414
Prescription	17,181	15,528	18,837	30,147
Dental	4,575	4,752	6,084	7,647
Vision Care	471	475	614	805
Public Employees Retire System	74,108	70,148	100,426	121,411
Fica-Medicare	7,649	7,225	10,441	12,504
Workers' Compensation	5,533	12,583	7,544	8,875
Life Insurance	346	297	351	600
	\$ 194,914	\$ 202,132	\$ 273,711	\$ 341,403
Other Training & Professional Dues				
Travel	\$ 2,110	\$ —	\$ 180	\$ 2,000
Tuition & Registration Fees	—	—	2,070	800
Other Training Supplies	—	—	199	—
Professional Dues & Subscript	1,845	955	10,685	20,000
	\$ 3,955	\$ 955	\$ 13,134	\$ 22,800
Contractual Services				
Professional Services	\$ 33,013	\$ 10,020	\$ 31,989	\$ 50,000
Mileage (Private Auto)	924	421	359	515
Security Services	23,428	23,428	17,438	23,428
Parking In City Facilities	2,300	1,320	1,416	3,000
Property Rental	314,712	359,274	397,004	310,086
Other Contractual	180	(51)	—	—
	\$ 374,557	\$ 394,413	\$ 448,206	\$ 387,029



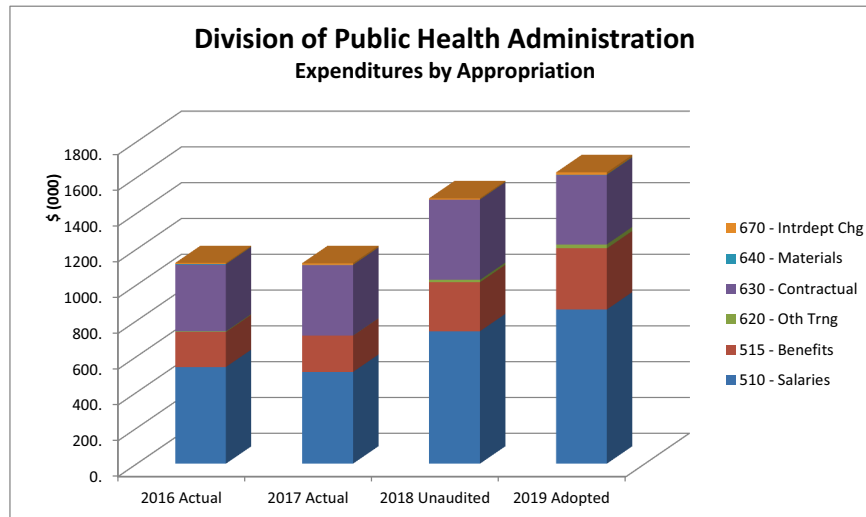
DIVISION OF PUBLIC HEALTH ADMINISTRATION

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ 99	\$ —
Food	—	115	60	—
Other Supplies	30	—	—	700
Just In Time Office Supplies	946	644	766	1,500
	\$ 976	\$ 759	\$ 925	\$ 2,200
Interdepart Service Charges				
Charges From Print & Repro	\$ 6,574	\$ 9,886	\$ 7,288	\$ 13,051
	\$ 6,574	\$ 9,886	\$ 7,288	\$ 13,051
	\$ 1,121,445	\$ 1,120,676	\$ 1,483,374	\$ 1,628,091

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Miscellaneous	\$ 146	\$ 6,332	\$ 10,383	\$ —
	\$ 146	\$ 6,332	\$ 10,383	\$ —





DIVISION OF PUBLIC HEALTH ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Administrative Manager	27,193.55	117,672.49
1	1	1	Director of Public Health	50,795.81	191,316.74
<u>2</u>	<u>2</u>	<u>2</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	0	1	Assistant Administrator	20,800.00	73,868.59
1	0	0	Super Admin Services-Data	20,800.00	62,770.08
1	1	1	Stock Clerk	13.11	19.93
<u>3</u>	<u>1</u>	<u>2</u>			
<u>PROFESSIONALS</u>					
0	1	1	Administrative Officer	20,800.00	58,499.94
1	1	1	Chief of Computer Operations	23,647.11	93,401.98
1	1	1	Fiscal Officer	53,768.00	96,446.58
1	0	0	Budget Analyst	20,800.00	58,534.37
1	1	1	Business Process Analyst	55,000.00	108,044.90
1	2	2	Project Coordinator	27,325.56	99,702.63
1	1	1	Project Director	22,333.40	88,646.98
1	1	1	Sr Budget and Management Analyst	26,273.96	88,147.99
1	1	1	Sr. Programmer Analyst	23,647.11	76,592.09
<u>8</u>	<u>9</u>	<u>9</u>			
<u>13</u>	<u>12</u>	<u>13</u>	TOTAL FULL TIME		
<u>13</u>	<u>12</u>	<u>13</u>	TOTAL DIVISION		



DIVISION OF HEALTH

Persis Sosiak, Commissioner

Mission Statement

The Division of Health's mission is to maximize the health and well-being of the people of Cleveland by preventing disease and injury, promoting wellness, assuring access to quality healthcare, and health education.

The Division of Health is responsible for a broad array of programs and services designed to promote, maintain and improve the health status of Clevelanders. The objective of the Health Division is to interpret and enforce those sections of the State and City law which pertain to public health and disease control. Specific activities of the Health Division include direct medical services, public health nursing, communicable disease surveillance, sexually transmitted disease control, inspection and licensure of medical facilities, laboratory services, chronic disease prevention and health promotion, mental health and substance abuse prevention and treatment, approaching health by addressing the social determinants and the role they play on health outcomes, AIDS education, and HIV testing and counseling and maternal health education and infant mortality reduction.

The Health Division also operates the Bureau of Vital Statistics, which is responsible for the issuance of all birth and death certificates and for keeping, collecting and maintaining those statistics which reflect the general health status of Cleveland.

Grant funding supplements General Fund monies and enables the Health Division to provide a wide range of health services throughout the community. These services include immunization activities and infant mortality reduction as well as HIV/STD outreach and control, nursing services, substance abuse and mental health, addressing health disparities, and social determinants of health and epidemiology (communicable disease surveillance). The MomsFirst program (formerly known as Healthy Family/Healthy Start) funds a community-wide consortium of providers to reduce the infant mortality rates in Cleveland.

PROGRAM NAME: CITIES READINESS INITIATIVE

OBJECTIVES: To enhance emergency preparedness in the Greater Cleveland metropolitan statistical area. To develop plans to respond to a large-scale bioterrorist event by dispensing antibiotics to the entire population of the Greater Cleveland MSA within 48 hours.

ACTIVITIES: Lead emergency preparedness efforts in Northeast Ohio. Establish and maintain relationships with regional public health partners in the Cleveland MSA. Build training and exercise activities that support emergency preparedness. Increase awareness about personal emergency preparedness via education and outreach. Test and drill emergency preparedness capabilities both locally and regionally.

PROGRAM NAME: CLEVELAND OFFICE OF MINORITY HEALTH

OBJECTIVES: To provide leadership to reduce health inequities in minority communities of Cleveland.

ACTIVITIES: Inform and educate citizens and professionals about significant minority health and health care issues. Provide technical assistance for program planning and evaluation related to minority health issues. Monitor and report the health status and outcomes of minority Clevelanders. Serve as the clearinghouse for the coordination of community health efforts that target and impact Cleveland minority populations.

PROGRAM NAME: DIVISION OF NURSING

OBJECTIVES: To provide services that protect and promote the health of people who live and work in Cleveland.

ACTIVITIES: Provide Immunizations, flu vaccinations, and reproductive and adolescent health services. Conduct day care, maternity unit, and abortion clinic inspections, and telephone triage. Provides community screening and preventive health services.



DIVISION OF HEALTH

PROGRAM NAME: MENTAL HEALTH AND SUBSTANCE ABUSE

OBJECTIVES: To offer help and guidance to those citizens suffering from mental health or chemical dependency problems, and to support initiatives that address substance abuse prevention and mental health promotion.

ACTIVITIES: Provide counseling and prevention activities for adults, youth, individuals, families and groups in the area of alcoholism and drug abuse. Promote initiatives that address mental health and well being.

PROGRAM NAME: MOMSFIRST

OBJECTIVES: To reduce racial disparities in infant mortality and poor birth outcomes experienced by African Americans in the City of Cleveland.

ACTIVITIES: Provide Outreach, Case Management, Health Education, Interconceptual Care Services, and Perinatal Depression Screening and Referral through home visits to attain reductions in disparities.

PROGRAM NAME: NEIGHBORHOOD HEALTH CENTERS - J. GLEN SMITH, THOMAS MCCAFFERTY

OBJECTIVES: To provide the public with personal health care programs within their own neighborhoods.

ACTIVITIES: Immunize children to reduce the incidence of preventable childhood diseases. Provide education and treatment programs to identify and decrease the incidence of sexually transmitted diseases. Provide laboratory testing medical treatment and direct referral of both adult and child patients. Provide HIV/AIDS prevention activities, testing, supportive services and case management. Provide public health nursing services.

PROGRAM NAME: OFFICE OF COMMUNICABLE DISEASE SURVEILLANCE & EPIDEMIOLOGY

OBJECTIVES: To provide disease surveillance, data collection, data analysis, health education, and disease prevention services designed to protect the health of Clevelanders.

ACTIVITIES: Conduct communicable disease surveillance including follow-up education and prophylaxis for all reportable diseases within the State of Ohio for all residents within the City of Cleveland. Coordinate outbreak investigations and analyze communicable disease and chronic disease data. Provide education to public health staff, the community, and first responders on communicable diseases, chronic diseases, outbreak investigations and bioterrorism diseases. Coordinate planning activities, exercise development and increased awareness in relation to infectious disease emergencies.

PROGRAM NAME: OFFICE OF HIV/AIDS SERVICES

OBJECTIVES: To respond to the HIV/AIDS epidemic in Cleveland and Cuyahoga County. To provide regional leadership, planning and advocacy on HIV/AIDS issues; monitor and fund HIV/AIDS programs; provide resource development assistance; and serve as a model in the provision of direct HIV/AIDS services to specific underserved populations.

ACTIVITIES: Disseminate epidemiological reports and other related information on affected communities. Raise public awareness through media, community planning and meetings. Provide advocacy to ensure sufficient funding provided to the region. Provide assistance to agencies in continuous development of programs. Serve on all funding advisory groups. Obtain additional resources for care and services for HIV prevention. Prevent the spread of HIV/AIDS by maximizing health and social outcomes, and coordinating Network with other social service agencies to expand efforts. Establish models of service delivery.



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. To register death certificates for all but 3 municipalities within Cuyahoga County.

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

PROGRAM NAME: HEALTHY CLEVELAND INITIATIVE

OBJECTIVES: To address all social determinants of health impacting Cleveland stakeholders where they live, work and play as we leverage policies, partnerships and programs within our community that enhance quality of life and reduce inequity.

ACTIVITIES: Utilizing a socioecological approach to health, work with partners to influence health outcomes at all levels of change including policy, community, organizational, interpersonal and personal levels. Specific focus on following health areas: Active Living, Clean Air, Behavioral Health, Healthy Eating Health Literacy, Healthy Neighborhoods and Violence Prevention. The work is actualized through committees of individuals, organizations and others who play a role in addressing health in our city. Committees work closely with the department of Health and other stakeholders as needed to set priorities and objectives within the subcommittees.

DIVISION OF HEALTH

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,235,504	\$ 1,270,443	\$ 1,538,179	\$ 1,888,939
Part-Time Permanent	1,393	—	—	—
Longevity	10,053	10,568	9,696	10,745
Vacation Conversion	—	11,443	—	—
Separation Payments	25,311	50,324	20,444	—
Bonus Incentive	—	7,000	6,975	—
Overtime	2,138	3,889	2,784	4,000
	\$ 1,274,398	\$ 1,353,667	\$ 1,578,078	\$ 1,903,684
Benefits				
Hospitalization	\$ 259,092	\$ 282,631	\$ 309,049	\$ 379,676
Prescription	52,735	53,438	46,553	76,683
Dental	12,321	12,377	14,714	19,922
Vision Care	1,826	1,276	2,061	2,595
Public Employees Retire System	175,852	178,459	218,102	265,200
Fica-Medicare	16,308	16,363	20,936	25,992
Workers' Compensation	22,894	37,144	21,399	18,506
Life Insurance	986	863	990	1,738
Unemployment Compensation	7	—	11,396	—
Clothing Allowance	2,520	1,961	2,375	2,120
Clothing Maintenance	150	—	—	—
	\$ 544,691	\$ 584,510	\$ 647,573	\$ 792,432
Other Training & Professional Dues				
Travel	\$ 2,544	\$ 6,892	\$ 7,830	\$ 8,500
Tuition & Registration Fees	1,465	1,060	1,120	—
Mileage (Priv Auto) Trng Prps	90	233	1,759	—
Professional Dues & Subscript	24,887	10,969	11,188	17,500
	\$ 28,986	\$ 19,154	\$ 21,897	\$ 26,000
Utilities				
Brokered Gas Supply	\$ 16,736	\$ 11,055	\$ 12,089	\$ 14,507
Gas	10,786	7,157	8,889	10,667
Electricity	160,941	171,927	184,231	193,443
Electricity - Other	31,991	23,953	3,214	3,375
	\$ 220,453	\$ 214,091	\$ 208,423	\$ 221,992
Contractual Services				
Professional Services	\$ 1,173,758	\$ 894,991	\$ 410,490	\$ 1,146,611
Mileage (Private Auto)	3,811	3,570	6,921	9,320
Security Services	12,169	12,702	11,539	12,169
Freight Expense	—	—	—	520



DIVISION OF HEALTH

Expenditures (Continued)

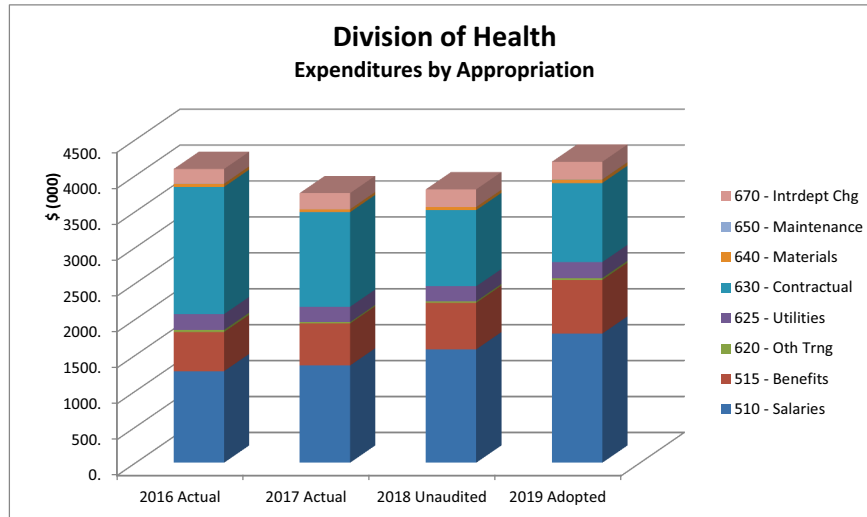
	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Advertising And Public Notice	790	675	—	1,000
Parking In City Facilities	1,150	550	660	1,400
Property Rental	419,542	270,453	279,506	274,711
Subgrantees	—	—	242,864	242,864
Other Contractual	67,072	40,891	38,297	82,000
Indigent Relief	92,820	92,848	66,628	93,000
Refunds & Miscellaneous	—	—	2,800	—
	\$ 1,771,112	\$ 1,316,681	\$ 1,059,705	\$ 1,863,595
Materials & Supplies				
Office Supplies	\$ —	\$ 897	\$ 262	\$ 500
Postage	198	26	321	100
Purchase Of Tests	—	—	—	900
Clothing	—	—	868	—
Office Furniture & Equipment	826	609	403	600
Medical Supplies	17,356	12,498	2,204	16,540
Food	1,473	—	593	1,000
Laboratory Supplies	8,613	6,383	10,812	7,000
Other Supplies	—	372	6,013	2,000
Pharmaceutical Supplies	12,000	12,000	11,533	12,000
Just In Time Office Supplies	4,944	8,299	10,807	10,000
	\$ 45,410	\$ 41,085	\$ 43,817	\$ 50,640
Maintenance				
Maintenance Contracts	\$ 600	\$ 240	\$ 225	\$ 600
Car Washes	—	—	375	—
Maintenance Misc. Equipment	—	—	—	1,680
Maintenance Building	300	390	390	500
	\$ 900	\$ 630	\$ 990	\$ 2,780
Interdepart Service Charges				
Charges From Telephone Exch	\$ 123,056	\$ 146,025	\$ 170,567	\$ 157,018
Charges From W.P.C.	—	1,812	—	—
Charges From Print & Repro	38,735	38,686	38,000	95,071
Charges From Central Storeroom	8,209	6,358	5,991	8,311
Charges From M.V.M.	25,467	21,668	18,122	20,599
Charges From Waste Collection	6,348	5,888	5,865	3,000
Charges From Parks Maintenance	1,294	3,235	6,470	3,000
	\$ 203,109	\$ 223,672	\$ 245,015	\$ 286,999
	\$ 4,089,059	\$ 3,753,490	\$ 3,805,498	\$ 5,148,122



DIVISION OF HEALTH

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges For Services	\$ 1,419,712	\$ 1,427,247	\$ 1,417,792	\$ 1,399,757
Miscellaneous	148,227	182,036	169,300	116,598
	\$ 1,567,939	\$ 1,609,283	\$ 1,587,092	\$ 1,516,355





DIVISION OF HEALTH

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	2	Health Services Administrator	27,325.56	85,577.88
1	1	1	Commissioner of Health	45,021.46	161,827.66
2	2	3			
<u>ADMINISTRATIVE SUPPORT</u>					
6	6	6	Junior Clerk	12.83	15.46
2	2	2	Principal Clerk	14.88	21.97
1	1	1	Private Secretary	10.00	23.18
4	4	4	Senior Clerk	12.47	18.14
13	13	13			
<u>PARA-PROFESSIONALS</u>					
1	1	1	Community Health Aide	10.00	17.90
1	1	1			
<u>PROFESSIONALS</u>					
1	0	1	Assistant Administrator	20,800.00	73,868.59
1	1	1	Chief of Laboratories	23,647.11	88,725.73
1	1	1	Director Of Public Hlth Nursg	26,273.96	91,088.49
1	1	1	Disease Intervention Specialist I	17.83	25.70
1	1	1	Grant Administrator	22,333.40	83,008.39
1	1	1	Health Center Director	22,333.40	83,008.39
3	2	3	Epidemiologist	40,000.00	91,405.96
0	0	1	Manager of Events	23,647.11	86,215.32
1	1	1	Health Promotion Coordinator	22,333.40	85,312.08
2	1	2	Project Coordinator	27,325.56	99,702.63
4	4	4	Public Health Nurse III	57,356.03	58,503.15
1	1	1	Supervisor Of Vital Statistics	20,800.00	61,601.02
17	14	18			
<u>TECHNICIANS</u>					
2	2	2	Clinical Laboratory Technician II	16.86	25.96
2	2	2			
35	32	37	TOTAL FULL TIME		
35	32	37	TOTAL DIVISION		



DIVISION OF ENVIRONMENT

Brian Kimball, Commissioner

Mission Statement

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

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

PROGRAM NAME: ENVIRONMENTAL HEALTH SERVICES

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

Zoonotic diseases include:

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

PROGRAM NAME: FARM ANIMALS AND BEES

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



DIVISION OF ENVIRONMENT

PROGRAM NAME: FOOD SAFETY

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

PROGRAM NAME: LEAD SAFE LIVING-HEALTHY HOMES

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

PROGRAM NAME: PUBLIC SWIMMING POOLS, SPAS AND SPRAY GROUNDS

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

PROGRAM NAME: SCHOOL ENVIRONMENTAL HEALTH AND SAFETY PROGRAM

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



DIVISION OF ENVIRONMENT

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

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



DIVISION OF ENVIRONMENT

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 450,513	\$ 702,347	\$ 950,548	\$ 1,135,562
Longevity	6,500	5,300	5,575	6,150
Vacation Conversion	—	5,903	—	—
Separation Payments	32,354	1,976	1,616	—
Bonus Incentive	—	3,500	2,500	—
Overtime	2,534	12,366	32,275	9,000
	\$ 491,902	\$ 731,392	\$ 992,514	\$ 1,150,712
Benefits				
Hospitalization	\$ 85,037	\$ 122,966	\$ 170,633	\$ 232,005
Prescription	14,637	22,833	25,425	46,548
Dental	4,630	6,117	8,566	12,964
Vision Care	651	897	1,253	1,735
Public Employees Retire System	64,471	97,483	146,727	162,708
Fica-Medicare	6,296	10,300	13,968	16,683
Workers' Compensation	32,665	28,153	4,740	11,623
Life Insurance	363	445	642	1,142
Unemployment Compensation	—	—	1,535	—
	\$ 208,750	\$ 289,195	\$ 373,490	\$ 485,408
Other Training & Professional Dues				
Travel	\$ 4,491	\$ 2,413	\$ 39	\$ 4,800
Tuition & Registration Fees	1,100	2,660	2,729	3,500
Other Training Supplies	—	—	27	—
Mileage (Priv Auto) Trng Prps	—	—	508	500
Professional Dues & Subscript	4,135	2,213	2,189	4,500
	\$ 9,726	\$ 7,286	\$ 5,491	\$ 13,300
Contractual Services				
Professional Services	\$ 350	\$ 132,081	\$ 116,610	\$ 185,000
Mileage (Private Auto)	2,313	4,430	5,182	5,000
Security Services	30,961	33,079	31,115	37,960
Advertising And Public Notice	244	—	—	—
Parking In City Facilities	—	—	—	500
Property Rental	151,520	159,249	165,620	132,770
Other Contractual	15,740	13,925	21,274	26,090
	\$ 201,128	\$ 342,764	\$ 339,801	\$ 387,320
Materials & Supplies				
Office Supplies	\$ 484	\$ —	\$ 605	\$ —
Postage	—	171	418	500
Purchase Of Tests	—	—	—	877



DIVISION OF ENVIRONMENT

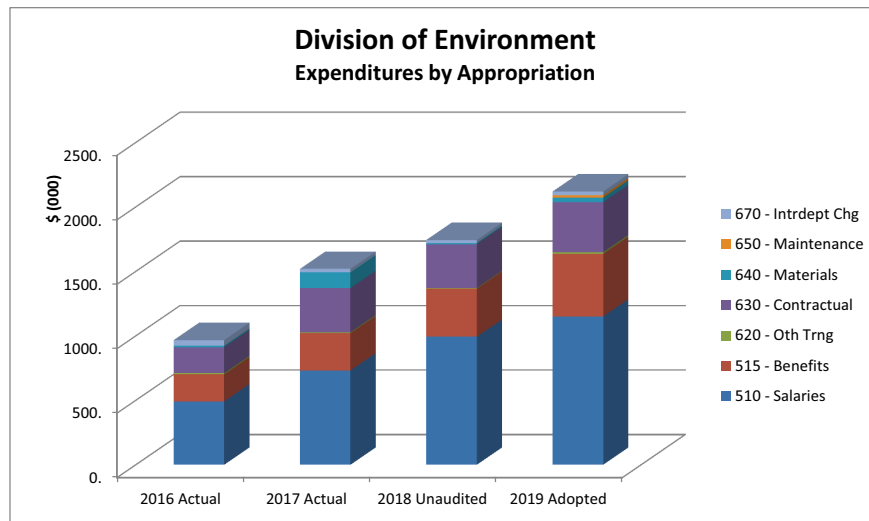
Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Chemical	693	—	—	4,000
Small Equipment	—	115,000	740	27,200
Medical Supplies	—	426	1,320	—
Food	1,000	—	—	—
Laboratory Supplies	5,436	—	—	—
Printed Materials	—	4,500	—	—
Other Supplies	884	—	—	500
Safety Equipment	916	—	—	—
Special Events Supplies	122	—	—	—
Just In Time Office Supplies	1,629	1,339	5,403	1,700
	\$ 11,164	\$ 121,435	\$ 8,486	\$ 34,777
Maintenance				
Maintenance Contracts	\$ —	\$ —	\$ —	\$ 18,100
Computer Software Maintenance	780	—	—	722
Car Washes	—	—	300	300
	\$ 780	\$ —	\$ 300	\$ 19,122
Interdepart Service Charges				
Charges From Telephone Exch	\$ 226	\$ 388	\$ —	\$ —
Charges From Print & Repro	22,456	12,214	15,560	16,124
Charges From Central Storeroom	11,472	1,949	—	2,547
Charges From M.V.M.	9,599	12,529	7,942	10,731
	\$ 43,754	\$ 27,079	\$ 23,501	\$ 29,402
	\$ 967,203	\$ 1,519,152	\$ 1,743,584	\$ 2,120,041

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges For Services	\$ 31,273	\$ —	\$ —	\$ —
Grant Revenue	136	—	—	—
Licenses & Permits	10,667	21,640	20,595	19,700
Miscellaneous	—	28,093	37,027	30,800
	\$ 42,076	\$ 49,733	\$ 57,622	\$ 50,500

DIVISION OF ENVIRONMENT





DIVISION OF ENVIRONMENT

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Commissioner of Environment	42,758.15	152,224.32
1	1	1			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Assistant Administrator	20,800.00	73,868.59
0	0	1	Program Manager	30,214.00	91,429.27
2	2	2	Project Coordinator	27,325.56	99,702.63
0	0	1	Receptionist	10.00	15.85
3	3	5			
<u>PROFESSIONALS</u>					
1	1	1	Caseworker II	15.33	22.08
1	1	1	Caseworker Supervisor	20,800.00	49,942.38
1	1	1	Dist Supv Environmental Hlth	20,800.00	67,032.85
3	3	3			
<u>TECHNICIAN</u>					
1	1	1	Chemist	18.49	29.35
2	0	1	Data Conversion Operator	12.02	16.82
1	1	1	Environmental Compliance Specialist II	16.35	26.59
1	1	1	Environmental Compliance Specialist III	17.90	34.23
4	4	4	Public Health Sanitarian I	15.48	23.93
6	5	5	Public Health Sanitarian II	17.38	25.80
0	0	1	Public Health Sanitarian IV	18.77	33.28
15	12	14			
22	19	23	TOTAL FULL TIME		
22	19	23	TOTAL DIVISION		



DIVISION OF AIR QUALITY

David Hearne, Interim Commissioner

Mission Statement

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

Since 1882, the Cleveland Division of Air Quality (CDAQ) has used state of the art approaches to protect the health of greater Clevelanders. CDAQ helps citizens improve the air quality of their region, City, neighborhood, and homes. Through analysis, education, and outreach, we empower our community to breathe easier. CDAQ also serves as Ohio EPA's delegated Local Air Agency for all of Cuyahoga County. CDAQ issues city air pollution permits under the Codified Ordinances of the City of Cleveland, and develops state air pollution control permits on behalf of Ohio EPA. Through facility inspections and investigation of citizen complaints, CDAQ ensures that regulated commercial and industrial sources are in compliance with their permits and any other conditions or requirements specified in Federal, State and local regulations. CDAQ installs, operates, and maintains air quality monitoring equipment, and reports resultant data to Ohio EPA, for ambient levels of criteria air pollutants throughout the Greater Cleveland area, including all of Cuyahoga County, as a component of the statewide monitoring network.

ACTIVITIES:

Some of the many activities of the Division include:

Engaging our community to resolve air quality concerns.

Inspecting air pollution sources to determine compliance.

Investigating citizen air quality complaints.

Inspecting demolition sites and renovation projects for compliance with the Asbestos National Emission Standards for Hazardous Air Pollutants.

Pursuing appropriate enforcement actions for discovered violations.

Operating ambient air quality and special air monitoring equipment 365 days a year.

Preparing permits that clearly document air pollution requirements.

Providing air quality perspective and expertise for illegal dumping, hazardous waste, and Environmental Crimes Task Force investigations.

Witnessing facility stack emissions tests and reviewing the test reports.

Providing air quality and pollution prevention information to citizens and community organizations through a range of outreach activities.

Supporting programs and initiatives that improve air pollution control throughout the State of Ohio and the United States.



DIVISION OF AIR QUALITY

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 87,986	\$ 89,033	\$ 293,099	\$ 399,661
Longevity	475	—	575	575
Separation Payments	—	22,464	727	—
Bonus Incentive	—	—	500	—
Overtime	—	—	2,130	2,000
	\$ 88,461	\$ 111,497	\$ 297,030	\$ 402,236
Benefits				
Hospitalization	\$ 13,681	\$ 14,799	\$ 53,115	\$ 89,765
Prescription	2,911	2,602	7,944	18,312
Dental	758	596	1,872	4,298
Vision Care	61	49	204	387
Public Employees Retire System	12,618	11,308	39,920	56,936
Fica-Medicare	1,253	1,545	4,146	5,830
Workers' Compensation	950	5,094	3,689	3,820
Life Insurance	38	35	162	394
Unemployment Compensation	5	2,402	—	—
Clothing Allowance	—	—	1,600	—
Clothing Maintenance	—	—	—	2,400
	\$ 32,274	\$ 38,431	\$ 112,651	\$ 182,142
Other Training & Professional Dues				
Travel	\$ —	\$ 92	\$ 7,826	\$ 8,000
Tuition & Registration Fees	—	—	205	—
Training	—	—	340	—
Professional Dues & Subscript	11,495	6,712	2,571	10,000
	\$ 11,495	\$ 6,804	\$ 10,942	\$ 18,000
Contractual Services				
Professional Services	\$ —	\$ —	\$ —	\$ 1,800
Mileage (Private Auto)	—	—	107	—
Advertising And Public Notice	—	—	—	2,500
Participation Fee	—	—	—	4,500
Property Rental	—	—	—	10,005
Other Contractual	—	17,000	—	—
Local Match-Grant Programs	276,100	276,100	276,100	276,100
	\$ 276,100	\$ 293,100	\$ 276,207	\$ 294,905

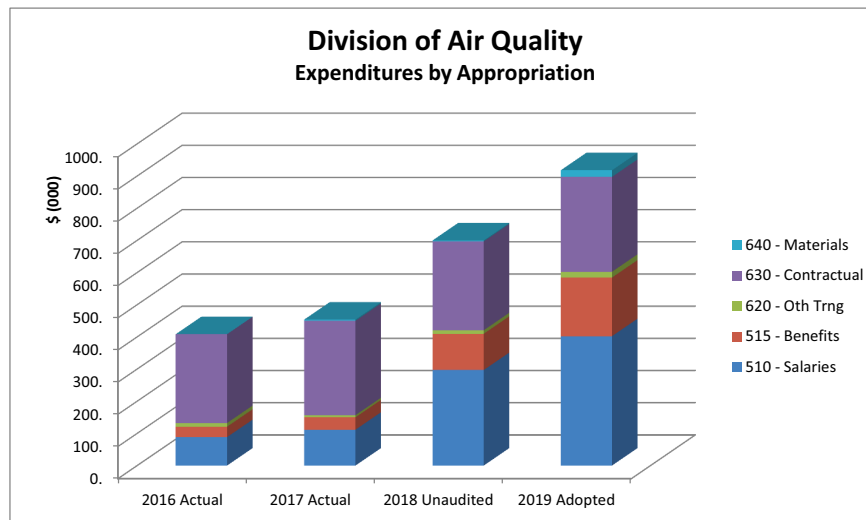
DIVISION OF AIR QUALITY

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ 14	\$ —
Postage	—	—	62	—
Computer Software	—	—	—	1,200
Clothing	—	—	—	2,500
Small Equipment	—	3,777	2,748	7,000
Paper And Other Printing Suppl	—	—	—	7,300
Special Events Supplies	—	—	—	2,500
	\$ —	\$ 3,777	\$ 2,823	\$ 20,500
	\$ 408,331	\$ 453,609	\$ 699,654	\$ 917,783

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges For Services	\$ 157,110	\$ 149,130	\$ 152,850	\$ 150,000
Miscellaneous	—	—	1,229	—
	\$ 157,110	\$ 149,130	\$ 154,079	\$ 150,000





DIVISION OF AIR QUALITY

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
1	1	1	Commissioner of Air Quality	42,758.15	152,224.32
1	1	1	Chief of Air Pollution Outreach	34,008.00	82,706.96
1	1	2	Health Outreach Specialist	34,008.00	54,308.80
<u>3</u>	<u>3</u>	<u>4</u>			
TECHNICIAN					
1	1	1	Indoor Air Quality Specialist	16.35	26.11
1	0	1	Env Compl Specialist I	14.95	25.40
2	2	2	Env Enforcement Specialist I	14.95	26.44
1	0	0	Env Monitoring Specialist I	13.33	26.20
<u>5</u>	<u>3</u>	<u>4</u>			
<u>8</u>	<u>6</u>	<u>8</u>	TOTAL FULL TIME		
<u>8</u>	<u>6</u>	<u>8</u>	TOTAL DIVISION		



PUBLIC SAFETY ADMINISTRATION

Michael McGrath, Director

Mission Statement

To provide executive oversight of all activities of the Department of Public Safety including the development of policy, coordination of resources, organizing, budgeting, and the development and implementation of staffing plans for the Divisions of the Department; act as a liaison between the divisions and Cleveland City Council; and, ensure fiscal responsibility for the Department.

In addition to the Divisions of Police, Fire, Emergency Medical Service, Animal Care and Control and Corrections, Public Safety Administration oversees the activities of the following Sections: General Administration, Medical Unit, Office of Information Technology, Office of Emergency Management, Office of Professional Standards and the Police Review Board.

General Administration is responsible for the management of each Division within the Department of Public Safety and for each Section within Public Safety Administration. Among its responsibilities are policy and system development, planning, personnel administration, collection and analysis of data for all Safety divisions, responding to various requests for public records, and maintaining fiscal control. This office also acts as a liaison between the various divisions within the Department of Public Safety and City Council.

The Medical Unit is responsible for monitoring and facilitating work related medical needs for Public Safety employees.

The Office of Information Technology provides support for all Public Safety technology projects, and manages the Department's IT network and telecommunications system. The Office of Emergency Management oversees efforts to prevent, plan for, protect against, respond to and recover from major events such as natural disasters or terrorist attacks.

The Office of Professional Standards is responsible for investigating complaints made against members of the Department of Public Safety by citizens and recommends disposition. The Police Review Board is responsible for reviewing the completed investigations of each citizen complaint alleging police misconduct, incidents involving the use of deadly force and situations involving in-custody injury or death.

PROGRAM NAME: GENERAL ADMINISTRATION

OBJECTIVES: To develop and implement policy necessary to sustain Department operations.

ACTIVITIES: Provide direction and oversight of the operating divisions within the department; research and develop policy issues; maintain fiscal control; and, coordinate personnel administration.

PROGRAM NAME: MEDICAL UNIT

OBJECTIVES: Provide direction and oversight of work related medical needs of the department.

ACTIVITIES: Maintain physician monitoring of illness and injuries through a coordinated medical review office.

PROGRAM NAME: OFFICE OF EMERGENCY MANAGEMENT

OBJECTIVES: To assist first responders, City employees and the general public in preventing, planning for, protecting against, responding to and recovering from disasters and major events, natural or otherwise.

ACTIVITIES: Maintaining and staffing the City's Emergency Operations Center, developing the City's disaster response plans and annexes, coordinating Incident Management training programs for employees and others, and coordinating and training various Community Emergency Response Teams (CERT).



PUBLIC SAFETY ADMINISTRATION

PROGRAM NAME: OFFICE OF INFORMATION TECHNOLOGY

OBJECTIVES: To maintain and provide technical support for all Public Safety IT needs and projects such as the 9-1-1 Computer Aided Dispatch System (CAD), the Police Records Management System (RMS), all radio telecommunications, and all mobile and security-related infrastructure and equipment.

ACTIVITIES: Maintaining and providing technical and logistical support for all technology needs of the Department of Public Safety; serving as project sponsor and project manager for new technology projects such as the wireless video surveillance camera system, Automated License Plate Reader System (ALPR), and record management systems.

PROGRAM NAME: OFFICE OF INTEGRITY CONTROL, COMPLIANCE, AND EMPLOYEE ACCOUNTABILITY

OBJECTIVES: Review, track, and investigate complaints regarding the Division of Fire and the Division of EMS including, but not limited to, internal and external complaints, alleged or possible administrative violations, and alleged or possible criminal related conduct/activity. The Department of Human Resources will continue to investigate allegations of Sexual Harassment, Workplace Violence, and EEO related matters.

ACTIVITIES: On-going and random audits of division payroll, record, inventory, and other administrative activity.

Inspections of division facilities and operations in conjunction with the division chain of command.

Monitor division compliance with regulatory agencies, including but not limited to licensing and certifications.

Any other duties as assigned by the Director of Public Safety.



PUBLIC SAFETY ADMINISTRATION

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 2,313,021	\$ 2,284,698	\$ 2,379,974	\$ 2,710,099
Uniformed Overtime	—	—	(397)	—
Longevity	14,025	11,500	10,625	11,400
Vacation Conversion	—	13,879	—	—
Separation Payments	13,490	25,842	87,717	50,000
Bonus Incentive	—	2,000	15,500	—
Overtime	84,239	36,093	52,565	40,000
	\$ 2,424,774	\$ 2,374,011	\$ 2,545,983	\$ 2,811,499
Benefits				
Hospitalization	\$ 355,632	\$ 389,592	\$ 389,720	\$ 462,962
Prescription	69,073	65,921	55,700	89,262
Dental	19,448	19,750	19,763	24,430
Vision Care	1,877	1,863	1,908	2,440
Public Employees Retire System	342,862	326,386	341,033	386,175
Fica-Medicare	32,496	32,034	35,208	40,769
Workers' Compensation	27,912	55,349	23,897	27,304
Life Insurance	1,343	1,185	1,200	2,040
Clothing Allowance	1,060	1,060	530	2,120
	\$ 851,702	\$ 893,139	\$ 868,959	\$ 1,037,502
Other Training & Professional Dues				
Travel	\$ 7,235	\$ 1,368	\$ 2,328	\$ 20,000
Tuition & Registration Fees	732	9,025	6,607	5,000
Training	—	49	—	—
Other Training Supplies	—	—	30	—
Mileage (Priv Auto) Trng Prps	237	25	—	—
Professional Dues & Subscript	300	985	698	2,000
	\$ 8,504	\$ 11,453	\$ 9,663	\$ 27,000
Utilities				
Brokered Gas Supply	\$ —	\$ 1	\$ —	\$ —
Electricity	524	434	274	289
Steam	92,234	76,662	77,325	79,645
	\$ 92,758	\$ 77,097	\$ 77,600	\$ 79,934
Contractual Services				
Professional Services	\$ 62,752	\$ 77,651	\$ 96	\$ 5,000
Court Reporter	—	165	—	—
Cable Professional Services	17	19	—	—
Mileage (Private Auto)	—	22	—	—
Advertising And Public Notice	—	—	—	2,500



PUBLIC SAFETY ADMINISTRATION

Expenditures (Continued)

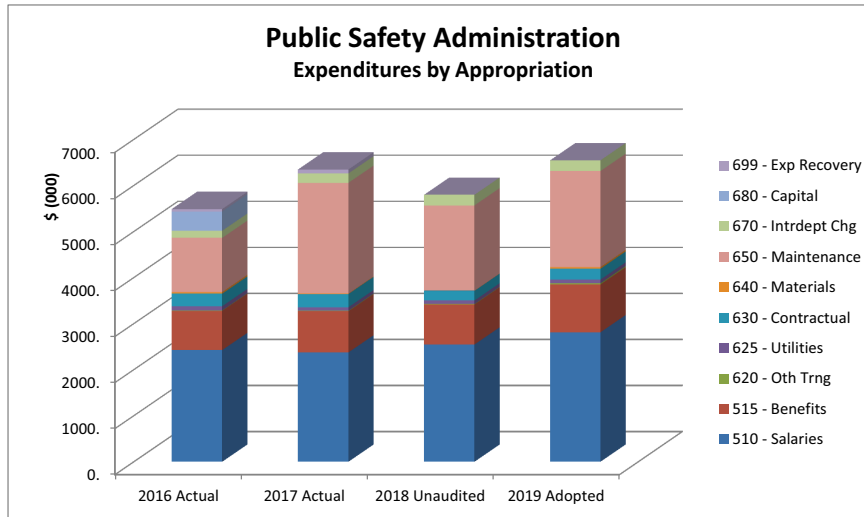
	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Parking In City Facilities	8,146	7,654	8,419	8,000
Property Rental	175,000	175,000	175,000	195,000
Other Contractual	25,899	25,409	25,235	25,000
	\$ 271,814	\$ 285,920	\$ 208,750	\$ 235,500
Materials & Supplies				
Office Supplies	\$ 1,295	\$ 2,180	\$ —	\$ 1,000
Postage	—	—	—	350
Computer Supplies	—	36	—	—
Computer Hardware	5,357	4,709	1,065	18,000
Small Equipment	1,290	300	300	2,000
Office Furniture & Equipment	—	334	—	—
Medical Supplies	—	—	—	4,000
Food	24,587	—	—	—
Batteries	150	—	—	—
Just In Time Office Supplies	2,890	2,324	2,846	10,000
	\$ 35,569	\$ 9,883	\$ 4,212	\$ 35,350
Maintenance				
Maintenance Contracts	\$ 920,012	\$ 2,060,460	\$ 1,595,108	\$ 1,501,000
Computer Hardware Maintenance	249,458	299,995	247,203	585,000
Computer Software Maintenance	2,500	41,427	—	—
Maintenance Misc. Equipment	—	990	—	—
Maintenance Building	3,972	2,644	9,853	—
	\$ 1,175,942	\$ 2,405,516	\$ 1,852,164	\$ 2,086,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 123,274	\$ 167,625	\$ 199,743	\$ 183,877
Charges From Print & Repro	25,852	34,488	27,742	45,529
Charges From Central Storeroom	1,398	2,205	3,122	2,882
Charges From M.V.M.	5,019	—	—	1,005
	\$ 155,543	\$ 204,318	\$ 230,607	\$ 233,293
Capital Outlay				
Infrastructure	\$ 159,833	\$ —	\$ —	\$ —
Computer Software	259,375	—	—	—
	\$ 419,208	\$ —	\$ —	\$ —
Expenditure Recovery				
Expenditure Recovery	\$ 51,731	\$ 85,150	\$ —	\$ —
	\$ 51,731	\$ 85,150	\$ —	\$ —
	\$ 5,487,547	\$ 6,346,487	\$ 5,797,937	\$ 6,546,078



PUBLIC SAFETY ADMINISTRATION

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges For Services	\$ 5,916	\$ 6,520	\$ 8,491	\$ 13,185
Fines, Forfeitures & Settlements	7,967	3,231	4,346	2,000
Miscellaneous	64,468	13,037	39,599	5,000
	\$ 78,352	\$ 22,789	\$ 52,436	\$ 20,185





PUBLIC SAFETY ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
0	1	1	Administration Bureau Mgr	40,314.82	145,820.32
1	1	1	Director of Public Safety	50,795.81	191,316.74
1	1	1	Public Safety IT Manager	65,000.00	115,588.44
1	1	1	Secretary to the Director	36,590.39	154,089.52
2	1	1	Supervisor Of Computer Operations	30,214.95	98,444.95
5	5	5			
<u>ADMINISTRATIVE SUPPORT</u>					
0	1	1	Chief Clerk	22,050.00	52,504.47
3	3	3	Principal Clerk	14.88	21.97
1	1	1	Senior Clerk	12.47	18.14
4	5	5			
<u>PROFESSIONALS</u>					
3	1	2	Administrative Manager	27,193.55	117,672.49
1	1	1	Administrative Officer	20,800.00	58,499.94
1	1	1	Assistant Administrator	20,800.00	73,868.59
1	1	1	Budget Administrator	30,214.95	114,691.24
1	1	1	Budget Analyst	20,800.00	58,534.37
1	1	1	Executive Commission Public Safety Project - Grants	36,590.39	157,171.30
2	2	2	Executive Commissioner of Public Safety - Operations	36,590.39	157,171.30
1	1	1	Fiscal Manager	23,647.11	97,175.21
1	1	1	Grant Administrator	22,333.40	83,008.39
3	3	4	Network Analyst II	30,214.00	101,647.18
0	0	2	Payroll Specialist	20,800.00	65,000.00
2	2	2	Personnel Administrator	26,273.96	91,088.49
3	1	1	Personnel Assistant	20,800.00	52,381.41
1	1	1	Police Stress Consultant	75,000.00	131,350.50
1	1	1	Project Coordinator	27,325.56	99,702.63
1	1	1	Project Director	22,333.40	88,646.98
2	1	2	Public Health Nurse III	57,356.03	58,503.15
2	1	2	Software Analyst	45,000.00	96,330.79
27	21	27			



PUBLIC SAFETY ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
TECHNICIAN					
1	1	1	Computer Operator	10.00	25.49
2	2	2	PC Technician	25,000.00	53,769.65
3	3	3			
NON EEO REPORTING					
1	0	0	Emergency Operations Center Manager	27,325.56	96,463.81
1	1	1	Manager of Public Safety Office QC	27,325.56	96,463.81
2	1	1			
41	35	41	TOTAL FULL TIME		
41	35	41	TOTAL DIVISION		



DIVISION OF POLICE

Calvin Williams, Chief

Mission Statement

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

The highest priority of the Division of Police is providing basic police services to the community. The Division is organized into three main functional operations in order to deliver these services in the most efficient and cost effective manner possible.

Administrative Operations provides the necessary support services that enable Field Operations and Homeland Special Operations to function as effectively as possible. Administrative Operations provides warrant, subpoena, and property processing; radio and telephone communications; management of information and human resources. Additional functions include the reporting and recording of crimes and incidents and the continued development of the Division through planning and training of all personnel.

Field Operations provides response to citizen calls for assistance through uniformed patrol activities in five districts and interacts with citizens via community programs, Community Relations, and the Auxiliary Police. The District support sections assist uniformed patrol efforts through the investigation of major offenses, concentrated enforcement action on specific complaints and crime pattern analysis. The Bureau of Traffic provides crowd control and traffic control at major events and investigates serious traffic accidents. Quality of life issues are addressed by the Community Services Unit.

Homeland Special Operations is composed of three main sections which provide a variety of investigative, technical, and preventive services along with establishing security initiatives. Investigations are completed by detective bureaus that specialize in specific crimes such as homicides, sex crimes, and domestic violence crimes. Support units such as SWAT handle volatile situations where specialized training is required. Technical support provides forensic and crime scene analysis as well as photographic and lab services. Homeland Services prevents, responds, and investigates terror activities in our City and the Greater Cleveland area by securing our airports, analyzing crime data for future preventive crime and terrorist trends. Homeland Services coordinates and shares law enforcement intelligence with local, state, and federal law enforcement agencies.

PROGRAM NAME: ADMINISTRATIVE OPERATIONS

OBJECTIVES: Provide all necessary support activities for the Field Operations and Homeland Security Operations

ACTIVITIES: Establish operating policies and procedures for the Division of Police. Prepare and manage the operating and capital budgets for the Division of Police. Recruit, hire and train both uniform and civilian employees. Record and maintain payroll and personnel records. Collect and record all criminal incident reports. Handle open record requests. Operate and maintain radio and telephone communications. Oversee the storage of recovered, confiscated, and forfeited property and vehicles.



DIVISION OF POLICE

PROGRAM NAME: FIELD OPERATIONS

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

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

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

PROGRAM NAME: HOMELAND SPECIAL OPERATIONS

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

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

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

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



DIVISION OF POLICE

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 9,230,782	\$ 8,461,997	\$ 8,660,559	\$ 11,378,206
Military Leave	33,724	41,618	88,865	30,000
Part-Time Permanent	181,222	127,472	239,970	797,408
Student Trainees	775,511	1,178,554	2,340,238	2,100,000
School Guards	1,093,903	1,086,605	1,152,729	1,425,000
Uniformed Personnel	93,987,121	87,831,455	96,098,912	103,252,388
Uniformed Overtime	15,570,707	14,742,361	17,294,060	12,750,000
Longevity	849,925	824,800	812,425	825,950
Wage Settlements	794	37,720	183,255	—
Vacation Conversion	—	5,125	—	—
Separation Payments	4,790,382	4,158,533	3,635,087	5,000,000
Bonus Incentive	—	31,500	25,500	—
Overtime	1,873,445	2,074,500	1,985,674	1,500,000
Deferred Overtime Payments	461,943	457,596	448,737	458,000
	\$ 128,849,458	\$ 121,059,834	\$ 132,966,011	\$ 139,516,952
Benefits				
Hospitalization	\$ 18,086,165	\$ 18,312,031	\$ 18,151,116	\$ 19,042,583
Prescription	3,700,760	3,357,190	2,753,405	3,957,958
Dental	953,592	910,740	910,077	1,092,777
Vision Care	94,005	94,591	95,962	117,395
Public Employees Retire System	1,754,601	1,645,462	1,683,741	2,124,583
Police & Firemens Disab & Pens	21,569,331	20,305,243	22,494,824	22,719,320
Fica-Medicare	1,746,013	1,665,800	1,854,979	2,024,083
Workers' Compensation	2,772,825	4,550,667	3,064,338	2,733,017
Life Insurance	63,683	57,466	57,355	93,276
Unemployment Compensation	71,070	11,500	21,065	60,000
Clothing Allowance	630,187	774,787	812,361	794,600
Clothing Maintenance	1,147,016	1,106,417	1,131,988	1,156,600
	\$ 52,589,249	\$ 52,791,895	\$ 53,031,210	\$ 55,916,192
Other Training & Professional Dues				
Travel	\$ 1,475	\$ 11,785	\$ 17,260	\$ 25,000
Tuition & Registration Fees	—	1,250	11,033	15,000
Professional Dues & Subscript	6,987	2,174	6,674	10,000
	\$ 8,462	\$ 15,209	\$ 34,967	\$ 50,000



DIVISION OF POLICE

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Utilities				
Brokered Gas Supply	\$ 47,155	\$ 44,410	\$ 52,958	\$ 75,050
Gas	35,419	33,768	32,805	46,660
Electricity	1,049,367	1,081,276	1,170,805	1,229,350
Electricity - Other	63,022	48,417	65,500	135,870
Steam	588,059	696,657	739,154	761,330
	\$ 1,783,022	\$ 1,904,527	\$ 2,061,221	\$ 2,248,260
Contractual Services				
Professional Services	\$ 670,741	\$ 662,646	\$ 660,505	\$ 637,640
Court Reporter	—	—	—	30,000
Referee Services	81,082	127,337	49,849	45,000
Mileage (Private Auto)	3,591	4,455	1,427	9,000
Medical Services	—	8,040	1,250	—
Advertising And Public Notice	3,140	1,984	4,291	15,000
Parking In City Facilities	73,492	75,194	108,106	100,000
Insurance And Official Bonds	—	1,758	—	—
Property Rental	19,750	37,075	44,358	46,000
Towing	85,515	98,375	241,540	135,000
Equipment Rental	1,155	—	—	—
Other Contractual	209,916	743,827	179,830	185,000
Local Match-Grant Programs	22,401	(20)	—	—
	\$ 1,170,783	\$ 1,760,671	\$ 1,291,156	\$ 1,202,640
Materials & Supplies				
Office Supplies	\$ 2,265	\$ 2,965	\$ 25,071	\$ 10,000
Postage	897	1,326	3,072	2,500
Computer Supplies	—	—	1,615	—
Computer Hardware	—	—	999	—
Computer Software	4,345	—	3,490	20,000
Fuel	24,121	31,629	46,585	100,000
Clothing	74,222	1,795	15,484	75,000
Small Equipment	60,816	59,550	77,391	85,000
Office Furniture & Equipment	—	3,795	6,703	10,000
Ammunition	103,481	143,333	174,892	200,000
Hygiene And Cleaning Supplies	2,375	5,689	4,529	5,000
Lumber, Glass, And Drywall	—	634	—	2,000
Medical Supplies	4,207	—	3,631	4,000
Food	—	990	—	—
Laboratory Supplies	13,634	10,825	11,116	10,000
Photographic Supplies	15,368	88	5,000	40,000



DIVISION OF POLICE

Expenditures (Continued)

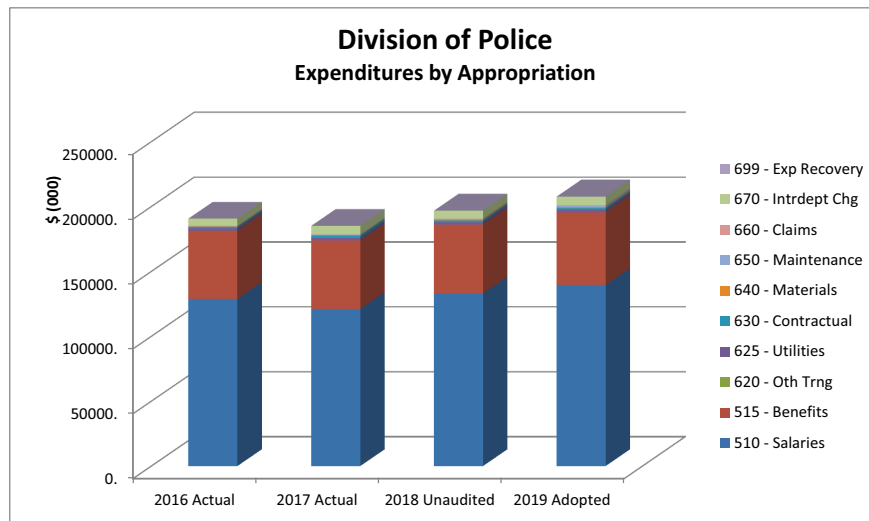
	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Printed Materials	14,884	13,074	27,042	15,000
Other Supplies	80,413	101,881	227,866	110,000
Safety Equipment	—	—	75,000	—
Batteries	5,473	1,600	—	2,000
Just In Time Office Supplies	68,529	52,254	58,943	65,000
Misc Maintenance Supplies	1,789	—	1,927	3,000
	\$ 476,820	\$ 431,427	\$ 770,354	\$ 758,500
Maintenance				
Maintenance Office Equipment	\$ 850	\$ —	\$ —	\$ 2,000
Maintenance Contracts	60,196	163,942	201,857	937,457
Maintenance Machinery & Tools	—	—	338	2,000
Car Washes	33,239	34,026	45,290	45,000
Maintenance Misc. Equipment	8,642	24,208	22,500	20,000
Maintenance Building	72,206	158,110	63,195	80,000
	\$ 175,133	\$ 380,285	\$ 333,180	\$ 1,086,457
Claims, Refunds, Maintenance				
Judgments, Damages, & Claims	\$ 49,438	\$ 125,250	\$ 109,984	\$ 100,000
Police Chief Expense Fund	122,000	107,000	200,000	250,000
	\$ 171,438	\$ 232,250	\$ 309,984	\$ 350,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 1,490,001	\$ 1,963,128	\$ 2,136,967	\$ 1,967,216
Charges From Radio Comm System	1,318,589	1,459,425	1,119,526	1,452,488
Charges From Light And Power	1,146	—	—	—
Charges From W.P.C.	—	154	1,522	—
Charges From Print & Repro	355,734	365,204	327,797	482,116
Charges From Central Storeroom	81,560	78,756	78,477	102,940
Charges From M.V.M.	2,144,730	2,600,365	2,329,760	2,499,885
	\$ 5,391,761	\$ 6,467,031	\$ 5,994,049	\$ 6,504,645
Expenditure Recovery				
Expenditure Recovery	\$ —	\$ 3,002	\$ —	\$ —
	\$ —	\$ 3,002	\$ —	\$ —
	\$ 190,616,125	\$ 185,046,131	\$ 196,792,133	\$ 207,633,646



DIVISION OF POLICE

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges For Services	\$ 648,749	\$ 581,047	\$ 464,010	\$ 524,688
Fines, Forfeitures & Settlements	490	1,275	578	—
Grant Revenue	101,594	1,056,689	620,915	416,666
Miscellaneous	9,094,554	12,673,749	11,420,037	10,479,077
Sale Of City Assets	102,783	1,999,749	—	—
	\$ 9,948,170	\$ 16,312,509	\$ 12,505,540	\$ 11,420,431





DIVISION OF POLICE

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Chief of Police	69,682.20	184,847.09
17	15	17	Captain of Police	98,959.27	99,459.27
12	9	12	Commander of Police	114,872.76	115,372.76
1	1	1	Commissioner of Traffic Control	114,872.76	115,372.76
4	4	4	Deputy Chief of Police	63,966.00	155,730.30
57	54	57	Lieutenant of Police	85,240.75	85,740.75
211	182	211	Sergeant of Police	73,414.44	73,914.44
0	0	1	Project Manager 1	20,800.00	70,747.18
<u>303</u>	<u>266</u>	<u>304</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Accountant Clerk I	10.00	17.90
1	0	1	Accountant Clerk II	10.00	19.33
4	3	4	Chief Clerk	22,050.00	52,504.47
1	1	1	Messenger	10.00	16.66
8	11	14	Principal Clerk	14.88	21.97
3	2	2	Private Secretary	10.00	23.18
4	4	4	Secretary	10.00	19.34
1	1	1	Stock Clerk	13.11	19.93
2	2	2	Telephone Operator	10.00	18.72
4	2	2	Typist	12.02	16.82
<u>29</u>	<u>27</u>	<u>32</u>			
<u>PARA-PROFESSIONALS</u>					
1	1	2	Docket Clerk	20,800.00	40,109.95
<u>1</u>	<u>1</u>	<u>2</u>			
<u>PROFESSIONALS</u>					
1	1	1	Accountant I	15.73	22.08
1	0	1	Administrative Manager	27,193.55	117,672.49
2	2	2	Administrative Officer	20,800.00	58,499.94
1	1	1	Aviation Unit Manager	88,000.00	108,000.00
4	0	4	Crime Analyst I	38,000.00	54,641.81
1	0	1	Crime Analyst III	66,000.00	84,064.32



DIVISION OF POLICE

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
1	1	1	Mounted Unit Train Instr-Hndlr	38,000.00	54,641.81
1	1	1	Personnel Assistant	20,800.00	52,381.41
1	0	1	Photographer	10.00	24.25
1	2	1	Project Coordinator	27,325.56	99,702.63
1	0	2	Project Director	22,333.40	88,646.98
1	1	1	Systems Analyst	20,800.00	68,251.13
16	9	17			
<u>PROTECTIVE SERVICES</u>					
1,005	994	994	Patrol Officer I	62,019.35	63,719.35
29	83	83	Patrol Officer II	53,891.03	56,768.85
89	60	60	Patrol Officer III	52,015.41	54,855.72
179	53	165	Patrol Officer IV	50,677.56	51,691.11
4	2	4	Police Safety Aide	23,890.36	31,826.74
250	153	150	Police Trainee*	15.00	15.00
8	0	0	Security Officer	14.16	21.96
26	22	26	Traffic Controller	16.50	16.83
1,340	1,214	1,332			
<u>SERVICE & MAINTENANCE</u>					
0	8	8	Guard	17.64	18.64
0	8	8			
<u>TECHNICIANS</u>					
10	8	10	Chief Radio Dispatcher	47,070.48	51,328.22
5	3	5	Communication Specialist - Bilingual	26,282.65	40,828.63
2	1	2	Computer Operator	10.00	25.49
1	0	0	Data Conversion Operator	12.02	16.82
3	3	3	Data Conversion Supervisor	21.73	22.60
4	2	4	Fingerprint Examiner	30,020.62	47,627.71
1	1	2	Forensic Video Specialist	50,000.00	78,810.30
85	73	85	Police Radio Dispatcher	26,286.18	44,706.04
25	15	25	Safety Telephone Operator	24,425.64	35,180.95
2	1	1	Scientific Examiner	38,739.60	65,611.16
50	35	46	Senior Data Conversion Operator	13.47	20.16
188	142	183			



DIVISION OF POLICE

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
NON EEO REPORTING					
1	1	1	Intelligence Analyst I	38,000.00	54,641.81
1	1	1			
<u>1,878</u>	<u>1,668</u>	<u>1,879</u>	TOTAL FULL TIME		
PART TIME					
4	0	0	Administrative Manager	27,193.55	117,672.49
0	4	4	Helicopter Pilot	60,000.00	72,800.00
355	321	355	School Crossing Guard	20.50	31.09
32	15	45	Traffic Controller	16.50	16.83
<u>391</u>	<u>340</u>	<u>404</u>	TOTAL PART TIME		
<u>2,269</u>	<u>2,008</u>	<u>2,283</u>	TOTAL DIVISION		

* Denotes amount not included in Total Headcount



DIVISION OF FIRE

Angelo Calvillo , Chief

Mission Statement

To serve the City of Cleveland with the highest degree of quality and professionalism through a proactive commitment to prevent and mitigate emergency situations where life and property are at risk. The Cleveland Division of Fire has been serving the Community of Cleveland, Ohio for over 150 Years! Our core values center around the protection of lives, property and the environment through preparedness, prevention, public education and emergency response; we place an emphasis on quality services delivered efficiently, effectively and safely...

The Cleveland Division of Fire is responsible for providing fire suppression, fire code enforcement, fire safety education, technical rescue operations, hazardous material regulation and response, basic and advanced life support, and pre-hospital care in support of the Division of Emergency Medical Service (EMS), for the City of Cleveland through a coordinated system of response assets located strategically throughout the community. The Division of Fire supports the response system by conducting administrative operations, communications, and training of its employees to ensure the community receives superior fire, rescue, and emergency medical response.

PROGRAM NAME: ADMINISTRATION

OBJECTIVES: To plan, direct, coordinate, control and evaluate all aspects of the Divisional operations to ensure resources are being used effectively and efficiently.

ACTIVITIES: Plan and prepare operating and capital budgets. Manage daily operations, maintain discipline, monitor and implement sick leave, light duty and leave of absence procedures. Collect, compile and enter data on alarms, employee work hours and other data into data base systems. Participate in planning of rehab and construction of Division facilities. Schedule and coordinate public fire education programs, public relations and news releases in conjunction with the Mayor's Office, Public Safety Directors Office and other interested community organizations. Time keeping and payroll activities are maintained through a consolidation of Division of Fire and EMS employees, overseen by a civilian Administrative Manager, who reports to an Assistant Director of the Department of Public Safety.

PROGRAM NAME: COMMUNICATIONS

OBJECTIVES: To provide efficient communication for the Division of Fire in coordination with the Division of EMS to ensure timely and effective deployment to all emergencies.

ACTIVITIES: Receive and dispatch all calls for assistance. Determine proper response and dispatch firefighting and or medical/rescue units. Coordinate and control emergency radio transmission and provide a communications/command vehicle for major incidents. Provide support and maintenance for all communication systems for dispatching and recording of fire alarms, response times, fire loss estimates and other records.

PROGRAM NAME: OPERATIONS

OBJECTIVES: To save lives and property by: extinguishing and preventing the spread of fire, providing immediate medical care, rescue and extrication services, abating hazardous material releases, and investigating the causes and origins of fires and other hazardous situations.

ACTIVITIES: Respond in coordination to over 60,000 emergency alarms annually with required personnel, apparatus and equipment to provide the fire suppression, emergency medical care, transport, and other rescue operations necessary to mitigate any emergency that presents itself to the community where life and property are at risk. Conduct daily training according to Training Program directive. Maintain apparatus, equipment and stations. Inspect buildings and fire hydrants and investigate fires and accidents.



DIVISION OF FIRE

PROGRAM NAME: OPERATIONS SUPPORT

OBJECTIVES: To provide the required equipment, supplies and support services for Fire Operations.

ACTIVITIES: Provide, issue, maintain and repair all rescue equipment, small equipment and supplies to insure other programs maintain operational capacity, including self-contained breathing equipment (SCBA), personal protective clothing, hoses, nozzles, small tools and equipment, supplies and all materials needed for continued operations. Provide 24 hour emergency apparatus repair. Provide pre-incident information on streets, buildings, hazardous conditions, hydrant and water mains.

PROGRAM NAME: PREVENTION AND EDUCATION

OBJECTIVES: To ensure life safety and reduce fires and the release of hazardous substances.

ACTIVITIES: Perform fire and life safety inspections of all buildings except one and two family dwellings. Review new construction and building renovations plans for compliance with state and local fire safety laws. Test new and existing fire protection systems. Review and issue permits for control of flammable and hazardous substances. Provide hazardous material specialists to ensure hazardous material spills are cleaned up in compliance with local, state and federal laws.

PROGRAM NAME: TRAINING AND EDUCATION

OBJECTIVES: To provide the necessary knowledge, skills and abilities to enable the Division of Fire to operate in a safe and efficient, and cooperative manner to respond to all emergencies. To also coordinate all pre-hospital care training with the Division of EMS, ensuring effective, compliant, and professional application of all pre-hospital medical care protocols.

ACTIVITIES: Conduct basic training classes for newly appointed firefighter to ensure compliance with federal, state and industry standards. Provide hazardous material training to members of the division to comply with Federal, OSHA, State and National fire Protection standards. Recertify firefighters as Emergency Medical Technicians and maintain and update the Division Drill manual. Conduct classes on safe driving, pump operations, aerial ladder operation, rescue techniques and other pertinent subjects. Maintain training records, test and evaluate new equipment and operations methods.



DIVISION OF FIRE

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 325,817	\$ 442,567	\$ 582,490	\$ 594,415
Military Leave	15,299	20,029	90,663	—
Injury Pay	2,545	—	—	—
Student Trainees	249,809	261,627	590,640	315,297
Uniformed Personnel	46,422,228	46,569,144	46,947,616	55,305,326
Uniformed Overtime	7,259,391	7,097,799	8,019,467	8,362,500
Longevity	428,950	403,925	393,575	400,000
Wage Settlements	—	—	83,003	—
Separation Payments	2,428,632	1,173,840	1,650,891	1,200,000
Bonus Incentive	—	1,500	5,500	—
Overtime	18,994	16,577	12,882	20,000
Deferred Overtime Payments	174,993	174,585	152,480	175,000
	\$ 57,326,659	\$ 56,161,592	\$ 58,529,207	\$ 66,372,538
Benefits				
Hospitalization	\$ 8,386,286	\$ 8,885,091	\$ 8,627,631	\$ 8,994,070
Prescription	1,736,424	1,581,286	1,286,651	1,741,556
Dental	445,307	444,265	440,344	501,931
Vision Care	40,039	41,650	41,311	48,864
Public Employees Retire System	49,714	62,071	83,881	86,018
Police & Firemens Disab & Pens	12,946,279	12,891,368	13,186,321	15,483,202
Fica-Medicare	703,905	729,088	781,091	954,402
Workers' Compensation	1,242,431	2,305,156	1,342,811	2,290,620
Life Insurance	27,936	25,791	25,329	39,514
Unemployment Compensation	9,256	—	6,700	—
Clothing Allowance	291,500	299,194	328,093	304,400
Clothing Maintenance	440,850	436,800	426,100	480,600
	\$ 26,319,927	\$ 27,701,761	\$ 26,576,263	\$ 30,925,177
Other Training & Professional Dues				
Travel	\$ 3,303	\$ 4,155	\$ 11,161	\$ 4,000
Tuition & Registration Fees	2,912	44,887	18,358	50,560
Training	—	—	5,875	—
Other Training Supplies	2,296	4,879	—	14,500
Mileage (Priv Auto) Trng Prps	162	2,269	3,591	5,000
Professional Dues & Subscript	4,867	2,624	2,739	6,000
Ohio Municipal League	—	—	150	—
	\$ 13,541	\$ 58,815	\$ 41,874	\$ 80,060



DIVISION OF FIRE

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Utilities				
Brokered Gas Supply	\$ 81,146	\$ 63,992	\$ 81,289	\$ 97,550
Gas	52,766	41,623	47,954	58,550
Electricity	428,042	444,735	508,311	533,728
Electricity - Other	29,540	26,723	31,004	32,555
Steam	54,377	43,056	32,224	33,200
	\$ 645,871	\$ 620,130	\$ 700,782	\$ 755,583
Contractual Services				
Professional Services	\$ 49,279	\$ 15,911	\$ 25,387	\$ 30,000
Court Reporter	650	998	3,689	750
Referee Services	—	—	404	—
Mileage (Private Auto)	17,844	15,085	11,410	20,000
Waste Disposal	—	—	53	—
Medical Services	7,751	3,515	1,900	20,000
Freight Expense	—	10	447	—
Parking In City Facilities	2,106	1,980	2,036	6,500
Property Rental	1,750	875	—	3,500
Other Contractual	47,721	55,227	50,133	80,000
Refunds & Miscellaneous	25	—	—	—
Local Match-Grant Programs	—	28,617	22,781	—
	\$ 127,126	\$ 122,218	\$ 118,239	\$ 160,750
Materials & Supplies				
Office Supplies	\$ 654	\$ 3,123	\$ —	\$ 10,000
Postage	724	1,442	421	1,000
Computer Supplies	1,867	1,792	970	2,000
Computer Hardware	—	5,929	22,555	16,600
Computer Software	—	68,975	—	—
Fire/Ems Apparatus Parts	—	—	22,557	87,840
Clothing	265,728	170,361	63,628	80,000
Hardware & Small Tools	10,072	3,660	11,284	15,000
Small Equipment	17,019	15,118	41,713	45,000
Office Furniture & Equipment	—	37,573	61,471	20,000
Electrical Supplies	1,614	6,068	992	4,000
Hygiene And Cleaning Supplies	38,249	60,298	53,815	40,000
Painting Equipment & Supplies	1,654	—	—	—
Lumber, Glass, And Drywall	2,000	2,026	1,220	5,000
Medical Supplies	49,882	49,830	49,950	50,000
Medical Equipment	—	—	53	—
Printed Materials	23,927	29,942	20,067	30,000



DIVISION OF FIRE

Expenditures (Continued)

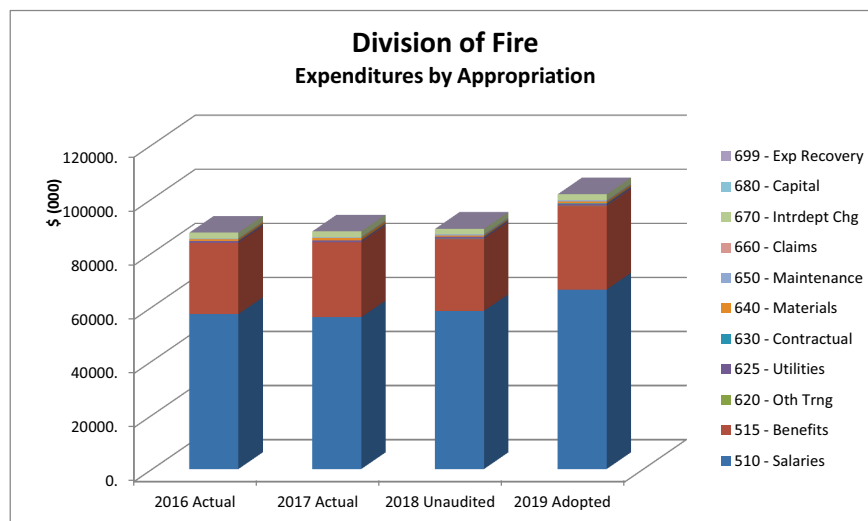
	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Shop Equipment	—	6	—	—
Other Supplies	110,489	64,939	48,270	76,000
Safety Equipment	121,058	276,750	42,305	200,000
Special Events Supplies	—	53	49	—
Batteries	4,538	2,672	2,900	5,000
Just In Time Office Supplies	15,764	14,241	10,911	10,000
	\$ 665,239	\$ 814,796	\$ 455,130	\$ 697,440
Maintenance				
Maintenance Office Equipment	\$ 950	\$ 950	\$ —	\$ 950
Maintenance Contracts	31,688	37,916	51,641	49,000
Computer Software Maintenance	—	66,016	95,445	105,000
Maintenance Electrical Equip	2,520	—	1,300	3,000
Fuel Pump Repair & Maintenance	—	38	—	—
Maintenance Vehicles	45	—	—	5,000
Repair Parts	33,507	62,500	38,159	52,000
Car Washes	480	1,135	1,125	1,000
Maintenance Misc. Equipment	57,206	53,384	84,139	65,000
Maintenance Building	—	—	58,425	15,200
Repair Of Overhead Doors	51,273	74,266	103,588	65,000
	\$ 177,669	\$ 296,205	\$ 433,823	\$ 361,150
Claims, Refunds, Maintenance				
Judgments, Damages, & Claims	\$ 1,500	\$ 4,432	\$ 1,000	\$ 4,000
	\$ 1,500	\$ 4,432	\$ 1,000	\$ 4,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 325,665	\$ 339,243	\$ 402,183	\$ 370,235
Charges From Radio Comm System	292,279	290,253	218,589	349,502
Charges From W.P.C.	840	303	1,807	—
Charges From Print & Repro	61,576	51,314	37,469	67,741
Charges From Central Storeroom	862	1,767	675	2,309
Charges From M.V.M.	1,469,173	1,419,839	1,291,470	1,480,017
	\$ 2,150,395	\$ 2,102,718	\$ 1,952,194	\$ 2,269,804
Capital Outlay				
Office Equipment	\$ —	\$ —	\$ 10,187	\$ —
	\$ —	\$ —	\$ 10,187	\$ —
Expenditure Recovery				
Expenditure Recovery	\$ —	\$ —	\$ 53,822	\$ —
	\$ —	\$ —	\$ 53,822	\$ —
	\$ 87,427,927	\$ 87,882,667	\$ 88,872,521	\$ 101,626,502



DIVISION OF FIRE

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges For Services	\$ 28,084	\$ 174,401	\$ 29,931	\$ 604,250
Fines, Forfeitures & Settlements	—	—	68	—
Grant Revenue	—	7,500	—	—
Licenses & Permits	812,167	793,751	769,769	750,500
Miscellaneous	554,769	3,995,540	1,710,376	14,000
Other Shared Revenue	131	—	—	—
	\$ 1,395,151	\$ 4,971,192	\$ 2,510,145	\$ 1,368,750





DIVISION OF FIRE

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
6	5	6	Assistant Chief of Fire	118,864.99	127,236.14
25	25	25	Battalion Chief of Fire	92,030.16	99,403.24
57	56	57	Captain of Fire	72,514.87	85,692.45
1	1	1	Chief of Fire	64,407.00	184,847.09
165	163	165	Lieutenant of Fire	68,512.56	73,872.81
<u>254</u>	<u>250</u>	<u>254</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
4	4	4	Chief Clerk	22,050.00	52,504.47
1	1	1	Principal Clerk	14.88	21.97
3	3	3	Private Secretary	10.00	23.18
1	1	1	Senior Clerk	12.47	18.14
<u>9</u>	<u>9</u>	<u>9</u>			
<u>PROFESSIONALS</u>					
1	1	1	Assistant Personnel Administrator	20,800.00	61,601.02
1	1	1	Personnel Assistant	20,800.00	52,381.41
1	1	1	Project Director	22,333.40	88,646.98
1	1	1	Sr Budget & Mgmt Analyst	26,273.96	88,147.99
<u>4</u>	<u>4</u>	<u>4</u>			
<u>PROTECTIVE SERVICES</u>					
35	39	39	Apprentice-Medic I Fire	50,727.55	54,792.10
31	35	35	Apprentice-Medic II Fire	51,727.55	55,792.10
37	29	29	Apprentice-Medic III Fire	53,227.55	57,292.10
404	385	404	Firefighter	58,993.59	63,683.46
80	0	40	Fire Trainee*	15.00	15.00
<u>507</u>	<u>488</u>	<u>507</u>			
<u>774</u>	<u>751</u>	<u>774</u>	TOTAL FULL TIME		
<u>774</u>	<u>751</u>	<u>774</u>	TOTAL DIVISION		

* Denotes amount not included in Total Headcount

DIVISION OF EMERGENCY MEDICAL SERVICE

Nicole A. Carlton, Commissioner

Mission Statement

We are committed to improving the quality of life in the City of Cleveland by maintaining the highest ethical and professional standards of pre-hospital care, treating our patients with dignity and respect, and caring for each patient as if they were a member of our own family.

The Division of Emergency Medical Service (EMS) is responsible for providing advanced life support pre-hospital care and transportation to the appropriate medical facility for the City of Cleveland through a coordinated communications network in cooperation with the Department of Fire. The Division of EMS ensures that patients receive optimal care through an initial cadet training program, Certificate of Approval #1366 for continuing education and paramedic certification accredited by the State of Ohio Department of Public Safety, comprehensive performance improvement program, state of the art technologies, and medical oversight from prominent medical professionals throughout the greater Cleveland area.

PROGRAM NAME: ADMINISTRATION

OBJECTIVES: To plan, direct, coordinate, control, and evaluate all aspects of the Division of EMS.

ACTIVITIES: Prepare, plan, and coordinate the Division's operating and capital budgets. Recruit and hire employees; maintain disciplinary records, record payroll and personnel records. Maintain patient care records; provide copies for legal, medical and billing purposes. Conduct performance improvement activities and ensure quality service to the public.

PROGRAM NAME: COMMUNICATIONS

OBJECTIVES: To effectively respond, control and direct all emergency communications via telephone, radio and data transmissions.

ACTIVITIES: Evaluate 9-1-1 calls for assistance through call prioritizing system designed to determine the call type, priority level and subsequent type of response for the Divisions of EMS and Fire. Provide pre-arrival patient care instructions to callers and coordinate appropriate third party resources to assist in the treatment and transportation of patients. Assist other City of Cleveland agencies in checking on the welfare of community members.

PROGRAM NAME: EMPLOYEE TRAINING AND EDUCATION

OBJECTIVES: To plan, direct, coordinate, and assist in all educational activities in a consolidated and cooperative manner with the Division of Fire for all pre-hospital medical care, through State of Ohio Certificate of Approval #1366, for the Department of Public Safety, including state certification at all levels; including recertification, cadet training, continuing education, as well as, quality assurance/performance improvement.

ACTIVITIES: Provide initial cadet training for all divisional employees. Conduct State of Ohio recertification and continuing education programs and classes for all levels of pre-hospital providers. Conduct professional development activities for administrative, supervisory, field, and communication's center employees. Provide professional recognized enhancement programs for all employees. Provide clinical experience for pre-hospital care providers through the Field Training Officer Program. Perform pre-hospital paramedic and EMT functioning testing as directed by the Department of Public Safety Medical Director. Implement and maintain divisional performance standards to patient care protocols, operating procedures, policies and procedures. Set performance benchmarks and monitor compliance to benchmarks. Conduct education and remediation for employee performance that is substandard to performance benchmarks.



DIVISION OF EMERGENCY MEDICAL SERVICE

PROGRAM NAME: OPERATIONS

OBJECTIVES: To respond to emergency scenes, in cooperation with the Division of Fire, to provide basic and advanced life support, transport patients to appropriate medical facilities, ensure preparedness and response for domestic terrorism.

ACTIVITIES: To respond to emergency scenes in a safe and expeditious manner. Provide basic and advanced pre-hospital medical interventions in accordance with State of Ohio Department of Public Safety guidelines. Transport patients to appropriate medical facilities. Document medical patient care and billing information to be used for performance review and service billing. Provide medical supply purchasing and distribution for the Divisions of EMS and Fire, and oversee logistical and technological support for all pre-hospital care functions. Provide supervisory oversight for all pre-hospital medical care and transportation.

PROGRAM NAME: PUBLIC EDUCATION

OBJECTIVES: To plan, direct, and coordinate all awareness and educational activities for the general public in first aid, CPR, AED, 9-1-1 education, and general health screenings.

ACTIVITIES: Provide programs that serve to educate the public on general health, safety and lifesaving skills. Provide certification and training in first aid, CPR and AED in accordance with established American Heart Association standards. Function as community training center for the American Heart Association. Provide general health screenings for the community through a series of coordinated neighborhood locations throughout the City of Cleveland. Promote general health and wellness education through cooperative efforts with other leading health agencies. In collaboration with the Department of Aging, assist with the Senior Power Program and the Senior Falls Program to reduce injuries to the city's senior population. Provide city employee CPR and AED training; install and maintain all AEDs located at City of Cleveland properties.



DIVISION OF EMERGENCY MEDICAL SERVICE

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 11,349,735	\$ 11,691,649	\$ 13,595,951	\$ 17,127,261
Military Leave	9,126	27,596	31,508	—
Part-Time Permanent	252	—	—	—
Injury Pay	279	—	—	—
Student Trainees	351,599	701,453	516,951	550,000
Longevity	76,025	77,400	81,825	88,625
Wage Settlements	13,306	—	—	—
Vacation Conversion	—	11,200	—	—
Separation Payments	103,617	101,418	89,523	125,000
Bonus Incentive	—	500	2,500	—
Overtime	2,885,097	2,850,441	2,913,378	3,300,000
Deferred Overtime Payments	96,537	99,490	102,494	102,500
	\$ 14,885,573	\$ 15,561,147	\$ 17,334,130	\$ 21,293,386
Benefits				
Hospitalization	\$ 2,407,537	\$ 2,623,429	\$ 2,734,322	\$ 2,973,428
Prescription	494,402	460,547	406,520	623,516
Dental	122,920	124,563	132,476	173,369
Vision Care	12,649	13,457	14,357	18,607
Public Employees Retire System	2,057,047	2,110,371	2,403,279	2,963,574
Fica-Medicare	212,277	221,358	246,978	308,754
Workers' Compensation	431,321	631,199	454,310	381,799
Life Insurance	8,920	8,576	10,049	16,566
Unemployment Compensation	9,222	2,621	1,989	20,000
Clothing Allowance	174,800	110,275	134,675	156,875
Clothing Maintenance	4,000	70,850	89,650	105,950
	\$ 5,935,096	\$ 6,377,246	\$ 6,628,604	\$ 7,742,438
Other Training & Professional Dues				
Travel	\$ 2,255	\$ 5,468	\$ 8,931	\$ 8,000
Tuition & Registration Fees	720	7,283	12,838	30,000
Other Training Supplies	4,165	5,238	9,703	15,000
	\$ 7,140	\$ 17,989	\$ 31,471	\$ 53,000
Utilities				
Brokered Gas Supply	\$ 3,090	\$ 3,020	\$ 2,723	\$ 3,270
Gas	1,500	1,659	1,626	1,952
Electricity	23	2	2	5
Electricity - Other	1,722	1,626	1,914	2,010
	\$ 6,336	\$ 6,308	\$ 6,265	\$ 7,237



DIVISION OF EMERGENCY MEDICAL SERVICE

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Contractual Services				
Professional Services	\$ 24,019	\$ 18,929	\$ 73,709	\$ 15,000
Court Reporter	—	—	181	—
Referee Services	350	825	6,088	10,000
Janitorial Services	—	—	15,000	15,000
Medical Services	—	45	1,290	2,000
Parking In City Facilities	1,012	1,654	1,437	1,500
Other Contractual	—	27,362	8,543	10,000
	\$ 25,381	\$ 48,815	\$ 106,249	\$ 53,500
Materials & Supplies				
Office Supplies	\$ —	\$ 4,475	\$ —	\$ 1,000
Postage	504	636	1,151	2,500
Computer Hardware	—	19,362	44,188	—
Clothing	17,222	38,631	32,025	32,000
Hardware & Small Tools	21	18	264	200
Office Furniture & Equipment	—	—	35,592	—
Electrical Supplies	55	1,420	—	1,500
Hygiene And Cleaning Supplies	15,652	18,138	19,617	25,000
Medical Supplies	542,913	624,448	601,281	400,000
Medical Equipment	83,715	272,398	116,195	150,000
Printed Materials	19,934	30,602	25,095	30,000
Other Supplies	346	304	16,743	500
Safety Equipment	82,736	197,936	110,990	125,000
Pharmaceutical Supplies	363,289	577,367	360,629	750,000
Batteries	10,050	376	—	15,000
Just In Time Office Supplies	4,463	2,759	4,619	4,000
	\$ 1,140,900	\$ 1,788,871	\$ 1,368,388	\$ 1,536,700
Maintenance				
Maintenance Contracts	\$ 184,172	\$ 160,102	\$ 248,306	\$ 279,000
Maintenance Misc. Equipment	45,682	42,963	53,976	80,000
Repair Of Overhead Doors	8,239	1,779	—	2,400
	\$ 238,093	\$ 204,844	\$ 302,282	\$ 361,400
Claims, Refunds, Maintenance				
Judgments, Damages, & Claims	\$ 500	\$ 1,560	\$ 500	\$ 1,000
	\$ 500	\$ 1,560	\$ 500	\$ 1,000



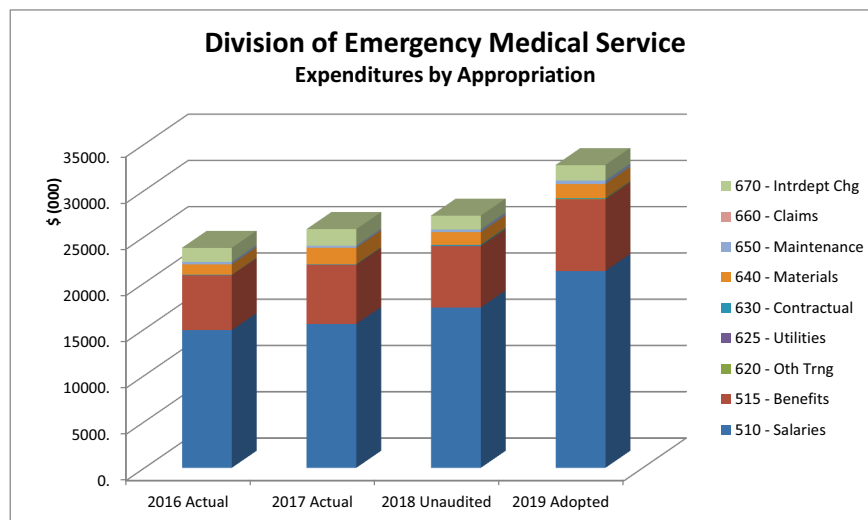
DIVISION OF EMERGENCY MEDICAL SERVICE

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 88,238	\$ 115,184	\$ 127,679	\$ 117,536
Charges From Radio Comm System	78,226	117,137	65,657	97,181
Charges From Print & Repro	30,960	67,378	63,199	88,948
Charges From Central Storeroom	781	1,100	503	1,440
Charges From M.V.M.	1,350,129	1,495,365	1,234,275	1,384,381
	\$ 1,548,334	\$ 1,796,164	\$ 1,491,312	\$ 1,689,486
	\$ 23,787,352	\$ 25,802,943	\$ 27,269,201	\$ 32,738,147

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges For Services	\$ 13,230,509	\$ 14,713,914	\$ 14,563,218	\$ 14,554,300
Miscellaneous	8,407	302,393	216,299	2,200
	\$ 13,238,916	\$ 15,016,307	\$ 14,779,517	\$ 14,556,500





DIVISION OF EMERGENCY MEDICAL SERVICE

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Commissioner of Emergency Medical Service	42,758.15	152,224.32
20	20	20	Emergency Medical Technician Supervisor	20,092.80	64,253.97
21	21	21			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Principal Clerk	14.88	21.97
1	1	1			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Manager	27,193.55	117,672.49
0	1	1	Sr Personnel Assistant	20,800.00	55,388.98
1	2	2			
<u>TECHNICIANS</u>					
38	25	38	Emergency Medical Dispatcher	24,765.24	44,715.21
10	0	10	Emergency Medical Dispatcher Trainee*	15.00	15.00
272	251	271	Emergency Medical Technician	26,336.35	48,777.99
35	22	35	Emergency Medical Technician Trainee*	15.00	15.00
310	276	309			
333	300	333	TOTAL FULL TIME		
333	300	333	TOTAL DIVISION		

* Denotes amount not included in Total Headcount



DIVISION OF ANIMAL CARE AND CONTROL

John Baird, Acting Chief Animal Control Officer**Mission Statement**

The City of Cleveland Division of Animal Care and Control mission is to protect the safety of our residents by impounding stray dogs and nuisance wildlife. Promote responsible pet ownership through enforcement of city animal ordinances, pet identification, and animal adoption programs.

Animal Control Services is responsible for responding to all calls for services or complaints concerning all dogs and nuisance wildlife. The Division is committed to the reduction of the City's nuisance animal population by contracting services to trap and dispose of unwanted skunks, raccoons, opossums, and groundhogs. The Division is also committed to reducing the number of euthanized animals at the kennel by locating owners of lost dogs and promoting animal adoptions, rescues, and transfers to other shelters.

PROGRAM NAME: ANIMAL CONTROL

OBJECTIVES: Enforce city ordinances.

ACTIVITIES: Respond to complaints regarding stray, vicious, and nuisance dogs.

PROGRAM NAME: NUISANCE ANIMAL REMOVAL

OBJECTIVES: Reduce the number of the unwanted nuisance wildlife population that poses a safety risk to residents and their pets.

ACTIVITIES: Contract services to trap, remove, and dispose of nuisance skunks, raccoons, opossums and groundhogs.



DIVISION OF ANIMAL CARE AND CONTROL

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 558,517	\$ 610,494	\$ 886,395	\$ 1,250,191
Seasonal	15,435	14,717	—	—
Part-Time Permanent	91,079	101,204	136,779	278,038
Injury Pay	—	—	445	—
Student Trainees	—	—	—	15,382
Longevity	4,325	2,700	2,950	3,525
Vacation Conversion	—	5,100	—	—
Separation Payments	30,862	24,599	1,113	3,000
Bonus Incentive	—	500	8,000	—
Overtime	83,095	70,790	43,953	40,000
	\$ 783,313	\$ 830,104	\$ 1,079,635	\$ 1,590,136
Benefits				
Hospitalization	\$ 151,467	\$ 144,803	\$ 161,513	\$ 227,474
Prescription	28,727	33,014	23,659	46,560
Dental	6,697	6,213	6,883	11,659
Vision Care	742	763	1,042	1,549
Public Employees Retire System	105,598	109,626	147,082	222,619
Fica-Medicare	10,777	11,722	15,376	23,181
Workers' Compensation	13,157	48,710	20,739	72,860
Life Insurance	495	446	705	1,338
Unemployment Compensation	1,543	—	7,344	—
Clothing Allowance	2,500	2,250	3,250	5,550
Clothing Maintenance	4,025	3,675	4,725	6,500
	\$ 325,727	\$ 361,222	\$ 392,319	\$ 619,290
Other Training & Professional Dues				
Travel	\$ 674	\$ —	\$ 1,051	\$ 1,500
Tuition & Registration Fees	780	780	—	3,000
Professional Dues & Subscript	150	150	—	500
	\$ 1,604	\$ 930	\$ 1,051	\$ 5,000
Utilities				
Brokered Gas Supply	\$ 5,519	\$ 4,391	\$ 4,582	\$ 5,500
Gas	2,291	2,239	2,567	3,100
Electricity - Other	12,027	11,090	14,734	15,480
	\$ 19,837	\$ 17,719	\$ 21,884	\$ 24,080

DIVISION OF ANIMAL CARE AND CONTROL

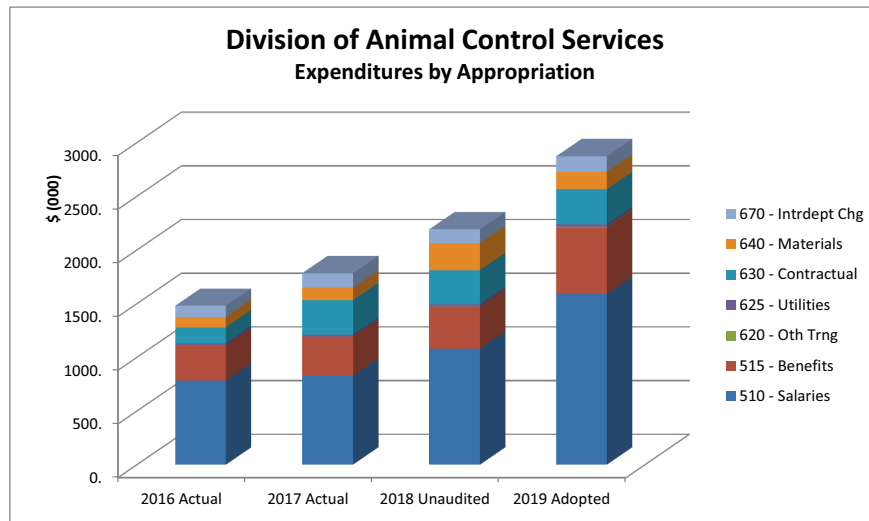
Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Contractual Services				
Professional Services	\$ 145,827	\$ 319,157	\$ 314,547	\$ 320,000
Security Services	476	474	476	600
Computer Software Rental	—	—	—	2,000
Other Contractual	—	476	—	2,300
Credit Card Processing Fees	1,810	1,486	1,467	2,000
	\$ 148,114	\$ 321,593	\$ 316,490	\$ 326,900
Materials & Supplies				
Hardware & Small Tools	\$ 349	\$ 970	\$ 391	\$ 1,500
Small Equipment	4,701	2,092	6,072	5,000
Hygiene And Cleaning Supplies	5,763	7,257	13,156	9,000
Medical Supplies	68,058	88,129	94,689	100,000
Other Supplies	14,140	9,381	120,556	17,000
Safety Equipment	855	6,973	16,196	23,200
Special Events Supplies	—	—	—	5,000
Just In Time Office Supplies	2,762	2,146	1,748	1,800
	\$ 96,628	\$ 116,949	\$ 252,807	\$ 162,500
Interdepart Service Charges				
Charges From Telephone Exch	\$ 17,881	\$ 22,249	\$ 23,042	\$ 21,212
Charges From Radio Comm System	11,387	12,438	9,021	27,810
Charges From Print & Repro	9,446	9,353	10,369	12,347
Charges From Central Storeroom	699	936	1,528	1,226
Charges From M.V.M.	64,656	89,744	83,888	81,288
	\$ 104,068	\$ 134,720	\$ 127,848	\$ 143,883
	\$ 1,479,291	\$ 1,783,238	\$ 2,192,035	\$ 2,871,789

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges For Services	\$ 55,910	\$ 72,200	\$ 80,784	\$ 75,000
Miscellaneous	6,623	6,260	13,184	500
	\$ 62,533	\$ 78,460	\$ 93,968	\$ 75,500

DIVISION OF ANIMAL CARE AND CONTROL





DIVISION OF ANIMAL CARE AND CONTROL

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	Budget 2018	Budget 2019		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Chief Animal Control Officer	20,800.00	90,628.23
1	1	1			
<u>ADMINISTRATION SUPPORT</u>					
8	1	3	Jr Clerk	12.83	15.46
1	1	1	Senior Clerk	12.47	18.14
9	2	4			
<u>PROFESSIONALS</u>					
1	0	0	Administrative Officer	20,800.00	58,499.94
1	0	1	Vet In Charge of Spay & Neut C	30,214.95	98,444.95
2	0	1			
<u>PROTECTIVE SERVICES</u>					
12	11	12	Animal Control Officer	18.73	19.10
12	11	12			
<u>SERVICE & MAINTENANCE</u>					
1	1	2	Custodial Worker	16.86	18.86
1	1	2			
<u>TECHNICIANS</u>					
3	3	3	Registered Animal Health Technician	10.00	17.90
3	3	3			
<u>NON EEO REPORTING</u>					
1	1	1	Animal Adoption Vol/Coor	20,800.00	48,231.90
0	3	5	Animal Care Worker	15.00	17.26
1	0	1	Animal Control Supervisor II	45,000.00	70,000.00
0	0	2	Canine Enrichment Specialist	31,000.00	37,440.00
1	1	1	Shelter Operations Manager	40,000.00	80,000.00
3	5	10			
31	23	33	TOTAL FULL TIME		



DIVISION OF ANIMAL CARE AND CONTROL

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule		
	Budget 2018	Budget 2019		December 2018	2019	Minimum
<u>PART TIME</u>						
4	2	4	Animal Control Officer		18.73	19.10
0	1	1	Animal Control Supervisor I		40,000.00	60,000.00
2	0	2	Jr Clerk		12.83	15.46
2	2	2	Registered Animal Health Technician		10.00	17.90
8	5	9	TOTAL PART TIME			
<u>SEASONAL</u>						
1	0	1	Student Assistant		10.00	11.94
1	0	1	TOTAL SEASONAL			
40	28	43	TOTAL DIVISION			



DIVISION OF CORRECTION

David Carroll, Acting Commissioner**Mission Statement**

To provide facilities for the incarceration of persons who have been arrested and convicted of crimes and sentenced by the court system.

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

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



DIVISION OF CORRECTION

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 4,765,858	\$ 4,602,556	\$ 1,742,500	\$ 51,548
Seasonal	—	60,053	220,171	—
Part-Time Permanent	136,047	62,659	38,800	—
Injury Pay	52,534	30,125	1,956	—
Longevity	41,975	39,550	32,375	575
Wage Settlements	—	—	21,438	—
Vacation Conversion	—	3,638	—	—
Separation Payments	24,146	39,161	250,057	—
Bonus Incentive	—	48,500	62,500	—
Overtime	1,197,091	1,203,818	488,210	5,000
	\$ 6,217,650	\$ 6,090,060	\$ 2,858,008	\$ 57,123
Benefits				
Hospitalization	\$ 1,139,215	\$ 1,083,978	\$ 447,133	\$ 12,570
Prescription	216,572	213,045	65,774	2,670
Dental	56,525	53,278	25,626	751
Vision Care	6,400	6,471	3,152	65
Public Employees Retire System	867,866	838,743	420,108	7,998
Fica-Medicare	88,712	87,014	41,415	829
Workers' Compensation	493,539	815,305	391,896	183,547
Life Insurance	4,570	4,082	1,961	50
Unemployment Compensation	18,810	519	176,403	396,800
Clothing Allowance	35,491	36,050	28,095	—
Clothing Maintenance	49,475	50,900	39,825	—
	\$ 2,977,174	\$ 3,189,386	\$ 1,641,388	\$ 605,280
Other Training & Professional Dues				
Tuition & Registration Fees	\$ 7,600	\$ —	\$ —	\$ —
Professional Dues & Subscript	—	122	—	—
	\$ 7,600	\$ 122	\$ —	\$ —
Utilities				
Brokered Gas Supply	\$ 15,825	\$ 10,290	\$ 9,582	\$ —
Gas	8,283	6,455	6,076	—
Electricity - Other	87,651	88,046	63,898	—
	\$ 111,760	\$ 104,791	\$ 79,556	\$ —



DIVISION OF CORRECTION

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Contractual Services				
Professional Services	\$ 441,590	\$ 543,000	\$ 263,860	\$ 500,000
Medical Services	1,205,116	951,516	1,023,174	—
Parking In City Facilities	42	—	—	—
Property Rental	40,800	40,800	—	—
Other Contractual	500	5,618,464	1,814,400	7,280,400
	\$ 1,688,048	\$ 7,153,780	\$ 3,101,433	\$ 7,780,400
Materials & Supplies				
Office Supplies	\$ 3,635	\$ 255	\$ 16	\$ 1,000
Clothing	16,110	4,867	—	—
Hardware & Small Tools	536	—	732	—
Small Equipment	1,488	745	—	—
Office Furniture & Equipment	—	—	158	—
Electrical Supplies	—	359	2,000	—
Hygiene And Cleaning Supplies	46,176	53,200	2,736	—
Painting Equipment & Supplies	928	256	—	—
Lumber, Glass, And Drywall	—	—	9,981	—
Medical Supplies	973	725	—	—
Food	358,861	254,830	23,038	—
Photographic Supplies	—	404	—	—
Other Supplies	5,106	1,000	—	—
Pharmaceutical Supplies	115,000	42,431	25,000	—
Just In Time Office Supplies	4,495	3,278	1,695	—
Building Maintenance Supplies	645	5,000	2,788	—
	\$ 553,952	\$ 367,350	\$ 68,144	\$ 1,000
Maintenance				
Maintenance Contracts	\$ 29,207	\$ 26,070	\$ 12,100	\$ 5,000
Maintenance Fire Apparatus	1,468	727	295	—
Maintenance Building	5,000	2,898	—	—
	\$ 35,675	\$ 29,695	\$ 12,395	\$ 5,000
Claims, Refunds, Maintenance				
Judgments, Damages, & Claims	\$ 100	\$ 50	\$ —	\$ —
	\$ 100	\$ 50	\$ —	\$ —
Interdepart Service Charges				
Charges From Telephone Exch	\$ 25,641	\$ 31,082	\$ 27,797	\$ 10,000
Charges From Radio Comm System	31,745	31,305	9,428	—
Charges From W.P.C.	—	—	1,359	—



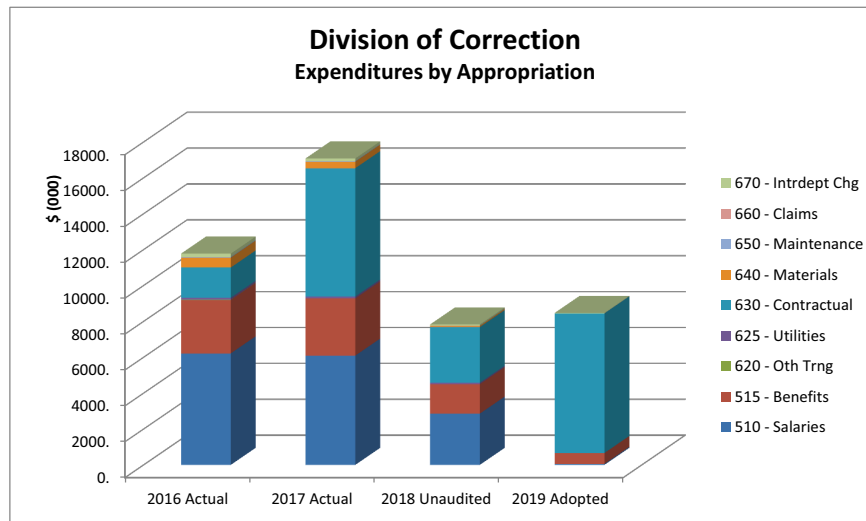
DIVISION OF CORRECTION

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges From Print & Repro	82,868	32,988	12,166	10,000
Charges From Central Storeroom	1,367	218	165	—
Charges From M.V.M.	40,999	49,987	13,999	—
	\$ 182,620	\$ 145,581	\$ 64,913	\$ 20,000
	\$ 11,774,579	\$ 17,080,813	\$ 7,825,838	\$ 8,468,803

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges For Services	\$ 93	\$ 495	\$ 30	\$ —
Miscellaneous	200	109,580	91,681	—
	\$ 293	\$ 110,075	\$ 91,711	\$ —





DIVISION OF CORRECTION

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	Budget 2018	Budget 2019		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
14	0	0	Correctional Supervisor	20,800.00	56,521.12
14	0	0			
<u>ADMINISTRATIVE SUPPORT</u>					
1	0	0	Chief Clerk	22,050.00	52,504.47
1	0	0	Private Secretary	10.00	23.18
1	0	0	Senior Clerk	12.47	18.14
1	0	0	Storekeeper	16.66	22.71
4	0	0			
<u>PROFESSIONALS</u>					
1	0	0	Budget Analyst	20,800.00	58,534.37
2	0	0	Caseworker II	15.33	22.08
2	1	1	Project Coordinator	27,325.56	99,702.63
1	0	0	Senior Personnel Assistant	20,800.00	55,388.98
6	1	1			
<u>PROTECTIVE SERVICE</u>					
114	0	0	Correctional Officer	17.64	19.76
114	0	0			
<u>SERVICE & MAINTENANCE</u>					
2	0	0	Cook	13.77	17.43
8	0	0	Guard	17.64	18.64
1	0	0	Head Cook	10.00	19.68
1	0	0	Mechanical Handyman	19.57	20.36
1	0	0	Municipal Service Laborer	18.86	19.62
13	0	0			
<u>TECHNICIANS</u>					
1	0	0	Practical Nurse	20.99	21.84
1	0	0	Recreational Instructor III	10.00	20.94
2	0	0			
153	1	1	TOTAL FULL TIME		



DIVISION OF CORRECTION

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
			PART TIME		
7	0	0	Correctional Officers	17.64	19.76
7	0	0	TOTAL PART TIME		
160	1	1	TOTAL DIVISION		



OFFICE OF PROFESSIONAL STANDARDS

Laura Palinkas, Interim Administrator**Mission Statement**

To cause a full, complete, fair, and impartial investigation to be made of each citizen complaint filed with the Office of Professional Standards against an Officer or employee of the Cleveland Division of Police; to prepare and submit a completed report of the investigation resulting from a citizen complaint to the Civilian Police Review Board for its review and disposition.

Citizen complaints may be filed in person at the Office of Professionals Standards (OPS), or by U.S. mail, email, or facsimile to OPS. Citizen complaints also may be filed at the Cleveland Division of Police (CDP) Headquarters, any of the five (5) CDP District Stations, the Mayor's Action Center (MAC), or Director of Public Safety's Action Center (DAC). All citizen complaints are identified by an OPS file tracking number and then assigned to a civilian Investigator.

Once a file tracking number is designated and the complaint is assigned to a civilian Investigator, a preliminary review is conducted. If during the preliminary review it is determined that potential criminal conduct or activity may have occurred, then OPS refers the complaint to the Internal Affairs Unit of CDP. If there is no alleged criminal conduct or activity, then OPS will conduct the investigation. During the course of the investigation, the complainant and any potential witnesses are interviewed, and the assignment and duty reports of the Officer(s) involved, as well as all relevant documentation, are reviewed. The Officer(s) involved is required to respond to the allegations contained in the complaint.

At the conclusion of the investigation, it is reviewed and approved by the OPS Administrator, who then forwards it to the Civilian Police Review Board (CPRB). The CPRB reviews all completed investigations conducted by OPS, deliberates, and then determines if a civil violation of policy, training, or rules and regulations occurred. If the CPRB determines that a violation did occur, then it sustains the complaint and accordingly recommends the appropriate discipline to either the Chief of Police or the Director of Public Safety.

When the CPRB recommends discipline, a pre-disciplinary hearing is conducted in which OPS presents its investigation to either the Chief of Police or the Director of Public Safety, or his designated hearing officer. The Officer(s) involved, who is present along with his/her union representative(s), has the opportunity to respond to the charges filed against him/her. The Chief of Police or the Director of Public Safety makes the final decision whether or not to impose discipline against the Officer(s) who was the subject of the citizen complaint.

PROGRAM NAME: OFFICE OF PROFESSIONAL STANDARDS

OBJECTIVES: To investigate citizen complaints against Cleveland Division of Police personnel in a complete, fair, and impartial manner.

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



OFFICE OF PROFESSIONAL STANDARDS

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 450,009	\$ 556,090	\$ 654,685	\$ 898,425
Longevity	1,275	2,650	3,100	3,400
Separation Payments	—	—	3,938	—
Bonus Incentive	—	—	4,000	—
Overtime	3,020	1,491	—	5,000
	\$ 454,304	\$ 560,231	\$ 665,722	\$ 906,825
Benefits				
Hospitalization	\$ 71,275	\$ 120,012	\$ 108,877	\$ 136,950
Prescription	15,878	21,031	16,047	27,837
Dental	3,369	5,775	5,322	7,510
Vision Care	372	592	522	730
Public Employees Retire System	58,075	79,366	89,580	127,900
Fica-Medicare	6,311	7,763	9,227	13,151
Workers' Compensation	—	11,824	6,205	6,978
Life Insurance	218	339	320	596
	\$ 155,498	\$ 246,701	\$ 236,101	\$ 321,652
Other Training & Professional Dues				
Travel	\$ 9,821	\$ 7,986	\$ 9,790	\$ 8,100
Tuition & Registration Fees	1,170	1,488	—	3,000
Training	2,240	500	824	3,500
Professional Dues & Subscript	400	700	400	400
	\$ 13,631	\$ 10,674	\$ 11,014	\$ 15,000
Utilities				
Steam	\$ —	\$ 17,432	\$ 19,331	\$ 24,000
	\$ —	\$ 17,432	\$ 19,331	\$ 24,000
Contractual Services				
Professional Services	\$ 16,244	\$ 325,515	\$ 962,630	\$ 404,600
Parking In City Facilities	700	700	—	700
	\$ 16,944	\$ 326,215	\$ 962,630	\$ 405,300
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 500
Computer Hardware	—	270	—	—
Food	(126)	—	—	—
Just In Time Office Supplies	1,625	795	1,375	1,200
	\$ 1,499	\$ 1,065	\$ 1,375	\$ 1,700



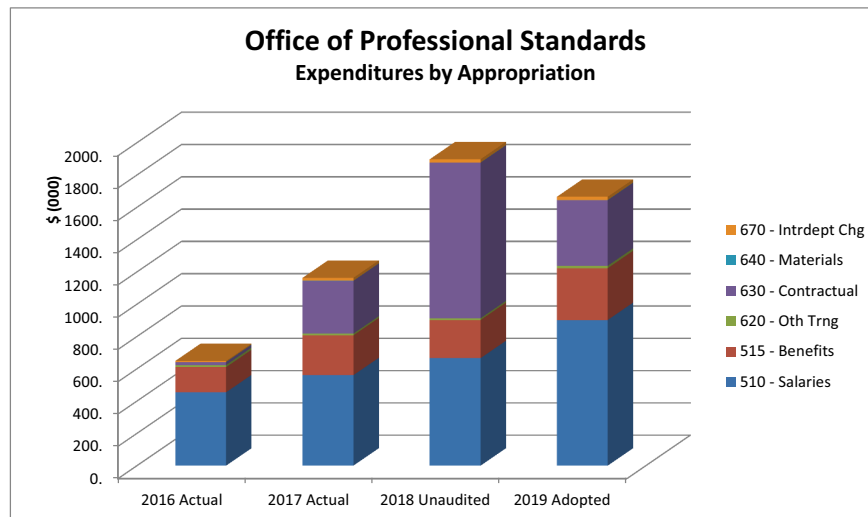
OFFICE OF PROFESSIONAL STANDARDS

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 2,506	\$ 9,724	\$ 12,009	\$ 12,000
Charges From Print & Repro	815	2,205	1,568	1,750
Charges From M.V.M.	2,864	6,102	7,036	6,500
	\$ 6,185	\$ 18,031	\$ 20,613	\$ 20,250
	\$ 648,062	\$ 1,180,348	\$ 1,916,786	\$ 1,694,727

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Miscellaneous	\$ —	\$ —	\$ 6,393	\$ —
	\$ —	\$ —	\$ 6,393	\$ —





OFFICE OF PROFESSIONAL STANDARDS

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Administrative Manager	27,193.55	117,672.49
1	0	1	General Manager of Administrator Services	26,273.96	100,653.14
<u>2</u>	<u>1</u>	<u>2</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
1	0	0	Chief Clerk	22,050.00	52,504.47
0	1	1	Private Secretary	10.00	23.18
<u>1</u>	<u>1</u>	<u>1</u>			
<u>PROFESSIONALS</u>					
8	8	8	Office of Professional Standards Investigator	20,092.80	55,191.48
1	0	1	Office of Prof. Standards - Standards Research/Analyst	20,092.80	55,191.48
1	1	1	Office of Professional Standards - Senior Investigator	28,000.00	85,000.00
1	0	1	Project Coordinator	27,325.56	99,702.63
<u>11</u>	<u>9</u>	<u>11</u>			
<u>14</u>	<u>11</u>	<u>14</u>	TOTAL FULL TIME		
<u>14</u>	<u>11</u>	<u>14</u>	TOTAL DIVISION		



POLICE REVIEW BOARD

Roslyn Quarto, Chair

Mission Statement

To receive, cause investigation, and recommend resolution of citizen complaints filed with the Office of Professional Standards alleging misconduct by an Officer or employee of the Cleveland Division of Police, when such misconduct is directed toward any person who is not a member of the Cleveland Division of Police.

The Civilian Police Review Board (CPRB) conducts hearings on investigations of potential police misconduct. The misconduct complained of may include, but not be limited to, the use of excessive or deadly force. On its own complaint, the CPRB may cause investigation of incidents involving the use of deadly force by members of the Cleveland Division of Police (CDP) and incidents resulting in the injury or death of persons in the custody of CDP.

In order to perform its duties and functions, the CPRB may compel the attendance of witnesses and production of evidence and various documentation. For that purpose, the CPRB may issue subpoenas to be signed by the Chair.

During its review of an investigation conducted by the Office of Professionals Standards (OPS), and prior to recommending any action be taken on a complaint or that a complaint warrants no action, the CPRB may, in its sole discretion, hold a public hearing.

If and when the CPRB determines that a civil violation of policy, training, or rules and regulations occurred, then it may recommend that discipline be imposed against an Officer or employee of CDP. Accordingly, the CPRB shall submit its recommendation to the Chief of Police or the Director of Public Safety. The CPRB also shall notify the citizen of its disposition of his/her complaint.

PROGRAM NAME: CIVILIAN POLICE REVIEW BOARD

OBJECTIVES: To review the completed investigations of each citizen complaint alleging police misconduct, use of deadly force incidents and situations involving in-custody injury or death. To conduct hearings concerning various police incidents. To recommend disciplinary dispositions to the Chief of Police and the Director of Public Safety.

ACTIVITIES: Determine if the incidents have been properly investigated. Recommend discipline for rule violations when appropriate.



POLICE REVIEW BOARD

Expenditures

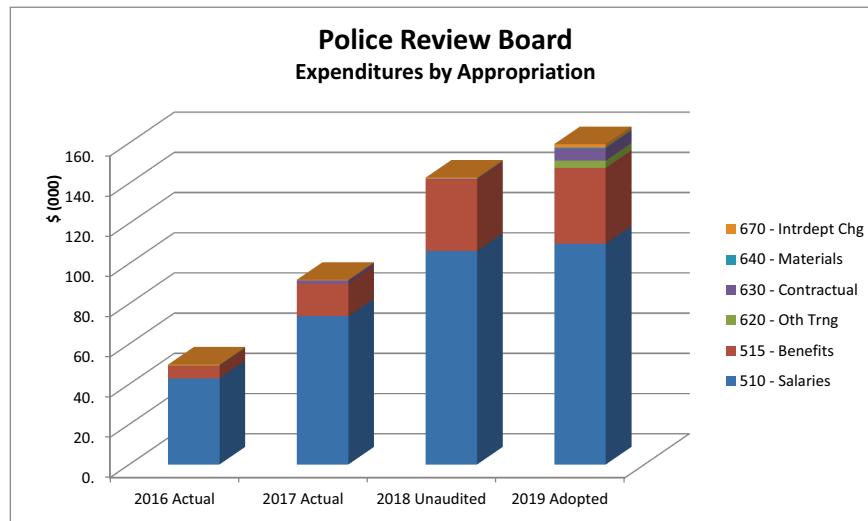
	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ —	\$ 13,696	\$ 44,610	\$ 43,992
Board Members	42,875	59,075	61,175	65,372
Longevity	—	—	475	475
Bonus Incentive	—	500	—	—
Overtime	—	519	—	—
	\$ 42,875	\$ 73,790	\$ 106,260	\$ 109,839
Benefits				
Hospitalization	\$ —	\$ 3,963	\$ 14,860	\$ 15,734
Prescription	—	593	2,034	2,670
Dental	—	119	715	751
Vision Care	—	14	81	90
Public Employees Retire System	5,751	9,151	15,237	15,710
Fica-Medicare	622	1,060	1,505	1,593
Workers' Compensation	—	1,339	982	1,105
Life Insurance	—	6	34	50
	\$ 6,372	\$ 16,244	\$ 35,449	\$ 37,703
Other Training & Professional Dues				
Training	\$ 126	\$ —	\$ —	\$ 3,700
	\$ 126	\$ —	\$ —	\$ 3,700
Contractual Services				
Professional Services	\$ —	\$ 1,550	\$ —	\$ —
Parking In City Facilities	—	—	—	700
Other Contractual	—	—	357	5,280
	\$ —	\$ 1,550	\$ 357	\$ 5,980
Materials & Supplies				
Food	\$ 126	\$ —	\$ —	\$ —
Just In Time Office Supplies	—	—	160	500
	\$ 126	\$ —	\$ 160	\$ 500
Interdepart Service Charges				
Charges From Telephone Exch	\$ —	\$ —	\$ —	\$ 1,200
Charges From Print & Repro	165	319	508	500
	\$ 165	\$ 319	\$ 508	\$ 1,700
	\$ 49,664	\$ 91,903	\$ 142,734	\$ 159,422

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Miscellaneous	\$ —	\$ —	\$ 586	\$ —
	\$ —	\$ —	\$ 586	\$ —



POLICE REVIEW BOARD



COMPARISON OF STAFFING LEVEL

No. of Employees			Position	Salary Schedule	
Budget 2018	December 2018	Budget 2019		Minimum	Maximum
ADMINISTRATIVE SUPPORT					
1	1	1	Private Secretary	10.00	23.18
1	1	1	TOTAL FULL TIME		
BOARD MEMBERS					
1	1	1	Police Review Board Chair	7,775.00	7,775.00
8	8	8	Police Review Board Member	7,200.00	7,200.00
9	9	9	TOTAL BOARD MEMBERS		
10	10	10	TOTAL DIVISION		



COMMUNITY POLICE COMMISSION

Jason Goodrick, Chair

Mission Statement

The mission of the Community Police Commission is to make recommendations on policies and practices related to community and problem-oriented policing, bias-free policing, and police transparency; to work with the many communities that make up Cleveland for the purpose of developing recommendations for police practices that reflect an understanding of the values and priorities of Cleveland residents; and to report to the City and community as a whole and to provide transparency on police department reforms.

Guided by the Consent Decree, which resulted from negotiations between the City and the Department of Justice, the Cleveland Community Police Commission (CPC) understands that realizing success and legitimacy in the eyes of the public means that its work must be independent, collaborative, and transparent, and its decision-making informed by best practices and community perspectives.

In accordance with paragraphs 15-21 of the Consent Decree, a Community Police Commission consisting of 13 members who represent the many and diverse communities in Cleveland was established on September 8, 2015. Ten members of the Commission were appointed by a selection panel. Three members (one each) were appointed by the Cleveland Police Patrolman' Association, the Fraternal Order of Police, and the Black Shield. Paragraph 15 in the Consent Decree states the Commission will have the following mandate:

- To make recommendations to the Chief of Police and the City, including the Mayor and City Council, on policies and practices related to community and problem-oriented policing, bias-free policing, and police transparency;
- To work with the many communities that make up Cleveland for the purpose of developing recommendations for police practices that reflect an understanding of the values and priorities of Cleveland residents; and
- To report to the City and the community as a whole and to provide transparency on police department reforms.

PROGRAM NAME: COMMUNITY POLICE COMMISSION

OBJECTIVES: To work with Cleveland communities to develop recommendations on policies and practices, including community and problem-oriented policing, bias-free policing, police transparency, and other issues.

ACTIVITIES: To fulfill the mandates of the Consent Decree, the Commission will hold public meetings; review, assess and comment on policies, practices, training and police reform measures; research best practices; issue reports to the community related to its activities and its recommendations; and work with District Policing Committees and other community members.

COMMUNITY POLICE COMMISSION

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 5,288	\$ 90,588	\$ 183,307	\$ 286,652
Separation Payments	—	—	6,369	—
Bonus Incentive	—	—	2,500	—
	\$ 5,288	\$ 90,588	\$ 192,176	\$ 286,652
Benefits				
Hospitalization	\$ 1,113	\$ 14,551	\$ 29,085	\$ 66,038
Prescription	192	1,695	4,104	13,326
Dental	63	432	1,447	3,775
Vision Care	5	39	131	305
Public Employees Retire System	740	9,877	26,956	40,460
Fica-Medicare	77	1,269	2,702	4,152
Workers' Compensation	—	997	1,978	2,225
Life Insurance	4	14	98	242
	\$ 2,193	\$ 28,874	\$ 66,502	\$ 130,523
Other Training & Professional Dues				
Travel	\$ —	\$ 4,256	\$ 2,688	\$ 10,000
Tuition & Registration Fees	400	1,061	1,394	2,900
	\$ 400	\$ 5,317	\$ 4,082	\$ 12,900
Contractual Services				
Professional Services	\$ 26,211	\$ 113,652	\$ 36,500	\$ 250,000
Mileage (Private Auto)	—	69	34	3,240
Program Promotion	—	1,064	632	11,300
Parking In City Facilities	—	49	—	3,240
Property Rental	—	20,854	19,530	16,780
Equipment Rental	—	1,000	—	2,000
	\$ 26,211	\$ 136,687	\$ 56,696	\$ 286,560
Materials & Supplies				
Postage	\$ —	\$ —	\$ —	\$ 1,500
Computer Hardware	—	9,755	225	600
Computer Software	700	5,182	5,782	5,928
Office Furniture & Equipment	—	1,724	—	—
Food	571	1,504	—	1,500
Special Events Supplies	—	1,812	50	5,575
Just In Time Office Supplies	—	2,273	2,591	1,200
	\$ 1,271	\$ 22,249	\$ 8,648	\$ 16,303



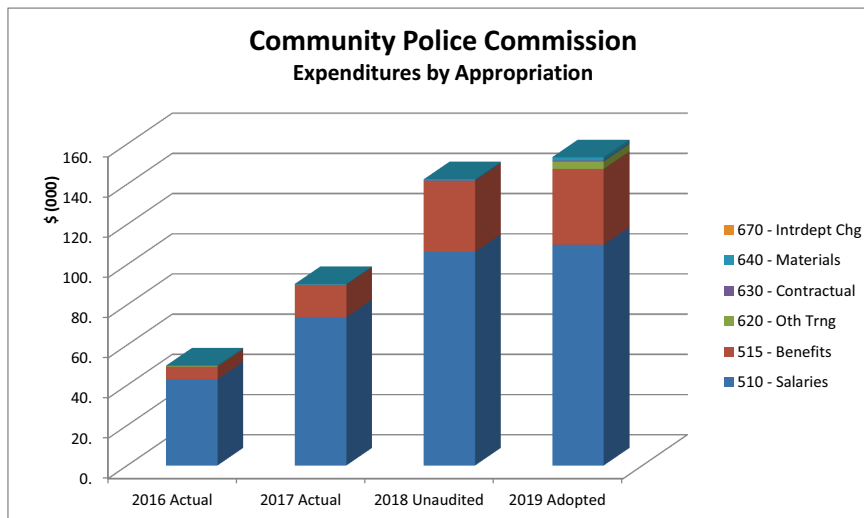
COMMUNITY POLICE COMMISSION

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ —	\$ 1,282	\$ 5,598	\$ 11,700
Charges From Print & Repro	1,014	2,224	4,115	14,141
	\$ 1,014	\$ 3,506	\$ 9,713	\$ 25,841
	\$ 36,377	\$ 287,222	\$ 337,817	\$ 758,779

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Miscellaneous	\$ —	\$ —	\$ 54	\$ —
	\$ —	\$ —	\$ 54	\$ —





COMMUNITY POLICE COMMISSION

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	Budget 2018	Budget 2019		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Administrative Manager	27,193.55	117,672.49
1	1	1			
<u>PROFESSIONALS</u>					
3	0	3	Project Coordinator	27,325.56	99,702.63
1	0	1	Assistant Administrator	20,800.00	73,868.59
4	0	4	TOTAL FULL TIME		
5	1	5	TOTAL DIVISION		



POLICE INSPECTOR GENERAL

Calvin Williams, Chief of Police

Mission Statement

To assist the Division of Police in achieving compliance with policies, procedures, and the requirements set forth by the Consent Decree by planning and conducting reviews and audits.

In accordance with paragraphs 250-254 of the Consent Decree, the Police Inspector General will work in the Office of the Mayor, but will report to the Chief of Police. The duties of the Police Inspector General will include a review of the Division of Police policies and practices to determine compliance with state and federal law, effectiveness, consistency with principals to bias-free and community policing and procedural justice. Other duties of the Police Inspector General will include auditing compliance with policies and procedures, conduct investigations, analyze trends and develop specific recommendations for reform concerning policies, procedures, practices, training, and equipment to improve police services and accountability.

PROGRAM NAME: POLICE INSPECTOR GENERAL

OBJECTIVES: To work with the Division of Police to achieve compliance with policies, procedures, state and federal laws, and the requirements of the Consent Decree.

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



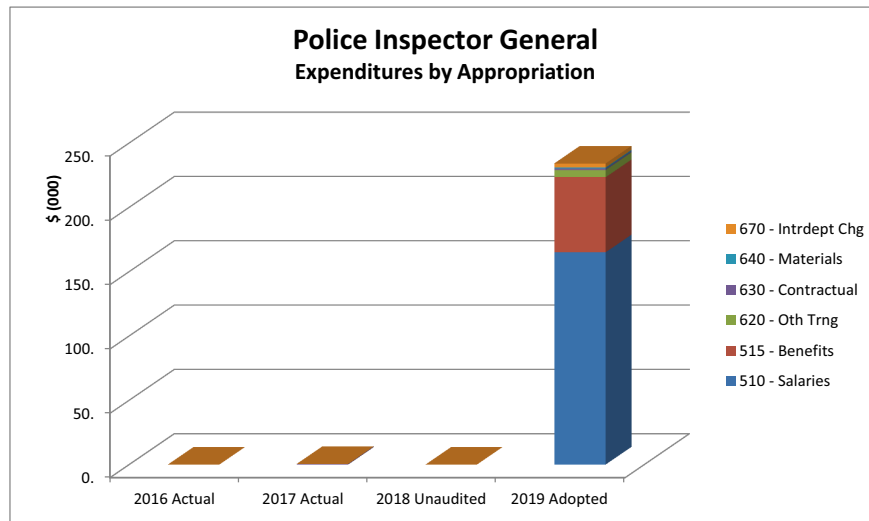
POLICE INSPECTOR GENERAL

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ —	\$ —	\$ —	\$ 165,004
	\$ —	\$ —	\$ —	\$ 165,004
Benefits				
Hospitalization	\$ —	\$ —	\$ —	\$ 25,152
Prescription	—	—	—	5,328
Dental	—	—	—	1,512
Vision Care	—	—	—	120
Public Employees Retire System	—	—	—	23,790
Fica-Medicare	—	—	—	2,392
Life Insurance	—	—	—	96
	\$ —	\$ —	\$ —	\$ 58,390
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ —	\$ 2,000
Tuition & Registration Fees	—	—	—	3,000
Professional Dues & Subscript	—	—	—	600
	\$ —	\$ —	\$ —	\$ 5,600
Contractual Services				
Mileage (Private Auto)	\$ —	\$ —	\$ —	\$ 700
Advertising And Public Notice	—	500	—	300
	\$ —	\$ 500	\$ —	\$ 1,000
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 900
	\$ —	\$ —	\$ —	\$ 900
Interdepart Service Charges				
Charges From Telephone Exch	\$ —	\$ —	\$ —	\$ 2,700
Charges From Print & Repro	—	—	—	500
	\$ —	\$ —	\$ —	\$ 3,200
	\$ —	\$ 500	\$ —	\$ 234,094



POLICE INSPECTOR GENERAL



COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	Budget 2018	Budget 2019		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
1	0	1	Police Inspector General	100,000.00	135,000.00
1	0	1			
PROFESSIONALS					
2	0	2	Auditor	20,800.00	65,000.00
2	0	2			
3	0	3	TOTAL DIVISION		



DEPARTMENT OF JUSTICE

Calvin Williams, Chief of Police

Mission Statement

To account for expenses directly related to the Consent Decree in the areas of recruiting, training, independent monitor review, additional personnel and information technology needs.

In addition to the Divisions of Office of Professional Standards, Police Review Board, Community Police Commission, and the Police Inspector General, the Consent Decree also requires additional functions that include: recruiting, training, independent monitor review, additional personnel and information technology needs.

The recruitment plan will include specific strategies for attracting a diverse group of applicants, including officers that are familiar with the different neighborhoods of Cleveland, who possess strategic thinking and problem solving skills, emotional maturity, interpersonal skills, and the ability to collaborate with a diverse cross-section of the community. (Paragraph 304)

The Division of Police will ensure all officers receive adequate training to understand: (a) how to police effectively and safely in accordance with policies; and (b) the requirements of the Consent Decree, Ohio Law, and the Constitution and laws of the United States. (Paragraph 269)

An independent monitor jointly selected by the City of Cleveland and the Department of Justice will serve as an agent of the court to assess and report whether the requirements of the Consent Decree have been implemented, and whether this implementation is resulting in constitutional and effective policing, professional treatment of individuals, and increased community trust of the Division of Police. (Paragraph 350)

Additional Personnel will include:

- ♦ Implementation Coordinator (Paragraph 385) - To facilitate the provision of data, documents, materials, and access to the City's and the Division of Police's personnel to the independent monitor, Department of Justice, and any other necessary parties to ensure compliance with the requirements of the Consent Decree.
- ♦ Civilian Head of Internal Affairs (Paragraph 178) - A qualified citizen will be hired to report directly to the Chief of Police. This position will be someone who is not a current or former employee of the Division of Police, and is not a current or retired law enforcement officer.
- ♦ Crisis Intervention (Paragraph 131) - A Captain and Sergeant of Police will work together to better facilitate communication between the Division of Police and members of the mental health community and to increase the effectiveness of the Crisis Intervention Program.
- ♦ The Division of Police will collect and maintain all data and records necessary to accurately evaluate its use of force, search and seizure practices, facilitate transparency, and, as permitted by law, broad public access to information related to the Division of Police. To fulfill the data analysis requirements of the Consent Decree, four information technology positions will be added and additional software will be purchased. (Paragraph 257)

PROGRAM NAME: **CONSENT DECREE ADDITIONAL PERSONNEL**

OBJECTIVES: To account for the additional positions required by the Consent Decree in the areas of Implementation Coordinator, Civilian Head of Internal Affairs, and Crisis Intervention.



DEPARTMENT OF JUSTICE

ACTIVITIES: **Implementation Coordinator-** Ensure that all data, documents and records are maintained as provided in the Consent Agree and assist in assigning implementation and compliance related tasks.

Civilian Head of Internal Affairs- Conduct objective, comprehensive, and timely investigations of all internal allegations of officer misconduct.

Crisis Intervention- Develop and maintain partnerships with program stakeholders, participate in and implement changes recommended by the Advisory Committee, select candidates for designation of specialized CIT officers, and create ways to honor and recognize Crisis Intervention staff when appropriate.

PROGRAM NAME: INFORMATION TECHNOLOGY

OBJECTIVES: To ensure collection, tracking, and reporting of data related specific stops outlined in the Consent Decree.

ACTIVITIES: Routine reporting, an annual assessment to the independent monitor, development of a protocol to accurately analyze data collected, issue reports summarizing data, and ensure transparency.

PROGRAM NAME: MONITOR

OBJECTIVES: To work with Cleveland Division of Police to achieve compliance with the requirements of the Consent Decree.

ACTIVITIES: To fulfill the mandates of the Consent Decree, the independent monitor will perform compliance reviews, conduct biennial surveys, evaluate outcome measurements, develop a monitoring plan, provide recommendations, and file written reports with the court every six months.

PROGRAM NAME: RECRUITMENT PLAN

OBJECTIVES: To revise the recruitment procedures and hiring to ensure that the Division of Police attracts and hires a diverse group of qualified personnel.

ACTIVITIES: Develop and implement a recruitment policy and a strategic recruitment plan that includes clear goals, objectives, and action steps for attracting qualified applicants from a broad cross-section of the community.

PROGRAM NAME: TRAINING

OBJECTIVES: To train the Division of Police to reflect their commitment to procedural justice, bias-free policing, community policing, and will install agency expectations that officers police diligently, and have an understanding of commitment to the constitutional rights they encounter.

ACTIVITIES: Develop and implement a written training plan for the Division of Police's recruit academy, probationary field training, and in-service training to ensure that recruits, and officers are trained to effectively and lawfully carry out their duties in accordance with the policies of the Division of Police, the requirements and goals of the Consent Decree, Ohio law, and the Constitution and laws of the United States.



DEPARTMENT OF JUSTICE

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ —	\$ 129,109	\$ 297,251	\$ 435,662
Part-Time Permanent	107,545	133,256	107,044	125,004
Uniformed Personnel	95,060	102,397	306,140	372,325
Uniformed Overtime	9,299	349,576	540,836	790,000
Longevity	800	800	2,225	4,450
Bonus Incentive	—	—	2,500	—
Overtime	—	846	5,311	12,077
Deferred Overtime Payments	3,142	2,983	1,241	—
	\$ 215,846	\$ 718,967	\$ 1,262,547	\$ 1,739,518
Benefits				
Hospitalization	\$ 13,031	\$ 33,898	\$ 74,696	\$ 108,652
Prescription	2,355	6,559	11,265	22,491
Dental	655	926	3,101	5,542
Vision Care	52	95	296	505
Public Employees Retire System	13,740	34,795	55,923	81,224
Police & Firemens Disab & Pens	19,029	86,175	163,118	226,996
Fica-Medicare	3,109	10,323	18,144	25,266
Workers' Compensation	616	6,907	7,171	8,065
Life Insurance	34	61	256	544
Clothing Allowance	—	400	1,600	3,050
Clothing Maintenance	750	750	3,000	2,700
	\$ 53,370	\$ 180,889	\$ 338,570	\$ 485,035
Other Training & Professional Dues				
Travel	\$ —	\$ 14,999	\$ 10,418	\$ 61,850
Tuition & Registration Fees	—	5,893	5,750	30,100
Professional Dues & Subscript	—	—	—	1,000
	\$ —	\$ 20,892	\$ 16,168	\$ 92,950
Contractual Services				
Professional Services	\$ 35,292	\$ 135,325	\$ 74,433	\$ 345,000
Mileage (Private Auto)	—	—	—	2,000
Advertising And Public Notice	—	500	—	—
Program Promotion	—	—	—	19,180
Parking In City Facilities	—	660	660	660
Property Rental	—	—	226	—
Other Contractual	1,446,223	1,490,643	1,353,577	1,249,300
	\$ 1,481,515	\$ 1,627,128	\$ 1,428,896	\$ 1,616,140



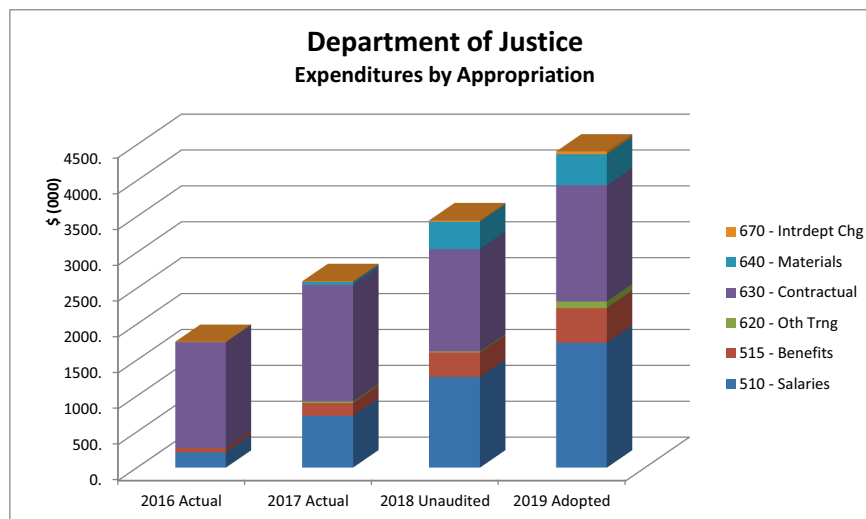
DEPARTMENT OF JUSTICE

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 1,500
Computer Hardware	—	9,143	—	—
Computer Software	—	—	374,554	418,900
Fuel	—	—	—	750
Small Equipment	—	24,043	—	—
Special Events Supplies	—	4,077	4,906	8,400
Just In Time Office Supplies	—	—	834	4,700
	\$ —	\$ 37,263	\$ 380,294	\$ 434,250
Interdepart Service Charges				
Charges From Telephone Exch	\$ 1,567	\$ 4,837	\$ 10,559	\$ 15,600
Charges From Print & Repro	980	5,480	8,720	22,000
	\$ 2,547	\$ 10,317	\$ 19,279	\$ 37,600
	\$ 1,753,279	\$ 2,595,456	\$ 3,445,754	\$ 4,405,493

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Miscellaneous	\$ —	\$ —	\$ 2,660	\$ —
	\$ —	\$ —	\$ 2,660	\$ —





DEPARTMENT OF JUSTICE

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Special Assistant to the Mayor	20,800.00	118,362.30
1	1	1	Captain of Police	98,959.27	99,459.27
2	1	2	Sergeant of Police	73,414.44	73,914.44
<u>4</u>	<u>3</u>	<u>4</u>			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Assistant	21,851.06	79,512.34
0	0	1	Data Base Administrator	39,937.34	118,853.53
1	1	1	Data Base Analyst	30,214.95	98,444.95
1	1	1	Project Manager II	22,333.00	86,455.17
1	0	0	Systems Analyst	20,800.00	68,251.13
<u>4</u>	<u>3</u>	<u>4</u>			
<u>PROTECTIVE SERVICES</u>					
2	2	2	Patrol Officer I	62,019.35	63,719.35
<u>2</u>	<u>2</u>	<u>2</u>			
<u>NON EEO REPORTING</u>					
1	1	1	Data Analysis Coordinator	39,520.00	135,200.00
<u>1</u>	<u>1</u>	<u>1</u>			
<u>11</u>	<u>9</u>	<u>11</u>	TOTAL FULL TIME		
<u>PART TIME</u>					
1	1	1	Executive Assist To The Mayor	50,795.81	191,316.74
<u>1</u>	<u>1</u>	<u>1</u>	TOTAL PART TIME		
<u>12</u>	<u>10</u>	<u>12</u>	TOTAL DIVISION		



DIVISION OF PUBLIC WORKS ADMINISTRATION

Michael E. Cox, Director

Mission Statement

Provide a sustainable, proactive approach to service delivery and recreational activities, which improves the quality of life for our residents and visitors. Provide consistent quality service, clean neighborhoods and safe right of ways for pedestrians, motorists, and visitors that make our city a better place to live, work and play. Operate and maintain clean, accessible, vibrant public spaces for exploration, relaxation, and exercise, while connecting culturally diverse venues of sports, entertainment, and educational experiences.

The Department of Public Works is responsible for planning, constructing, operating, and maintaining all city-owned parks, playgrounds, recreation centers, golf courses, cemeteries, Rockefeller Greenhouse, parking facilities, Markets, and the Cleveland Public Auditorium and Stadium; operation of moveable bridges and viaducts; maintenance and repair of all streets and bridges including cleaning, snow removal and ice control, crack sealing and maintenance of all streets and boulevards; maintenance of all traffic control devices, determination and layout of all parking restrictions, design and placement of all traffic markings, traffic signs and traffic control devices; collection and control of all solid waste and recycling; purchase, repair and maintain the City's vehicle fleet. This Department also coordinates the functions of its Divisions with other Departments and offices of the City, and with Federal, State, County, and neighboring municipal agencies.

PROGRAM NAME: ADMINISTRATION

OBJECTIVES: Control and supervise all activities and personnel of the Office of Administration; shall coordinate departmental support for the various divisions of the Department of Public Works in the areas of personnel, legislation, budgeting, purchasing, information technology and in such additional areas as are determined to be necessary by the Director of Public Works for the efficient operation of the Department; and shall perform such other duties as may from time to time be required by ordinance or by the Director of Public Works.

ACTIVITIES: Coordinate and enforce all personnel, budget & purchasing, legislation and information technology policies and procedures. Enforce disciplinary actions, prepare and monitor budget revenue and expenditures. Manage technology projects and department specific software/hardware functions. Prepare and process legislation for the Department.

PROGRAM NAME: OPERATIONS

OBJECTIVES: To provide successful management of all operational activities with the Department of Public works.

ACTIVITIES: Coordinate the operations of the divisions of Motor Vehicle, Park Maintenance, Parking Facilities, Property Management, Streets, Traffic Engineering, and Waste Collection.

PROGRAM NAME: RECREATION AND SPECIAL EVENTS

OBJECTIVES: To coordinate and manage events within the City of Cleveland. To improve community awareness of programs and activities provided by the Department of Public Works. To provide recreation and leisure opportunities at the City's recreation facilities for Cleveland area residents of all ages. To provide a venue for meetings, trade shows and theatrical events.

ACTIVITIES: Schedule vendor meetings as needed to ensure vendors have the required information to carry out events. Establish event calendars and other promotional literature to market department assets. Provide year round recreation programming and activity. Provide efficient operation of the Public Auditorium and the West Side Market.



DIVISION OF PUBLIC WORKS ADMINISTRATION

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 2,052,264	\$ 1,828,717	\$ 2,156,248	\$ 2,281,202
Longevity	14,850	15,000	14,675	15,800
Wage Settlements	—	—	21,409	—
Vacation Conversion	—	509	—	—
Separation Payments	21,866	42,176	1,844	—
Bonus Incentive	—	1,500	14,500	500
Overtime	162	162	166	100
	\$ 2,089,143	\$ 1,888,063	\$ 2,208,841	\$ 2,297,602
Benefits				
Hospitalization	\$ 357,726	\$ 329,190	\$ 357,258	\$ 375,587
Prescription	67,411	60,556	52,788	73,299
Dental	17,473	15,999	17,510	19,686
Vision Care	2,107	1,915	2,082	2,410
Public Employees Retire System	291,050	258,259	324,580	324,044
Fica-Medicare	29,245	26,395	30,175	33,440
Workers' Compensation	30,875	46,565	30,826	24,805
Life Insurance	1,350	1,108	1,161	1,896
Unemployment Compensation	—	—	7,562	—
Clothing Allowance	400	400	400	400
Clothing Maintenance	150	150	150	150
	\$ 797,788	\$ 740,535	\$ 824,492	\$ 855,717
Contractual Services				
Professional Services	\$ 225	\$ 225	\$ —	\$ 2,150
Parking In City Facilities	2,550	2,399	2,916	3,800
Insurance And Official Bonds	250	—	—	250
Property Rental	166,347	166,347	166,347	166,347
	\$ 169,372	\$ 168,971	\$ 169,263	\$ 172,547
Materials & Supplies				
Other Supplies	\$ 188	\$ —	\$ —	\$ 200
Special Events Supplies	—	1,500	1,500	1,500
Just In Time Office Supplies	3,011	1,786	3,178	3,200
	\$ 3,199	\$ 3,286	\$ 4,678	\$ 4,900



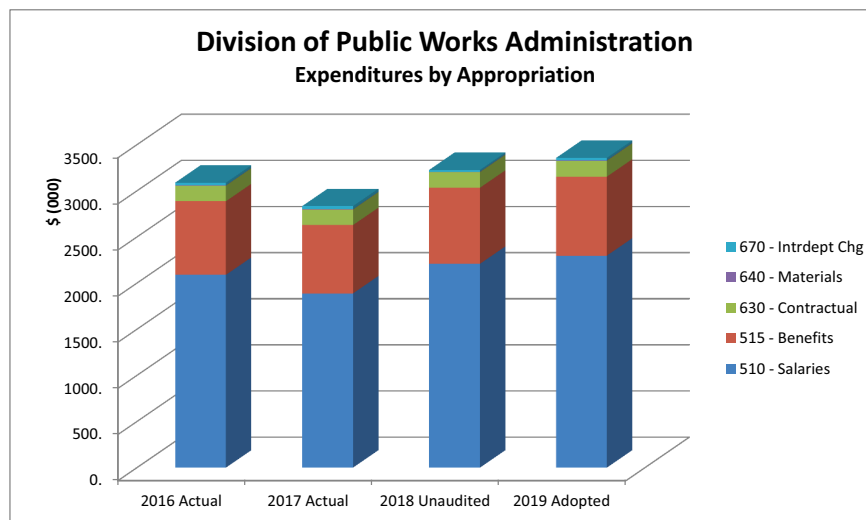
DIVISION OF PUBLIC WORKS ADMINISTRATION

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ 14,059	\$ 16,565	\$ 7,475	\$ 6,881
Charges From Print & Repro	8,651	11,127	8,642	14,690
Charges From Central Storeroom	1,364	699	849	915
Charges From M.V.M.	4,414	4,828	2,690	3,570
	\$ 28,488	\$ 33,219	\$ 19,656	\$ 26,056
	\$ 3,087,989	\$ 2,834,075	\$ 3,226,930	\$ 3,356,822

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges For Services	\$ 45,283	\$ 64,097	\$ 66,798	\$ 25,000
Miscellaneous	149,052	34,932	404,716	20,000
Sale Of City Assets	191,097	3,249,749	—	—
	\$ 385,432	\$ 3,348,778	\$ 471,514	\$ 45,000





DIVISION OF PUBLIC WORKS ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	Budget 2018	December 2018		Budget 2019	Minimum
<u>ADMINISTRATORS & OFFICIALS</u>					
2	2	2	Asst. Director of Public Works	36,590.39	154,089.52
1	1	1	Deputy Commissioner of Recreation	26,273.96	91,088.49
1	1	1	Director of Public Works	50,795.81	191,316.74
1	1	1	Manager of Administration	40,314.82	134,602.24
1	1	1	Manager of Events	23,647.11	86,215.32
1	1	1	Public Auditorium Sales Manager	30,214.95	114,691.24
7	7	7			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Chief Clerk	22,050.00	52,504.47
2	1	2	Principal Clerk	14.88	21.97
1	2	1	Senior Clerk	12.47	18.14
4	4	4			
<u>PROFESSIONALS</u>					
7	7	7	Assistant Administrator	20,800.00	73,868.59
1	1	1	Assistant Manager of Marketing	20,800.00	64,468.16
1	1	1	Assistant Manager of Recreation	20,800.00	62,770.08
3	2	3	Budget Analyst	20,800.00	58,534.37
1	1	1	Data Base Administrator	39,937.34	118,853.53
4	4	4	Personnel Administrator	26,273.96	91,088.49
3	3	3	Project Coordinator	27,325.56	99,702.63
0	0	1	Project Director	22,333.40	88,646.98
1	1	1	Senior Budget and Management Analyst	26,273.96	88,147.99
4	4	4	Senior Personnel Assistant	20,800.00	55,388.98
25	24	26			
<u>TECHNICIANS</u>					
1	1	1	Accident & Safety Inspector	23.49	24.44
1	1	1			
37	36	38	TOTAL FULL TIME		
37	36	38	TOTAL DIVISION		



DIVISION OF RECREATION

Samuel Gissentaner, Commissioner

Mission Statement

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

The Division of Recreation operates 21 recreation centers (includes an indoor roller rink, outdoor roller and ice skating rink, and a residential camp), 1 arts center, 19 indoor pools, 22 outdoor pools, 2 football complex / one with a track, 1 baseball complex and permits 155 ball-fields, (including 4 ball-field complexes). Each facility provides recreational opportunities for all ages and interest groups. The involvement of neighborhood residents will continue to be a priority via Friends of Recreation Councils that assist with programming and evaluation.

PROGRAM NAME: CAMPING

OBJECTIVES: To provide recreational opportunities for youth services involving camping and other outdoor environmental activities.

ACTIVITIES: Operate a summer residential camp program for youth between the ages 9 to 13. Conduct a day camp program for seniors in conjunction with various senior centers throughout the City of Cleveland. Conduct a holistic life program for youth in Conjunction with Cleveland Public Schools.

PROGRAM NAME: CULTURAL ARTS

OBJECTIVES: To provide cultural arts to City residents.

ACTIVITIES: Organize programs in drama, dance, painting, drawing, cartoon arts, ceramics and pottery.

PROGRAM NAME: FOOD SERVICE PROGRAM

OBJECTIVES: To supplement the dietary requirements of children.

ACTIVITIES: Provide free meals for City of Cleveland youth 18 years of age and under for both after school and Summer meals.

PROGRAM NAME: ORGANIZED SPORTS

OBJECTIVES: To provide ongoing planning, development and coordination of a variety of sports programs, both traditional and non-traditional.

ACTIVITIES: Promotes league play in basketball, baseball, softball, football, soccer etc.

PROGRAM NAME: RECREATION CENTERS

OBJECTIVES: To provide year around recreation programs and activities to City residents.

ACTIVITIES: Operate and maintain recreation centers. Develop and implement year round activities for all ages.

PROGRAM NAME: SUMMER PROGRAMS

OBJECTIVES: To provide supplemental recreation activities to City residents during the summer season.

ACTIVITIES: Conduct activities in pools, ball-fields, and in recreation centers.



DIVISION OF RECREATION

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 3,576,609	\$ 3,672,488	\$ 4,610,736	\$ 5,224,873
Seasonal	1,116,509	1,126,497	1,142,936	1,130,000
Part-Time Permanent	1,185,271	1,156,921	1,405,478	1,332,351
School Guards	(721)	8,013	—	—
Longevity	29,750	30,425	30,600	41,850
Vacation Conversion	—	15,515	—	—
Separation Payments	25,632	21,563	10,688	30,000
Bonus Incentive	—	47,500	23,500	500
Overtime	173,708	147,447	184,453	72,900
	\$ 6,106,759	\$ 6,226,369	\$ 7,408,391	\$ 7,832,474
Benefits				
Hospitalization	\$ 878,192	\$ 840,279	\$ 934,296	\$ 1,041,057
Prescription	174,396	153,452	143,326	215,400
Dental	42,884	38,719	42,828	54,673
Vision Care	5,809	5,627	6,644	8,456
Public Employees Retire System	851,831	860,781	1,042,597	1,113,880
Fica-Medicare	84,029	86,379	104,141	115,801
Workers' Compensation	171,679	206,476	142,187	155,985
Life Insurance	3,729	3,220	4,182	6,306
Unemployment Compensation	4,769	3,312	24,331	6,000
Clothing Allowance	400	400	400	400
Clothing Maintenance	1,875	1,575	1,200	1,650
	\$ 2,219,593	\$ 2,200,218	\$ 2,446,132	\$ 2,719,608
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ —	\$ 100,000
Tuition & Registration Fees	1,985	570	3,153	570
Professional Dues & Subscript	—	—	—	360
	\$ 1,985	\$ 570	\$ 3,153	\$ 100,930
Utilities				
Brokered Gas Supply	\$ 297,241	\$ 241,070	\$ 249,137	\$ 298,968
Gas	195,117	132,542	155,265	190,000
Electricity	1,005,889	1,013,674	1,122,524	1,178,655
Electricity - Other	110,105	111,289	120,194	126,093
Security & Monitoring System	12,644	13,942	13,092	15,000
Contractual Utilities	50,644	42,348	38,518	99,000
	\$ 1,671,640	\$ 1,554,865	\$ 1,698,730	\$ 1,907,716



DIVISION OF RECREATION

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Contractual Services				
Professional Services	\$ 29,057	\$ 42,158	\$ 60,190	\$ 33,270
Mileage (Private Auto)	—	—	184	1,000
Parking In City Facilities	6,497	4,626	5,436	7,840
Other Contractual	1,339,447	1,629,476	1,755,965	1,645,348
Bank Service Fees	17	19	574	—
	\$ 1,375,018	\$ 1,676,279	\$ 1,822,349	\$ 1,687,458
Materials & Supplies				
Chemical	\$ 86,046	\$ 89,537	\$ 84,686	\$ 95,000
Clothing	9,506	10,245	10,584	7,835
Small Equipment	7,219	7,474	4,445	8,000
Office Furniture & Equipment	—	—	957	—
Electrical Supplies	—	1,300	—	2,250
Hygiene And Cleaning Supplies	2,332	1,768	5,310	3,600
Aquatics (Pool) Supplies	18,483	17,780	15,206	17,000
Playground Equipment And Suppl	12,445	11,657	14,267	15,000
Medical Supplies	—	651	1,339	1,350
Food	24,693	26,140	47,921	25,000
Paper And Other Printing Suppl	—	307	—	1,350
Other Supplies	2,342	4,246	21,616	12,300
Arts & Crafts Supplies	23,495	23,588	30,874	35,000
Sporting Goods Supplies	29,398	58,480	63,010	30,000
Just In Time Office Supplies	4,196	3,903	3,637	8,300
	\$ 220,154	\$ 257,076	\$ 303,851	\$ 261,985
Maintenance				
Maintenance Contracts	\$ 3,996	\$ 8,947	\$ —	\$ 3,600
Maintenance Machinery & Tools	6,285	9,779	8,455	8,000
Maintenance Fire Apparatus	3,000	5,330	5,896	7,000
Repair Parts	—	15,000	30,000	50,000
Car Washes	444	450	—	450
Maintenance Misc. Equipment	2,496	2,744	2,000	4,000
Maintenance Building	300	450	300	—
	\$ 16,521	\$ 42,700	\$ 46,651	\$ 73,050
Interdepart Service Charges				
Charges From Telephone Exch	\$ 280,969	\$ 314,854	\$ 354,645	\$ 376,475
Charges From Radio Comm System	5,691	5,639	3,859	5,500
Charges From W.P.C.	455	648	2,564	—
Charges From Print & Repro	21,348	34,039	23,166	45,000
Charges From Central Storeroom	777	922	958	1,500



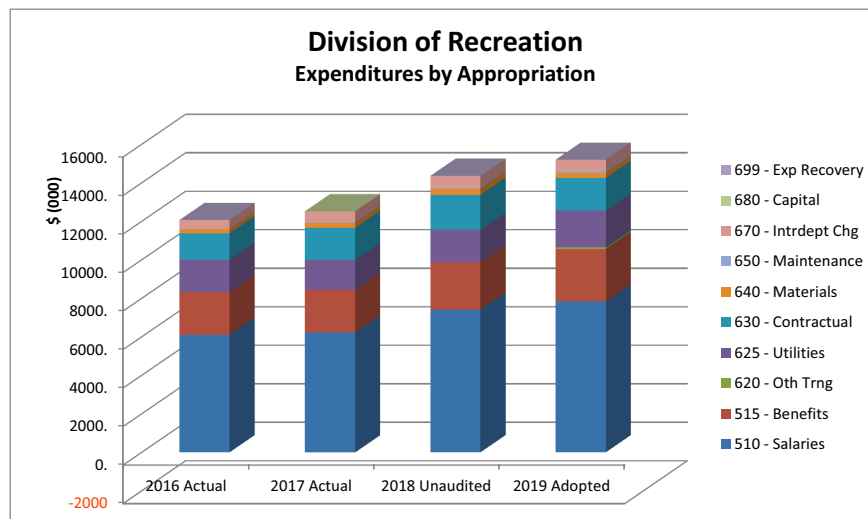
DIVISION OF RECREATION

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges From M.V.M.	126,095	192,029	218,867	170,000
Charges From Waste Collection	18,126	16,257	16,183	20,000
	\$ 453,462	\$ 564,387	\$ 620,243	\$ 618,475
Capital Outlay				
Building Betterments -Existing	\$ —	\$ —	\$ 10,000	\$ —
	\$ —	\$ —	\$ 10,000	\$ —
Expenditure Recovery				
Expenditure Recovery	\$ —	\$ (8,043)	\$ —	\$ —
	\$ —	\$ (8,043)	\$ —	\$ —
	\$ 12,065,131	\$ 12,514,422	\$ 14,359,500	\$ 15,201,696

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges For Services	\$ 3,633	\$ 450	\$ 3,225	\$ —
Grant Revenue	277	351	—	—
Licenses & Permits	385	537	(836)	—
Miscellaneous	29,534	36,148	127,735	9,000
	\$ 33,829	\$ 37,486	\$ 130,124	\$ 9,000





DIVISION OF RECREATION

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Commissioner of Recreation	42,758.15	163,046.16
2	1	2	Deputy Commissioner of Recreation	26,273.96	91,088.49
6	6	6	Manager of Recreation	40,000.00	86,215.32
9	8	9			
<u>ADMINISTRATIVE SUPPORT</u>					
22	21	22	Junior Clerk	12.83	15.46
1	1	1	Private Secretary	10.00	23.18
2	2	2	Secretary	10.00	19.34
25	24	25			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Manager	27,193.55	117,672.49
1	1	1	Assistant Administrator	20,800.00	73,868.59
4	4	4	Assistant Manager of Recreation	20,800.00	62,770.08
1	1	1	Project Coordinator	27,325.56	99,702.63
23	22	23	Recreation Center Manager	32,500.00	79,225.56
30	29	30			
<u>SERVICE & MAINTENANCE</u>					
1	1	1	Real Estate Maintenance Man	19.82	20.62
1	1	1			
<u>TECHNICIAN</u>					
20	18	20	Physical Director	10.00	23.51
53	48	53	Recreation Instructor II	10.00	19.80
1	1	1	Recreation Instructor III	10.00	20.94
74	67	74			
139	129	139	TOTAL FULL TIME		
195	152	195	TOTAL PART TIME		
263	12	263	TOTAL SEASONAL*		
597	293	597	TOTAL DIVISION		



DIVISION OF PARKING FACILITIES

Kim Johnson, Interim Commissioner

Mission Statement

To provide adequate Off-Street parking throughout the downtown area and to enforce the On-Street parking throughout the City of Cleveland.

PROGRAM NAME: ON-STREET

OBJECTIVES: To provide for the on-street parking needs of the City of Cleveland.

ACTIVITIES: Enforce parking regulations. Repair and maintain the current parking meters. Evaluate the parking needs of the City of Cleveland. Compile and maintain accurate records pertaining to parking meter repairs. Propose regulations that will provide rapid curb turnover as well as increase the supply of available on-street parking areas.

PROGRAM NAME: OFF-STREET

OBJECTIVES: To provide off-street parking within the City of Cleveland

ACTIVITIES: Continue to improve operations. Manage all Community Development properties not being developed but currently being operated as public parking lots, until such time as development becomes feasible. Oversee and monitor parking at the Gateway Garages.



DIVISION OF PARKING FACILITIES

Expenditures

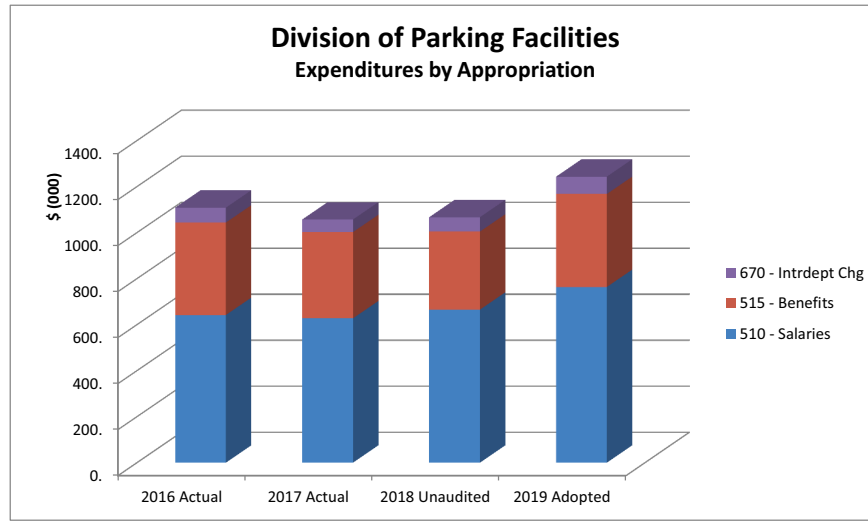
	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 631,463	\$ 615,368	\$ 647,645	\$ 751,928
Longevity	6,050	6,625	6,150	6,775
Separation Payments	4,112	3,830	1,913	—
Bonus Incentive	—	1,500	9,500	—
Overtime	332	116	—	5,000
	\$ 641,958	\$ 627,439	\$ 665,207	\$ 763,703
Benefits				
Hospitalization	\$ 211,423	\$ 193,207	\$ 181,709	\$ 207,209
Prescription	42,571	35,173	27,337	43,902
Dental	9,777	8,512	7,798	10,765
Vision Care	1,007	943	963	1,354
Public Employees Retire System	89,121	87,699	89,448	111,358
Fica-Medicare	8,895	8,733	9,375	11,154
Workers' Compensation	31,160	32,726	12,202	7,100
Life Insurance	751	629	576	904
Clothing Allowance	4,400	4,600	5,300	4,650
Clothing Maintenance	2,625	2,625	4,550	5,700
	\$ 401,729	\$ 374,847	\$ 339,258	\$ 404,096
Interdepart Service Charges				
Charges From Telephone Exch	\$ 5,527	\$ 6,734	\$ 7,621	\$ 7,016
Charges From Radio Comm System	22,206	18,705	14,177	32,540
Charges From M.V.M.	37,069	29,155	40,773	36,000
	\$ 64,801	\$ 54,594	\$ 62,571	\$ 75,556
	\$ 1,108,489	\$ 1,056,880	\$ 1,067,036	\$ 1,243,355

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Miscellaneous	\$ —	\$ —	\$ 9,132	\$ —
	\$ —	\$ —	\$ 9,132	\$ —



DIVISION OF PARKING FACILITIES



COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	Budget 2018	December 2018		Budget 2019	Minimum
PROFESSIONALS					
2	2	2	Supervisor of Parking Enforcement	20,800.00	44,904.32
2	2	2			
SERVICE & MAINTENANCE					
16	16	16	Parking Enforcement Officer	16.50	16.83
16	16	16			
TECHNICIANS					
1	1	1	Parking Meter Foreman	28,404.92	27,522.83
2	2	2	Parking Meter Serviceman	16.49	18.79
3	3	3			
21	21	21	TOTAL FULL TIME		
21	21	21	TOTAL DIVISION		



DIVISION OF PROPERTY MANAGEMENT

Thomas A. Nagel, Commissioner

Mission Statement

Provide the City of Cleveland's various general fund and selected enterprise units a facilities maintenance service to propagate clean, safe and energy efficient facilities

PROGRAM NAME: BUILDING OPERATIONS & MAINTENANCE

OBJECTIVES: To provide equipment operators and repair technicians for building HVAC, emergency systems and equipment, power distribution, lighting, and other functions necessary to operate a public facility.

ACTIVITIES: Operate chillers, boilers, and fans. Maintain comfortable building interior temperatures throughout the various seasons. Maintain emergency systems in readiness and keep operational during actual emergencies. Perform the various maintenance and repair functions needed to keep a public facility operational.

PROGRAM NAME: CAPITAL REPAIRS & IMPROVEMENTS

OBJECTIVES: To provide in-house labor for emergency repairs and planned improvements to City buildings infrastructures.

ACTIVITIES: Repair, replace and/or add large mechanical, electrical, and plumbing systems and equipment. Perform related duties upon doors, windows, roofs, walls, ceilings, sidewalks, driveways, sewers and landscape irrigation systems. Remodel interior spaces to accommodate changes in use of the facility or changes to existing operations.

PROGRAM NAME: FACILITIES SECURITY

OBJECTIVES: Provide point of entry security at City Hall and Hough Multi Purpose buildings.

ACTIVITIES: Assign Guards to these buildings during operating hours for the purpose of public safety while visiting the facility. Maintain electronic surveillance systems, security and burglar monitoring systems.

PROGRAM NAME: HOUSEKEEPING SERVICES

OBJECTIVES: To provide for routine and daily cleaning of selected facilities throughout the city.

ACTIVITIES: Assign Custodial personnel at facilities in need of daily cleaning due to heavy use by the general public and/or employees. Provide roving cleaning crews weekly to facilities that do not have a heavy usage pattern. Facilitate the timely removal of trash from buildings and provide preventive pest control.

PROGRAM NAME: EAST SIDE MARKET

OBJECTIVES: The East Side Market opened in March 2019. The building was leased by a private entity. The East Side Market is a neighborhood indoor fresh market venue and facility.



DIVISION OF PROPERTY MANAGEMENT

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 3,541,036	\$ 3,511,184	\$ 3,820,085	\$ 4,115,093
Part-Time Permanent	36,449	37,328	36,711	37,998
Longevity	25,025	26,050	25,000	27,925
Vacation Conversion	—	16,932	—	—
Separation Payments	14,435	64,652	12,096	—
Bonus Incentive	—	2,000	17,000	5,500
Overtime	306,857	267,017	311,592	184,979
	\$ 3,923,803	\$ 3,925,162	\$ 4,222,484	\$ 4,371,495
Benefits				
Hospitalization	\$ 675,457	\$ 662,370	\$ 685,970	\$ 695,469
Prescription	132,397	124,415	103,562	149,217
Dental	33,361	31,842	34,052	40,449
Vision Care	3,612	3,534	3,738	4,485
Public Employees Retire System	547,018	532,225	587,775	616,630
Fica-Medicare	53,757	53,497	58,621	61,632
Workers' Compensation	70,813	140,822	69,859	63,740
Life Insurance	2,566	2,224	2,322	3,690
Unemployment Compensation	—	2,720	—	—
Clothing Allowance	3,620	4,150	4,680	13,935
Tool Insurance	600	750	900	900
Clothing Maintenance	7,050	6,600	7,200	8,375
	\$ 1,530,252	\$ 1,565,150	\$ 1,558,679	\$ 1,658,522
Other Training & Professional Dues				
Travel	\$ 379	\$ —	\$ —	\$ —
Tuition & Registration Fees	75	—	849	2,500
Professional Dues & Subscript	—	—	—	650
	\$ 454	\$ —	\$ 849	\$ 3,150
Utilities				
Brokered Gas Supply	\$ 18,885	\$ 16,138	\$ 26,885	\$ 32,265
Sewer-Other	44	—	—	46
Gas	14,762	7,985	11,292	13,555
Electricity	474,780	487,091	515,486	541,265
Electricity - Other	3,211	2,963	3,349	3,520
Steam	899,761	879,410	894,056	920,885
	\$ 1,411,444	\$ 1,393,586	\$ 1,451,069	\$ 1,511,536



DIVISION OF PROPERTY MANAGEMENT

Expenditures (Continued)

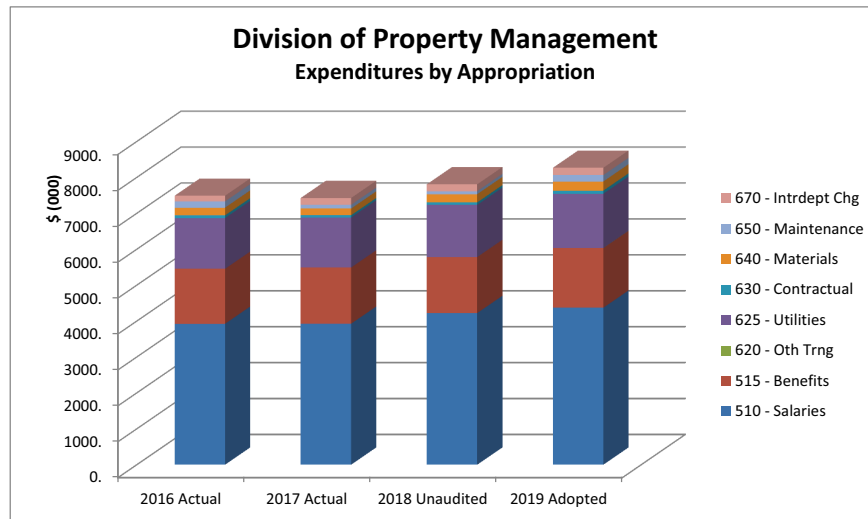
	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Contractual Services				
Professional Services	\$ 10,920	\$ 125	\$ 7,336	\$ 7,396
Security Services	42,701	51,389	62,088	75,000
Parking In City Facilities	1,408	1,150	1,524	3,600
Other Contractual	21,172	10,000	—	2,103
	\$ 76,201	\$ 62,664	\$ 70,948	\$ 88,099
Materials & Supplies				
Chemical	\$ 12,250	\$ 8,026	\$ 11,384	\$ 4,500
Clothing	14,975	17,423	12,850	6,000
Hardware & Small Tools	10,000	5,000	750	1,000
Electrical Supplies	42,201	13,986	30,459	35,000
Hygiene And Cleaning Supplies	100,001	98,991	128,129	160,000
Heating And Air Filters	2,750	5,500	5,500	5,000
Medical Supplies	—	—	—	800
Other Supplies	1,329	17,042	3,926	—
Safety Equipment	—	13,164	20,031	30,000
Just In Time Office Supplies	1,090	1,205	1,077	1,750
Building Maintenance Supplies	31,491	4,992	13,891	10,000
	\$ 216,086	\$ 185,329	\$ 227,997	\$ 254,050
Maintenance				
Maintenance Contracts	\$ —	\$ —	\$ 5,000	\$ 2,500
Maintenance Machinery & Tools	94,391	33,816	56,146	102,417
Maintenance Fire Apparatus	63,581	63,981	—	63,581
Maintenance Building	14,591	6,364	22,464	8,100
	\$ 172,562	\$ 104,161	\$ 83,611	\$ 176,598
Interdepart Service Charges				
Charges From Telephone Exch	\$ 20,285	\$ 27,593	\$ 51,016	\$ 46,965
Charges From Radio Comm System	11,417	12,172	8,741	11,485
Charges From Light And Power	—	—	816	—
Charges From Water	—	—	—	450
Charges From W.P.C.	—	—	—	900
Charges From Print & Repro	3,786	2,869	676	3,790
Charges From Central Storeroom	207	204	379	270
Charges From M.V.M.	119,592	144,325	126,516	135,000
Charges From Waste Collection	2,935	2,392	2,576	5,000
	\$ 158,222	\$ 189,554	\$ 190,719	\$ 203,860
	\$ 7,489,024	\$ 7,425,607	\$ 7,806,356	\$ 8,267,310



DIVISION OF PROPERTY MANAGEMENT

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges For Services	\$ 61,925	\$ 78,634	\$ 72,486	\$ 30,854
Miscellaneous	1,001,858	463,089	1,357,703	1,300,000
	\$ 1,063,783	\$ 541,723	\$ 1,430,188	\$ 1,330,854





DIVISION OF PROPERTY MANAGEMENT

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Commissioner of Property Management	45,201.46	161,827.86
1	1	1	Manager of Enterprise Unit	23,647.11	86,215.32
1	1	1	Manager of General Maintenance	23,647.11	86,215.32
3	3	3			
<u>ADMINISTRATIVE SUPPORT</u>					
1	0	1	Private Secretary	10.00	23.18
1	0	1			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Manager	27,193.55	117,672.49
2	2	2	Assistant Custodian	20,800.00	53,513.57
6	6	6	Building Stationary Engineer	20.05	27.55
9	9	9			
<u>SERVICE & MAINTENANCE</u>					
24	23	24	Custodial Worker	16.86	18.86
2	2	2	Custodial Worker Supervisor	21.78	22.66
1	1	1	Custodian	26,273.96	78,184.48
2	2	2	Guard	17.64	18.64
1	1	1	Mechanical Handyman	19.57	20.36
10	9	10	Municipal Service Laborer	18.86	19.62
40	38	40			



DIVISION OF PROPERTY MANAGEMENT

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	Budget 2019	December 2018		Minimum	Maximum
SKILLED CRAFT					
2	2	2	Carpenter	40.76	50.95
1	1	1	Carpenter Unit Leader	40.97	42.01
1	1	1	Cement Finisher	40.80	51.00
1	1	1	Chief Building Stationary Engineer	21.43	28.93
4	4	4	Electrical Worker	47.03	58.79
3	3	3	Painter	35.50	44.37
1	1	1	Plasterer	38.07	47.59
5	5	5	Plumber	49.64	62.05
1	1	1	Plumber Foreman	49.37	50.89
1	1	1	Roofer	41.34	51.67
1	1	1	Sheetmetal Worker	50.75	63.44
21	21	21			
74	71	74	TOTAL FULL TIME		
1	1	1	TOTAL PART TIME		
75	72	75	TOTAL DIVISION		



DIVISION OF PARK MAINTENANCE AND PROPERTIES

Richard L. Silva, Commissioner

Mission Statement

To provide the City and its neighborhoods with safe and well-maintained parks, trees, gardens, vacant properties and cemeteries.

PROGRAM NAME: CEMETERY MAINTENANCE & SERVICES

OBJECTIVES: To provide for burials and maintenance to Cleveland’s Cemetery properties.

ACTIVITIES: Maintain grounds. Provide burial services.

PROGRAM NAME: FIELD MAINTENANCE

OBJECTIVES: To maintain athletic fields and other grounds.

ACTIVITIES: To drag and line ball diamonds to maintain athletic recreational fields and properties.

PROGRAM NAME: HORTICULTURE, MALL, AND CULTURAL GARDENS

OBJECTIVES: To operate the City Greenhouse.

ACTIVITIES: Develop and maintain an awareness and appreciation of natural foliage in formal gardens and park areas. Propagate plant material for seasonal displays. Plant and maintain formal gardens, plazas, malls, and other formal park areas.

PROGRAM NAME: VACANT PROPERTY CUTTING AND CLEANING

OBJECTIVES: To keep vacant properties within the City aesthetically pleasing and to eliminate health and safety hazards.

ACTIVITIES: Cut weeds and remove debris from vacant properties.

PROGRAM NAME: PARKS GROUND MAINTENANCE

OBJECTIVES: To provide pleasant and attractive public areas.

ACTIVITIES: Cut grass, seed, edge, prune trees and underbrush, mulch, remove debris, etc.

PROGRAM NAME: SNOW REMOVAL

OBJECTIVES: To provide access around City Hall, Public Square and quadrants, Malls A, B and C, and other City facilities as directed

ACTIVITIES: Remove snow from around recreation centers, sidewalks, parking lots, walkways, bus stops and fire hydrants on City property.

PROGRAM NAME: URBAN FORESTRY

OBJECTIVES: To provide a safe and low risk urban forest while striving to preserve its natural beauty.

ACTIVITIES: Remove dead and hazardous trees. Prevent unsafe conditions relating to tree growth. Trim trees for clearance of streetlights, traffic signals and signs, pedestrian and vehicular traffic, as well as building clearance. Remove overgrown tree roots that cause raised sidewalks, and overgrown tree lawns. Provide public information regarding the care of trees to concerned citizens.



DIVISION OF PARK MAINTENANCE AND PROPERTIES

PROGRAM NAME: VEHICLE AND EQUIPMENT REPAIR

OBJECTIVES: To provide mechanical services to off road equipment and vehicles (first echelon maintenance).

ACTIVITIES: Repair mowers, tractors, trimmers, turf vacs, leaf blowers, weed eaters, chain saws, mounted equipment, and assorted hand held equipment.

PROGRAM NAME: WAREHOUSE / OPERATIONS HEADQUARTERS

OBJECTIVES: To provide and accurately define the duties and assignments of personnel in order to provide maximum service levels and to provide adequate storage and maintenance of tools and equipment.

ACTIVITIES: Planning research reports and deliveries. Maintain the warehouse and its grounds.



DIVISION OF PARK MAINTENANCE AND PROPERTIES

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 4,404,771	\$ 4,545,569	\$ 4,903,753	\$ 5,452,220
Seasonal	1,293,177	1,559,699	1,610,590	1,817,320
Injury Pay	7,452	8,193	1,268	—
Longevity	44,850	42,000	41,100	43,450
Wage Settlements	—	—	277,188	—
Vacation Conversion	—	4,783	—	—
Separation Payments	29,430	27,492	16,370	20,000
Bonus Incentive	—	1,000	13,500	69,500
Overtime	115,617	117,258	135,530	123,930
	\$ 5,895,297	\$ 6,305,994	\$ 6,999,298	\$ 7,526,420
Benefits				
Hospitalization	\$ 1,168,477	\$ 1,226,070	\$ 1,205,310	\$ 1,200,000
Prescription	227,760	229,233	179,699	233,976
Dental	52,363	53,438	55,856	64,383
Vision Care	5,211	5,522	5,868	7,036
Public Employees Retire System	820,724	874,103	971,487	1,051,840
Fica-Medicare	82,266	87,970	97,466	106,087
Workers' Compensation	171,205	261,935	197,806	205,911
Life Insurance	3,727	3,425	3,546	5,500
Unemployment Compensation	83,845	38,029	88,578	69,115
Clothing Allowance	33,930	32,645	35,755	37,475
Tool Insurance	2,200	2,200	2,200	2,750
Clothing Maintenance	13,175	12,788	13,838	18,075
	\$ 2,664,882	\$ 2,827,357	\$ 2,857,409	\$ 3,002,148
Other Training & Professional Dues				
Tuition & Registration Fees	\$ 70	\$ 70	\$ 149	\$ 250
	\$ 70	\$ 70	\$ 149	\$ 250
Utilities				
Brokered Gas Supply	\$ 53,599	\$ 39,623	\$ 50,068	\$ 60,085
Gas	26,654	19,860	37,511	45,020
Electricity	437,479	464,992	510,319	535,900
Electricity - Other	36,658	34,062	35,425	37,200
Steam	7,711	12,980	12,026	12,390
Security & Monitoring System	9,257	4,057	11,221	5,847
	\$ 571,358	\$ 575,573	\$ 656,569	\$ 696,442
Contractual Services				
Waste Disposal	\$ 1,320	\$ 1,450	\$ 1,370	\$ 1,350
Medical Services	—	—	—	1,349



DIVISION OF PARK MAINTENANCE AND PROPERTIES

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Parking In City Facilities	1,174	690	660	1,360
Property Rental	43,676	43,676	43,676	43,676
Other Contractual	1,902,352	2,364,049	2,377,665	2,379,088
	\$ 1,948,523	\$ 2,409,865	\$ 2,423,371	\$ 2,426,823
Materials & Supplies				
Chemical	\$ 880	\$ —	\$ —	\$ 927
Salt & De-Icer	—	—	—	7,200
Clothing	—	—	—	1,030
Hardware & Small Tools	284	9,704	24,834	10,000
Seed, Fertilizer & Herbicide	10,025	2,563	—	13,000
Small Equipment	20,939	37,975	10,917	24,500
Fence, Posts & Bars	—	11,434	14,062	15,000
Hygiene And Cleaning Supplies	13,796	46,542	23,803	25,000
Clay, Soil & Turf	4,000	5,431	10,000	10,000
Playground Equipment And Suppl	20,852	41,294	38,693	40,857
Lumber, Glass, And Drywall	—	3,911	—	10,000
Other Supplies	12,565	18,124	43,026	23,500
Sporting Goods Supplies	2,989	4,135	12,127	5,000
Safety Equipment	14,230	13,630	17,382	15,000
Greenhouse Maintenance Suppl	38,748	47,680	33,226	39,000
Just In Time Office Supplies	1,868	1,083	1,144	1,009
Misc Maintenance Supplies	12,784	33,214	18,903	15,500
	\$ 153,960	\$ 276,722	\$ 248,117	\$ 256,523
Maintenance				
Maintenance Contracts	\$ —	\$ 6,472	\$ 1,468	\$ 9,270
Repair Parts	284,696	250,988	269,793	270,000
	\$ 284,696	\$ 257,460	\$ 271,261	\$ 279,270
Claims, Refunds, Maintenance				
Judgments, Damages, & Claims	\$ 6,800	\$ 4,250	\$ 1,000	\$ 6,500
	\$ 6,800	\$ 4,250	\$ 1,000	\$ 6,500
Interdepart Service Charges				
Charges From Telephone Exch	\$ 48,323	\$ 52,762	\$ 45,413	\$ 37,295
Charges From Radio Comm System	109,770	113,670	82,976	115,912
Charges From Light And Power	—	1,285	—	—
Charges From W.P.C.	482	7,769	2,423	4,058
Charges From Print & Repro	20,216	30,203	23,922	39,875



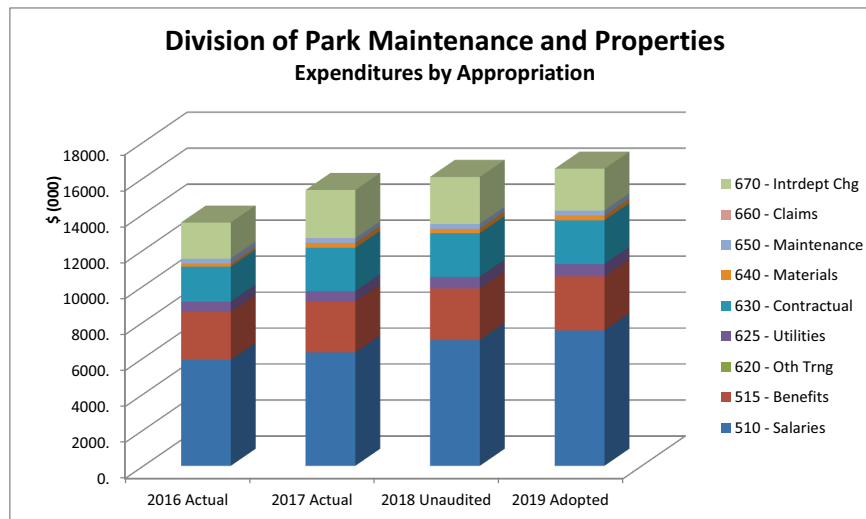
DIVISION OF PARK MAINTENANCE AND PROPERTIES

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges From Central Storeroom	523	1,515	2,369	1,985
Charges From M.V.M.	1,444,548	2,188,061	2,122,552	1,737,600
Charges From Waste Collection	376,057	277,710	325,662	385,000
	\$ 1,999,920	\$ 2,672,976	\$ 2,605,318	\$ 2,321,725
	\$ 13,525,505	\$ 15,330,267	\$ 16,062,494	\$ 16,516,101

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges For Services	\$ 750,027	\$ 750,159	\$ 1,531,414	\$ 817,087
Grant Revenue	(17,237)	—	—	—
Miscellaneous	62,194	65,673	141,799	61,880
	\$ 794,984	\$ 815,832	\$ 1,673,213	\$ 878,967





DIVISION OF PARK MAINTENANCE AND PROPERTIES

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	Budget 2018	December 2018		Budget 2019	Minimum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Commissioner of Park Maint. & Properties	42,758.15	163,046.16
3	3	3	Manager of Urban Forestry	22,333.40	81,827.04
4	4	4			
<u>ADMINISTRATIVE SUPPORT</u>					
4	4	4	Field Operations Forester	32,445.00	66,858.11
2	1	2	Senior Clerk	12.47	18.14
1	1	1	Storekeeper	16.66	22.71
7	6	7			
<u>PROFESSIONALS</u>					
4	4	4	Administrative Manager	27,193.55	117,672.49
1	1	1	Project Coordinator	27,325.56	99,702.63
5	5	5			
<u>SERVICE & MAINTENANCE</u>					
3	3	3	Gardener	20.81	21.65
12	12	12	Ground Maintenance Foreman	23.33	24.28
13	13	13	Ground Maintenance Truck Driver II	20.93	21.35
2	2	2	Horticulturist Maintenance Foreman	25.88	26.93
42	38	42	Real Estate Maintenance Worker	19.82	20.62
72	68	72			
<u>SKILLED CRAFT</u>					
10	9	10	Arborist I	20.81	21.65
11	11	11	Arborist II	23.68	24.63
5	5	5	Automobile Repair Worker	12.60	22.26
26	25	26			
114	108	114	TOTAL FULL TIME		
375	19	375	TOTAL SEASONAL		
489	127	489	TOTAL DIVISION		



DIVISION OF WASTE COLLECTION AND DISPOSAL

Paul F. Alcantar, Commissioner

Mission Statement

To reduce public health hazards resulting from refuse dumping in City of Cleveland neighborhoods by providing collection and appropriate disposal of residential, commercial, recyclables and city owned public Street waste receptacles for the citizens of the City of Cleveland. The division of Waste Collection and Disposal division is committed to providing an efficient collection and disposal service. The City currently provides service to approximately 152,000 dwelling units on a weekly basis. The waste collection process includes residential waste, recycling, bulk items, tires, receptacles, and dead animal collection.

In 2016 the City completed the delivery of roll-carts for automated collection service. This service was first born as a Pilot Program that begun in 2008 and started with 15,000 Cleveland residents.

The new system was implemented to encourage curbside recycling and increase efficiency. City residents received a black roll-cart for trash and a blue recycling for recycling that can be wheeled to the curb for collection. The new program is now City wide.

The City of Cleveland annually disposes of approximately 230,000 tons of municipal solid waste from residential collection. The majority of the municipal solid waste is processed at the City's Ridge Road Transfer Station, where it is then loaded onto contracted trailers and then shipped to a landfill. The transfer station has a Capacity of 3,000 tons per day. All construction and demolition debris is disposed of via the use of privately owned landfills, and Transfer Stations, or Processing Facilities. The City owned transfer station also accepts waste from local private haulers for a fee.

In addition to providing residential waste collection service, the Division of Waste Collection also offers alternative disposal via the Commercial waste and recycling Collection service program. The Commercial Collection service provides both permanent and temporary dumpster rental services to city residents, local businesses and City facilities, Located within the Cleveland area. Our commercial waste and recycling services are offered at a competitive rate.

If the City had to close the Ridge Road Transfer Station, the current final closure, post-closure, and/or corrective measures cost estimates and any other environmental obligations would cost the City \$88,680 and would be paid for by the Waste Collection and Disposal operating budget.

PROGRAM NAME: RESIDENTIAL COLLECTIONS/CURBSIDE RECYCLING

OBJECTIVES: To remove commingled recyclable commodities from the City's waste stream and to reduce the loss of re-usable resources going into the landfills.

ACTIVITIES: Provide weekly collection of solid waste and recyclables, conduct on-site inspections concerning appearance of areas served, provide bulk by appointment and once a month collection of bulk items.

PROGRAM NAME: WASTE DISPOSAL/COMMODITY PROCESSING

OBJECTIVES: Recycling collected at curbside is taken to the City transfer station and loaded into transfer trailers and sent to the Cities contracted processor to remove solid waste and to prepare recyclable commodities for marketing (i.e. soft/bale).

ACTIVITIES: Transfer operations, once the municipal solid waste and recycling is delivered to the transferred the trash is sent to the landfill and the recycling is sent to our processor where they sort and market the materials. The Transfer station also provides drop-off sites for residential tires and recycling.



DIVISION OF WASTE COLLECTION AND DISPOSAL

PROGRAM NAME: ANCILLARY SERVICES

OBJECTIVES: To improve the appearance of the City and contribute to the revitalization efforts being made in Downtown Cleveland.

ACTIVITIES: Provides roll-off boxes for clean ups and special events in neighborhoods and downtown. The Ancillary Division also provides waste collection to the West Side Market, downtown streets and parks and all municipal buildings as well as repair, replace and service outdoor waste receptacles. The Ancillary Division also provides waste container rental through commercial waste collection service, provide distribution and maintenance of roll carts as well as collection of dead animal, document shedding, staffing of the electronics and household hazardous waste drop-off sites. Our Ancillary Division also preforms annual inspection on all private haulers equipment operating within the City of Cleveland.



DIVISION OF WASTE COLLECTION AND DISPOSAL

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 7,588,901	\$ 8,093,971	\$ 8,643,488	\$ 10,241,853
Seasonal	385,488	426,732	626,046	693,223
Part-Time Permanent	16,131	21,077	24,275	22,314
Injury Pay	821	2,958	—	—
Longevity	59,950	54,050	52,750	65,575
Wage Settlements	—	16,227	21,891	—
Vacation Conversion	—	6,057	—	—
Separation Payments	69,284	78,890	29,833	63,800
Bonus Incentive	—	—	45,500	59,500
Overtime	1,226,373	1,325,365	1,276,411	504,502
	\$ 9,346,948	\$ 10,025,327	\$ 10,720,194	\$ 11,650,767
Benefits				
Hospitalization	\$ 1,771,882	\$ 1,967,520	\$ 2,033,794	\$ 2,463,333
Prescription	326,324	343,799	304,915	465,172
Dental	87,241	92,046	98,919	139,875
Vision Care	8,990	9,626	10,441	14,683
Public Employees Retire System	1,289,782	1,378,399	1,488,228	1,546,062
Fica-Medicare	129,002	139,224	149,070	152,227
Workers' Compensation	769,174	839,565	1,037,741	643,480
Life Insurance	6,476	6,294	6,800	11,764
Unemployment Compensation	62,230	22,042	3,875	65,000
Clothing Allowance	70,075	72,217	83,399	86,325
Clothing Maintenance	22,575	22,200	25,150	60,175
	\$ 4,543,750	\$ 4,892,932	\$ 5,242,331	\$ 5,648,096
Other Training & Professional Dues				
Travel	\$ 16,943	\$ 7,511	\$ 14,847	\$ 8,000
Tuition & Registration Fees	820	150	140	1,000
Mileage (Priv Auto) Trng Prps	—	—	—	90
Professional Dues & Subscript	—	3,685	1,341	270
	\$ 17,763	\$ 11,346	\$ 16,328	\$ 9,360
Utilities				
Brokered Gas Supply	\$ 105,416	\$ 73,208	\$ 87,714	\$ 117,260
Gas	44,726	43,330	64,826	78,000
Electricity - Cpp	224,524	198,798	225,818	237,115
	\$ 374,665	\$ 315,336	\$ 378,358	\$ 432,375



DIVISION OF WASTE COLLECTION AND DISPOSAL

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Contractual Services				
Professional Services	\$ 77,604	\$ 75,595	\$ 18,055	\$ 81,300
Referee Services	—	—	—	250
Waste Disposal	4,188,888	6,324,277	6,035,434	6,542,445
Security Services	485	—	27,802	1,024
Janitorial Services	699	—	12,459	2,060
Medical Services	—	—	—	3,500
Waste Disposal Fee - Ohio EPA	1,454,718	1,419,671	1,389,776	1,553,593
Advertising And Public Notice	295	—	—	15,000
Program Promotion	11,466	—	—	10,000
Parking In City Facilities	2,079	—	—	1,100
Transfer Station	—	—	—	88,680
Special Assessment	750	471	1,470	4,000
Other Contractual	6,000	10,074	98,285	—
Credit Card Processing Fees	23,135	26,324	21,616	26,480
	\$ 5,766,121	\$ 7,856,413	\$ 7,604,896	\$ 8,329,432
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ 270	\$ 1,000
Postage	215	225	—	10,000
Computer Supplies	477	—	—	800
Hardware & Small Tools	2,810	—	—	2,000
Fence, Posts & Bars	945	—	—	1,000
Hygiene And Cleaning Supplies	4,280	3,669	3,515	4,500
Other Supplies	5,318	15,433	8,528	12,500
Safety Equipment	2,972	4,678	1,500	4,000
Just In Time Office Supplies	3,200	1,222	2,621	3,000
	\$ 20,217	\$ 25,226	\$ 16,433	\$ 38,800
Maintenance				
Maintenance Misc. Equipment	\$ 20,000	\$ 132,593	\$ 27,443	\$ 25,000
Maintenance Building	4,840	12,118	1,828	15,000
Repair Of Overhead Doors	5,000	—	5,000	5,000
	\$ 29,840	\$ 144,711	\$ 34,271	\$ 45,000
Claims, Refunds, Maintenance				
Judgments, Damages, & Claims	\$ 4,225	\$ 8,150	\$ —	\$ 8,000
	\$ 4,225	\$ 8,150	\$ —	\$ 8,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 44,158	\$ 52,070	\$ 51,608	\$ 47,815
Charges From Radio Comm System	89,005	88,149	67,593	100,035
Charges From W.P.C.	769	2,150	5,832	5,900



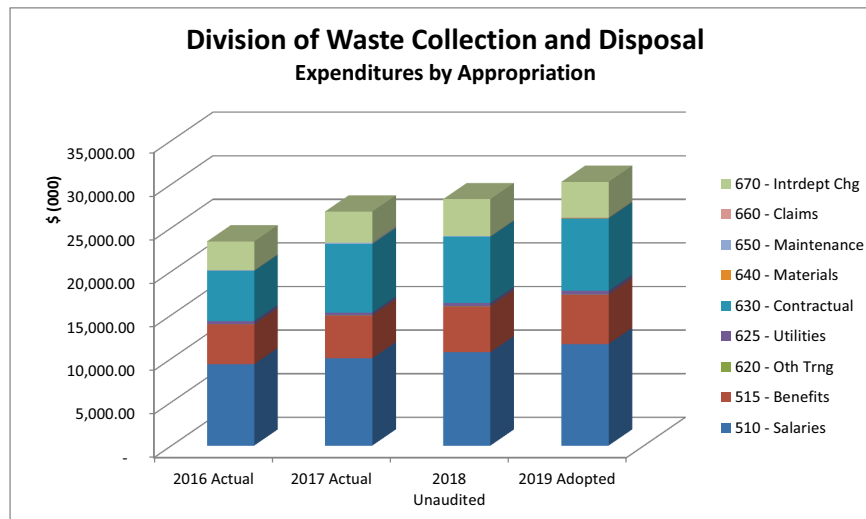
DIVISION OF WASTE COLLECTION AND DISPOSAL

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges From Print & Repro	24,269	21,717	23,317	28,670
Charges From Central Storeroom	1,282	769	963	1,377
Charges From M.V.M.	3,156,651	3,409,241	4,109,473	3,900,000
	\$ 3,316,134	\$ 3,574,096	\$ 4,258,786	\$ 4,083,797
	\$ 23,419,663	\$ 26,853,536	\$ 28,271,597	\$ 30,245,627

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges For Services	\$ 14,879,927	\$ 15,966,950	\$ 14,895,431	\$ 15,588,100
Grant Revenue	(12,500)	—	—	—
Miscellaneous	18,203	3,074	136,346	500
	\$ 14,885,630	\$ 15,970,025	\$ 15,031,777	\$ 15,588,600





DIVISION OF WASTE COLLECTION AND DISPOSAL

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	Budget 2018	Budget 2019		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
5	5	5	Asst. Superintendent of Waste Collection	28.95	30.12
1	1	1	Commissioner of Waste Collection & Disposal	40,314.82	145,820.32
1	1	1	General Superintendent of Waste Collection	30,473.96	70,412.06
<u>7</u>	<u>7</u>	<u>7</u>			
ADMINISTRATIVE SUPPORT					
0	0	1	Senior Clerk	12.47	18.14
<u>0</u>	<u>0</u>	<u>1</u>			
PROFESSIONALS					
1	1	1	Project Coordinator	27,325.56	99,702.63
1	1	0	Project Director	22,333.40	88,646.98
<u>2</u>	<u>2</u>	<u>1</u>			
SKILLED CRAFT					
2	1	2	Construction Equipment Operator Group B	42.71	53.59
<u>2</u>	<u>1</u>	<u>2</u>			
SERVICE & MAINTENANCE					
1	1	1	Labor Foreman	23.32	24.27
2	2	2	Municipal Service Laborer	18.86	19.62
2	2	2	Transfer Station Attendant	24.50	25.49
97	79	97	Waste Collection Driver	21.72	23.65
9	5	9	Waste Collection Foreman	23.32	24.27
5	5	5	Waste Collection Foreman I	25.36	26.39
108	78	109	Waste Collector	18.86	19.62
<u>224</u>	<u>172</u>	<u>225</u>			
TECHNICIANS					
2	1	1	Radio Operator	21.28	22.14
<u>2</u>	<u>1</u>	<u>1</u>			
<u>237</u>	<u>183</u>	<u>237</u>	TOTAL FULL TIME		
<u>36</u>	<u>17</u>	<u>36</u>	TOTAL SEASONAL (Average) *		
<u>1</u>	<u>1</u>	<u>1</u>	TOTAL PART TIME		
<u>274</u>	<u>201</u>	<u>274</u>	TOTAL DIVISION		



DIVISION OF TRAFFIC ENGINEERING

Robert Mavec, Commissioner

Mission Statement

Maintain and upgrade all Traffic Control Devices within the City of Cleveland

The Division of Traffic Engineering is charged with the planning and geometric design of streets, highways, and abutting lands - particularly as related to safe and efficient traffic operation.

The Division is responsible for the erection and maintenance of all traffic control devices; preparation of drawings, standards and specifications; the determination and layout of parking restrictions; and the design and placement of pavement markings, traffic signs and traffic control devices.

PROGRAM NAME: FADED SIGN PROGRAM

OBJECTIVES: Replace missing and badly faded signs.

ACTIVITIES: Check old records against what is currently installed to verify correctness, also replace any faded or missing signs within the area.

PROGRAM NAME: LED SIGNAL LAMP PROGRAM

OBJECTIVES: Save on energy costs and provide a much more reliable signal lamp.

ACTIVITIES: Replace entire intersection s with the 7-year LED signal lamps whereas the current incandescent bulb life ids about 6-months.

PROGRAM NAME: PAVEMENT MARKINGS

OBJECTIVES: Ensure that all pavement markings are clear and visible.

ACTIVITIES: The Division paints all pavement markings once a year during the Spring, Summer, and Fall months. The Division is responsible for over 5,000 crosswalks, 5,000 stop bars, 4,300 pavement arrows, and 630 miles of lane lines.

PROGRAM NAME: TRAFFIC SIGNALIZATION PROGRAM

OBJECTIVES: Maintain and upgrade all traffic signals within the City of Cleveland.

ACTIVITIES: Upgrade signal corridors throughout the City of Cleveland. Also replace old mechanical signal controllers with new Solid State traffic controllers that are more reliable and have the ability to adjust with changing traffic patterns.



DIVISION OF TRAFFIC ENGINEERING

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,703,042	\$ 1,767,984	\$ 1,925,928	\$ 1,950,696
Injury Pay	—	1,213	—	—
Longevity	9,450	8,875	8,875	10,125
Vacation Conversion	—	15,247	—	—
Separation Payments	—	2,653	14,500	50,000
Bonus Incentive	—	5,000	9,500	3,500
Overtime	87,792	84,594	94,266	93,000
	\$ 1,800,283	\$ 1,885,567	\$ 2,053,069	\$ 2,107,321
Benefits				
Hospitalization	\$ 279,291	\$ 312,197	\$ 363,024	\$ 384,785
Prescription	58,804	53,928	53,168	74,787
Dental	14,871	15,634	18,059	20,746
Vision Care	1,750	1,858	2,007	2,377
Public Employees Retire System	251,724	258,704	278,395	296,062
Fica-Medicare	24,324	25,390	27,473	24,526
Workers' Compensation	39,330	51,614	21,871	60,690
Life Insurance	1,095	997	1,048	1,656
Unemployment Compensation	2,453	—	—	2,453
Clothing Allowance	21,678	18,325	21,153	21,060
Clothing Maintenance	6,750	5,400	6,750	6,750
	\$ 702,069	\$ 744,047	\$ 792,948	\$ 895,892
Utilities				
Brokered Gas Supply	\$ 8,078	\$ 6,975	\$ 9,063	\$ 10,880
Gas	4,000	3,189	4,917	5,905
Electricity - Cpp	280,580	272,623	299,241	315,210
Electricity - Other	264,369	263,026	324,910	341,160
	\$ 557,027	\$ 545,814	\$ 638,131	\$ 673,155
Contractual Services				
Professional Services	\$ 914	\$ 1,135	\$ 831	\$ 1,700
Parking In City Facilities	2,537	1,546	1,535	5,000
Other Contractual	30,000	28,750	30,000	30,000
	\$ 33,450	\$ 31,430	\$ 32,366	\$ 36,700
Materials & Supplies				
Clothing	\$ 424	\$ —	\$ —	\$ 1,500
Hardware & Small Tools	9,288	5,388	10,556	10,000
Electrical Supplies	1,256	534	—	1,000



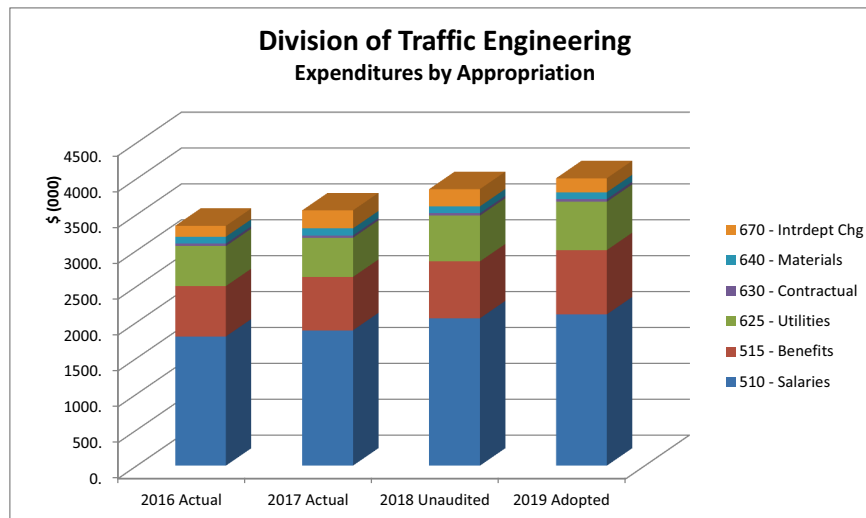
DIVISION OF TRAFFIC ENGINEERING

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Hygiene And Cleaning Supplies	—	—	—	500
Other Supplies	85,893	92,636	85,725	83,300
Just In Time Office Supplies	416	181	317	1,000
	\$ 97,278	\$ 98,739	\$ 96,598	\$ 97,300
Interdepart Service Charges				
Charges From Telephone Exch	\$ 18,101	\$ 21,698	\$ 13,124	\$ 12,085
Charges From Radio Comm System	15,571	15,679	11,334	15,312
Charges From Light And Power	1,146	4,416	—	—
Charges From Print & Repro	1,970	1,650	1,329	2,180
Charges From Central Storeroom	34	37	23	50
Charges From M.V.M.	114,082	208,082	214,711	165,000
	\$ 150,904	\$ 251,561	\$ 240,520	\$ 194,627
	\$ 3,341,011	\$ 3,557,157	\$ 3,853,632	\$ 4,004,995

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges For Services	\$ (100)	\$ 664	\$ 2,300	\$ 2,000
Licenses & Permits	8,100	8,900	7,300	6,000
Miscellaneous	7,731	3,200	26,438	55,800
	\$ 15,731	\$ 12,764	\$ 36,038	\$ 63,800





DIVISION OF TRAFFIC ENGINEERING

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	Budget 2018	December 2018		Budget 2019	Minimum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Commissioner of Traffic Engineering	42,758.15	140,514.00
1	1	1			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Principal Clerk	14.88	21.97
1	1	1			
<u>PROFESSIONALS</u>					
1	1	1	Consulting Engineer	36,000.00	104,888.34
1	1	1	Engineer	22.78	38.04
2	2	2			
<u>SKILLED CRAFT</u>					
8	8	8	Low Tension Lineman	30.17	31.37
1	1	1	Sign Painter	34.95	35.65
1	1	1	Sign Painter Unit Leader	37.65	38.40
10	10	10			
<u>SERVICE & MAINTENANCE</u>					
1	1	1	Line Helper Driver	20.35	27.29
3	3	3	Traffic Sign Process Operator	27.42	27.97
11	11	11	Traffic Sign & Marking Technician	16.57	19.34
15	15	15			
<u>TECHNICIANS</u>					
1	1	1	Chief of Traffic Signal Unit	18.60	42.29
2	2	2	Traffic Sign Marking Supervisor	27.39	27.94
1	1	1	Traffic Signal Control Technician	35.03	35.61
4	4	4			
33	33	33	TOTAL FULL TIME		
33	33	33	TOTAL DIVISION		



COMMUNITY DEVELOPMENT DIRECTOR'S OFFICE

Tania Menesse, Director

Mission Statement

To provide supervision, management and control over the three divisions of the Department of Community Development. The Director's Office directs and coordinates the Emergency Shelter Grant, Public Information and Fair Housing & Consumer Affairs activities.

PROGRAM NAME: CONSUMER AFFAIRS

OBJECTIVE: To provide relief from fraudulent, unfair, deceptive, and unconscionable business practices, by monitoring and enforcing the Cleveland Consumer Protection Code, Fair Housing Codes, and Community Reinvestment Act as well as State and Federal Consumer Protection laws

ACTIVITIES: The Office of Fair Housing & Consumer Affairs (FHCA) enforces Cleveland's 1972 Consumer Protection Code, as well as educates the public regarding scams and fraudulent business practices. It works with the media, holds public neighborhood forums, and works cooperatively with private and governmental consumer agencies. It interacts with various levels of government to impact key consumer issues, ranging from Public Utilities Commission of Ohio (PUCO) rate matters to banking practices. This office may subpoena witnesses and hold hearings to determine whether a vendor has engaged in unfair practices with a Cleveland consumer. Along with field work, this may result in prosecution.



COMMUNITY DEVELOPMENT DIRECTOR'S OFFICE

Expenditures

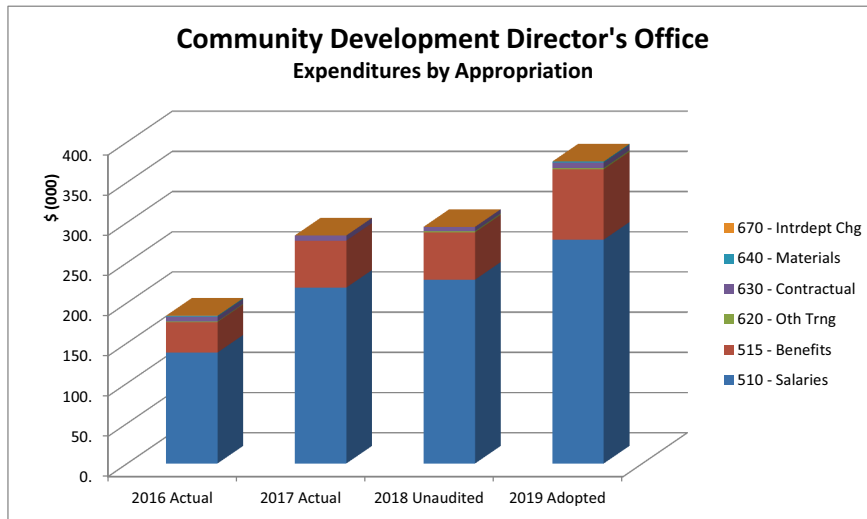
	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 108,646	\$ 188,430	\$ 195,437	\$ 425,905
Board Members	28,800	28,800	31,500	36,580
Longevity	600	600	775	950
Bonus Incentive	—	1,000	1,000	—
	\$ 138,046	\$ 218,830	\$ 228,712	\$ 463,435
Benefits				
Hospitalization	\$ 11,216	\$ 18,099	\$ 15,574	\$ 77,610
Prescription	2,579	3,416	2,538	16,767
Dental	574	788	814	4,590
Vision Care	117	(1,111)	298	610
Public Employees Retire System	19,085	29,613	31,900	66,118
Fica-Medicare	1,957	3,088	3,294	6,709
Workers' Compensation	2,293	4,390	2,161	6,100
Life Insurance	78	114	143	440
Unemployment Compensation	—	—	2,206	2,345
	\$ 37,899	\$ 58,398	\$ 58,929	\$ 181,289
Other Training & Professional Dues				
Travel	\$ 159	\$ 24	\$ 1,471	\$ 1,100
Tuition & Registration Fees	725	—	—	400
Mileage (Priv Auto) Trng Prps	—	—	—	200
	\$ 884	\$ 24	\$ 1,471	\$ 1,700
Contractual Services				
Professional Services	\$ —	\$ —	\$ —	\$ 1,000,000
Mileage (Private Auto)	197	24	—	200
Advertising And Public Notice	5,357	5,706	4,731	5,800
Parking In City Facilities	105	470	600	200
Other Contractual	—	224	—	250
	\$ 5,659	\$ 6,424	\$ 5,331	\$ 1,006,450
Materials & Supplies				
Painting Equipment & Supplies	\$ —	\$ —	\$ —	\$ 521,232
Other Supplies	1,193	—	—	—
Just In Time Office Supplies	—	—	—	1,500
	\$ 1,193	\$ —	\$ —	\$ 522,732
Interdepart Service Charges				
Charges From Telephone Exch	\$ 108	\$ 12	\$ 13	\$ 12
	\$ 108	\$ 12	\$ 13	\$ 12
	\$ 183,789	\$ 283,689	\$ 294,455	\$ 2,175,618



COMMUNITY DEVELOPMENT DIRECTOR'S OFFICE

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Miscellaneous	\$ —	\$ —	\$ 2,437	\$ —
	\$ —	\$ —	\$ 2,437	\$ —





COMMUNITY DEVELOPMENT DIRECTOR'S OFFICE

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	Budget 2018	Budget 2019		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	2	Administrative Manager	27,193.55	117,672.49
1	1	2			
<u>PROFESSIONALS</u>					
1	1	1	Assistant Administrator	20,800.00	73,868.59
2	2	2	Consumer Protection Specialist	10.00	20.16
0	0	1	Contract Specialist	10.00	26.98
0	0	1	Intake Specialist	10.00	17.90
0	0	1	Principal Clerk	14.88	21.97
0	0	1	Project Coordinator	27,325.56	99,702.63
3	3	7			
4	4	9	TOTAL FULL TIME		
<u>BOARD MEMBERS</u>					
1	0	1	Member of Fair Housing Board-Chair	7,775.00	7,775.00
4	4	4	Member of Fair Housing Board-Member	7,200.00	7,200.00
5	4	5	TOTAL BOARD MEMBERS		
9	8	14	TOTAL DIVISION		



BUILDING AND HOUSING DIRECTOR'S OFFICE

Ayonna Blue Donald, Interim Director

Mission Statement

The Department of Building & Housing is committed to ensuring that existing and new structures in the City of Cleveland are constructed and maintained in a safe and habitable manner by enforcing the Cleveland Building, Housing, and Zoning Codes, the National Electrical Code, and the Ohio Building, Mechanical, Plumbing, and Elevator Codes. The Department staff reviews construction project plans, issues permits, and inspects properties. The Department's staff provides quality, timely service to their customers and conducts themselves with professionalism and integrity.

This Department was established to administer and enforce the provisions of the Cleveland Building, Housing, and Zoning Codes plus the National Electrical Code and the Ohio Building, Mechanical, Plumbing, and Elevator Codes. The Department has two primary functions - Plan Examination and Code Enforcement and is divided into two divisions, Construction Permitting and Code Enforcement, and the Director's Office. The Department registers building contractors, issues permits, inspects all new construction and major rehabilitation, engages in a systematic and complaint driven code enforcement program for existing properties and provides nuisance abatement to unsafe and/or condemned properties.

PROGRAM NAME: DIRECTOR'S OFFICE

OBJECTIVES: The Director's Office manages the Department's business operations.

ACTIVITIES: The Director's Office monitors the Department expenditures and revenues and performs accounting functions. The staff in the Director's Office maintains records and provides information services. This division performs personnel, labor-relations, and technology functions.



BUILDING AND HOUSING DIRECTOR'S OFFICE

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,095,203	\$ 1,146,745	\$ 1,296,848	\$ 1,400,291
Seasonal	—	3,387	9,274	—
Part-Time Permanent	—	—	—	21,106
Longevity	8,150	9,025	9,450	10,025
Vacation Conversion	—	12,383	—	—
Separation Payments	2,971	16,039	—	10,000
Bonus Incentive	—	4,000	7,500	—
Overtime	70,801	60,034	33,129	—
	\$ 1,177,124	\$ 1,251,613	\$ 1,356,201	\$ 1,441,422
Benefits				
Hospitalization	\$ 197,951	\$ 214,377	\$ 225,596	\$ 238,300
Prescription	41,257	37,798	32,279	48,087
Dental	10,313	10,511	11,017	12,828
Vision Care	1,261	1,353	1,404	1,614
Public Employees Retire System	163,947	169,542	187,776	202,377
Fica-Medicare	15,700	16,610	18,344	20,081
Workers' Compensation	15,289	29,889	21,508	14,727
Life Insurance	774	761	787	1,198
Unemployment Compensation	—	—	—	11,408
	\$ 446,490	\$ 480,841	\$ 498,712	\$ 550,620
Other Training & Professional Dues				
Travel	\$ 2,611	\$ —	\$ 6,250	\$ 2,500
Tuition & Registration Fees	30	4,894	5,065	1,500
Other Training Supplies	1,003	—	—	200
Mileage (Priv Auto) Trng Prps	1,174	202	—	100
Professional Dues & Subscript	370	370	—	2,060
	\$ 5,188	\$ 5,466	\$ 11,315	\$ 6,360
Contractual Services				
Professional Services	\$ 81,000	\$ 132,223	\$ 178,000	\$ 196,000
Court Reporter	—	—	—	124
Travel- Non-Training	519	71	41	138
Mileage (Private Auto)	18,863	14,992	1,019	405
Medical Services	—	—	—	412



BUILDING AND HOUSING DIRECTOR'S OFFICE

Expenditures (Continued)

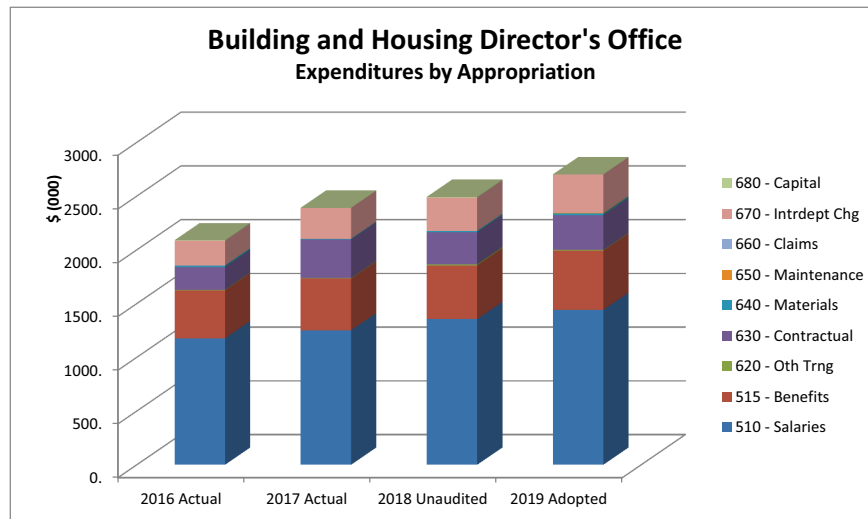
	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Freight Expense	—	—	—	134
Advertising And Public Notice	—	1,763	899	—
Parking In City Facilities	7,922	7,425	6,883	4,532
Other Contractual	4,347	78,072	28,300	6,500
County Aud & Treas Coll Fee	223	212	131	—
Credit Card Processing Fees	97,739	123,734	81,163	115,000
	\$ 210,613	\$ 358,492	\$ 296,435	\$ 323,245
Materials & Supplies				
Office Supplies	\$ 262	\$ 26	\$ 324	\$ 500
Postage	468	629	314	515
Computer Supplies	—	61	42	1,500
Computer Software	—	—	—	2,000
Office Furniture & Equipment	4,988	238	503	691
Other Supplies	316	193	237	412
Batteries	—	169	25	103
Just In Time Office Supplies	9,198	5,311	11,227	9,785
	\$ 15,231	\$ 6,626	\$ 12,672	\$ 15,506
Maintenance				
Maintenance Contracts	\$ —	\$ —	\$ —	\$ 6,000
Car Washes	—	—	300	—
	\$ —	\$ —	\$ 300	\$ 6,000
Claims, Refunds, Maintenance				
Judgments, Damages, & Claims	\$ —	\$ —	\$ —	\$ 3,000
	\$ —	\$ —	\$ —	\$ 3,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 23,183	\$ 58,356	\$ 63,513	\$ 58,468
Charges From Print & Repro	77,245	87,815	87,257	115,927
Charges From Central Storeroom	116,982	128,151	138,633	167,501
Charges From M.V.M.	11,564	14,071	20,833	14,642
	\$ 228,975	\$ 288,392	\$ 310,235	\$ 356,538
Capital Outlay				
Small Equipment	\$ 6,495	\$ —	\$ 6,790	\$ —
	\$ 6,495	\$ —	\$ 6,790	\$ —
	\$ 2,090,117	\$ 2,391,431	\$ 2,492,660	\$ 2,702,691



BUILDING AND HOUSING DIRECTOR'S OFFICE

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges For Services	\$ (2,737)	\$ (9,821)	\$ 15,012	\$ 650
Licenses & Permits	16,949,477	15,891,703	17,641,261	16,930,369
Miscellaneous	20,816	16,171	34,475	39,670
Other Shared Revenue	297	—	—	—
	\$ 16,967,853	\$ 15,898,053	\$ 17,690,748	\$ 16,970,689





BUILDING AND HOUSING DIRECTOR'S OFFICE

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Director of Building & Housing	50,795.81	191,316.74
1	1	1	Secretary to the Director	36,590.39	154,089.52
2	2	2			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Legal Secretary	20,800.00	50,700.42
2	2	3	Principal Cashier	14.66	25.96
2	1	1	Senior Cashier	12.57	22.08
3	3	3	Senior Clerk	12.47	18.14
8	7	8			
<u>PROFESSIONALS</u>					
1	1	1	Accountant II	16.92	26.89
3	3	3	Administrative Officer	20,800.00	58,499.94
1	1	1	Assistant Administrator	20,800.00	73,868.59
1	1	1	Data Base Administrator	39,937.34	118,853.53
1	1	1	Demolition Compliance Officer	20,800.00	54,845.04
2	2	2	Financial Systems Coordinator	23,647.11	74,000.47
1	1	1	Fiscal Manager	23,647.11	97,175.21
1	1	1	Project Coordinator	27,325.56	99,702.63
11	11	11			
<u>PARA PROFESSIONALS</u>					
1	1	1	Paralegal	20,800.00	48,254.00
1	1	1			
<u>TECHNICIAN</u>					
2	2	2	Sr Data Conversion Operator	13.47	20.16
2	2	2			
<u>NON EEO REPORTING</u>					
1	1	1	Business Process Analyst	55,000.00	108,044.90
1	1	1			
25	24	25	TOTAL FULL TIME		



BUILDING AND HOUSING DIRECTOR'S OFFICE

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	Budget 2018	December 2018		Budget 2019	Minimum
			PARTIME		
1	1	1	Student Aide	10.00	11.94
1	1	1	TOTAL PART TIME		
26	25	26	TOTAL DIVISION		



DIVISION OF CODE ENFORCEMENT

Thomas Vanover, Commissioner

PROGRAM NAME: *DIVISION OF CODE ENFORCEMENT*

OBJECTIVES: The Division of Code Enforcement inspects structures to enforce the Cleveland Building, Housing, and Zoning Codes, the National Electrical Code, and the Ohio Building, Mechanical, Plumbing, and Elevator Codes. These inspections are to maintain uniform standards and requirements for residential, commercial, and industrial buildings.

ACTIVITIES: The staff in the Division of Code Enforcement inspects all new and rehabilitation construction, engages in a systematic and complaint-driven code-enforcement program for existing properties, and provides nuisance abatement to unsafe and/or condemned properties. The inspectors issue violation notices, condemn, board-up and secure, abate, or demolish those structures not in compliance with these Codes when the structures constitute a nuisance and/or a hazard to the general public.



DIVISION OF CODE ENFORCEMENT

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 3,956,035	\$ 4,214,174	\$ 4,922,217	\$ 5,854,833
Longevity	29,250	29,575	27,675	27,825
Vacation Conversion	—	5,368	—	—
Separation Payments	10,565	26,152	55,217	20,000
Bonus Incentive	1,500	29,500	12,800	—
Overtime	38,712	47,291	34,744	12,000
	\$ 4,036,062	\$ 4,352,060	\$ 5,052,653	\$ 5,914,658
Benefits				
Hospitalization	\$ 769,599	\$ 854,275	\$ 934,355	\$ 1,125,831
Prescription	156,519	154,314	141,252	231,648
Dental	42,384	44,987	49,871	65,898
Vision Care	5,507	6,011	6,684	8,467
Public Employees Retire System	559,056	593,869	691,632	833,771
Fica-Medicare	55,933	60,514	70,758	83,557
Workers' Compensation	95,411	378,044	50,683	65,377
Life Insurance	2,847	2,789	3,032	5,510
Unemployment Compensation	8,069	2,695	2,475	42,160
Clothing Maintenance	1,200	1,200	1,350	1,050
Autooible Maintenance Allow	—	—	—	4,200
	\$ 1,696,525	\$ 2,098,699	\$ 1,952,091	\$ 2,467,469
Other Training & Professional Dues				
Travel	\$ 180	\$ 370	\$ 1,790	\$ —
Tuition & Registration Fees	505	4,323	11,675	10,400
Other Training Supplies	4,331	732	5,487	11,000
Mileage (Priv Auto) Trng Prps	3,583	1,734	2,969	1,500
Professional Dues & Subscript	7,300	16,030	10,009	6,500
	\$ 15,899	\$ 23,190	\$ 31,930	\$ 29,400
Contractual Services				
Professional Services	\$ —	\$ 26,000	\$ 20,260	\$ —
Travel- Non-Training	376	690	165	4,150
Mileage (Private Auto)	133,026	134,224	149,329	195,000
Freight Expense	—	30	—	—
Parking In City Facilities	7,515	11,440	10,670	15,500
Other Contractual	—	—	—	25,000
	\$ 140,917	\$ 172,385	\$ 180,424	\$ 239,650
Materials & Supplies				
Office Supplies	\$ —	\$ 4	\$ —	\$ 1,545
Computer Supplies	—	—	178	2,575



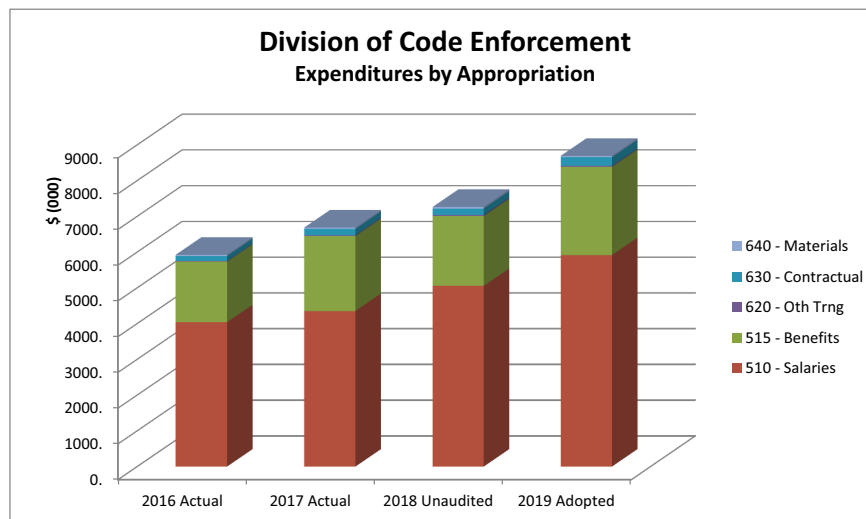
DIVISION OF CODE ENFORCEMENT

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Computer Software	—	—	100	—
Clothing	19,200	13,947	17,319	14,217
Photographic Supplies	1,368	3,148	2,160	2,060
Other Supplies	—	—	543	100
Safety Equipment	8,237	8,074	11,029	13,600
Just In Time Office Supplies	6,993	12,535	11,560	7,000
	\$ 35,798	\$ 37,707	\$ 42,888	\$ 41,097
	\$ 5,925,202	\$ 6,684,040	\$ 7,259,986	\$ 8,692,274

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Licenses & Permits	\$ —	\$ 55,374	\$ —	\$ —
Miscellaneous	910	423,510	60,120	—
	\$ 910	\$ 478,884	\$ 60,120	\$ —





DIVISION OF CODE ENFORCEMENT

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	Budget 2018	December 2018		Budget 2019	Minimum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Commissioner of Code Enforcement	42,758.15	152,224.32
1	1	1			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Principal Clerk	14.88	21.97
4	4	4	Legal Secretary	20,800.00	50,700.42
5	5	5			
<u>PROFESSIONALS</u>					
1	1	1	Bureau Manager - Building	26,797.11	90,711.92
2	1	2	Bureau Manager - Demolition	26,797.11	90,711.92
1	1	1	Chief Electrical Inspector	20,800.00	75,084.85
1	1	1	Chief Elevator Inspector	20,800.00	75,084.85
1	1	1	Chief Plumbing Inspector	20,800.00	58,396.41
1	1	1	Chief Heating Inspector	20,800.00	75,084.85
2	2	2	Paralegal	20,800.00	48,254.00
9	8	9			
<u>TECHNICIAN</u>					
1	0	0	Building Inspector Trainee	18.60	22.23
6	6	6	Chief Building Inspector	20,800.00	75,084.85
8	7	8	Elevator Inspector	14.23	26.91
1	1	1	Environmental Compliance Specialist III	17.90	34.23
38	22	28	Residential Building Inspector	17.69	22.74
1	11	11	Residential Building Inspec Interim	15.75	18.45
8	7	8	Senior Data Conversion Operator	13.47	20.16
63	54	62			
<u>NON EEO REPORTING</u>					
13	11	12	Building Inspector 1	14.08	26.91
2	1	1	Building Inspector 2	14.89	28.43
1	1	1	Building Inspector 3	15.70	29.94
1	1	1	Building Inspector 4	26.35	31.50
2	4	5	Building Inspector Interim	19.00	22.26
6	2	6	Electrical Safety Inspector 1	26.38	26.91



DIVISION OF CODE ENFORCEMENT

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
1	0	0	Electrical Safety Inspector 2	27.87	28.43
0	1	1	Electrical Safety Inspector 3	29.35	29.94
4	5	5	Mechanical Inspector 1	14.08	26.91
1	0	0	Mechanical Inspector 2	14.89	28.43
1	1	1	Mechanical Inspector 3	15.70	29.94
1	1	1	Plumbing Inspector 1	29,286.40	49,670.40
4	3	4	Plumbing Inspector 2	27.87	28.43
37	31	38			
115	99	115	TOTAL FULL TIME		
115	99	115	TOTAL DIVISION		



DIVISION OF CONSTRUCTION PERMITTING

Navid Hussain, Commissioner

PROGRAM NAME: ***DIVISION OF CONSTRUCTION PERMITTING***

OBJECTIVES: The Division of Construction Permitting insures that standards are met when structures are constructed, altered, or repaired.

ACTIVITIES: The Division of Construction Permitting reviews permit applications according to City and State standards. This division registers contractors before the contractors obtain permits to perform construction work in the City.



DIVISION OF CONSTRUCTION PERMITTING

Expenditures

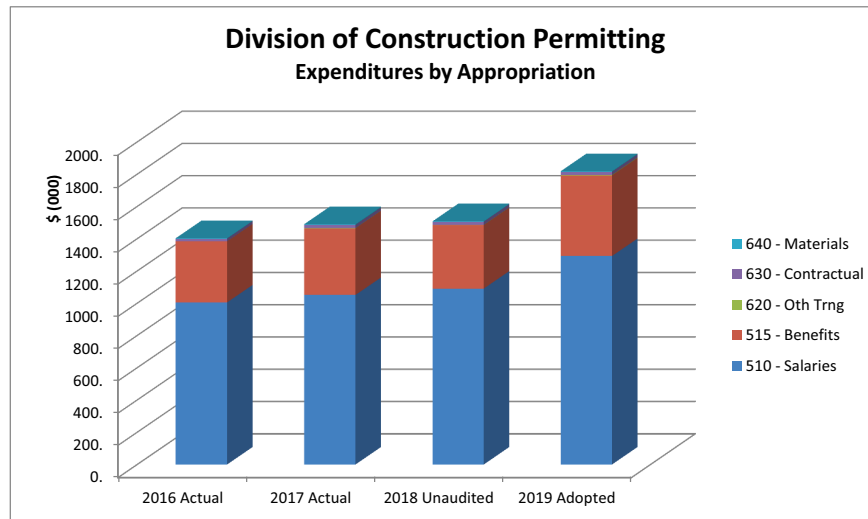
	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 950,055	\$ 1,033,291	\$ 1,047,843	\$ 1,275,494
Longevity	7,875	7,525	7,825	7,075
Separation Payments	20,145	1,828	25,332	10,000
Bonus Incentive	—	5,000	4,000	—
Overtime	26,937	3,475	5,862	—
	\$ 1,005,012	\$ 1,051,119	\$ 1,090,862	\$ 1,292,569
Benefits				
Hospitalization	\$ 175,612	\$ 187,661	\$ 181,453	\$ 222,633
Prescription	31,824	31,511	27,191	44,256
Dental	8,175	8,863	9,239	12,149
Vision Care	1,148	1,251	1,212	1,510
Public Employees Retire System	137,926	145,431	148,922	181,474
Fica-Medicare	12,635	14,236	14,727	16,079
Workers' Compensation	10,090	23,789	10,298	11,579
Life Insurance	635	629	607	1,044
Unemployment Compensation	—	—	—	9,424
	\$ 378,046	\$ 413,372	\$ 393,648	\$ 500,148
Other Training & Professional Dues				
Travel	\$ 105	\$ 133	\$ 350	\$ —
Tuition & Registration Fees	325	940	750	500
Other Training Supplies	—	—	—	1,200
Mileage (Priv Auto) Trng Prps	170	143	302	500
Professional Dues & Subscript	—	—	—	1,000
	\$ 600	\$ 1,216	\$ 1,402	\$ 3,200
Contractual Services				
Professional Services	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,300
Freight Expense	—	—	—	100
Parking In City Facilities	825	—	—	—
Other Contractual	6,000	9,847	9,800	8,343
	\$ 16,825	\$ 19,847	\$ 19,800	\$ 18,743
Materials & Supplies				
Office Supplies	\$ 42	\$ —	\$ 146	\$ 400
Computer Supplies	—	—	—	300
Office Furniture & Equipment	130	—	—	—
Other Supplies	—	45	—	—
Just In Time Office Supplies	2,263	4,148	1,889	3,000
	\$ 2,436	\$ 4,193	\$ 2,035	\$ 3,700
	\$ 1,402,918	\$ 1,489,747	\$ 1,507,748	\$ 1,818,360



DIVISION OF CONSTRUCTION PERMITTING

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Licenses & Permits	\$ 170	\$ 310	\$ —	\$ —
Miscellaneous	7	—	14,142	—
	\$ 177	\$ 310	\$ 14,142	\$ —





DIVISION OF CONSTRUCTION PERMITTING

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
1	1	1	Assistant Commissioner of Construction Permitting	26,273.96	98,678.77
1	1	1	Commissioner of Construction Permitting	42,758.15	152,224.32
<u>2</u>	<u>2</u>	<u>2</u>			
ADMINISTRATIVE SUPPORT					
1	0	0	Cust Suprt & Insp Sched Coordinator	42,286.40	104,580.04
0	0	1	Project Coordinator	27,325.56	99,702.63
1	1	1	Customer Support Representative	13.03	19.32
1	1	1	Senior Clerk	12.47	18.14
<u>3</u>	<u>2</u>	<u>3</u>			
PROFESSIONALS					
4	4	4	Assistant Plan Examiner	13.42	25.49
8	6	8	Master Plan Examiner	23,647.11	112,409.91
<u>12</u>	<u>10</u>	<u>12</u>			
TECHNICIANS					
2	2	2	Senior Data Conversion Operator	13.47	20.16
<u>2</u>	<u>2</u>	<u>2</u>			
NON EEO REPORTING					
2	2	2	Residential Plan Examiner	19.56	28.80
<u>2</u>	<u>2</u>	<u>2</u>			
<u>21</u>	<u>18</u>	<u>21</u>	TOTAL FULL TIME		
<u>21</u>	<u>18</u>	<u>21</u>	TOTAL DIVISION		



DEPARTMENT OF ECONOMIC DEVELOPMENT

David M. Ebersole, Director

Mission Statement

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

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

PROGRAM NAME: ADMINISTRATION

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

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

PROGRAM NAME: BUSINESS DEVELOPMENT

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

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

PROGRAM NAME: BUSINESS RETENTION & EXPANSION

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

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



DEPARTMENT OF ECONOMIC DEVELOPMENT

Expenditures

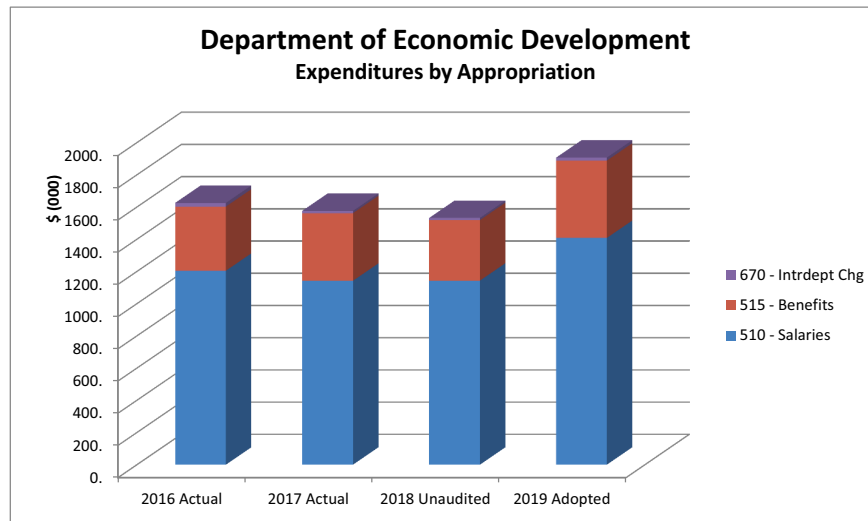
	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 1,198,847	\$ 1,079,745	\$ 1,131,230	\$ 1,404,298
Longevity	3,275	3,275	3,400	3,700
Vacation Conversion	—	8,090	—	—
Separation Payments	2,217	50,995	889	—
Bonus Incentive	—	—	7,500	—
	\$ 1,204,339	\$ 1,142,105	\$ 1,143,019	\$ 1,407,998
Benefits				
Hospitalization	\$ 161,851	\$ 172,669	\$ 159,715	\$ 200,134
Prescription	32,898	31,013	23,702	36,949
Dental	8,262	8,429	7,820	11,120
Vision Care	885	962	894	1,300
Public Employees Retire System	167,179	153,598	156,458	197,120
Fica-Medicare	15,158	13,891	16,167	20,416
Workers' Compensation	11,493	27,962	10,612	11,974
Life Insurance	639	572	492	1,000
Unemployment Compensation	—	10,604	—	—
	\$ 398,365	\$ 419,702	\$ 375,859	\$ 480,013
Interdepart Service Charges				
Charges From Print & Repro	\$ 18,245	\$ 11,429	\$ 10,335	\$ 15,087
Charges From Central Storeroom	2,092	2,024	2,166	2,646
Charges From M.V.M.	2,226	607	894	950
	\$ 22,563	\$ 14,060	\$ 13,395	\$ 18,683
	\$ 1,625,267	\$ 1,575,867	\$ 1,532,272	\$ 1,906,694

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Licenses & Permits	\$ 102,755	\$ 102,961	\$ 104,135	\$ 104,135
Miscellaneous	—	—	17,731	—
Transfers In	1,616,592	—	—	1,802,559
	\$ 1,719,347	\$ 102,961	\$ 121,866	\$ 1,906,694



DEPARTMENT OF ECONOMIC DEVELOPMENT



COMPARISON OF STAFFING LEVEL

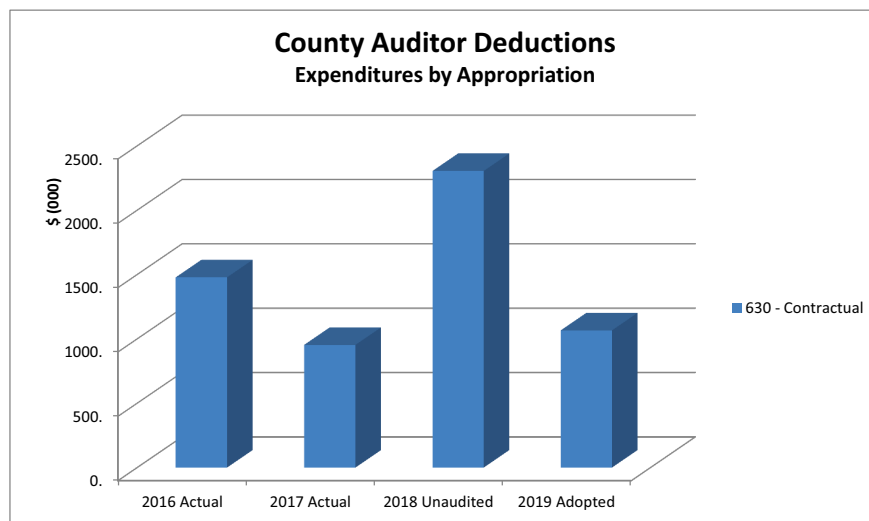
Budget 2018	No. of Employees		Position	Salary Schedule	
	Budget 2018	December 2018		Budget 2019	Minimum
ADMINISTRATORS & OFFICIALS					
1	0	1	Assistant Director HR/Economic Development	30,214.95	124,250.14
1	1	1	Budget Administrator	30,214.95	114,691.24
1	1	1	Director of Economic Development	50,795.81	191,316.74
1	1	1	Executive Assistant To The Mayor	50,795.81	191,316.74
4	3	4			
PROFESSIONALS					
1	1	1	Administrative Manager	27,193.55	117,672.49
1	1	1	Assistant Administrator	20,800.00	73,868.59
1	1	1	Auditor	20,800.00	65,000.00
2	3	3	Development Finance Analyst I	34,000.00	66,489.84
3	4	4	Development Finance Analyst II	51,043.20	93,856.07
4	2	3	Economic Development Specialist	40,000.00	52,000.00
1	1	1	Office Manager	20,800.00	54,845.04
3	2	2	Project Coordinator	27,325.56	99,702.63
16	15	16			
20	18	20	TOTAL FULL TIME		
20	18	20	TOTAL DIVISION		



COUNTY AUDITOR DEDUCTIONS

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Contractual Services				
Non Productive Land Sales	\$ 9,843	\$ 6,036	\$ 32,593	\$ 35,000
Board Of Election Expense	712,788	56,056	1,294,540	—
County Aud & Treas Coll Fee	754,585	890,305	976,808	1,030,000
Advertising Del Land Sales	1,018	903	886	1,000
	\$ 1,478,234	\$ 953,300	\$ 2,304,828	\$ 1,066,000
	\$ 1,478,234	\$ 953,300	\$ 2,304,828	\$ 1,066,000

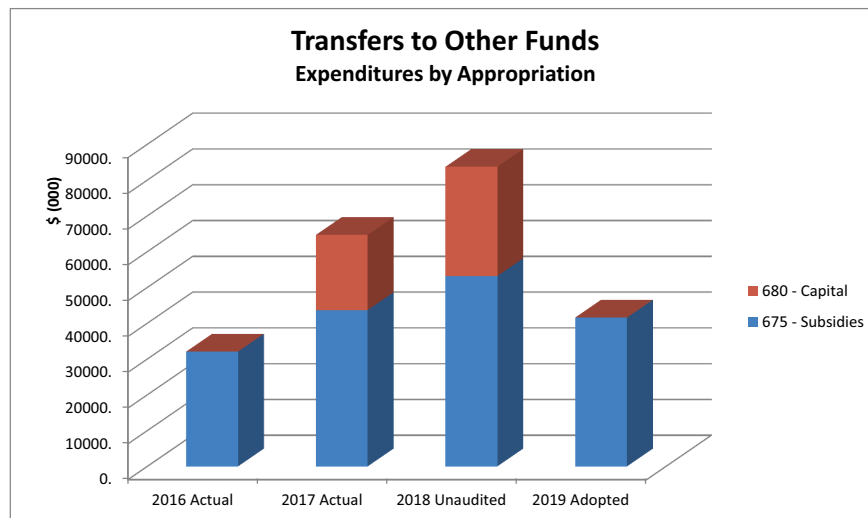




TRANSFERS TO OTHER FUNDS

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Interfund Subsidies				
Transfer To Rainy Day Res Fund	\$ —	\$ 7,000,000	\$ 5,000,000	\$ —
Transfer To Stadium Fund	9,683,261	9,940,275	10,270,275	10,597,563
Subsidy To St Construction	10,146,325	11,214,387	18,310,000	11,444,035
Transfer to Other SubClasses	2,000,000	2,133,848	5,280,326	6,050,000
Transfer To Debt Service Fund	7,124,144	10,191,852	9,233,393	9,341,111
Transfer To Schools Rec Fund	1,125,000	1,125,000	1,125,000	1,125,000
Transfer to IX Center	142,228	—	—	—
Subsidy To Sinking Fund	602,764	600,000	770,000	676,142
Subsidy To Cemetery	173,352	65,982	250,000	48,098
Subsidy to Golf Courses	—	—	1,200,000	805,524
Subsidy to Conv Center	1,082,196	1,400,000	1,750,000	1,503,173
	\$ 32,079,270	\$ 43,671,344	\$ 53,188,994	\$ 41,590,646
Capital Outlay				
Transfer To Capital Project	\$ —	\$ 21,000,000	\$ 30,525,090	\$ 2,550,000
	\$ —	\$ 21,000,000	\$ 30,525,090	\$ 2,550,000
	\$ 32,079,270	\$ 64,671,344	\$ 83,714,084	\$ 44,140,646





OTHER ADMINISTRATIVE

Expenditures

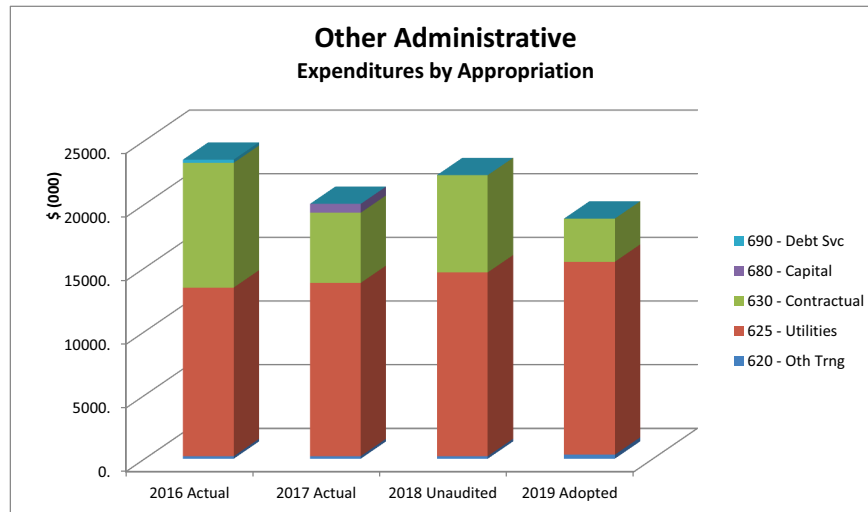
	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Other Training & Professional Dues				
Professional Dues & Subscript	\$ 52,919	\$ 3,074	\$ 3,305	\$ 5,000
Ohio Municipal League	23,441	23,441	23,441	24,600
NOACA	51,304	51,304	51,304	85,858
Mayors & Mgrs Assoc.	15,000	15,000	15,000	15,000
Global Cleveland	—	50,000	50,000	125,000
U.S. Conference Of Mayors	17,511	17,511	17,511	17,511
National League Of Cities	18,979	18,979	18,979	18,979
Greater Cleveland Partnership	25,000	25,000	25,000	25,000
	\$ 204,154	\$ 204,309	\$ 204,540	\$ 316,948
Utilities				
Electricity - Cpp	\$ 13,248,096	\$ 13,610,282	\$ 14,434,931	\$ 15,156,678
	\$ 13,248,096	\$ 13,610,282	\$ 14,434,931	\$ 15,156,678
Contractual Services				
Professional Services	\$ 215,930	\$ 120,000	\$ 716,000	\$ 216,000
Insurance And Official Bonds	—	—	5,901	—
Property Rental	—	—	3,120,000	—
Other Contractual	535,010	466,630	244,455	225,000
Justice Center-Tower Maint	8,898,050	4,775,000	3,408,562	2,791,000
Bank Service Fees	149,680	149,705	145,682	160,000
	\$ 9,798,670	\$ 5,511,335	\$ 7,640,600	\$ 3,392,000
Capital Outlay				
Transfer To Capital Project	\$ —	\$ 693,276	\$ —	\$ —
	\$ —	\$ 693,276	\$ —	\$ —
Debt Service				
Principal	\$ 250,000	\$ —	\$ —	\$ —
	\$ 250,000	\$ —	\$ —	\$ —
	\$ 23,500,920	\$ 20,019,202	\$ 22,280,070	\$ 18,865,626



OTHER ADMINISTRATIVE

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges For Services	\$ 1,772,332	\$ 1,605,624	\$ 2,012,608	\$ 1,573,494
Fines, Forfeitures & Settlements	41,993	120,429	—	—
Grant Revenue	—	—	3	—
Miscellaneous	12,989,706	14,855,734	12,900,615	13,609,455
Other Shared Revenue	13,323,010	12,900,162	13,019,984	13,346,000
Property Tax	32,420,754	33,842,251	34,627,861	37,972,671
Sale Of City Assets	—	—	9,248,500	1,600,000
State And Local Gov Fund	24,596,372	24,373,866	25,007,190	26,165,305
Transfers In	—	—	—	8,415,000
Other Tax	2,999,021	2,980,098	—	—
Income Tax	314,801,176	389,045,794	413,157,510	424,869,173
Interest Earnings/Investment Income	—	—	24,420	—
	\$ 402,944,365	\$ 479,723,957	\$ 509,998,691	\$ 527,551,098



Special Revenue Fund



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

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

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

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



	<u>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Unaudited</u>	<u>2019 Budget</u>	<u>\$ Change</u>	<u>% Change</u>
RESTRICTED INCOME TAX FUND						
RECEIPTS	\$ 39,393,710	\$ 48,745,921	\$ 51,952,630	\$ 53,408,647	\$ 1,456,017	3%
EXPENDITURES	39,607,690	49,666,707	51,737,512	53,878,638	2,141,126	4%
Net	\$ (213,980)	\$ (920,785)	\$ 215,118	\$ (469,991)	\$ (685,109)	-318%
Decertifications	109,573	44,887	77,485	—	—	—
Beginning Balance	1,157,693	1,053,286	177,388	469,991	—	—
Ending Balance	<u>\$ 1,053,286</u>	<u>\$ 177,388</u>	<u>\$ 469,991</u>	<u>\$ 0</u>	<u>\$ (469,991)</u>	<u>-100%</u>
STREET CONSTRUCTION						
RECEIPTS	\$ 24,998,501	\$ 25,759,107	\$ 32,897,822	\$ 30,405,635	\$ (2,492,187)	-8%
EXPENDITURES	24,858,648	26,000,448	28,381,919	35,006,687	6,624,768	19%
Net	\$ 139,853	\$ (241,341)	\$ 4,515,903	\$ (4,601,052)	\$ (9,116,955)	-202%
Decertifications	65,658	35,928	78,367	—	—	—
Beginning Balance	6,685	212,195	6,782	4,601,052	—	—
Ending Balance	<u>\$ 212,195</u>	<u>\$ 6,782</u>	<u>\$ 4,601,052</u>	<u>\$ 0</u>	<u>\$ (4,601,052)</u>	<u>-100%</u>
FT Staffing Levels	135	138	143	152	—	—
RAINY DAY RESERVE FUND						
RECEIPTS	\$ 94,848	\$ 7,173,496	\$ 5,448,650	\$ 500,000	\$ (4,948,650)	-990%
EXPENDITURES	—	—	—	—	—	%
Net	\$ 94,848	\$ 7,173,496	\$ 5,448,650	\$ 500,000	\$ (4,948,650)	-91%
Beginning Balance	18,726,165	18,821,013	25,994,509	31,443,159	—	—
Ending Balance	<u>\$ 18,821,013</u>	<u>\$ 25,994,509</u>	<u>\$ 31,443,159</u>	<u>\$ 31,943,159</u>	<u>\$ 500,000</u>	<u>2%</u>
SCHOOL ACTIVITIES						
RECEIPTS	\$ 1,125,000	\$ 1,125,000	\$ 1,125,000	\$ 1,125,000	\$ —	%
EXPENDITURES	1,125,000	1,125,000	1,125,000	1,125,000	—	%
Net	\$ —	\$ —	\$ —	\$ —	\$ —	%
Beginning Balance	—	—	—	—	—	—
Ending Balance	<u>\$ —</u>	<u>\$ —</u>	<u>\$ —</u>	<u>\$ —</u>	<u>\$ —</u>	<u>%</u>



	<u>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Unaudited</u>	<u>2019 Budget</u>	<u>\$ Change</u>	<u>% Change</u>
CLEVELAND STADIUM						
RECEIPTS	\$ 9,954,642	\$ 20,634,999	\$ 15,502,393	\$ 15,180,896	\$ (321,497)	-2%
EXPENDITURES	9,923,809	10,176,226	10,979,895	13,517,563	2,537,668	19%
Net	\$ 30,834	\$ 10,458,773	\$ 4,522,498	\$ 1,663,333	\$ (2,859,165)	-63%
Decertifications	—	—	—	—	—	—
Beginning Balance	12,505,916	12,536,749	22,995,523	27,518,021	4,522,498	—
Ending Balance	<u>\$ 12,536,749</u>	<u>\$ 22,995,523</u>	<u>\$ 27,518,021</u>	<u>\$ 29,181,354</u>	<u>\$ 1,663,333</u>	<u>6%</u>



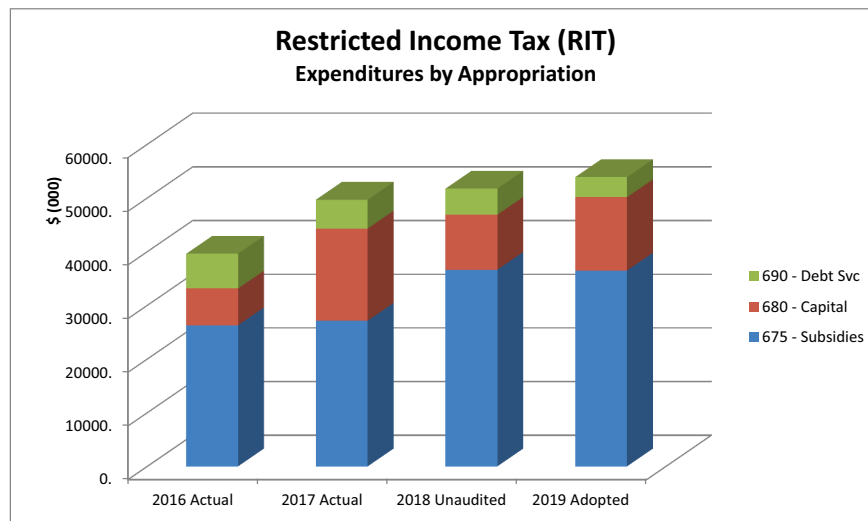
RESTRICTED INCOME TAX

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Interfund Subsidies				
Transfer to Other SubClasses	\$ 26,294,760	\$ 27,120,880	\$ 36,621,916	\$ 36,488,142
	\$ 26,294,760	\$ 27,120,880	\$ 36,621,916	\$ 36,488,142
Capital Outlay				
Transfer To Capital Project	\$ 6,841,261	\$ 17,173,256	\$ 10,254,282	\$ 13,658,784
	\$ 6,841,261	\$ 17,173,256	\$ 10,254,282	\$ 13,658,784
Debt Service				
Principal	\$ 5,674,362	\$ 4,667,598	\$ 4,210,186	\$ 3,135,957
Interest	797,307	704,974	651,129	595,755
	\$ 6,471,669	\$ 5,372,571	\$ 4,861,315	\$ 3,731,712
	\$ 39,607,690	\$ 49,666,707	\$ 51,737,513	\$ 53,878,638

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Income Tax	\$ 39,350,146	\$ 48,630,724	\$ 51,644,689	\$ 53,108,647
Interest Earnings/Investment Income	43,564	115,197	307,940	300,000
	\$ 39,393,710	\$ 48,745,922	\$ 51,952,629	\$ 53,408,647





STREET CONSTRUCTION, MAINTENANCE & REPAIR

Randall Scott, Interim Commissioner

Mission Statement

The mission of the Division of Streets is to maintain a safe/clean pavement condition and bridge condition along the major, minor, and residential streets within the City of Cleveland. This includes all aspects of Snow Removal, Pavement Repairs, Resurfacing, Bridge Maintenance, Street Sweeping, and Graffiti Abatement.

PROGRAM NAME: BRIDGE MAINTENANCE

OBJECTIVES: To ensure that the City of Cleveland bridge network is maintained and in good working condition, including five movable bridges over the Cuyahoga River.

ACTIVITIES: The Division reviews bridge inspection reports and makes necessary repairs to the bridge stock based on the inspections. The general maintenance includes drainage systems, expansion joints, and minor surface repairs. The Division is also responsible for staffing the movable bridges during their 24 hour operation.

PROGRAM NAME: GRAFFITI ABATEMENT

OBJECTIVES: To insure the removal of graffiti from all areas in the City of Cleveland.

ACTIVITIES: The Division aggressively removes or covers up any graffiti within the City of Cleveland's right of way and parks using the Division's own resources and with the assistance of volunteers.

PROGRAM NAME: SNOW AND ICE CONTROL

OBJECTIVES: To provide snow and ice control services and maintain reasonable and safe traffic flow along the main and residential streets of the City of Cleveland.

ACTIVITIES: Provide anti-icing and de-icing to all primary routes during light snow conditions. Conduct tandem plowing of all primary routes during heavy snow. Plow and/or salt residential streets. Respond to requests for snow/ice control service.

PROGRAM NAME: STREET CLEANING

OBJECTIVES: To provide a clean appearance and provide safe road conditions for main streets and residential streets within the City.

ACTIVITIES: Clean streets. Remove litter. Reduce the amount of pollutants flowing into our sanitary sewer systems.

PROGRAM NAME: STREET REPAIR

OBJECTIVES: To maintain, repair deficiencies, and remove all hazardous areas within the City of Cleveland's roadway network.

ACTIVITIES: The Division systematically repairs pot holes throughout the city year round and most importantly in the spring time when pot holes are most prevalent. The Division also repairs deteriorated roadway base and caps utility cuts.

PROGRAM NAME: STREET RESURFACING

OBJECTIVES: To maintain, repair, and improve the pavement condition within the City of Cleveland.

ACTIVITIES: Using allocated capital funding, the Division of Streets removes old deteriorated pavement and replaces it with new asphalt surfaces. The Division of Streets also replaces all ADA ramps on roadways that are completely resurfaced.



STREET CONSTRUCTION, MAINTENANCE & REPAIR

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 7,574,824	\$ 7,777,691	\$ 8,160,910	\$ 8,754,618
Seasonal	2,559,264	3,507,447	3,905,784	3,739,801
Injury Pay	4,863	3,896	9,277	—
Longevity	57,900	55,125	55,550	55,550
Wage Settlements	—	—	16,305	—
Vacation Conversion	—	10,950	—	—
Separation Payments	61,259	67,225	35,067	—
Bonus Incentive	—	—	44,000	33,500
Overtime	747,850	682,998	1,071,829	1,000,000
	\$ 11,005,960	\$ 12,105,332	\$ 13,298,722	\$ 13,583,469
Benefits				
Hospitalization	\$ 1,342,331	\$ 1,369,996	\$ 1,386,530	\$ 1,781,960
Prescription	257,103	250,962	210,150	300,768
Dental	64,585	64,156	65,265	80,560
Vision Care	6,651	7,055	7,280	9,090
Public Employees Retire System	1,526,074	1,672,092	1,859,353	1,926,331
Fica-Medicare	154,118	169,602	185,536	195,295
Workers' Compensation	438,362	686,759	675,614	580,849
Life Insurance	4,757	4,392	4,577	7,546
Unemployment Compensation	263,567	115,971	104,301	150,000
Clothing Allowance	41,775	40,100	43,421	42,875
Tool Insurance	2,870	2,870	2,870	3,130
Clothing Maintenance	15,800	16,550	19,925	26,125
	\$ 4,117,992	\$ 4,400,504	\$ 4,564,822	\$ 5,104,529
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ 6,134	\$ —
Tuition & Registration Fees	—	300	1,575	—
	\$ —	\$ 300	\$ 7,709	\$ —
Utilities				
Brokered Gas Supply	\$ 82,929	\$ 65,299	\$ 59,939	\$ 71,927
Water	5,745	6,581	2,681	7,316
Gas	36,504	35,255	46,426	55,711
Electricity - Cpp	121,659	123,245	121,087	127,141
Electricity - Other	30,629	27,593	30,419	31,940
Security & Monitoring System	21,133	—	20,632	1,200
	\$ 298,599	\$ 257,974	\$ 281,184	\$ 295,235



STREET CONSTRUCTION, MAINTENANCE & REPAIR

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Contractual Services				
Professional Services	\$ 32,920	\$ 297,335	\$ 275,160	\$ 261,550
Medical Services	—	—	—	2,500
Parking In City Facilities	7,905	4,065	4,536	6,604
Property Rental	45,449	129,000	86,000	88,000
Equipment Rental	—	—	—	80,000
Other Contractual	24,468	2,606	910	7,200
	\$ 110,742	\$ 433,006	\$ 366,606	\$ 445,854
Materials & Supplies				
Office Supplies	\$ 200	\$ —	\$ —	\$ —
Purchase Of Tests	—	—	—	200
Salt & De-Icer	3,532,993	918,490	1,627,702	3,500,000
Heavy Truck Parts	—	—	270	—
Construction Equipment Parts	—	1,039	—	—
Clothing	2,345	2,647	4,000	2,060
Hardware & Small Tools	28,040	1,901	462	10,000
Welding Supplies & Equipment	6,000	20,000	5,000	15,000
Boilers, Heaters & Cool Equip	10,000	20,000	15,000	15,450
Seed, Fertilizer & Herbicide	—	185	2,739	1,000
Small Equipment	8,706	695	15,396	10,740
Electrical Supplies	894	73	8,188	6,180
Fence, Posts & Bars	—	—	9,169	1,090
Ammunition	—	3,825	—	—
Hygiene And Cleaning Supplies	6,538	19,587	24,499	11,020
Painting Equipment & Supplies	10,257	26,684	6,500	8,000
Lumber, Glass, And Drywall	5,657	1,850	12,244	5,000
Other Supplies	130,364	179,079	250,541	133,488
Guard Rail Supplies	—	1,720	85,479	30,000
Bridge Maintenance Supplies	174,821	143,024	654,877	639,885
Safety Equipment	16,446	19,847	5,000	11,000
Just In Time Office Supplies	1,964	1,391	3,959	1,600
Building Maintenance Supplies	—	—	2,532	6,000
Paving Material	58,297	89,165	154,859	120,000
Asphalt	404,921	303,863	458,202	400,000
Cement Sand & Gravel	385,668	370,969	262,156	380,000
Misc Maintenance Supplies	90,315	173,012	98,368	51,500
	\$ 4,874,426	\$ 2,299,044	\$ 3,707,141	\$ 5,359,213

STREET CONSTRUCTION, MAINTENANCE & REPAIR

Expenditures (Continued)

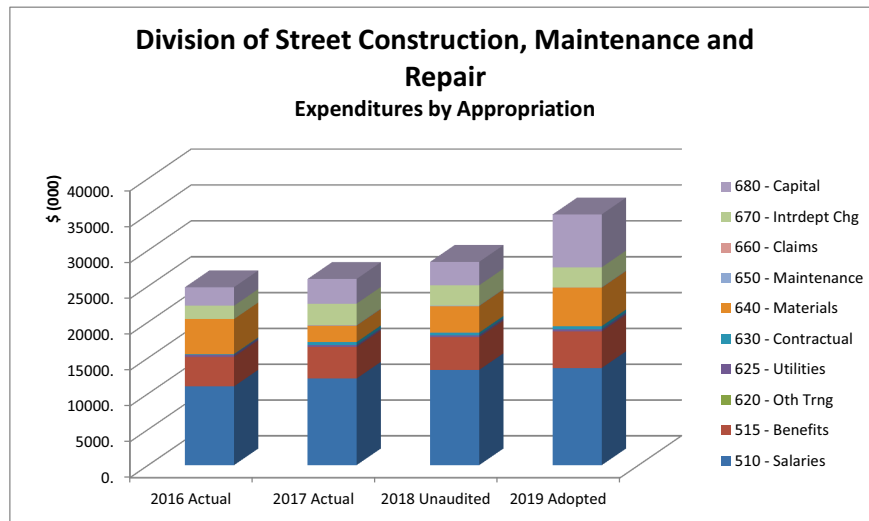
	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Maintenance				
Maintenance Contracts	\$ —	\$ —	\$ —	\$ 11,120
Maintenance Electrical Equip	—	—	2,515	—
Maintenance Machinery & Tools	—	—	—	15,450
Repair Parts	134	50,706	—	10,300
Repair Of Overhead Doors	10,479	11,601	48,102	15,450
	\$ 10,613	\$ 62,307	\$ 50,617	\$ 52,320
Claims, Refunds, Maintenance				
Judgments, Damages, & Claims	\$ 2,375	\$ —	\$ 125	\$ 5,000
	\$ 2,375	\$ —	\$ 125	\$ 5,000
Interdepart Service Charges				
Charges From Telephone Exch	\$ 144,888	\$ 175,022	\$ 197,050	\$ 181,398
Charges From Radio Comm System	121,106	124,602	92,793	133,390
Charges From W.P.C.	846	4,332	2,845	5,000
Charges From Print & Repro	13,892	17,934	21,238	23,676
Charges From Central Storeroom	143	253	168	331
Charges From M.V.M.	1,560,244	2,674,079	2,518,100	2,409,191
Charges From Division Of Maint	4,344	—	—	30,000
Charges From Waste Collection	7,344	6,192	7,632	5,000
	\$ 1,852,806	\$ 3,002,415	\$ 2,839,826	\$ 2,787,986
Capital Outlay				
Local Resurfacing	\$ 2,584,034	\$ 3,439,567	\$ 3,265,168	\$ 2,773,081
Sidewalk Construction	1,100	—	—	—
Transfer To Capital Project	—	—	—	4,600,000
	\$ 2,585,134	\$ 3,439,567	\$ 3,265,168	\$ 7,373,081
	\$ 24,858,648	\$ 26,000,448	\$ 28,381,919	\$ 35,006,687

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges For Services	\$ 71,212	\$ 41,249	\$ 34,454	\$ 4,435,000
Licenses & Permits	1,221,208	879,750	860,387	890,200
Miscellaneous	357,574	191,255	171,622	400
Other Shared Revenue	13,199,916	13,428,477	13,490,856	13,626,000
Transfers In	10,146,325	11,214,387	18,310,000	11,444,035
Interest Earnings/Investment Income	2,265	3,969	30,504	10,000
	\$ 24,998,501	\$ 25,759,107	\$ 32,897,822	\$ 30,405,635



STREET CONSTRUCTION, MAINTENANCE & REPAIR





STREET CONSTRUCTION, MAINTENANCE & REPAIR

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
0	0	2	Assistant Commissioner of Streets	26,273.96	98,678.77
1	0	1	Commissioner of Streets	40,314.82	145,820.32
1	0	3			
<u>PROFESSIONALS</u>					
2	2	1	Administrative Manager	27,193.55	117,672.49
1	1	1	Assistant Administrator	20,800.00	73,868.59
1	1	1	Section Chief of Engineering and Construction	50,000.00	108,011.58
4	4	3			
<u>SKILLED CRAFT</u>					
3	3	3	Asphalt Construction Unit Leader	26.37	39.56
20	19	19	Asphalt Tamper	25.29	37.91
1	1	2	Bridge Oiler	19.70	20.09
2	2	2	Carpenter	40.76	50.95
2	2	3	Construction Equipment Operator Group A	42.83	53.54
5	5	5	Construction Equipment Operator Group B	42.71	53.59
17	15	17	Electric Bridge Operator	10.00	18.80
4	4	4	Electric Bridge Operator Leader	10.00	20.13
2	2	2	Electrical Worker	47.03	58.79
3	3	3	Ironworker	45.29	56.61
1	1	1	Jackhammer Operator	25.29	37.91
1	1	1	Machinist	20.97	24.61
2	2	2	Master Mechanic	43.63	54.54
12	10	11	Paver	25.63	38.46
2	3	3	Paving Unit Leader	26.37	39.56
4	4	5	Street Equipment Maintenance Specialist	26.37	26.90
7	7	7	Street Maintenance District Unit Leader	59,446.40	67,509.31
8	9	6	Street Maintenance Foreman	23.32	24.27
3	3	3	Welder/Fabricator	18.36	26.64
99	96	99			



STREET CONSTRUCTION, MAINTENANCE & REPAIR

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
<u>SERVICE & MAINTENANCE</u>					
1	1	1	Concrete Mixer Driver	25.13	25.63
2	2	2	General Shop Unit Leader	28.97	30.14
12	8	11	Municipal Service Laborer	18.86	19.62
2	3	3	Street Carry-all Driver	26.37	26.90
2	2	2	Tanker Truck Driver	26.37	26.90
23	22	23	Truck Driver	21.22	21.64
42	38	42			
<u>TECHNICIAN</u>					
5	5	5	Radio Operator	21.28	22.14
5	5	5			
151	143	152	TOTAL FULL TIME		
127	127	127	TOTAL SEASONAL (PEAK) *		
278	270	279	TOTAL DIVISION		

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



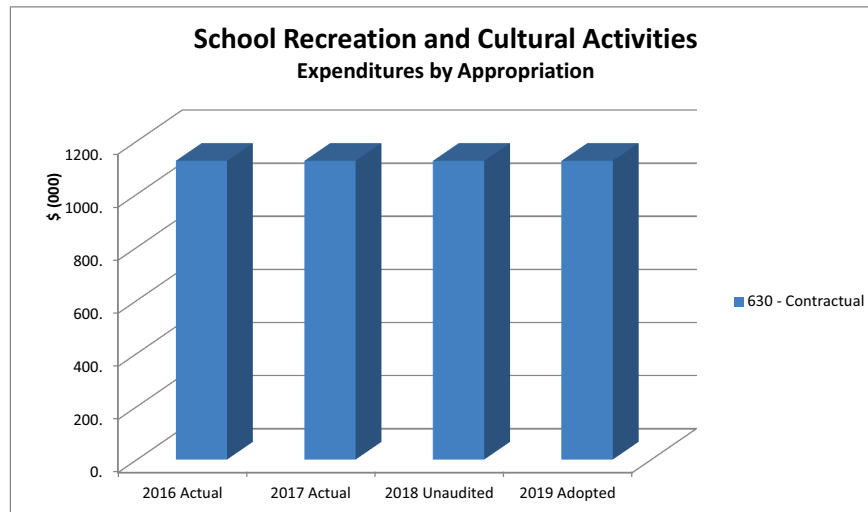
SCHOOLS RECREATION & CULTURAL

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Contractual Services				
Other Contractual	\$ 1,125,000	\$ 1,125,000	\$ 1,125,000	\$ 1,125,000
	\$ 1,125,000	\$ 1,125,000	\$ 1,125,000	\$ 1,125,000
	\$ 1,125,000	\$ 1,125,000	\$ 1,125,000	\$ 1,125,000

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Transfers In	\$ 1,125,000	\$ 1,125,000	\$ 1,125,000	\$ 1,125,000
	\$ 1,125,000	\$ 1,125,000	\$ 1,125,000	\$ 1,125,000





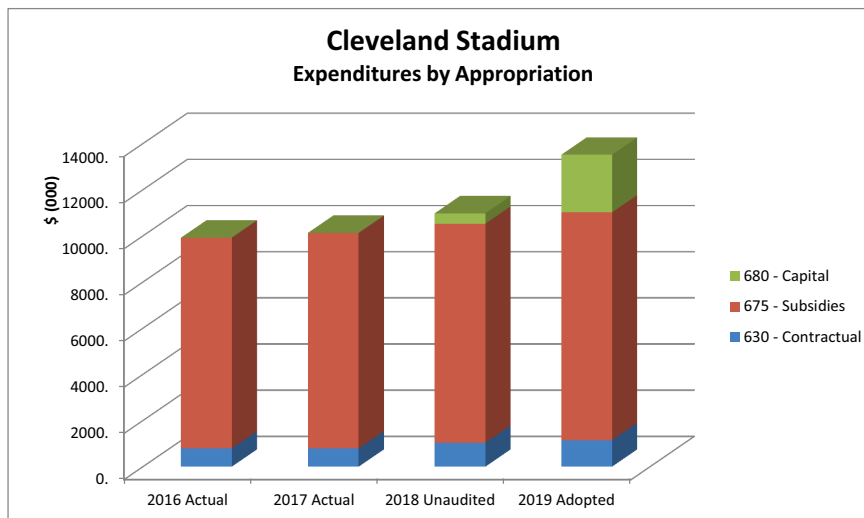
CLEVELAND STADIUM

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Contractual Services				
Professional Services	\$ 13,860	\$ 13,860	\$ 189,670	\$ 50,000
Insurance And Official Bonds	99,100	99,100	—	99,100
Stadium Property Tax	677,588	675,991	843,817	1,000,000
	\$ 790,548	\$ 788,951	\$ 1,033,487	\$ 1,149,100
Interfund Subsidies				
Transfer To Debt Service Fund	\$ 9,133,261	\$ 9,342,275	\$ 9,495,275	\$ 9,868,463
	\$ 9,133,261	\$ 9,342,275	\$ 9,495,275	\$ 9,868,463
Capital Outlay				
Transfer to other SubFunds	\$ —	\$ —	\$ 451,132	\$ 2,500,000
	\$ —	\$ —	\$ 451,132	\$ 2,500,000
Debt Service				
Professional Svcs-Debt Srvc	\$ —	\$ 45,000	\$ —	\$ —
	\$ —	\$ 45,000	\$ —	\$ —
	\$ 9,923,809	\$ 10,176,226	\$ 10,979,895	\$ 13,517,563

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges For Services	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Other Shared Revenue	—	10,321,430	4,641,053	4,333,333
Transfers In	9,683,261	9,940,275	10,270,275	10,597,563
Interest Earnings/Investment Income	21,381	123,294	341,066	—
	\$ 9,954,642	\$ 20,634,999	\$ 15,502,393	\$ 15,180,896



Major Enterprise Funds



Enterprise Funds are used to account for operations that function in a manner similar to private business enterprises and are financed primarily by user fees to the general public. Major Enterprises, consisting of Public Utilities and Airports, are totally self-supporting



	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget	\$ Change	% Change
UTILITIES ADMINISTRATION						
RECEIPTS	\$ 5,189,411	\$ 5,270,650	\$ 5,890,770	\$ 7,048,597	\$ 1,157,827	20%
EXPENDITURES	4,851,301	5,155,568	6,051,051	7,048,597	997,546	16%
Net	\$ 338,110	\$ 115,083	\$ (160,281)	\$ —	\$ 160,281	-100%
Decertifications	200	23,824	11,226	—	—	—
Beginning Balance	144,563	482,873	621,780	472,724	—	—
Ending Balance	\$ 482,873	\$ 621,780	\$ 472,724	\$ 472,724	\$ —	%
FT Staffing Levels	49	52	55	66	11	17%
FISCAL CONTROL						
RECEIPTS	\$ 7,639,401	\$ 7,106,251	\$ 7,013,135	\$ 8,064,724	\$ 1,051,589	15%
EXPENDITURES	7,598,329	6,803,491	7,348,783	8,064,724	715,941	10%
Net	\$ 41,072	\$ 302,759	\$ (335,647)	\$ —	\$ 335,647	-100%
Decertifications	2,894	56,324	10,040	—	—	—
Beginning Balance	420,994	464,959	824,042	498,435	—	—
Ending Balance	\$ 464,959	\$ 824,042	\$ 498,435	\$ 498,435	\$ —	%
FT Staffing Levels	68	75	74	81	7	9%
WATER						
RECEIPTS	\$ 306,753,326	\$ 330,016,447	\$ 314,400,016	\$ 314,243,912	\$ (156,104)	0%
EXPENDITURES	285,232,793	318,200,928	335,333,313	389,976,157	54,642,844	16%
Net	\$ 21,520,533	\$ 11,815,519	\$ (20,933,297)	\$ (75,732,245)	\$ (54,798,948)	262%
Decertifications	37,747	5,211,421	7,053,923	—	—	—
Beginning Balance	169,692,267	191,250,547	208,277,487	194,398,113	—	—
Ending Balance	\$ 191,250,547	\$ 208,277,487	\$ 194,398,113	\$ 118,665,868	\$ (75,732,245)	-39%
FT Staffing Levels	870	915	983	1,186	203	17%
WATER POLLUTION CONTROL						
RECEIPTS	\$ 26,555,940	\$ 30,219,310	\$ 30,050,958	\$ 29,324,565	\$ (726,393)	-2%
EXPENDITURES	24,731,979	25,046,928	26,414,136	30,194,535	3,780,399	13%
Net	\$ 1,823,961	\$ 5,172,382	\$ 3,636,822	\$ (869,970)	\$ (4,506,792)	%
Decertifications	4,942	838,990	295,964	—	—	—
Beginning Balance	7,545,971	9,374,873	15,386,245	19,319,031	—	—
Ending Balance	\$ 9,374,873	\$ 15,386,245	\$ 19,319,031	\$ 18,449,061	\$ 19,319,031	100%
FT Staffing Levels	122	124	137	167	30	18%



	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget	\$ Change	% Change
CLEVELAND PUBLIC POWER						
RECEIPTS	\$ 189,812,300	\$ 187,640,250	\$ 214,307,889	\$ 217,447,033	\$ 3,139,144	1%
EXPENDITURES	196,539,429	192,531,885	211,594,373	218,687,458	7,093,085	3%
Net	\$ (6,727,130)	\$ (4,891,635)	\$ 2,713,517	\$ (1,240,425)	\$ (3,953,942)	%
Decertifications	344,825	7,416,632	89,312	—	—	—
Beginning Balance	22,376,412	15,994,108	18,519,104	21,321,933	—	—
Ending Balance	\$ 15,994,108	\$ 18,519,104	\$ 21,321,933	\$ 20,081,508	\$ 21,321,933	100%
FT Staffing Levels	238	234	228	283	55	19%
PORT CONTROL						
RECEIPTS	\$ 154,954,227	\$ 178,540,238	\$ 164,298,692	\$ 169,960,333	\$ 5,661,641	3%
EXPENDITURES	159,843,022	162,832,284	164,751,434	169,960,333	5,208,899	3%
Net	\$ (4,888,795)	\$ 15,707,954	\$ (452,742)	\$ —	\$ 452,742	%
Receivables & Adjustments	(2,693,870)	(3,296,197)	6,447,066	—	—	—
Decertifications	85,220	406,943	802,728	—	—	—
Beginning Balance	68,149,542	60,652,097	73,470,797	80,267,849	—	—
Ending Balance	\$ 60,652,097	\$ 73,470,797	\$ 80,267,849	\$ 80,267,849	\$ 80,267,849	100%
FT Staffing Levels	350	348	344	411	67	16%



UTILITIES GENERAL ADMINISTRATION

Robert L. Davis, Director

Mission Statement

To provide administrative control and supervision over the Division of Utilities Fiscal Control, Water, Water Pollution Control, Cleveland Public Power, the Office of Radio Communication, TV20 and the Photography Lab.

The Department of Public Utilities is comprised of the following divisions and sections: General Administration, Radio Communication, Utilities Fiscal Control, Water, Water Pollution Control, and Cleveland Public Power. Also included in the Department are TV20 and the Photography Lab sections. The Department is self-supporting but participates in obtaining federal and state grants and loans for various improvements when these monies are available.

The Division of Utilities Administration is specifically designed to have administrative charge, control, and supervision over the Divisions of Utilities Fiscal Control, Water, Water Pollution Control, Cleveland Public Power and the Office of Radio Communications. Functions and duties of the various divisions are treated separately under their respective headings. In addition, the Division of Utilities Administration is responsible for providing high quality customer service to customers of the Divisions of Water, Water Pollution Control, and Cleveland Public Power.

PROGRAM NAME: ADMINISTRATION

OBJECTIVES: To coordinate and manage the activities of the Department of Public Utilities.

ACTIVITIES: Monitor the promotion of Cleveland Small Business Enterprise involvement in the procurement process. Direct operating and financial performance of Water, Water Pollution, Cleveland Public Power, and the Office of Radio Communications. Manage priorities and oversee capital improvement plans. Provide oversight and control of customer service, finance, human resources, information technology and public affairs functions for all divisions.

PROGRAM NAME: CABLE TELEVISION

OBJECTIVE: To educate and inform the citizens of Cleveland regarding City services, programs initiatives and events by way of the City of Cleveland cable access television station

ACTIVITIES: TV20 "LIVE" on-line streaming 24 hours a day and video on demand. Provide original programming to promote the many services made available to the residents of the City of Cleveland. Features Mayoral press conferences, "LIVE" broadcasts of Cleveland City Council Committee Meetings, a Weekly News show and programs regarding education, housing, healthcare, economic development, arts and entertainment.

PROGRAM NAME: PHOTOGRAPHIC BUREAU

OBJECTIVE: To visually document the activities, events and business of the City of Cleveland.

ACTIVITIES: Serve as the Mayor's photographers; provide photographic services to all City entities, including departments, divisions and Cleveland City Council; offer digital images for use in City government print publications and electronic media. Photograph current events happening in the City for public relations and historical purposes.



UTILITIES GENERAL ADMINISTRATION

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 2,700,300	\$ 2,914,578	\$ 3,580,810	\$ 3,990,298
Seasonal	—	13,696	—	14,774
Part-Time Permanent	25,817	—	—	—
Student Trainees	—	—	10,249	47,500
Longevity	14,425	14,000	17,050	18,000
Separation Payments	23,207	64,509	29,962	32,000
Bonus Incentive	—	1,000	25,000	—
Overtime	44,582	55,177	62,763	54,500
	\$ 2,808,331	\$ 3,062,960	\$ 3,725,834	\$ 4,157,072
Benefits				
Hospitalization	\$ 442,713	\$ 486,266	\$ 548,711	\$ 631,696
Prescription	87,645	92,525	81,533	124,932
Dental	22,553	23,534	27,017	33,636
Vision Care	2,366	2,620	2,999	3,826
Public Employees Retire System	385,588	413,567	519,753	581,990
Fica-Medicare	37,317	40,865	50,948	60,284
Workers' Compensation	23,572	69,011	35,742	41,219
Life Insurance	1,643	1,616	1,804	2,938
Unemployment Compensation	—	—	5,935	1,000
Clothing Allowance	—	—	400	—
Clothing Maintenance	—	—	325	—
	\$ 1,003,395	\$ 1,130,003	\$ 1,275,169	\$ 1,481,521
Other Training & Professional Dues				
Travel	\$ 15,451	\$ 21,773	\$ 23,220	\$ 37,000
Tuition & Registration Fees	5,721	6,339	11,324	11,000
Professional Dues & Subscript	8,808	8,548	5,585	11,000
	\$ 29,980	\$ 36,660	\$ 40,129	\$ 59,000
Contractual Services				
Professional Services	\$ 7,913	\$ 18,598	\$ 2,655	\$ 138,000
Cable Professional Services	5,499	8,729	4,529	6,500
Mileage (Private Auto)	2,065	2,579	1,865	2,700
Advertising And Public Notice	3,300	15,630	21,462	10,000
Program Promotion	13,742	4,800	15,500	47,000
Parking In City Facilities	17,436	17,170	17,550	20,800
Insurance And Official Bonds	—	—	250	—
Property Rental	118,728	118,728	118,728	118,728
Other Contractual	185,737	228,323	243,928	225,400
	\$ 354,419	\$ 414,556	\$ 426,467	\$ 569,128



UTILITIES GENERAL ADMINISTRATION

Expenditures (Continued)

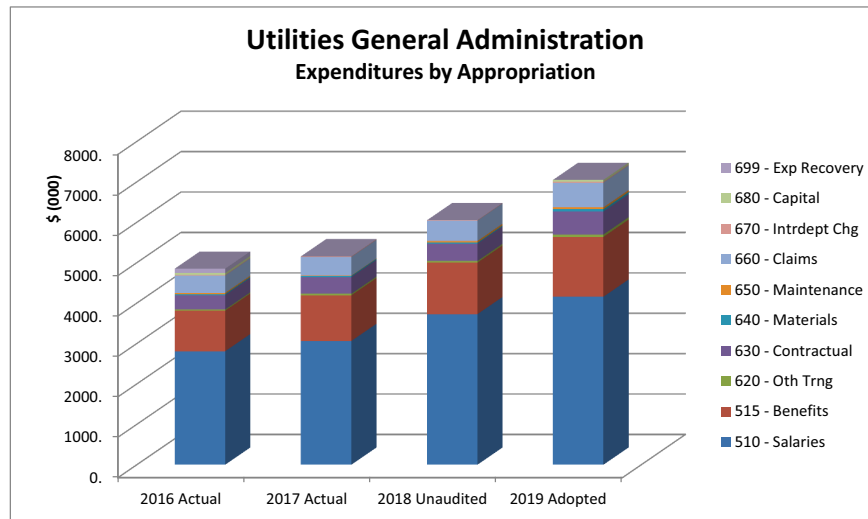
	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Materials & Supplies				
Postage	\$ 214	\$ 356	\$ 95	\$ 1,000
Computer Supplies	—	—	—	1,000
Computer Hardware	3,479	2,695	3,667	18,000
Computer Software	4,360	3,404	4,561	6,500
Office Furniture & Equipment	—	—	—	3,000
Photographic Supplies	9,134	9,244	11,654	14,000
Other Supplies	3,050	7,903	2,724	3,500
Just In Time Office Supplies	6,769	4,030	3,900	8,100
	\$ 27,004	\$ 27,632	\$ 26,601	\$ 55,100
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 500
Maintenance Contracts	—	4,737	9,327	12,000
Maintenance Utility Systems	29,756	3,977	33,884	20,000
Maintenance Misc. Equipment	—	—	—	15,000
	\$ 29,756	\$ 8,714	\$ 43,210	\$ 47,500
Claims, Refunds, Maintenance				
Judgments, Damages, & Claims	\$ —	\$ —	\$ 752	\$ —
Indirect Cost	426,493	458,881	500,488	608,131
	\$ 426,493	\$ 458,881	\$ 501,240	\$ 608,131
Interdepart Service Charges				
Charges From Telephone Exch	\$ 3,596	\$ 3,622	\$ 3,465	\$ 3,189
Charges From Water	334	—	—	—
Charges From Print & Repro	6,018	8,090	5,184	10,680
Charges From Central Storeroom	53	67	47	76
Charges From M.V.M.	5,162	4,384	3,706	7,200
	\$ 15,163	\$ 16,163	\$ 12,402	\$ 21,145
Capital Outlay				
Other Equipment	\$ 48,040	\$ —	\$ —	\$ 50,000
	\$ 48,040	\$ —	\$ —	\$ 50,000
Expenditure Recovery				
Expenditure Recovery	\$ 108,719	\$ —	\$ —	\$ —
	\$ 108,719	\$ —	\$ —	\$ —
	\$ 4,851,300	\$ 5,155,568	\$ 6,051,051	\$ 7,048,597



UTILITIES GENERAL ADMINISTRATION

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges For Services	\$ 3,883,956	\$ 4,005,569	\$ 4,560,978	\$ 5,650,054
Miscellaneous	1,305,455	1,265,082	1,329,792	1,398,543
	\$ 5,189,411	\$ 5,270,650	\$ 5,890,770	\$ 7,048,597





UTILITIES GENERAL ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Assistant Director	36,590.39	154,089.52
1	1	1	Assistant Manager-App. Dev. and Technical Support	46,224.91	137,831.29
1	1	1	Chief Assistant Director of Law	31,500.00	136,692.31
1	1	1	Director of Public Utilities	100,000.00	248,531.48
1	1	1	General Manager of Administrative Services	26,273.96	100,653.14
2	2	2	Manager of Marketing	30,214.95	114,691.24
1	1	1	Network/Data Center Operations Manager	55,000.00	117,737.72
1	0	0	Program Manager	30,214.00	91,429.27
2	1	2	Safety Programs Officer I	25,000.00	73,126.73
11	9	10			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Chief Clerk	22,050.00	52,504.47
2	1	1	Legal Secretary	20,800.00	50,700.42
3	2	2			
<u>PROFESSIONALS</u>					
6	6	6	Administrative Manager	27,193.55	117,672.49
9	10	11	Assistant Administrator	20,800.00	73,868.59
1	1	1	Assistant Contract Compliance Officer	20,800.00	62,770.08
2	2	2	Assistant Director of Law I (s)	26,250.00	93,199.31
5	3	5	Assistant Manager of Marketing	20,800.00	64,468.16
1	1	1	Assistant Personnel Administrator	20,800.00	61,601.02
1	1	1	Chief Photographer	20,800.00	56,521.12
2	1	2	Civil Service Examiner II	20,800.00	53,765.27
0	0	1	Data Base Administrator	39,937.34	118,853.53
1	1	1	Data Base Coordinator	30,214.00	87,813.65
1	0	1	Desktop Publishing Specialist	20,800.00	64,170.48
1	1	1	Network Analyst II	30,214.00	101,647.18
1	1	1	Personnel Administrator	26,273.96	91,088.49
1	1	1	Photographer	10.00	24.25
4	4	5	Project Coordinator	27,325.56	99,702.63
3	2	3	Reporter/Producer-TV20	20,800.00	75,084.85
2	1	2	Safety Program Manager	30,214.95	98,444.95



UTILITIES GENERAL ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	Budget 2019	December 2018		Minimum	Maximum
1	1	1	Senior Graphic Designer	40,000.00	75,000.00
1	1	1	Senior Systems Analyst	20,800.00	87,543.86
0	1	1	Superintendent of Motorized Equipment	26,273.96	78,184.48
0	1	1	Systems Analyst	20,800.00	68,251.13
2	2	2	Telecommunications Specialist	30,215.00	66,351.39
1	0	1	Web Developer	30,215.00	90,533.02
<u>46</u>	<u>42</u>	<u>52</u>			
			TECHNICIANS		
1	0	0	Business Process Analyst	55,000.00	108,044.90
2	2	2	Senior Computer Operator	10.00	29.95
<u>3</u>	<u>2</u>	<u>2</u>			
<u>63</u>	<u>55</u>	<u>66</u>	TOTAL FULL TIME		
<u>2</u>	<u>0</u>	<u>2</u>	TOTAL SEASONALS		
<u>9</u>	<u>2</u>	<u>9</u>	TOTAL STUDENT ASSISTANT		
<u>74</u>	<u>57</u>	<u>77</u>	TOTAL DIVISION		



UTILITIES FISCAL CONTROL

Frank Badalamenti, Chief Financial Officer

Mission Statement

To provide professional financial management services and protect the fiscal integrity of funds and assets for all divisions of the City of Cleveland, Department of Public Utilities. The CFO's office monitors collections for the Department of Public Utilities to ensure we maximize collection of revenue and the efficient allocation and expending of funds necessary to support each division's operation. To adhere to the practice of generally accepted accounting principles in a manner consistent with the guidelines received by the State of Ohio and the City of Cleveland codified Ordinances.

PROGRAM NAME: ACCOUNTS RECEIVABLE SECTION

OBJECTIVES: Review and audit all customer billing transactions and perform required accounting duties of the operating divisions.

ACTIVITIES: Audit customer refunds; process certified collection receipts; reconcile bank statements and process returned checks due to non-sufficient funds; Perform daily and monthly bank reconciliations. Prepare month end billing activity reports for Water (CWD), Sewer and Cleveland Public Power (CPP).

PROGRAM NAME: ADMINISTRATION

OBJECTIVES: To supervise all financial units of the Department of Public Utilities (including contracts and compliance, payables, purchasing, budget, inventory, payroll, capital, etc.) in order to manage financial controls and compliance, ensuring prudent financial management.

ACTIVITIES: Provide timely, accurate, audible reporting of all financial transactions.

PROGRAM NAME: CASH RECEIPTS AND REMITTANCE PROCESSING

OBJECTIVES: To process water, sewer and electricity customer payments and mail deposit receipts in 24 hours.

ACTIVITIES: Process all payments. Account for all activities in the Water and Cleveland Public Power billing systems. Prepare bank deposits and funds for delivery to the City of Cleveland Treasurer. Archive all payment stubs and payment information as required by law and regulations.

PROGRAM NAME: CUSTOMER PAYMENT CENTER

OBJECTIVE: The Customer Payment Center of the Division of Utilities Fiscal Control is responsible for taking customer payments at the Carl B. Stokes Public Utilities Building at 1201 Lakeside Avenue each business day.

ACTIVITIES: Collect all over the counter payments. Balance all cash transactions at the end of each business day. Over the counter payments are uploaded into CWD's Customer Care & Billing system and CPP's Banner billing system each night.

PROGRAM NAME: GENERAL ACCOUNTING SECTION

OBJECTIVES: Compile financial reports for the Department of Public Utilities. Comply with all reporting requirements set by the State of Ohio and the Governmental Accounting Standards Board (GASB).

ACTIVITIES: Monitor all financial transactions, i.e. bill payments, revenue, expenditures and miscellaneous receipts. Account for all cash and currency as required by City of Cleveland ordinance. Verify that all cash and currency are remitted to the City of Cleveland Treasury. Perform all accounting functions. Prepare financial statements and operational reports for the divisions of Water, Water Pollution Control and Cleveland Public Power.



UTILITIES FISCAL CONTROL

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 3,697,260	\$ 3,918,860	\$ 4,285,843	\$ 4,540,146
Longevity	31,100	28,025	33,700	33,050
Wage Settlements	—	—	126,990	—
Vacation Conversion	—	8,187	—	—
Separation Payments	27,455	33,736	10,073	30,000
Bonus Incentive	—	16,000	20,500	—
Overtime	78,787	87,824	60,499	75,000
	\$ 3,834,602	\$ 4,092,633	\$ 4,537,605	\$ 4,678,196
Benefits				
Hospitalization	\$ 605,737	\$ 677,323	\$ 710,694	\$ 774,507
Prescription	123,190	115,268	104,716	150,045
Dental	30,731	30,942	33,360	39,010
Vision Care	4,253	4,562	4,927	5,747
Public Employees Retire System	532,944	561,349	611,578	655,052
Fica-Medicare	52,864	56,313	63,257	67,832
Workers' Compensation	33,977	96,110	41,969	46,844
Life Insurance	2,486	2,380	2,501	3,888
Unemployment Compensation	—	114	875	1,000
Clothing Allowance	1,440	1,080	1,560	1,770
Clothing Maintenance	1,200	900	1,300	1,588
	\$ 1,388,823	\$ 1,546,341	\$ 1,576,735	\$ 1,747,283
Other Training & Professional Dues				
Travel	\$ 9,754	\$ 14,809	\$ 4,813	\$ 15,000
Tuition & Registration Fees	5,455	12,553	6,108	10,000
Training	2,295	—	—	—
Other Training Supplies	—	—	626	—
Professional Dues & Subscript	4,020	7,108	2,315	7,000
	\$ 21,524	\$ 34,470	\$ 13,862	\$ 32,000
Contractual Services				
Professional Services	\$ 56,847	\$ 125,980	\$ 43,100	\$ 150,000
Program Promotion	—	—	389	—
Parking In City Facilities	2,905	1,980	1,980	3,000
Other Contractual	10,248	34,848	1,081	125,000
County Aud & Treas Coll Fee	—	—	168	—
	\$ 70,000	\$ 162,808	\$ 46,718	\$ 278,000



UTILITIES FISCAL CONTROL

Expenditures (Continued)

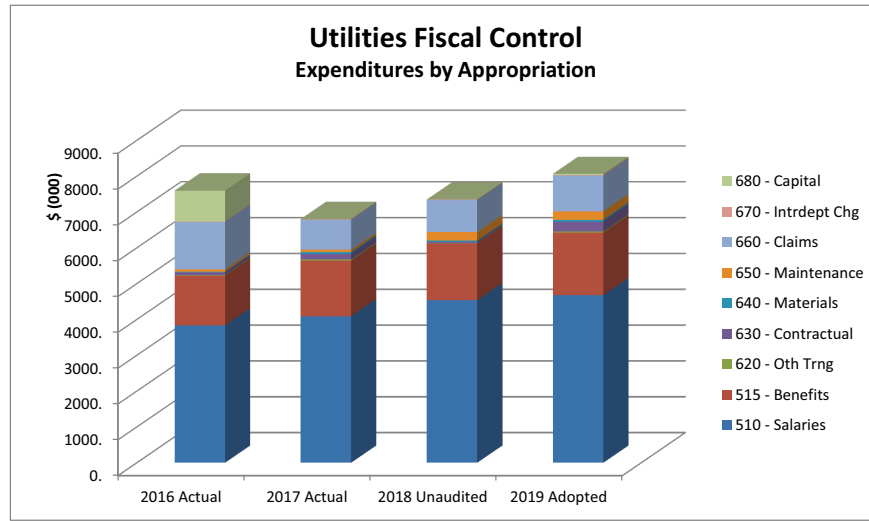
	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Materials & Supplies				
Office Supplies	\$ —	\$ 8,954	\$ —	\$ 5,000
Postage	—	—	33	1,000
Computer Hardware	—	—	—	3,000
Computer Software	—	—	—	3,000
Office Furniture & Equipment	8,193	20,756	11,897	10,000
Other Supplies	866	183	573	2,000
Just In Time Office Supplies	7,742	12,622	10,770	20,000
	\$ 16,800	\$ 42,515	\$ 23,274	\$ 44,000
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ —	\$ 5,000
Maintenance Contracts	64,450	63,935	240,192	225,000
Computer Software Maintenance	2,721	3,027	—	12,000
	\$ 67,171	\$ 66,962	\$ 240,192	\$ 242,000
Claims, Refunds, Maintenance				
Indirect Cost	\$ 1,322,521	\$ 837,094	\$ 893,422	\$ 990,559
	\$ 1,322,521	\$ 837,094	\$ 893,422	\$ 990,559
Interdepart Service Charges				
Charges From Water	\$ 400	\$ —	\$ —	\$ —
Charges From Print & Repro	14,828	17,185	16,974	22,686
	\$ 15,228	\$ 17,185	\$ 16,974	\$ 22,686
Capital Outlay				
Computer Software	\$ —	\$ —	\$ —	\$ 30,000
Other Equipment	861,660	3,484	—	—
	\$ 861,660	\$ 3,484	\$ —	\$ 30,000
	\$ 7,598,329	\$ 6,803,491	\$ 7,348,783	\$ 8,064,724

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges For Services	\$ 7,510,108	\$ 6,934,082	\$ 6,934,763	\$ 8,039,724
Miscellaneous	122,404	158,624	54,158	—
Interest Earnings/Investment Income	6,757	13,249	24,077	25,000
Non Operating Other/Other	131	296	138	—
	\$ 7,639,401	\$ 7,106,251	\$ 7,013,135	\$ 8,064,724



UTILITIES FISCAL CONTROL





UTILITIES FISCAL CONTROL

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Assistant Director	36,590.39	154,089.52
1	1	1	Budget Administrator	30,214.95	114,691.24
1	1	1	Utilities Comptroller	26,273.96	98,678.77
3	3	3			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Chief Clerk	22,050.00	52,504.47
5	5	5	Head Storekeeper	17.85	25.21
1	1	1	Principal Cashier	14.66	25.96
1	1	1	Principal Clerk	14.88	21.97
4	4	4	Senior Cashier	12.57	22.08
1	1	1	Stock Clerk	13.11	19.93
8	7	8	Storekeeper	16.66	22.71
21	20	21			
<u>PROFESSIONALS</u>					
3	3	3	Accountant I	15.73	22.08
4	3	4	Accountant II	16.27	24.25
1	1	1	Accountant III	16.92	26.89
3	1	1	Accountant IV	20,800.00	65,610.28
2	3	4	Accountant Supervisor	23,647.11	80,096.82
4	4	4	Administrative Manager	27,193.55	117,672.49
1	1	1	Administrative Officer	20,800.00	58,499.94
7	7	7	Assistant Administrator	20,800.00	73,868.59
2	2	2	Auditor	20,800.00	65,000.00
1	1	1	Buyer	20,800.00	53,516.01
1	1	1	Chief Auditor	23,647.11	93,401.98
4	3	4	Fiscal Manager	23,647.11	97,175.21



UTILITIES FISCAL CONTROL

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	Budget 2019	December 2018		Minimum	Maximum
1	0	1	Grant Administrator	22,333.40	83,008.39
4	4	4	Personnel Assistant	20,800.00	52,381.41
1	1	1	Project Coordinator	27,325.56	99,702.63
1	1	1	Senior Budget and Management Analyst	26,273.96	88,147.99
3	3	3	Senior Internal Auditor	23,647.11	74,000.47
3	3	3	Warehouse Inventory Manager	22,333.40	88,646.98
<hr/> 46	<hr/> 42	<hr/> 46			
			TECHNICIANS		
11	9	11	Senior Data Conversion Operator	13.47	20.16
<hr/> 11	<hr/> 9	<hr/> 11			
<hr/> 81	<hr/> 74	<hr/> 81	TOTAL FULL TIME		
<hr/> <hr/> 81	<hr/> <hr/> 74	<hr/> <hr/> 81	TOTAL DIVISION		



DIVISION OF WATER

Alex Margevicius, Commissioner

Mission Statement

To provide a reliable supply of high quality water and customer services to promote public health and safety, economy, and quality of life of Greater Cleveland.

The Division of Water (CWD) was created in 1853 and charged with the responsibility of taking in and treating lake water, pumping and distributing potable water and providing related water services to customers within its service areas.

The Division of Water operates a major public water supply system, which services not only the City of Cleveland, but also approximately 79 suburban municipalities in Cuyahoga, Geauga, Lake, Medina, Portage, and Summit counties. The present service area covers about 680 square miles of which 593 square miles are for core services while 87 square miles are provisional emergency feed areas. CWD serves more than 1.4 million people. The City is empowered to establish rates and collect charges for the service provided by its Water Division, to acquire property and construct facilities to provide water services throughout the greater Cleveland service area and to perform other necessary functions with respect to the operation and maintenance of the water works system. The Division of Water is a self-supporting regional utility.

The Division of Water draws raw water from four intake tunnels in Lake Erie, chemically treats and disinfects the water, passes it through mixing and settling basins and then sand and gravel filters so that it becomes potable, and pumps it into reservoirs, storage towers, tanks and distribution lines. These services are provided to all of greater Cleveland, with approximately 50% of the water to industrial and commercial users and the remaining 50% to residential users.

The Division of Water maintains and operates four treatment plants, five major pumping stations, eleven secondary pumping stations, twenty one storage facilities, and about 5,200 miles of water mains in four different pressure zones which are determined by elevation above and distance away from the lake. The City of Cleveland has recognized that a viable public water supply system is essential to the social and economic growth of a metropolitan city. If the City and surrounding areas are to grow it is necessary for the area to have an adequate, economical and sustainable public water supply.

PROGRAM NAME: CAPITAL

OBJECTIVES: To upgrade and improve the water treatment and delivery system.

ACTIVITIES: Utilize engineering staff to design and undertake capital projects. Continue a multi-year, ongoing Capital Improvement Program to sustain aging infrastructure.

PROGRAM NAME: WATER OPERATIONS

OBJECTIVES: To provide potable water and related water services to customers in the Greater Cleveland service areas.

ACTIVITIES: Take in and treat lake water, pump and distribute potable water. Install and read meters to determine customer usage. Make service calls for system maintenance.



DIVISION OF WATER

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 46,505,147	\$ 47,341,569	\$ 52,555,000	\$ 56,844,386
Seasonal	4,499	14,475	—	—
Military Leave	2,404	1,735	6,754	—
Part-Time Permanent	54,496	101,948	67,417	56,192
Injury Pay	1,454	—	12,377	—
Student Trainees	40,264	57,156	159,920	355,212
Longevity	411,075	398,075	383,400	389,075
Wage Settlements	—	—	227,820	—
Vacation Conversion	—	120,020	—	—
Separation Payments	623,830	673,277	627,557	700,000
Bonus Incentive	27,245	195,894	216,237	102,000
Overtime	4,422,634	5,134,961	5,288,391	5,353,850
	\$ 52,093,048	\$ 54,039,110	\$ 59,544,873	\$ 63,800,715
Benefits				
Hospitalization	\$ 9,125,959	\$ 9,344,681	\$ 9,597,544	\$ 10,525,830
Prescription	1,764,163	1,667,234	1,428,752	2,093,103
Dental	464,518	454,812	473,917	563,473
Vision Care	55,044	55,265	58,618	69,768
Public Employees Retire System	7,197,243	7,381,802	8,155,679	8,962,666
Fica-Medicare	701,293	731,671	816,145	866,407
Workers' Compensation	1,327,949	2,163,627	1,283,451	1,526,329
Life Insurance	33,151	29,908	31,590	50,068
Unemployment Compensation	39,397	40,458	38,423	100,000
Clothing Allowance	188,526	192,451	201,795	266,987
Tool Insurance	6,340	6,080	6,420	7,405
Clothing Maintenance	98,640	100,362	109,093	111,741
	\$ 21,002,222	\$ 22,168,350	\$ 22,201,425	\$ 25,143,777
Other Training & Professional Dues				
Travel	\$ 61,736	\$ 86,852	\$ 110,820	\$ 145,150
Tuition & Registration Fees	26,141	60,862	117,584	145,419
Training	7,265	2,054	40,032	96,800
Other Training Supplies	2,482	55,444	52,492	16,450
Professional Dues & Subscript	344,852	252,424	50,302	260,570
	\$ 442,475	\$ 457,635	\$ 371,231	\$ 664,389
Utilities				
Brokered Gas Supply	\$ 486,433	\$ 288,541	\$ 366,445	\$ 439,734
Sewer-Other	3,545,310	4,288,549	6,833,534	8,139,200
Telephone	1,224,072	1,158,401	1,134,514	1,501,500



DIVISION OF WATER

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Water	200,000	100,000	100,000	100,000
Gas	418,833	379,331	462,816	555,380
Electricity - Cpp	15,010,496	15,366,808	18,200,062	19,110,066
Electricity - Other	5,444,985	4,700,485	4,794,366	5,034,085
Steam	20,549	39,391	55,642	57,312
	\$ 26,350,678	\$ 26,321,506	\$ 31,947,380	\$ 34,937,277
Contractual Services				
Professional Services	\$ 6,287,154	\$ 16,566,732	\$ 7,942,147	\$ 13,348,300
Mileage (Private Auto)	253	1,080	1,138	4,075
Advertising And Public Notice	220,297	271,530	175,591	219,000
Program Promotion	4,090	41,428	67,685	159,750
Parking In City Facilities	3,238	6,797	5,940	5,780
Taxes	128,313	124,088	128,299	131,000
Property Rental	72,365	123,649	177,097	159,420
Equipment Rental	40,920	26,071	48,818	122,300
Other Contractual	3,330,173	5,931,959	1,642,349	4,334,260
State Auditor Examination	67,000	69,000	67,000	69,000
Bank Service Fees	108,597	248,207	259,282	264,000
Credit Card Processing Fees	1,634,504	2,100,943	2,213,559	2,400,000
	\$ 11,896,904	\$ 25,511,483	\$ 12,728,906	\$ 21,216,885
Materials & Supplies				
Office Supplies	\$ —	\$ 145	\$ —	\$ —
Postage	1,634,675	4,033,681	3,548,340	4,508,440
Computer Supplies	11,681	12,694	44,687	25,500
Computer Hardware	242,652	459,827	1,035,838	1,411,500
Computer Software	153,419	705,813	322,741	1,664,500
Fuel	26,700	26,681	84,180	136,000
Chemical	8,170,605	5,450,079	7,510,312	8,092,550
Salt & De-Icer	18,026	18,883	19,925	34,850
Clothing	8,758	10,413	24,042	23,900
Hardware & Small Tools	178,685	239,945	269,546	342,990
Small Equipment	244,815	259,862	263,758	455,270
Office Furniture & Equipment	22,018	36,463	35,443	42,875
Electrical Supplies	306,365	358,271	434,278	455,900
Hygiene And Cleaning Supplies	114,601	154,665	186,065	183,000
Painting Equipment & Supplies	—	—	5,674	—
Plumbing Supplies And Equip	—	—	5,638	—
Motors And Pumps	34,873	270,511	135,527	532,800



DIVISION OF WATER

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Laboratory Supplies	218,393	199,528	233,721	343,000
Other Supplies	38,230	64,991	51,133	205,597
Safety Equipment	424,106	531,375	463,955	490,861
Just In Time Office Supplies	66,019	67,912	73,941	72,000
Building Maintenance Supplies	40,126	101,169	81,274	196,300
Cement Sand & Gravel	2,064,444	2,276,219	2,231,248	2,452,500
Misc Maintenance Supplies	181,261	237,648	192,790	292,500
	\$ 14,200,452	\$ 15,516,776	\$ 17,254,054	\$ 21,962,833
Maintenance				
Maintenance Office Equipment	\$ —	\$ —	\$ 113	\$ 6,400
Maintenance Contracts	38,277	570,016	183,733	648,000
Computer Hardware Maintenance	359,587	1,199,111	581,645	2,276,400
Computer Software Maintenance	2,496,430	2,650,176	5,687,599	5,256,279
Maintenance Machinery & Tools	127,346	108,238	150,732	246,000
Maintenance Vehicles	124,848	181,937	111,640	243,500
Maintenance Utility Systems	18,450,161	23,627,178	19,120,140	20,723,313
Maintenance Misc. Equipment	954,385	1,030,493	1,022,470	1,236,568
Glass Repair	—	—	135	—
Maintenance Building	698,126	947,616	1,844,449	1,591,000
	\$ 23,249,159	\$ 30,314,765	\$ 28,702,656	\$ 32,227,460
Claims, Refunds, Maintenance				
Court Costs	\$ 555	\$ 455	\$ 852	\$ 2,000
Judgments, Damages, & Claims	672,665	397,752	573,002	600,000
Indirect Cost	4,020,784	3,985,118	4,133,992	4,554,098
	\$ 4,694,004	\$ 4,383,325	\$ 4,707,847	\$ 5,156,098
Interdepart Service Charges				
Charges From General Fund	\$ 2,304	\$ 6,405	\$ 1,800	\$ 2,100
Charges From Telephone Exch	1,397,753	1,302,665	815,415	750,642
Charges From Utilities Admin	2,793,600	2,880,000	3,281,040	4,065,159
Charges From Fiscal Control	5,407,200	4,991,280	4,993,032	5,788,601
Charges From Radio Comm System	282,142	301,169	231,721	310,560
Charges From W.P.C.	63,520	111,454	79,534	105,500
Charges From Print & Repro	263,895	245,499	222,453	324,090
Charges From M.V.M.	2,636,820	2,692,870	2,797,385	2,719,432
Charges Frm Str Cnst Mnt & Rep	99,225	42,850	137,200	200,000
Charges From Waste Collection	74,989	76,034	86,768	78,060
	\$ 13,021,449	\$ 12,650,225	\$ 12,646,348	\$ 14,344,144



DIVISION OF WATER

Expenditures (Continued)

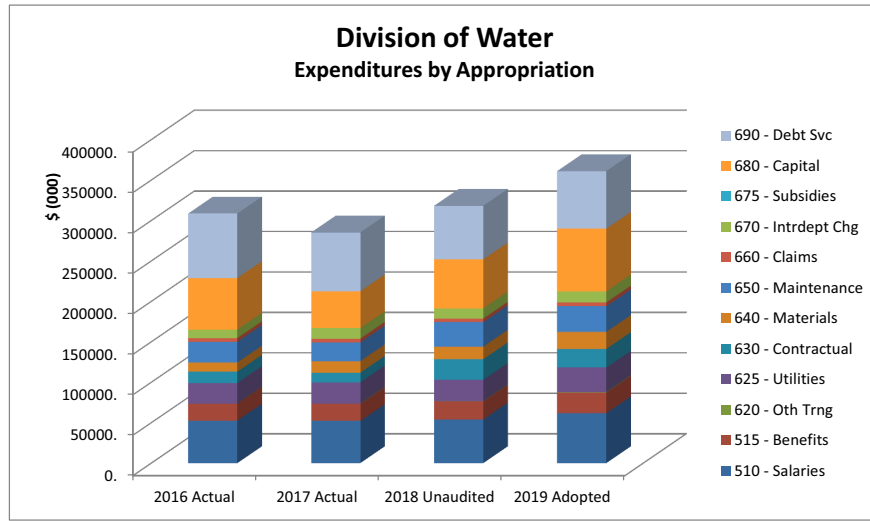
	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Interfund Subsidies				
Transfer to Other SubClasses	\$ —	\$ —	\$ —	\$ 32,500,000
	\$ —	\$ —	\$ —	\$ 32,500,000
Capital Outlay				
Infrastructure	\$ —	\$ —	\$ —	\$ 35,150,000
Professional Services	—	—	—	1,500,000
Building Betterments -Existing	—	—	—	18,400,000
Computer Software	—	—	—	600,000
Computer Hardware	—	—	—	600,000
Motorized Equipment	—	—	—	514,000
Automobiles	—	—	—	190,000
Trucks	—	—	—	2,790,000
Machinery, Tools, Instruments	12,810	—	—	1,000,000
Other Equipment	—	—	—	2,000,000
Transfer To Water Capital Proj	45,507,916	60,557,300	77,630,000	—
	\$ 45,520,726	\$ 60,557,300	\$ 77,630,000	\$ 62,744,000
Debt Service				
Professional Svcs-Debt Srvc	\$ 76,353	\$ 173,116	\$ 233,074	\$ 1,000,000
Principal	51,057,748	43,942,880	44,836,328	46,225,519
Interest	21,627,576	22,158,124	22,529,192	28,053,060
	\$ 72,761,677	\$ 66,274,120	\$ 67,598,594	\$ 75,278,579
Expenditure Recovery				
Expenditure Recovery	\$ —	\$ 6,332	\$ —	\$ —
	\$ —	\$ 6,332	\$ —	\$ —
	\$ 285,232,794	\$ 318,200,927	\$ 335,333,312	\$ 389,976,157

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges For Services	\$ 302,250,122	\$ 325,160,235	\$ 304,952,883	\$ 305,895,310
Fines, Forfeitures & Settlements	5,947	—	304	—
Licenses & Permits	235,187	264,606	505,534	526,452
Miscellaneous	2,624,174	359,853	768,313	122,150
Sale Of City Assets	15,630	117,500	—	—
Interest Earnings/Investment Income	1,622,266	4,114,253	8,169,964	7,700,000
Non Operating Other/Other	—	—	3,018	—
	\$ 306,753,326	\$ 330,016,447	\$ 314,400,016	\$ 314,243,912



DIVISION OF WATER





DIVISION OF WATER

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	2	1	Administration Bureau Manager	40,314.82	145,820.32
1	1	1	Administrator of Engineering and Planning	30,214.95	124,250.48
3	1	3	Application Delivery Services Manager	65,000.00	105,625.89
2	2	2	Assistant Chief of Water Distribution	23,647.11	95,698.26
4	3	4	Assistant Director	36,590.39	154,089.52
8	3	7	Assistant Manager-App. Dev. and Technical Support	46,224.91	137,831.29
2	1	2	Assistant Water Plant Manager - Parma	10.00	36.21
1	1	1	Chief of Public Utilities Security	65,000.00	130,000.00
1	1	1	Chief of Pumping	26,273.96	107,738.40
1	1	1	Chief of Purification	23,647.11	95,698.26
1	1	1	Commissioner of Water	45,201.46	227,462.95
3	3	3	Customer Support Center Manager	65,000.00	105,625.89
1	1	1	General Manager of Administrative Services	26,273.96	100,653.14
3	2	3	Manager of General Maintenance	23,647.11	86,215.32
1	1	1	Manager of Telecommunications	30,214.95	114,691.24
1	1	1	Manager of Water Distribution Systems	30,219.95	128,618.41
1	1	1	Network Data Center Operations Manager	55,000.00	117,737.72
3	3	3	Safety Programs Officer I	25,000.00	73,126.73
8	8	8	Safety Programs Officer II	25,000.00	51,187.74
1	0	1	Secretary to Director of Public Utilities	36,590.00	178,000.00
7	4	7	Superintendent of Distribution	20,800.00	79,972.99
54	41	53			
<u>ADMINISTRATIVE SUPPORT</u>					
4	3	3	Chief Clerk	22,050.00	52,504.47
16	16	16	Customer Account Associate Billing Service	14.58	19.84
30	26	30	Customer Account Associate Credit and Collections	14.58	20.40
63	39	61	Customer Service Representative - Call Center	13.03	19.32
7	6	7	Customer Support Associate Meter Operations	14.58	19.84
1	1	1	Customer Support Center Manager of Billing Services	65,000.00	105,625.89
1	1	1	Customer Support Manager of Credit and Collections	65,000.00	105,625.89
4	3	4	Head Storekeeper	17.85	25.21
19	17	19	Principal Clerk	14.88	21.97
1	1	1	Secretary	10.00	19.34



DIVISION OF WATER

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
3	2	2	Senior Clerk	12.47	18.14
8	7	8	Storekeeper	16.66	22.71
2	2	2	Telephone Operator	10.00	18.72
159	124	155			
PROFESSIONALS					
1	1	1	Accountant I	15.73	22.08
1	1	1	Accountant Supervisor	23,647.11	80,096.82
1	1	1	Accounts Payable Manager	22,333.40	77,171.05
16	15	17	Administrative Manager	27,193.55	117,672.49
9	5	5	Administrative Officer	20,800.00	58,499.94
1	0	0	AMR Data Analyst	20,800.00	72,883.76
1	0	1	AMR Field Engineer	27,325.56	94,320.17
29	33	37	Assistant Administrator	20,800.00	73,868.59
1	1	1	Assistant Chief of Public Utilities Security	60,000.00	100,000.00
5	5	5	Assistant Director of Law I (s)	26,250.00	93,199.31
2	1	2	Assistant Manager of Marketing	20,800.00	64,468.16
8	8	8	Associate Engineer	24.04	45.02
4	2	4	Billing Services Analyst	20,800.00	70,000.00
1	1	1	Chief Civil Engineer	23,647.11	93,401.98
2	0	0	Chief Miscellaneous Investigator	10.00	25.49
1	1	1	Chief of Laboratories	23,647.11	88,725.73
8	5	8	Chief Systems Analyst	27,325.56	108,011.58
1	1	1	Chief Training Officer	26,273.96	78,184.48
2	0	3	Construction Technician	12.02	25.49
12	12	12	Consulting Engineer	36,000.00	104,888.34
1	1	1	Contract Compliance Officer	26,273.96	78,184.48
2	1	2	Data Base Administrator	39,937.34	118,853.53
3	2	3	Data Base Analyst	30,214.95	98,444.95
1	1	2	Data Base Coordinator	30,214.00	87,813.65
5	4	4	Deputy Project Director	20,800.00	69,383.29
1	1	1	Desktop Publishing Specialist	20,800.00	64,170.48
1	0	0	Environmental Program Manager	45,000.00	96,330.79
3	2	3	Fiscal Manager	23,647.11	97,175.21
1	1	3	GIS/IS Coordinator	52,000.00	103,593.76
7	0	4	GIS Technician	20,800.00	52,519.19
4	4	4	Hazardous Materials Specialist	21.63	36.41



DIVISION OF WATER

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
1	0	1	IT Security Officer	30,215.00	87,471.01
1	1	1	Labor Relations Assistant	20,800.00	59,516.40
4	3	4	Labor Relations Officer	27,325.56	85,577.88
1	0	0	Network Analyst I	14.52	38.58
8	7	9	Network Analyst II	30,214.00	101,647.18
5	5	6	Personnel Administrator	26,273.96	91,088.49
8	8	8	Personnel Assistant	20,800.00	52,381.41
15	17	22	Project Coordinator	27,325.56	99,702.63
11	11	11	Project Director	22,333.40	88,646.98
1	1	2	Regulatory Compliance Manager	50,000.00	94,970.71
1	1	1	Safety Programs Manager	30,214.95	98,444.95
1	0	1	Senior Personnel Assistant	20,800.00	55,388.98
2	2	6	Senior Systems Analyst	20,800.00	87,543.86
1	1	1	Software Analyst	45,000.00	96,330.79
1	1	1	Supervisor of Systems and Technical Support	55,000.00	93,199.31
7	6	7	Systems Analyst	20,800.00	68,251.13
3	3	3	Talent Development Specialist	20,800.00	80,386.51
18	13	16	Unit Supervisor	24.46	25.45
1	1	1	Warehouse Inventory Manager	22,333.40	88,646.98
4	4	4	Water Plant Manager	23,647.11	107,738.40
17	17	18	Water Service Investigator	19.08	21.07
2	1	2	Web Developer	30,215.00	90,533.02
248	213	261			
<u>PARA-PROFESSIONALS</u>					
1	1	1	Chief Legal Investigator	23,647.11	74,000.47
1	1	1	Claims Examiner	10.00	25.49
2	2	2			
<u>PROTECTIVE SERVICES</u>					
6	5	6	Security Manager	23,647.11	100,133.34
54	47	53	Security Officer	14.16	21.96
60	52	59			
<u>SKILLED CRAFT</u>					
0	0	12	Apprentice Water Distribution Worker	15.00	15.62
13	13	13	Assistant Water Plant Manager	10.00	35.56



DIVISION OF WATER

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
2	2	2	Bricklayer	41.12	51.40
1	1	1	Bricklayer Foreman	41.45	42.37
2	2	2	Bricklayer Helper	25.96	38.94
4	3	4	Carpenter	40.76	50.95
1	1	1	Carpenter Unit Leader	40.97	42.01
8	6	8	Cement Finisher	40.80	51.00
1	2	2	Cement Finisher Unit Leader	41.21	42.05
1	1	1	Chief Building Stationary Engineer	21.43	28.93
13	13	13	Construction Equipment Operator Group A	42.83	53.54
2	2	2	Construction Equipment Operator Group B	42.71	53.59
14	14	14	Electrical Worker	47.03	58.79
0	1	1	Electrical Worker Foreman	47.67	48.28
1	1	1	Ironworker	45.29	56.61
27	19	30	Machinist	20.97	24.61
1	1	1	Machinist Helper	18.17	20.80
7	7	7	Machinist Unit Leader	14.28	28.74
3	3	5	Painter	35.50	44.37
1	1	1	Painter Foreman	36.09	36.75
3	3	3	Pipefitter	48.86	61.07
4	3	3	Plumber	49.64	62.05
0	1	1	Plumber Unit Leader	49.37	50.89
2	2	2	Sheet Metal Worker	50.75	63.44
1	0	1	Small Equipment Repair Worker	12.26	21.02
53	49	54	Water Plant Operator I	20.09	23.51
3	2	2	Water Plant Operator II	22.68	27.54
1	1	1	Water System Construction Inspector Supervisor	20,800.00	69,078.99
1	1	1	Welder Fabricator	18.36	26.64
<hr/>					
170	155	189			
 SERVICE & MAINTENANCE					
12	11	12	Custodial Worker	16.86	18.86
2	2	2	Custodial Worker Supervisor	21.78	22.66
2	2	2	Ground Maintenance Man	18.86	19.62
10	8	9	Labor Foreman	23.32	24.27
56	53	58	Municipal Service Laborer	18.86	19.62
30	28	30	Truck Driver	21.22	21.64
13	11	13	Water Hydraulic Repairman	18.16	23.21



DIVISION OF WATER

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
1	1	1	Water Hydraulic Supervisor	26.03	28.35
7	4	7	Water Hydraulic Unit Leader	23.03	26.23
15	14	14	Water Pipe Repair Supervisor	26.58	28.62
31	27	32	Water Pipe Repair Unit Leader	23.03	24.91
102	83	102	Water Pipe Repairman	16.77	22.55
17	12	13	Water System Construction Inspector	18.97	26.34
298	256	295			
TECHNICIANS					
1	1	1	Access Control Specialist	60,700.00	90,000.00
7	4	5	Business Process Analyst	55,000.00	108,044.90
5	5	5	Chemist	18.49	29.35
2	2	2	Chief Radio Dispatcher	24.78	25.79
1	1	1	Computer Operator	10.00	25.49
1	0	1	Environmental Compliance Specialist I	14.95	25.40
0	1	1	Inspection Supervisor of Permits and Sales	26.03	26.53
8	10	10	Inspector of Permits and Sales	26.53	27.60
6	2	7	Instrumentation Technician II	24.45	26.14
4	3	4	Laboratory Assistant	10.00	21.09
87	72	85	Meter Technician	18.05	21.68
9	8	9	Meter Technicain Supervisor	24.44	25.43
17	10	14	Meter Technician Unit Leader	23.53	24.48
22	15	20	Radio Dispatcher	17.33	22.49
3	2	3	Senior Chemist	17.61	25.49
2	2	2	Senior Draftsman	11.69	21.68
1	1	1	Senior Programmer Analyst	23,647.11	76,592.09
2	1	1	Telecommunications Analyst I	14.53	46.40
178	140	172			
1,169	983	1,186	TOTAL FULL TIME		
2	1	1	TOTAL PART TIME		
17	3	18	TOTAL STUDENT ASSISTANT		
1,188	987	1,205	TOTAL DIVISION		



WATER POLLUTION CONTROL

Rachid F. Zoghaib, Commissioner

Mission Statement

Provide services that sustain the free-flow of surface water through cleaning and maintaining a network of sewers and sewer connections.

The Division of Water Pollution Control manages the sanitary sewage, stormwater drainage, and combined collections systems in the City of Cleveland. The Division is responsible for the network of sewers conveying sanitary sewage and industrial waste in the City of Cleveland from their point of origin to an interceptor sewer or treatment facility for processing.

Water Pollution Control is responsible for cleaning and maintaining a network of 1,436 miles of sewer lines, approximately 43,000 catch basins and adjoining laterals, and 12 pump stations. The Division is also charged with managing and supervising the elimination, control or regulation of any matter relating to pollution of water courses within the City limits.

Water Pollution Control has expanded services by extending regular business days, and the Division continues to upgrade service equipment to insure adequate resources are available to address sewer concerns. The Division has established a preventive maintenance program in known flooding areas to eliminate potential street and basement flooding problems before they occur. As the storm water agent for the City of Cleveland, Water Pollution Control has established storm water best management demonstration projects at its Kirby Avenue headquarters to test alternatives to divert storm water from entering combined sewer systems.

PROGRAM NAME: CAPITAL

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

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

PROGRAM NAME: MAINTENANCE OPERATIONS

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

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

PROGRAM NAME: MARKETING

OBJECTIVE: Provide Public Education and Community Participation

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

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

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 6,099,022	\$ 6,319,061	\$ 6,602,798	\$ 7,354,991
Seasonal	64,136	2,762	—	—
Part-Time Permanent	—	—	—	19,870
Injury Pay	12,453	—	651	—
Student Trainees	—	2,760	—	36,944
Longevity	51,200	49,275	45,425	46,200
Vacation Conversion	—	2,019	—	—
Separation Payments	25,191	30,466	31,335	35,000
Bonus Incentive	400	26,200	12,200	17,200
Overtime	256,393	239,211	282,163	275,500
	\$ 6,508,794	\$ 6,671,754	\$ 6,974,572	\$ 7,785,705
Benefits				
Hospitalization	\$ 1,192,143	\$ 1,207,459	\$ 1,185,823	\$ 1,288,773
Prescription	226,501	219,365	174,861	256,836
Dental	58,864	56,538	57,536	68,417
Vision Care	7,865	7,662	7,389	8,971
Public Employees Retire System	906,995	922,238	959,261	1,072,053
Fica-Medicare	92,064	94,066	98,696	108,756
Workers' Compensation	503,022	476,742	398,297	361,792
Life Insurance	4,485	3,992	4,027	6,506
Unemployment Compensation	12,879	13,331	—	13,497
Clothing Allowance	32,971	21,950	37,095	27,830
Tool Insurance	2,690	2,690	2,690	2,690
Clothing Maintenance	32,960	39,213	70,146	43,352
	\$ 3,073,437	\$ 3,065,247	\$ 2,995,821	\$ 3,259,473
Other Training & Professional Dues				
Travel	\$ 6,893	\$ 15,218	\$ 8,342	\$ 19,800
Tuition & Registration Fees	3,475	8,562	6,753	10,215
Training	355	—	—	—
Other Training Supplies	38	—	—	—
Professional Dues & Subscript	4,475	4,892	7,001	7,885
	\$ 15,235	\$ 28,672	\$ 22,096	\$ 37,900
Utilities				
Brokered Gas Supply	\$ 50,087	\$ 31,680	\$ 43,482	\$ 52,178
Sewer-Other	577	5,517	18,159	11,500
Telephone	7,123	7,771	2,418	57,060
Water	14,570	15,412	6,874	20,692
Gas	21,355	20,374	26,361	31,633



WATER POLLUTION CONTROL

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Electricity	217,810	218,552	245,898	258,193
Electricity - Other	21,181	14,419	19,927	20,923
	\$ 332,702	\$ 313,725	\$ 363,119	\$ 452,179
Contractual Services				
Professional Services	\$ 333,344	\$ 2,066,379	\$ 1,800,472	\$ 2,227,040
Mileage (Private Auto)	1,586	1,857	676	1,200
Advertising And Public Notice	7,965	1,833	1,078	15,000
Program Promotion	37,544	37,286	45,882	50,000
Parking In City Facilities	1,518	2,038	2,004	3,500
Property Rental	107	—	—	4,000
Equipment Rental	213,000	100,000	18,050	120,000
Special Assessment	7,542	8,793	—	—
Other Contractual	1,040,872	136,672	308,800	297,000
State Auditor Examination	15,000	16,000	16,000	16,000
Bank Service Fees	1,707	1,447	1,759	2,500
Credit Card Processing Fees	1,715	3,306	1,774	3,000
	\$ 1,661,899	\$ 2,375,610	\$ 2,196,496	\$ 2,739,240
Materials & Supplies				
Computer Supplies	\$ —	\$ 141	\$ —	\$ 3,500
Computer Hardware	25,546	15,000	13,122	40,000
Computer Software	—	—	3,000	—
Clothing	—	—	3,868	5,000
Hardware & Small Tools	20,218	41,129	37,724	45,000
Small Equipment	662	—	5,156	5,000
Office Furniture & Equipment	9,931	7,466	4,091	7,500
Electrical Supplies	—	—	21,928	—
Hygiene And Cleaning Supplies	5,836	—	7,446	5,000
Other Supplies	47,968	38,807	61,724	30,000
Safety Equipment	121,146	137,606	159,281	220,000
Just In Time Office Supplies	5,314	4,973	3,247	5,000
Building Maintenance Supplies	358,324	413,042	114,201	97,500
Misc Maintenance Supplies	—	213	—	—
	\$ 594,945	\$ 658,377	\$ 434,788	\$ 463,500
Maintenance				
Maintenance Office Equipment	\$ —	\$ 4,000	\$ 2,000	\$ 5,000
Computer Hardware Maintenance	14,090	1,000	5,400	10,000
Computer Software Maintenance	150,085	85,636	137,841	213,700
Maintenance Machinery & Tools	1,225	—	—	1,250
Maintenance Vehicles	590,118	487,948	492,127	500,000



WATER POLLUTION CONTROL

Expenditures (Continued)

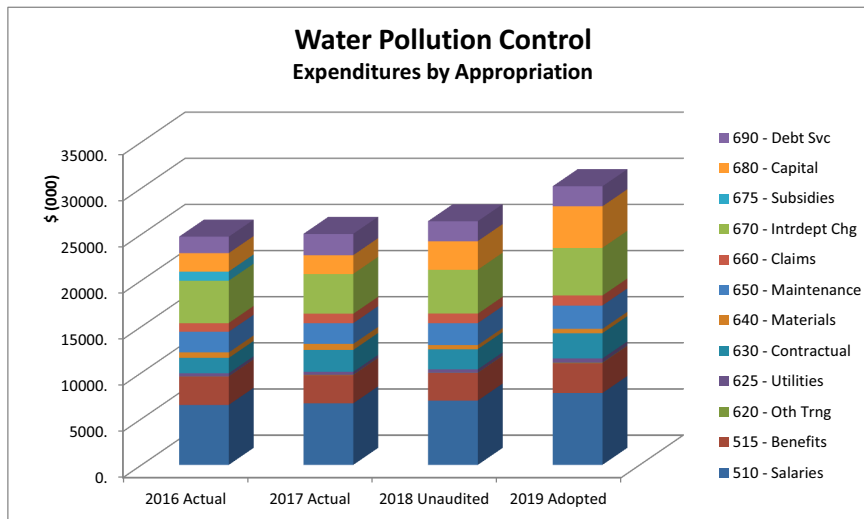
	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Maintenance Utility Systems	1,484,062	1,669,049	1,732,441	1,800,000
Maintenance Misc. Equipment	—	54	10,000	10,000
	\$ 2,239,580	\$ 2,247,687	\$ 2,379,810	\$ 2,539,950
Claims, Refunds, Maintenance				
Judgments, Damages, & Claims	\$ 36,387	\$ 73,796	\$ 49,936	\$ 66,000
Indirect Cost	917,780	945,077	968,739	1,010,157
	\$ 954,167	\$ 1,018,873	\$ 1,018,675	\$ 1,076,157
Interdepart Service Charges				
Charges From Telephone Exch	\$ 27,047	\$ 41,582	\$ 47,447	\$ 48,786
Charges From Utilities Admin	388,000	400,000	455,700	564,605
Charges From Fiscal Control	751,000	693,400	693,473	803,972
Charges From Radio Comm System	59,492	57,021	43,005	67,768
Charges From Water	3,046,068	2,806,487	3,109,848	3,300,000
Charges From Print & Repro	26,619	27,022	31,300	35,672
Charges From M.V.M.	242,908	277,841	292,954	303,585
Charges Frm Str Cnst Mnt & Rep	41,025	21,750	95,100	40,833
Charges From Waste Collection	2,663	2,496	4,140	6,000
	\$ 4,584,821	\$ 4,327,598	\$ 4,772,966	\$ 5,171,221
Interfund Subsidies				
Transfer to Other SubClasses	\$ 1,000,000	\$ —	\$ —	\$ —
	\$ 1,000,000	\$ —	\$ —	\$ —
Capital Outlay				
Infrastructure	\$ —	\$ —	\$ —	\$ 1,901,000
Professional Services	—	—	—	1,250,000
Computer Hardware	—	—	—	100,000
Automobiles	—	—	—	636,000
Trucks	—	—	—	613,000
Transfer To Wpc Capital Proj	1,990,154	2,026,275	3,099,000	—
	\$ 1,990,154	\$ 2,026,275	\$ 3,099,000	\$ 4,500,000
Debt Service				
Professional Srvcs-Debt Srvc	\$ —	\$ —	\$ —	\$ 10,000
Principal	573,305	730,235	597,393	614,060
Interest	1,202,938	1,582,876	1,559,400	1,545,150
	\$ 1,776,244	\$ 2,313,110	\$ 2,156,793	\$ 2,169,210
	\$ 24,731,979	\$ 25,046,928	\$ 26,414,137	\$ 30,194,535



WATER POLLUTION CONTROL

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges For Services	\$ 26,100,280	\$ 29,573,860	\$ 28,711,146	\$ 28,173,000
Licenses & Permits	269,607	359,608	304,288	275,365
Miscellaneous	1,195	20,439	110,074	1,200
Interest Earnings/Investment Income	184,859	265,404	925,450	875,000
	\$ 26,555,940	\$ 30,219,311	\$ 30,050,959	\$ 29,324,565





WATER POLLUTION CONTROL

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	Budget 2018	December 2018		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Administrator of Engineering and Planning	30,214.95	124,250.48
1	1	1	Commissioner of Water Pollution Control	40,314.82	145,820.32
2	1	2	Deputy Commissioner of Water Pollution Control	30,214.95	114,691.24
1	1	1	Manager of General Maintenance	23,647.11	86,215.32
0	1	0	Safety Programs Officer I	25,000.00	73,126.73
1	1	1	Superintendent of Sewer Maintenance	20,800.00	82,388.18
6	6	6			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Chief Clerk	22,050.00	52,504.47
4	4	4	Customer Service Representative - Call Center	13.03	19.32
2	2	2	Data Control Clerk	10.00	18.56
1	1	1	Senior Clerk	12.47	18.14
8	8	8			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Manager	27,193.55	117,672.49
1	1	1	Administrative Officer	20,800.00	58,499.94
2	2	3	Assistant Administrator	20,800.00	73,868.59
8	5	8	Associate Engineer	24.04	45.02
1	1	1	Chief Civil Engineer	23,647.11	93,401.98
1	1	1	Construction Technician	12.02	25.49
3	3	3	Consulting Engineer	36,000.00	104,888.34
1	1	1	Project Coordinator	27,325.56	99,702.63
2	1	1	Unit Supervisor	24.46	25.45
20	16	20			
<u>SKILLED CRAFT</u>					
2	2	3	Bricklayer	41.12	51.40
2	2	3	Bricklayer Helper	25.96	38.94
5	3	5	Const. Equipment Operator Group A	42.83	53.54
1	1	1	Const. Equipment Operator Group B	42.71	53.59
1	1	1	Electrical Worker	47.03	58.79
2	2	3	Heavy Duty Mechanic	15.75	26.65



WATER POLLUTION CONTROL

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
1	1	1	Heavy Duty Unit Leader	23.85	33.07
4	4	4	Machinist	20.97	24.61
2	1	2	Machinist Unit Leader	14.28	28.74
<u>20</u>	<u>17</u>	<u>23</u>			
SERVICE & MAINTENANCE					
2	2	2	Custodial Worker	16.86	18.86
1	1	1	Custodial Worker Supervisor	21.78	22.66
6	6	6	House Connection Inspector	15.39	20.64
5	4	5	Municipal Service Laborer	18.86	19.62
5	5	5	Sewer Construction & Maint. Operations Supervisor	26.58	28.17
12	6	14	Sewer Maintenance Unit Leader	23.03	24.48
16	12	16	Sewer Maintenance Unit Leader Operator	24.16	25.65
56	51	58	Sewer Service Man	18.16	21.07
<u>103</u>	<u>87</u>	<u>107</u>			
TECHNICIANS					
3	3	3	Radio Dispatcher WPC	17.33	22.94
<u>3</u>	<u>3</u>	<u>3</u>			
<u>160</u>	<u>137</u>	<u>167</u>	TOTAL FULL TIME		
<u>2</u>	<u>0</u>	<u>2</u>	TOTAL PART TIME		
<u>1</u>	<u>0</u>	<u>7</u>	TOTAL STUDENTS		
<u>163</u>	<u>137</u>	<u>176</u>	TOTAL DIVISION		



CLEVELAND PUBLIC POWER

Ivan L. Henderson, Commissioner

Mission Statement

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

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

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

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

PROGRAM NAME: CLEVELAND PUBLIC POWER OPERATIONS

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

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

PROGRAM NAME: CLEVELAND PUBLIC POWER OPERATIONS CAPITAL

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

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



CLEVELAND PUBLIC POWER

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 14,904,475	\$ 14,836,657	\$ 15,483,316	\$ 17,392,778
Injury Pay	8,037	—	9,225	—
Student Trainees	191,878	195,718	477,623	343,198
Longevity	111,675	110,375	110,525	111,125
Wage Settlements	—	96,200	—	—
Vacation Conversion	—	10,933	—	—
Separation Payments	219,236	183,543	154,750	225,000
Bonus Incentive	—	15,200	92,100	8,000
Overtime	1,654,714	1,644,553	1,927,089	1,600,000
	\$ 17,090,016	\$ 17,093,178	\$ 18,254,628	\$ 19,680,101
Benefits				
Hospitalization	\$ 2,389,490	\$ 2,496,804	\$ 2,453,670	\$ 2,985,182
Prescription	480,107	439,540	367,207	601,503
Dental	121,558	119,677	120,110	173,054
Vision Care	13,643	13,552	13,378	17,909
Public Employees Retire System	2,363,517	2,347,117	2,456,267	2,735,128
Fica-Medicare	232,373	233,461	251,813	285,859
Workers' Compensation	359,664	714,216	389,798	386,179
Life Insurance	8,892	8,042	8,003	14,036
Unemployment Compensation	3,821	665	6,202	12,500
Clothing Allowance	120,780	122,150	132,910	138,975
Tool Insurance	2,200	2,750	8,575	4,525
Clothing Maintenance	89,720	90,485	94,265	95,063
	\$ 6,185,766	\$ 6,588,458	\$ 6,302,197	\$ 7,449,913
Other Training & Professional Dues				
Travel	\$ 25,186	\$ 29,994	\$ 32,120	\$ 24,600
Tuition & Registration Fees	51,076	36,821	29,500	64,100
Professional Dues & Subscript	69,590	51,353	85,384	61,550
	\$ 145,852	\$ 118,168	\$ 147,004	\$ 150,250
Utilities				
Brokered Gas Supply	\$ 392,057	\$ 64,627	\$ 62,423	\$ 74,908
Sewer-Other	12,426	13,491	48,654	45,000
Telephone	31,577	39,468	27,346	51,500
Water	57,724	50,575	16,868	27,320
Gas	72,872	38,038	46,009	55,210
Electricity - Other	1,596,238	1,407,822	1,420,972	1,492,021
Steam	38,055	35,152	44,861	46,207
	\$ 2,200,948	\$ 1,649,172	\$ 1,667,134	\$ 1,792,166



CLEVELAND PUBLIC POWER

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Contractual Services				
Professional Services	\$ 2,078,053	\$ 3,038,534	\$ 2,126,110	\$ 3,188,900
Court Reporter	514	—	—	—
Waste Disposal Fee - Ohio EPA	—	172	57	—
Advertising And Public Notice	6,420	6,260	845	20,000
Program Promotion	93,572	123,146	97,608	125,000
Parking In City Facilities	875	605	1,155	2,000
Insurance And Official Bonds	649,046	775,018	680,511	775,000
Taxes	13	—	—	—
Property Rental	292,253	320,055	308,961	318,300
Equipment Rental	61,840	—	—	—
Other Contractual	587,417	459,565	977,021	1,366,000
State Auditor Examination	20,000	21,000	22,000	21,000
Bank Service Fees	36,182	47,873	38,393	40,000
Credit Card Processing Fees	813,825	826,239	779,196	875,000
	\$ 4,640,011	\$ 5,618,466	\$ 5,031,858	\$ 6,731,200
Materials & Supplies				
Postage	\$ 460,000	\$ 439,096	\$ 440,919	\$ 460,000
Computer Hardware	41,668	49,692	49,069	188,700
Computer Software	—	—	250,000	—
Fuel	16,217	67,340	135,072	75,000
Purchased Power	91,523,073	96,949,655	98,568,560	103,080,421
Power Transmission Costs	17,527,853	19,896,392	23,093,932	19,226,623
Capacity Charges	16,704,226	10,096,246	17,217,284	18,631,521
Heavy Truck Parts	12,240	—	—	—
Clothing	—	5,208	6,000	7,500
Hardware & Small Tools	257,137	145,531	193,093	100,000
Small Equipment	31,823	3,304	34,170	25,000
Office Furniture & Equipment	200	11,088	6,346	—
Electrical Supplies	279,652	81,594	560,761	700,000
Hygiene And Cleaning Supplies	27,348	24,544	28,958	20,400
Other Supplies	99,976	125,292	64,446	77,460
Safety Equipment	409,704	269,767	176,704	200,000
Capital Improvement Inventory	4,954,108	3,948,648	5,104,398	4,605,200
Just In Time Office Supplies	16,295	17,118	8,279	15,000
Paving Material	—	22,823	7,880	25,000
	\$ 132,361,519	\$ 132,153,338	\$ 145,945,870	\$ 147,437,825
Maintenance				
Maintenance Office Equipment	\$ 7,020	\$ 10,161	\$ 8,124	\$ 32,500



CLEVELAND PUBLIC POWER

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Maintenance Contracts	51,818	55,780	29,000	—
Computer Hardware Maintenance	1,591	—	3,663	108,000
Computer Software Maintenance	293,997	142,733	263,137	469,000
Maintenance Electrical Equip	49,882	—	—	—
Maintenance Vehicles	570,952	417,977	550,041	610,000
Maintenance Utility Systems	1,182,579	162,178	1,827,904	2,430,000
Maintenance Misc. Equipment	3,500	—	—	—
Maintenance Building	360,950	357,671	479,434	390,000
	\$ 2,522,289	\$ 1,146,500	\$ 3,161,303	\$ 4,039,500
Claims, Refunds, Maintenance				
Judgments, Damages, & Claims	\$ 116,556	\$ 529,577	\$ 81,470	\$ 90,000
Indirect Cost	1,776,457	1,669,695	1,670,004	1,782,261
	\$ 1,893,013	\$ 2,199,272	\$ 1,751,474	\$ 1,872,261
Interdepart Service Charges				
Charges From General Fund	\$ 7,819	\$ 4,478	\$ 3,137	\$ —
Charges From Telephone Exch	3,145,910	2,242,869	3,395,582	2,999,743
Charges From Utilities Admin	698,400	720,000	820,260	1,016,290
Charges From Fiscal Control	1,351,800	1,249,320	1,248,258	1,447,150
Charges From Radio Comm System	126,967	132,855	99,892	144,318
Charges From Water	509,635	243,371	627,526	450,730
Charges From W.P.C.	3,861	6,173	10,439	24,100
Charges From Print & Repro	51,478	78,227	46,227	103,269
Charges From M.V.M.	353,464	474,468	361,224	448,705
Charges From Waste Collection	32,873	30,146	25,094	30,000
	\$ 6,282,208	\$ 5,181,906	\$ 6,637,639	\$ 6,664,305
Capital Outlay				
Land Expenses	\$ —	\$ 6,070	\$ —	\$ —
Infrastructure	—	—	—	5,243,937
Professional Services	—	—	—	1,000,000
Building Betterments -Existing	—	—	—	1,000,000
Computer Software	—	—	—	250,000
Computer Hardware	—	—	—	63,000
Automobiles	—	—	—	198,000
Trucks	—	—	—	676,000
Other Equipment	—	—	—	284,000
Trans To Light&Power Cap Proj	5,304,000	3,111,951	7,004,526	—
	\$ 5,304,000	\$ 3,118,021	\$ 7,004,526	\$ 8,714,937



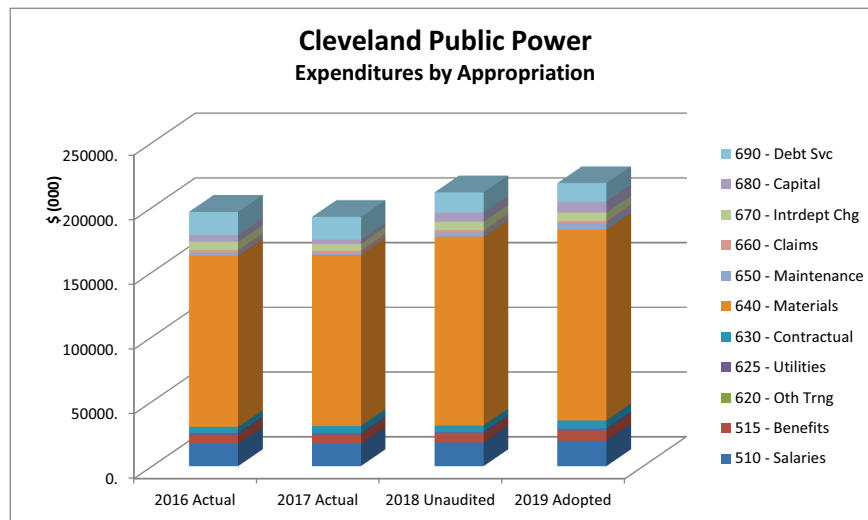
CLEVELAND PUBLIC POWER

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Debt Service				
Professional Svcs-Debt Srvc	\$ —	\$ 14,400	\$ 23,200	\$ 15,000
Principal	8,121,667	8,659,000	7,681,694	5,640,000
Interest	9,792,144	8,992,004	7,985,843	8,500,000
	\$ 17,913,811	\$ 17,665,404	\$ 15,690,737	\$ 14,155,000
	\$ 196,539,433	\$ 192,531,882	\$ 211,594,371	\$ 218,687,458

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges For Services	\$ 191,539,208	\$ 189,534,475	\$ 212,815,583	\$ 211,039,853
Fines, Forfeitures & Settlements	—	30	—	—
Miscellaneous	287,225	42,351	257,517	7,180
Other Tax	2,999,021	2,980,098	6,231,972	6,000,000
Interest Earnings/Investment Income	237,492	314,495	487,913	400,000
Non Operating Other/Other	(5,250,648)	(5,231,198)	(5,485,100)	—
	\$ 189,812,300	\$ 187,640,251	\$ 214,307,885	\$ 217,447,033





CLEVELAND PUBLIC POWER

COMPARISON OF STAFFING LEVEL

No. of Employees			Position	Salary Schedule	
Budget 2018	December 2018	Budget 2019		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
2	1	1	Administrator of Engineering and Planning	30,214.95	124,250.48
3	3	3	Assistant Commissioner of Cleveland Public Power	27,325.56	134,991.09
5	4	5	Assistant Supt. Of Electric Transmission and Distribution	26,273.96	93,856.07
1	1	1	Chief of Street Lighting and Electrical Services	23,647.11	107,738.40
1	1	1	Commissioner of Cleveland Public Power	45,201.46	190,126.56
1	1	1	Customer Support Center Manager	65,000.00	105,625.89
2	1	1	Deputy Commissioner of Cleveland Public Power	46,224.91	143,228.70
5	4	5	Supt. of Electrical Transmission and Distribution	50,000.00	109,687.67
20	16	18			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Chief Clerk	22,050.00	52,504.47
23	18	21	Customer Service Representative - Call Center	13.03	19.32
2	2	2	Principal Clerk	14.88	21.97
1	1	1	Senior Clerk	12.47	18.14
27	22	25			
<u>PARA-PROFESSIONALS</u>					
2	0	1	Junior Electric Switchboard Operator	25.67	26.81
2	0	1			
<u>PROFESSIONALS</u>					
5	6	6	Administrative Manager	27,193.55	117,672.49
2	1	1	Administrative Officer	20,800.00	58,499.94
3	5	5	Assistant Administrator	20,800.00	73,868.59
1	1	1	Assistant Manager of Marketing	20,800.00	64,468.16
2	1	2	Associate Engineer	24.04	45.02
4	3	5	Chief Electric Transmission Operator	22,333.40	88,335.12
6	3	6	Consulting Engineer	36,000.00	104,888.34
1	1	1	Energy Marketing Manager	30,214.95	123,259.31
1	1	1	Electric Transmission SCADA Engineer	30,214.95	108,011.58
6	6	8	Project Coordinator	27,325.56	99,702.63
1	1	1	Transmissions Operations Manager	30,215.00	117,900.21
2	2	2	Unit Supervisor	24.46	25.45
34	31	39			



CLEVELAND PUBLIC POWER

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
<u>SKILLED CRAFT</u>					
0	0	1	Apprentice Cable Splicer I	25.01	26.94
0	2	2	Apprentice Cable Splicer II	25.01	26.94
3	0	0	Apprentice Cable Splicer III	25.01	26.94
4	0	6	Apprentice Lineman	25.20	27.14
5	5	5	Apprentice Lineman II	30,971.20	52,148.93
4	5	5	Apprentice Lineman III	34,798.40	52,148.93
9	4	4	Apprentice Lineman IV	30,971.20	52,148.93
2	2	2	Cement Finisher	40.80	51.00
1	1	1	Cement Finisher Unit Leader	41.21	42.05
2	2	2	Construction Equipment Operator Group A	42.83	53.54
4	4	4	Electric Transmission and Distribution Inspector	34.64	35.33
9	9	9	Electric Worker	47.03	58.79
1	1	1	Electrical Worker Foreman	47.67	48.28
6	6	6	Heavy Duty Mechanic	15.75	26.65
1	1	1	Heavy Duty Unit Leader	23.85	33.07
2	2	2	Line Clearance Man	25.28	27.85
6	6	6	Line Foreman	36.50	37.82
7	6	7	Lineman Leader	35.17	36.48
6	5	6	Low Tension Lineman	30.17	31.37
1	1	1	Painter	35.50	44.37
21	14	21	Senior Lineman	34.05	35.33
12	10	12	Trouble Line Worker	35.21	36.51
106	86	104			
<u>SERVICE & MAINTENANCE</u>					
1	1	1	Cable Foreman	36.50	37.82
3	1	3	Cable Splicer Helper II	26.17	27.29
5	4	5	Custodial Worker	16.86	18.86
1	1	1	Electric Meter Industrial Installer	32.22	33.46
2	2	2	Electric Meter Instrument Specialist and General Tester	32.58	33.83
2	2	2	Electric Meter Service Foreman	36.50	37.82
2	3	3	Electric Meter Service Installer I	30.02	31.80
4	5	5	Electric Meter Service Installer II	27.97	29.12
2	2	2	Electric Meterman Apprentice 1st	30,264.00	51,003.26
1	1	2	Gas Turbine Mechanic	30.02	31.81
1	0	1	Gas Turbine Mechanic Apprentice	25.51	28.03



CLEVELAND PUBLIC POWER

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
2	1	2	General Construction Foreman	33.41	35.41
9	1	14	Intern Apprentice	15.62	16.25
17	15	16	Line Helper Driver	20.35	27.29
13	9	10	Line Helper Driver II	20.80	23.72
3	3	3	Line Switchman	36.04	37.35
6	6	6	Municipal Service Laborer	18.86	19.62
4	3	4	Senior Cable Splicer	34.05	35.33
1	1	1	Transformer Repair Foreman	35.78	36.35
2	2	2	Underground Conduit Foreman	36.50	37.82
81	63	85			
TECHNICIANS					
5	5	5	Dispatcher Electric System Operator	31.31	32.54
5	3	3	Meter Reader	16.65	21.07
3	2	3	Senior Draftsman	11.69	21.68
13	10	11			
283	228	283	TOTAL FULL TIME		
15	26	15	TOTAL STUDENTS		
298	254	298	TOTAL DIVISION		

AIRPORT GENERAL OPERATIONS

Robert Kennedy, Director

Mission Statement

To manage the City of Cleveland's Airport and Waterfront properties in a safe, secure, efficient, and courteous manner.

The Department of Port Control is responsible for the administration and control of all activities at Cleveland Hopkins International and Burke Lakefront Airports as well as the use of City owned land along Lake Erie and the Cuyahoga River.

Included in this responsibility are the planning, development and maintenance of airfields, terminal complexes and all related facilities. The DPC manages the day-to-day operations at both airports; accepts and supervises the expenditure of grants from the state and federal agencies. It sets and collects landing fees, rentals, concession fees, and other airport related charges. The Department represents the City in negotiations for the airport related contracts. Additionally, the Department is responsible for providing safe, efficient, friendly, and professional service to the traveling public and other airport users.

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

PROGRAM NAME: ADMINISTRATION AND PERFORMANCE MANAGEMENT

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

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

PROGRAM NAME: BUSINESS DEVELOPMENT & MANAGEMENT

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

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

PROGRAM NAME: BURKE LAKEFRONT AIRPORT-OPERATIONS

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

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

PROGRAM NAME: CLEVELAND HOPKINS INTERNATIONAL AIRPORT-OPERATIONS

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

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

PROGRAM NAME: DIRECTOR'S OFFICE

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



AIRPORT GENERAL OPERATIONS

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

PROGRAM NAME: PLANNING AND ENGINEERING

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

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

PROGRAM NAME: FINANCE AND PROCUREMENT

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

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

PROGRAM NAME: INFORMATION TECHNOLOGY SERVICES

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

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

PROGRAM NAME: MARKETING AND AIR SERVICE DEVELOPMENT

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

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

PROGRAM NAME: PLANNING

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

ACTIVITIES: To manage the strategic direction of the Airport development and identify the infrastructure needed to satisfy customer needs; managing environmental compatibility, and monitoring and implementing applicable federal and state environmental incentives; and managing digital information needs and identify infrastructure needed to maintain effective e-commerce.

AIRPORT GENERAL OPERATIONS

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 18,476,788	\$ 19,107,858	\$ 19,806,342	\$ 23,033,871
Seasonal	957,741	806,048	877,581	850,950
Military Leave	2,118	2,793	940	—
Part-Time Permanent	102,032	95,624	142,883	242,888
Injury Pay	3,654	—	—	—
Longevity	138,050	128,125	125,150	133,100
Wage Settlements	—	1,549	39,860	—
Vacation Conversion	—	93,544	—	—
Separation Payments	228,887	347,755	192,565	100,000
Bonus Incentive	1,600	35,600	108,900	23,000
Overtime	1,948,703	1,526,266	2,054,769	1,000,000
	\$ 21,859,574	\$ 22,145,162	\$ 23,348,988	\$ 25,383,809
Benefits				
Hospitalization	\$ 3,388,138	\$ 3,577,400	\$ 3,443,391	\$ 4,076,016
Prescription	701,701	680,787	513,263	818,919
Dental	175,913	174,796	171,942	221,251
Vision Care	19,058	19,725	19,776	25,407
Public Employees Retire System	3,014,487	3,010,577	3,223,674	3,470,157
Fica-Medicare	302,839	306,895	328,573	350,058
Workers' Compensation	541,775	837,018	1,406,114	382,151
Life Insurance	12,762	11,789	11,834	19,992
Unemployment Compensation	147,367	101,206	93,894	—
Clothing Allowance	94,475	99,940	133,225	162,155
Tool Insurance	7,150	6,655	4,950	—
Clothing Maintenance	45,725	44,775	47,225	100,300
	\$ 8,451,389	\$ 8,871,563	\$ 9,397,860	\$ 9,626,406
Other Training & Professional Dues				
Travel	\$ 44,316	\$ 69,862	\$ 51,027	\$ 79,750
Tuition & Registration Fees	23,955	35,622	26,175	50,735
Training	—	1,027	—	—
Professional Dues & Subscript	126,680	114,183	124,328	159,030
	\$ 194,951	\$ 220,694	\$ 201,530	\$ 289,515
Utilities				
Brokered Gas Supply	\$ 328,408	\$ 258,094	\$ 321,030	\$ 385,236
Telephone	21	21	29	—
Water	1,317,301	1,666,006	1,235,426	1,067,249



AIRPORT GENERAL OPERATIONS

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Gas	541,112	139,279	187,075	224,490
Electricity	256,053	253,462	288,858	303,300
Electricity - Other	4,135,637	4,414,053	4,692,257	4,926,869
	\$ 6,578,532	\$ 6,730,914	\$ 6,724,674	\$ 6,907,144
Contractual Services				
Professional Services	\$ 3,931,157	\$ 3,636,891	\$ 3,265,013	\$ 3,595,240
Travel- Non-Training	28,766	21,111	20,863	4,000
Waste Disposal	3,342,175	3,233,304	243,834	595,000
Advertising And Public Notice	—	370	1,900	3,000
Program Promotion	105,455	84,186	39,864	50,500
Participation Fee	—	—	2,436	—
Parking In City Facilities	455	1,974	2,786	4,000
Insurance And Official Bonds	892,844	835,918	886,468	950,000
Taxes	5,055,617	5,212,532	5,164,014	5,877,300
Parking Tax	1,836,695	2,218,536	2,699,705	2,586,928
Equipment Rental	200,472	36,800	75,031	100,000
Other Contractual	6,239,355	8,503,896	9,112,986	9,837,057
State Auditor Examination	30,000	31,000	32,000	40,000
Transfer To Other Airport Fnd	7,800,000	10,000,000	12,000,000	12,000,000
Customized	188,414	262,161	319,434	211,279
Bank Service Fees	21,683	18,226	21,750	20,000
Credit Card Processing Fees	71,887	23,636	13,633	65,000
	\$ 29,744,975	\$ 34,120,540	\$ 33,901,715	\$ 35,939,304
Materials & Supplies				
Office Supplies	\$ —	\$ 46	\$ —	\$ —
Postage	9,219	9,161	2,759	3,000
Computer Hardware	25,435	249,226	441,115	274,846
Computer Software	7,418	256,166	20,337	19,000
Chemical	2,001,692	1,962,441	2,219,896	2,039,000
Clothing	79,903	95,569	61,037	71,048
Hardware & Small Tools	5,966	10,619	15,000	21,000
Boilers, Heaters & Cool Equip	20,266	30,243	20,266	20,000
Seed, Fertilizer & Herbicide	5,000	13,000	10,000	45,000
Small Equipment	48,390	89,295	25,475	70,221
Office Furniture & Equipment	—	23,101	5,410	58,900
Electrical Supplies	—	—	104,307	37,000
Fence, Posts & Bars	29,038	27,196	34,970	85,000
Hygiene And Cleaning Supplies	354,653	605,123	304,527	405,750

AIRPORT GENERAL OPERATIONS

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Medical Supplies	23,265	107,230	52,904	18,300
Food	24,058	38,154	46,804	49,300
Photographic Supplies	—	1,725	—	—
Other Supplies	680,594	606,450	849,139	1,027,500
Safety Equipment	146,000	76,000	64,935	65,000
Special Events Supplies	1,315	2,326	3,520	9,700
Just In Time Office Supplies	43,151	38,533	37,991	40,000
Building Maintenance Supplies	239,842	358,509	311,210	334,500
Cement Sand & Gravel	69,990	80,000	108,144	140,000
	\$ 3,815,194	\$ 4,680,113	\$ 4,739,749	\$ 4,834,065
Maintenance				
Maintenance Office Equipment	\$ 115	\$ —	\$ —	\$ —
Computer Hardware Maintenance	145,813	316,233	58,383	272,400
Computer Software Maintenance	1,120,967	893,035	1,018,704	1,003,590
Maintenance Machinery & Tools	1,405,292	1,280,557	1,255,211	1,271,107
Maintenance Fire Apparatus	22,533	17,000	17,500	14,500
Maintenance Vehicles	899,620	716,311	815,138	868,000
Maintenance Misc. Equipment	1,091,580	977,053	876,085	934,700
Maintenance Building	—	11,753	11,233	1,500
	\$ 4,685,920	\$ 4,211,943	\$ 4,052,254	\$ 4,365,797
Claims, Refunds, Maintenance				
Judgments, Damages, & Claims	\$ 496,002	\$ 218,196	\$ 351,976	\$ 375,000
Indirect Cost	3,219,380	3,219,380	3,219,380	3,219,380
	\$ 3,715,382	\$ 3,437,576	\$ 3,571,356	\$ 3,594,380
Interdepart Service Charges				
Charges From General Fund	\$ 7,182,419	\$ 6,848,304	\$ 7,446,644	\$ 7,261,953
Charges From Telephone Exch	880,436	1,042,331	734,219	675,896
Charges From Utilities Admin	170	2,088	2,088	2,100
Charges From Radio Comm System	294,048	332,103	244,860	242,661
Charges From W.P.C.	233	—	—	2,000
Charges From Print & Repro	66,523	74,021	74,124	97,718
Charges From Central Storeroom	508	519	8,359	10,000
Charges From M.V.M.	168,436	165,695	109,326	165,397
Charges From Division Of Maint	8,658	—	—	35,000
Charges From Waste Collection	64,907	59,741	69,117	86,000
	\$ 8,666,338	\$ 8,524,802	\$ 8,688,737	\$ 8,578,725
Capital Outlay				
Transfer To Airports Cap Proj	\$ 1,407,000	\$ 1,407,000	\$ 1,407,000	\$ 1,407,000
	\$ 1,407,000	\$ 1,407,000	\$ 1,407,000	\$ 1,407,000



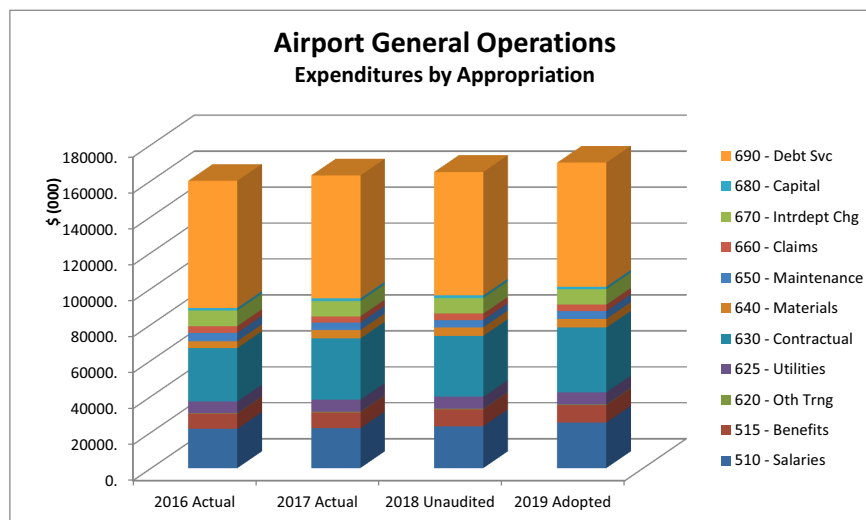
AIRPORT GENERAL OPERATIONS

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Debt Service				
Principal	\$ 39,765,000	\$ 38,535,000	\$ 39,658,668	\$ 41,300,000
Interest	30,958,768	29,946,978	29,058,904	27,734,188
	\$ 70,723,768	\$ 68,481,978	\$ 68,717,572	\$ 69,034,188
	\$ 159,843,023	\$ 162,832,284	\$ 164,751,435	\$ 169,960,333

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges For Services	\$ 131,289,765	\$ 149,794,557	\$ 141,722,183	\$ 148,184,731
Fines, Forfeitures & Settlements	36,074	—	3	—
Grant Revenue	557,760	6,099,034	3,219,343	2,410,614
Miscellaneous	16,072,919	16,772,761	17,857,865	18,014,985
Sale Of City Assets	10,500	—	—	—
Interest Earnings/Investment Income	192,225	376,928	1,493,694	1,350,000
Non Operating Other/Other	11,921	62	5,601	—
	\$ 148,171,163	\$ 173,043,341	\$ 164,298,689	\$ 169,960,330





AIRPORT GENERAL OPERATIONS

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	Budget 2019	December 2018		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Administrator of Engineering and Planning	30,214.95	124,250.48
6	5	6	Administration Bureau Manager	40,314.82	145,820.32
2	2	2	Asst. Manager Appl Dev/Technical Support	46,224.91	137,831.29
1	1	1	Chief Safety Signal System	18.60	40.64
1	0	0	Commissioner of Burke Airport	40,314.92	134,602.24
0	1	1	Commissioner of Cleve. Hopkins Int. Airport	42,758.15	163,046.16
3	2	3	Deputy Comm. of Cleve. Hopkins Int. Airport	30,214.95	114,691.24
1	1	1	Director of Port Control	100,000.00	248,531.48
1	0	1	Secretary to Directors of Departments	41,312.22	159,849.18
1	1	1	General Manager of Administrative Services	26,273.96	100,653.14
1	1	1	HR Fiscal Administrator	22,333.40	70,234.84
1	1	1	Minority Business Development Administrator	27,325.56	85,577.88
19	16	19			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Chief Clerk	22,050.00	52,504.47
5	5	5	Principal Clerk	14.88	21.97
1	1	1	Private Secretary	10.00	23.18
1	1	1	Private Secretary to the Director	20,800.00	52,504.47
2	2	2	Head Storekeeper	17.85	25.21
1	0	1	Network/Data Center Operations Manager	55,000.00	117,737.72
1	1	1	Secretary	10.00	19.34
2	2	2	Stock Clerk	13.11	19.93
2	2	2	Storekeeper	16.66	22.71
16	15	16			
<u>PROFESSIONALS</u>					
1	0	1	Accountant I	15.73	22.08
1	1	1	Accountant III	16.92	26.89
4	4	4	Accountant IV	20,800.00	65,610.28
13	10	12	Administrative Manager	27,193.55	117,672.49
4	4	4	Administrative Officer	20,800.00	58,499.94
1	0	1	Airport Chief Engineer	30,214.95	124,250.48
1	1	1	Airport Comptroller	30,214.95	124,250.48



AIRPORT GENERAL OPERATIONS

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
5	5	5	Airport Maintenance Manager	26,273.96	98,678.77
6	6	6	Airport Maintenance Superintendent	20,800.00	69,713.09
2	2	3	Airport Maintenance Supervisor	21,019.66	67,178.06
1	1	1	Airport Operations/ Sec Manager	26,273.96	98,678.77
1	1	1	Airport Planning Envir. Officer	30,214.95	98,444.95
1	0	1	Airport Safety Manager	26,273.96	98,678.77
1	1	1	Air Trade Development Manager	30,214.95	114,691.24
4	4	4	Assistant Administrator	20,800.00	73,868.59
2	1	2	Assistant Director of Law I (S)	26,250.00	93,199.31
1	0	1	Auditor	20,800.00	65,000.00
1	1	1	Chief Civil Engineer	23,647.11	93,401.98
1	0	1	Chief Training Officer	26,273.96	78,184.48
5	5	5	Consulting Engineer	36,000.00	104,888.34
1	1	1	Contract Compliance Officer	26,273.96	78,184.48
3	3	3	Fiscal Manager	23,647.11	97,175.21
1	0	0	Office Manager	20,800.00	54,845.04
1	1	1	Network Analyst II	30,214.00	101,647.18
2	1	2	Personnel Administrator	26,273.96	91,088.49
22	18	23	Project Coordinator	27,325.56	99,702.63
1	1	1	Project Director	22,333.40	88,646.98
0	0	1	Safety Programs Officer 1	25,000.00	73,126.73
1	0	1	Senior Personnel Assistant	20,800.00	55,388.98
2	2	2	Super Admin Services-Data	20,800.00	62,770.08
2	2	2	Systems Analyst	20,800.00	68,251.13
1	1	1	Warehouse Inventory Manager	22,333.40	88,646.98
93	77	94			
SKILLED CRAFT					
3	1	2	Carpenter	40.76	50.95
9	9	9	Electrical Worker	47.03	58.79
1	0	1	Electrical Worker Foreman	47.67	48.28
11	6	11	Heavy Duty Mechanic	15.75	26.65
0	0	2	Heavy Duty Auto Body Repair Worker	15.73	23.56
4	1	2	Heavy Duty Unit Leader	23.85	33.07
3	3	3	Painter	35.50	44.37
1	1	1	Painter Foreman	36.09	36.75
2	2	2	Plumber	49.64	62.05
34	23	33			



AIRPORT GENERAL OPERATIONS

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
<u>SERVICE & MAINTENANCE</u>					
20	13	20	Airport Field Foreman	23.32	24.27
64	53	64	Airport Maintenance Man	20.26	20.67
1	1	1	Building Stationary Engineer	20.05	27.55
52	49	52	Custodial Worker	16.86	18.86
7	4	7	Custodial Worker Supervisor	21.78	22.66
1	1	1	Municipal Service Laborer	18.86	19.62
1	1	1	Supt Vehicle Admin Services	20,800.00	78,184.48
5	4	5	Window Washer	15.00	22.61
151	126	151			
<u>TECHNICIANS</u>					
6	4	6	Airport Information Representative	12.14	18.56
7	6	9	Airport Operations Agent I	18.73	22.94
8	7	6	Airport Operations Agent II	23.53	27.01
5	5	6	Airport Operations Agent III	20,800.00	61,601.02
3	3	3	Airport Operations Superintendent	53,682.00	114,986.00
12	12	12	Airport Safety Supervisor	51,958.61	65,211.54
4	2	4	Airport Security Coordinator	23,333.40	70,234.84
5	4	5	Engineering & Construction Inspector	20.12	22.12
2	1	1	Environmental Assistant	20,800.00	56,521.12
2	2	2	Radio Dispatcher	17.33	22.94
54	46	54			
<u>PROTECTIVE SERVICE</u>					
41	39	41	Airport Safety Man	18.79	25.22
3	2	3	Airport Safety Shift Commander	20,800.00	79,225.56
44	41	44			
411	344	411	TOTAL FULL TIME		
10	9	10	TOTAL PART TIME		
49	58	49	TOTAL SEASONAL		
12	7	12	TOTAL STUDENT TRAINEES		
482	418	482	TOTAL DIVISION		

Small Enterprise Funds



Enterprise Funds are used to account for operations that function in a manner similar to private business enterprises and are financed primarily by user fees to the general public. Small Enterprise Group, consisting of Cemeteries, Golf Courses, Municipal Parking Facilities, the Cleveland Public Auditorium and the West Side Market, do not maintain full accrual accounting and may require tax support.



	<u>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Unaudited</u>	<u>2019 Budget</u>	<u>\$ Change</u>	<u>% Change</u>
CEMETERIES						
RECEIPTS	\$ 1,673,986	\$ 1,559,050	\$ 1,731,859	\$ 1,583,891	\$ (147,968)	-9%
EXPENDITURES	1,656,654	1,511,821	1,638,457	1,768,000	129,543	8%
Net	\$ 17,332	\$ 47,229	\$ 93,402	\$ (184,109)	\$ (277,511)	-297%
Decertifications	25	4,198	1,254	—	—	—
Beginning Balance	20,670	38,027	89,453	184,109	—	—
Ending Balance	<u>\$ 38,027</u>	<u>\$ 89,453</u>	<u>\$ 184,109</u>	<u>\$ 0</u>	<u>\$ (184,109)</u>	<u>-100%</u>
FT Staffing Levels	16	14	18	18	—	%
GOLF COURSES						
RECEIPTS	\$ 23,370	\$ 12,873	\$ 1,352,077	\$ 1,369,931	\$ 17,854	1%
EXPENDITURES	18,141	120,062	1,336,755	1,422,535	85,780	6%
Net	\$ 5,230	\$ (107,189)	\$ 15,322	\$ (52,604)	\$ (67,926)	-443%
Decertifications	—	—	—	—	—	—
Beginning Balance	139,242	144,472	37,283	52,605	—	—
Ending Balance	<u>\$ 144,472</u>	<u>\$ 37,283</u>	<u>\$ 52,605</u>	<u>\$ 0</u>	<u>\$ (52,604)</u>	<u>-100%</u>
MUNICIPAL PARKING FACILITIES						
RECEIPTS	\$ 9,672,803	\$ 10,045,194	\$ 10,582,031	\$ 10,434,952	\$ (147,079)	-1%
EXPENDITURES	10,642,316	9,607,481	11,079,463	10,460,314	(619,149)	-6%
Net	\$ (969,513)	\$ 437,713	\$ (497,432)	\$ (25,362)	\$ 472,070	-95%
Decertifications	10,440	25,069	19,912	—	—	—
Beginning Balance	2,116,420	1,157,347	1,620,128	1,142,609	—	—
Ending Balance	<u>\$ 1,157,347</u>	<u>\$ 1,620,128</u>	<u>\$ 1,142,609</u>	<u>\$ 1,117,247</u>	<u>\$ (25,362)</u>	<u>-2%</u>
FT Staffing Levels	14	13	17	17	—	%
EAST SIDE MARKET						
RECEIPTS	\$ 32,804	\$ —	\$ —	\$ —	\$ —	%
EXPENDITURES	32,830	—	—	—	—	%
Net	\$ (26)	\$ —	\$ —	\$ —	\$ —	%
Decertifications	—	—	—	—	—	—
Beginning Balance	26	0	0	0	—	—
Ending Balance	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ —</u>	<u>%</u>



	<u>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Unaudited</u>	<u>2019 Budget</u>	<u>\$ Change</u>	<u>% Change</u>
PUBLIC AUDITORIUM						
RECEIPTS	\$ 2,588,024	\$ 2,423,766	\$ 3,000,719	\$ 2,592,489	\$ (408,230)	-14%
EXPENDITURES	2,583,103	2,402,069	2,800,278	2,826,765	26,487	1%
Net	\$ 4,921	\$ 21,697	\$ 200,441	\$ (234,276)	\$ (434,717)	-217%
Decertifications	19	1,695	438	—	—	—
Beginning Balance	5,064	10,004	33,396	234,276	—	—
Ending Balance	<u>\$ 10,004</u>	<u>\$ 33,396</u>	<u>\$ 234,276</u>	<u>\$ —</u>	<u>\$ (234,276)</u>	<u>-100%</u>
FT Staffing Levels	9	8	10	10	—	%
WEST SIDE MARKET						
RECEIPTS	\$ 1,223,728	\$ 1,485,577	\$ 1,380,216	\$ 1,366,000	\$ (14,216)	-1%
EXPENDITURES	1,424,790	1,579,961	1,639,777	1,704,824	65,047	4%
Net	\$ (201,062)	\$ (94,384)	\$ (259,560)	\$ (338,824)	\$ (79,264)	31%
Decertifications	1,381	5,948	1,822	—	—	—
Beginning Balance	1,303,293	1,103,612	1,015,176	757,437	—	—
Ending Balance	<u>\$ 1,103,612</u>	<u>\$ 1,015,176</u>	<u>\$ 757,437</u>	<u>\$ 418,613</u>	<u>\$ (338,824)</u>	<u>-45%</u>
FT Staffing Levels	6	6	6	6	—	%



CEMETERIES

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 762,072	\$ 660,135	\$ 748,300	\$ 841,996
Longevity	7,750	7,375	6,175	6,025
Separation Payments	20,305	23,301	2,716	—
Bonus Incentive	—	500	1,000	7,000
Overtime	30,705	31,094	30,468	48,068
	\$ 820,832	\$ 722,406	\$ 788,660	\$ 903,089
Benefits				
Hospitalization	\$ 202,550	\$ 179,825	\$ 169,184	\$ 177,801
Prescription	37,335	37,392	24,677	33,960
Dental	10,314	8,868	8,482	9,346
Vision Care	956	873	873	1,000
Public Employees Retire System	111,330	99,013	108,656	128,597
Fica-Medicare	11,229	10,135	11,095	13,208
Workers' Compensation	14,004	6,942	7,272	8,780
Life Insurance	615	498	500	798
Unemployment Compensation	—	385	7,896	—
Clothing Allowance	5,350	4,549	4,544	5,600
Tool Insurance	550	550	550	550
Clothing Maintenance	1,950	1,650	1,650	2,100
	\$ 396,182	\$ 350,678	\$ 345,380	\$ 381,740
Other Training & Professional Dues				
Professional Dues & Subscript	\$ 26	\$ —	\$ —	\$ 52
	\$ 26	\$ —	\$ —	\$ 52
Utilities				
Brokered Gas Supply	\$ 4,583	\$ 4,345	\$ 5,445	\$ 6,535
Sewer-Other	55	—	—	120
Gas	3,554	2,878	3,412	4,156
Electricity	38,842	39,440	43,373	46,350
Electricity - Other	5,419	5,073	16,307	17,125
Security & Monitoring System	—	536	1,592	3,479
	\$ 52,453	\$ 52,272	\$ 70,128	\$ 77,765
Contractual Services				
Professional Services	\$ —	\$ —	\$ —	\$ 515
Medical Services	—	—	—	309
Freight Expense	73	—	245	—
Other Contractual	208,568	208,568	208,568	208,568
Bank Service Fees	1,897	2,381	2,914	2,060
Credit Card Processing Fees	17,413	18,312	14,303	13,650



CEMETERIES

Expenditures (Continued)

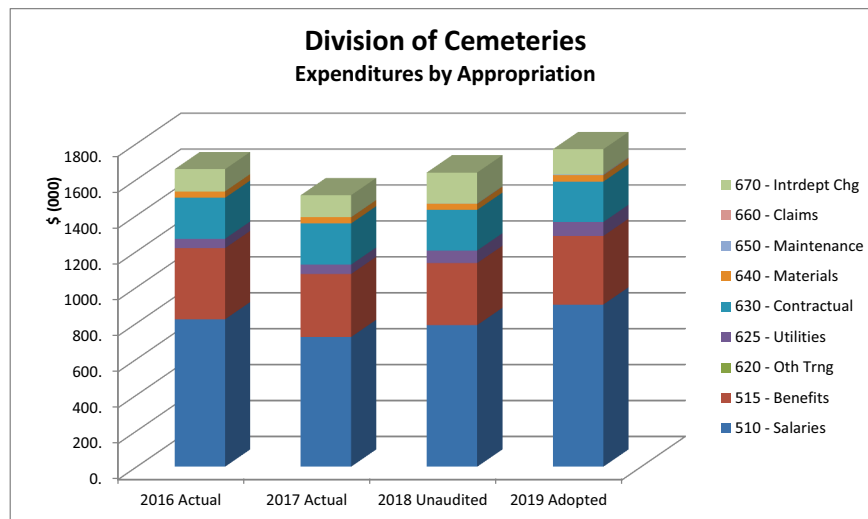
	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
	\$ 227,951	\$ 229,261	\$ 226,030	\$ 225,102
Materials & Supplies				
Hardware & Small Tools	\$ 797	\$ 1,456	\$ —	\$ 1,030
Seed, Fertilizer & Herbicide	8,056	2,600	9,930	8,240
Small Equipment	5,444	2,498	2,779	4,000
Hygiene And Cleaning Supplies	753	1,000	1,378	1,000
Clay, Soil & Turf	3,096	2,895	3,940	3,708
Lumber, Glass, And Drywall	8,331	13,900	6,912	8,500
Other Supplies	8,020	8,609	5,712	7,765
Safety Equipment	688	386	2,055	600
Just In Time Office Supplies	820	934	1,142	824
	\$ 36,004	\$ 34,277	\$ 33,848	\$ 35,667
Maintenance				
Maintenance Contracts	\$ —	\$ —	\$ —	\$ 103
Maintenance Machinery & Tools	—	—	107	1,000
Maintenance Fire Apparatus	—	—	—	258
Maintenance Building	—	598	1,800	1,258
	\$ —	\$ 598	\$ 1,907	\$ 2,619
Claims, Refunds, Maintenance				
Judgments, Damages, & Claims	\$ —	\$ —	\$ —	\$ 1,751
	\$ —	\$ —	\$ —	\$ 1,751
Interdepart Service Charges				
Charges From Telephone Exch	\$ 10,991	\$ 11,835	\$ 11,090	\$ 11,105
Charges From W.P.C.	1,230	2,824	6,114	1,000
Charges From Print & Repro	5,321	4,480	1,708	5,915
Charges From Central Storeroom	756	750	864	985
Charges From M.V.M.	97,101	101,700	152,729	106,210
Charges From Division Of Maint	—	—	—	5,000
Charges From Waste Collection	7,807	740	—	10,000
	\$ 123,206	\$ 122,330	\$ 172,505	\$ 140,215
	\$ 1,656,654	\$ 1,511,821	\$ 1,638,457	\$ 1,768,000



CEMETERIES

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges For Services	\$ 995,508	\$ 933,532	\$ 869,091	\$ 933,150
Miscellaneous	100	—	12,628	12,643
Sale Of City Assets	476,018	500,634	491,120	490,000
Transfers In	173,352	65,982	250,000	48,098
Interest Earnings/Investment Income	28,946	58,464	109,020	100,000
Non Operating Other/Other	63	438	—	—
	\$ 1,673,987	\$ 1,559,050	\$ 1,731,859	\$ 1,583,891





CEMETERIES

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Manager of Urban Forestry	22,333.40	81,827.04
1	1	1			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	Senior Clerk	12.47	18.14
1	1	1			
<u>PROFESSIONALS</u>					
1	1	1	Assistant Administrator	20,800.00	73,868.59
1	1	1			
<u>SERVICE & MAINTENANCE</u>					
9	6	9	Cemetery Maintenance Worker I	18.86	19.62
2	2	2	Cemetery Maintenance Worker II	28.02	29.15
2	2	2	Cemetery Foreman	23.33	24.28
1	1	1	Cemetery Supervisor	26.42	27.49
14	11	14			
<u>SKILLED CRAFT</u>					
1	1	1	Automobile Repair Worker	12.60	22.26
1	1	1			
18	15	18	TOTAL FULL TIME		
20	0	20	TOTAL SEASONAL		
38	15	38	TOTAL DIVISION		



GOLF COURSE

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Benefits				
Workers' Compensation	\$ 100	\$ —	\$ —	\$ —
Life Insurance	41	41	3	—
	\$ 141	\$ 41	\$ 3	\$ —
Utilities				
Sewer-Other	\$ —	\$ —	\$ 423	\$ —
Water	—	—	904	—
Electricity	—	—	14,620	42,000
	\$ —	\$ —	\$ 15,946	\$ 42,000
Contractual Services				
Professional Services	\$ —	\$ —	\$ 763,708	\$ 758,644
Security Services	—	—	624	1,500
Property Rental	—	—	865	—
Other Contractual	—	—	538,289	484,230
Credit Card Processing Fees	—	—	4,923	10,000
	\$ —	\$ —	\$ 1,308,409	\$ 1,254,374
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ 181	\$ —
Electrical Supplies	—	—	—	450
Hygiene And Cleaning Supplies	—	—	1,360	7,000
Food	—	—	597	45,000
Other Supplies	—	—	9,709	7,715
Sporting Goods Supplies	—	—	—	10,000
Cement Sand & Gravel	—	—	—	8,000
	\$ —	\$ —	\$ 11,847	\$ 78,165
Maintenance				
Maintenance Fire Apparatus	\$ —	\$ —	\$ 550	\$ 500
Maintenance Misc. Equipment	—	15,022	—	—
Maintenance Building	18,000	18,000	—	18,619
	\$ 18,000	\$ 33,022	\$ 550	\$ 19,119
Claims, Refunds, Maintenance				
Judgments, Damages, & Claims	\$ —	\$ 87,000	\$ —	\$ —
	\$ —	\$ 87,000	\$ —	\$ —



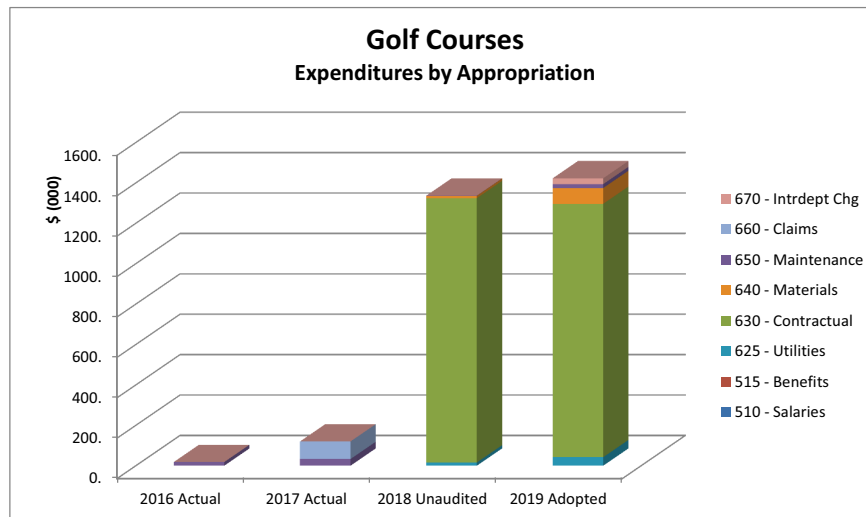
GOLF COURSE

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Interdepart Service Charges				
Charges From Telephone Exch	\$ —	\$ —	\$ —	\$ 3,600
Charges From Print & Repro	—	—	—	2,000
Charges From M.V.M.	—	—	—	2,700
Charges From Division Of Maint	—	—	—	14,585
Charges From Waste Collection	—	—	—	5,992
	\$ —	\$ —	\$ —	\$ 28,877
	\$ 18,141	\$ 120,062	\$ 1,336,755	\$ 1,422,535

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges For Services	\$ —	\$ —	\$ 132,955	\$ 497,568
Miscellaneous	23,370	12,873	19,122	66,839
Transfers In	—	—	1,200,000	805,524
	\$ 23,370	\$ 12,873	\$ 1,352,077	\$ 1,369,931





PARKING LOTS GENERAL OPERATIONS

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 657,791	\$ 577,015	\$ 560,123	\$ 800,840
Part-Time Permanent	111,587	95,547	155,523	150,104
Longevity	6,250	5,800	6,200	6,125
Vacation Conversion	—	2,108	—	—
Separation Payments	3,034	21,483	1,067	—
Bonus Incentive	—	4,500	1,500	2,000
Overtime	39,402	40,596	44,040	59,280
	\$ 818,064	\$ 747,049	\$ 768,453	\$ 1,018,349
Benefits				
Hospitalization	\$ 159,905	\$ 165,266	\$ 154,073	\$ 195,152
Prescription	32,012	29,160	22,786	40,809
Dental	8,197	7,983	7,713	10,718
Vision Care	918	938	900	1,240
Public Employees Retire System	115,892	100,584	107,086	142,569
Fica-Medicare	10,475	10,517	10,841	14,866
Workers' Compensation	11,436	19,001	7,256	10,000
Life Insurance	534	474	444	844
Unemployment Compensation	398	221	2,496	5,000
Clothing Allowance	2,575	2,900	2,900	2,900
Clothing Maintenance	600	600	600	600
	\$ 342,942	\$ 337,643	\$ 317,094	\$ 424,698
Other Training & Professional Dues				
Tuition & Registration Fees	\$ —	\$ —	\$ 3,226	\$ —
Professional Dues & Subscript	920	1,515	1,120	1,515
	\$ 920	\$ 1,515	\$ 4,346	\$ 1,515
Utilities				
Electricity	\$ 199,144	\$ 186,849	\$ 158,673	\$ 166,610
Electricity - Other	9,450	8,476	9,916	10,300
	\$ 208,595	\$ 195,325	\$ 168,589	\$ 176,910
Contractual Services				
Professional Services	\$ 1,812,000	\$ 2,062,000	\$ 1,903,000	\$ 2,160,000
Security Services	2,440	2,440	1,679	14,600
Janitorial Services	—	10,865	—	—
Taxes	239,111	238,547	238,445	240,000
Parking Tax	539,884	611,998	568,102	606,186
Property Rental	99,612	99,612	99,612	100,000
Equipment Rental	9,999	9,999	9,999	18,000
Special Assessment	—	4,155	5,449	4,750



PARKING LOTS GENERAL OPERATIONS

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Other Contractual	17,900	6,450	11,750	54,000
Bank Service Fees	30,665	28,365	28,290	78,000
Credit Card Processing Fees	118,817	207,261	240,729	250,000
	\$ 2,870,428	\$ 3,281,692	\$ 3,107,055	\$ 3,525,536
Materials & Supplies				
Clothing	\$ —	\$ 5,000	\$ 5,000	\$ 5,000
Hardware & Small Tools	80	—	3,648	2,000
Welding Supplies & Equipment	200	200	200	200
Electrical Supplies	30,000	—	—	20,000
Hygiene And Cleaning Supplies	374	—	—	1,350
Medical Supplies	—	—	—	100
Other Supplies	16,629	13,402	13,812	31,000
Special Events Supplies	—	—	—	13,500
Batteries	15,525	17,175	12,020	15,000
Just In Time Office Supplies	1,606	1,856	1,316	3,100
	\$ 64,414	\$ 37,633	\$ 35,996	\$ 91,250
Maintenance				
Maintenance Contracts	\$ 148,580	\$ 114,000	\$ 144,782	\$ 250,000
Repair Parts	17,740	20,000	20,000	20,000
Car Washes	—	900	900	1,000
Maintenance Building	—	600	2,903	—
	\$ 166,320	\$ 135,500	\$ 168,585	\$ 271,000
Claims, Refunds, Maintenance				
Indirect Cost	\$ 222,697	\$ 211,960	\$ 193,560	\$ 199,106
	\$ 222,697	\$ 211,960	\$ 193,560	\$ 199,106
Interdepart Service Charges				
Charges From Telephone Exch	\$ 23,900	\$ 22,361	\$ 21,846	\$ 24,182
Charges From Print & Repro	7,672	5,707	6,318	7,859
Charges From Central Storeroom	265	542	94	710
Charges From M.V.M.	8,492	28,601	19,286	15,135
Charges From Division Of Maint	220	—	—	8,000
Charges From Waste Collection	1,120	1,040	1,040	1,500
Charges From Parks Maintenance	34,627	41,855	45,938	75,000
	\$ 76,296	\$ 100,107	\$ 94,522	\$ 132,386
Interfund Subsidies				
Transfer to Other SubClasses	\$ 2,109,574	\$ 1,536,710	\$ 2,423,241	\$ 645,000
	\$ 2,109,574	\$ 1,536,710	\$ 2,423,241	\$ 645,000



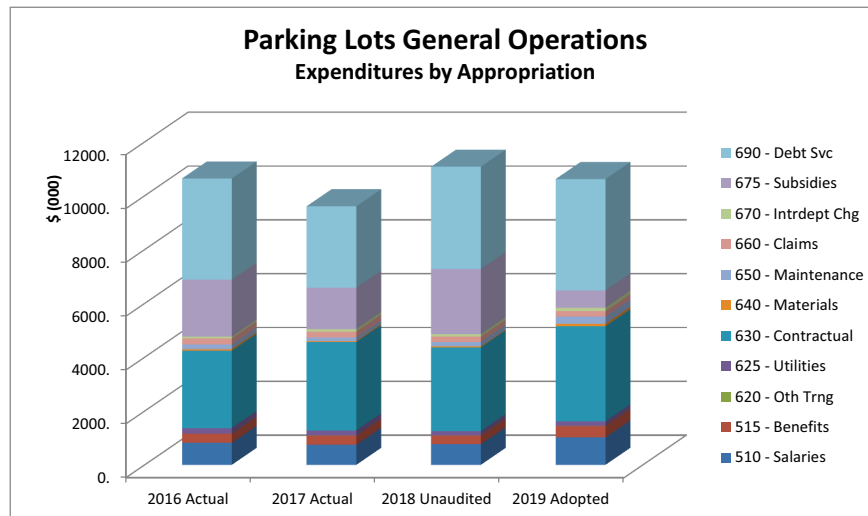
PARKING LOTS GENERAL OPERATIONS

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Debt Service				
Principal	\$ 2,989,131	\$ 2,954,441	\$ 3,256,667	\$ 3,370,000
Interest	772,937	67,906	541,354	764,925
	\$ 3,762,068	\$ 3,022,347	\$ 3,798,021	\$ 4,134,925
	\$ 10,642,316	\$ 9,607,481	\$ 11,079,463	\$ 10,620,675

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges For Services	\$ 9,076,090	\$ 9,395,242	\$ 9,975,567	\$ 9,753,400
Miscellaneous	43,188	36,353	28,529	62,066
Other Tax	539,884	611,998	568,102	604,918
Interest Earnings/Investment Income	6,642	9,601	10,834	9,000
	\$ 9,665,804	\$ 10,053,194	\$ 10,583,031	\$ 10,429,384





PARKING LOTS GENERAL OPERATIONS

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	0	1	Commissioner of Parking Facilities	40,314.82	145,820.32
2	2	2	Manager of Parking	23,647.11	86,215.32
3	2	3			
<u>ADMINISTRATIVE SUPPORT</u>					
2	1	2	Senior Clerk	12.47	18.14
2	1	2			
<u>PROFESSIONALS</u>					
1	0	1	Accountant IV	20,800.00	65,610.28
0	1	1	Auditor	20,800.00	65,000.00
1	1	1	Budget Analyst	20,800.00	58,534.37
2	2	3			
<u>SERVICE & MAINTENANCE</u>					
4	4	4	Parking Coordinator	10.00	17.87
3	1	2	Parking Attendant	10.00	17.90
7	5	6			
<u>TECHNICIANS</u>					
3	2	2	Parking Meter Collector	24.50	25.49
3	2	2			
17	12	16	TOTAL FULL TIME		
19	13	19	TOTAL PART TIME		
36	25	35	TOTAL DIVISION		



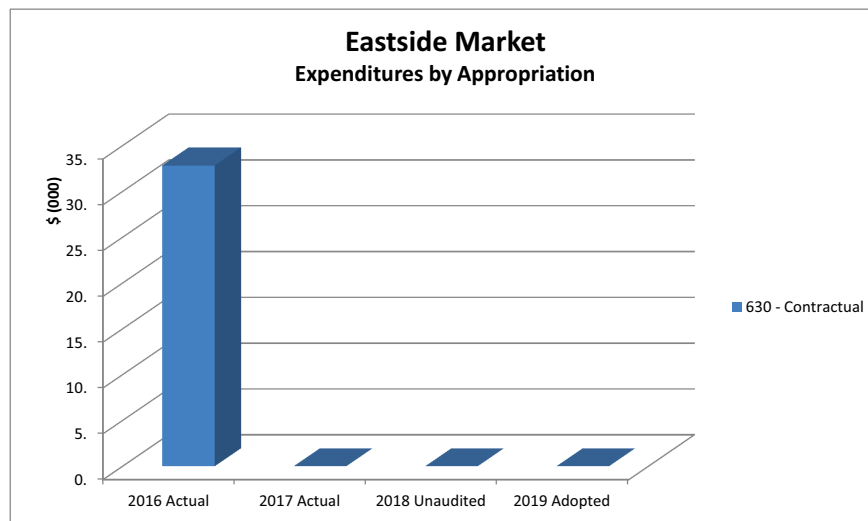
EASTSIDE MARKET

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Contractual Services				
Security Services	\$ 32,830	\$ —	\$ —	\$ —
	\$ 32,830	\$ —	\$ —	\$ —
	\$ 32,830	\$ —	\$ —	\$ —

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Transfers In	\$ 32,804	\$ —	\$ —	\$ —
	\$ 32,804	\$ —	\$ —	\$ —





PUBLIC AUDITORIUM

Susie Claytor, Deputy Commissioner

Mission Statement

To strengthen Cleveland's economy by delivering efficient, excellent service through promotion, marketing and management of the Public Auditorium, West Side Market and First Energy Stadium.

The Deputy Commissioner of the Public Auditorium has authority over three major service operations: the Public Auditorium and Conference Center, the West Side Market and the First Energy Stadium.

The Public Auditorium and Conference Center includes the recent renovations to the lower level meeting room area and upgrades to the main auditorium floor. The new construction features a new spacious pre-function area that can accommodate up to 500 people and will have multi-purpose programming opportunities. The new space includes ten meeting rooms that can be set up to make up to 13 meeting room accommodations. The lower level will offer a walkway to the new Cleveland Convention Center. The historic Public Auditorium seats 10,000 and has over 29,000 square feet of usable exhibition space that can be arranged to accommodate up to 150 exhibits. The performing arts area of the Auditorium includes a 3000 seat Music Hall and 600 seat Little Theater.

PROGRAM NAME: ADMINISTRATIVE OFFICE

OBJECTIVES: To provide for the efficient operation of the Public Auditorium, Music Hall and the West Side Market. To provide fiscal data and to accurately account for revenues and expenses received from events.

ACTIVITIES: Coordinate the daily operations of the facility including event administration, labor management, fiscal operation and overall planning.

PROGRAM NAME: BUILDING MAINTENANCE

OBJECTIVES: To provide clean, attractive facilities as well as proper maintenance of the building and its equipment and services to exhibitors.

ACTIVITIES: Maintaining Buildings and equipment and providing electrical, plumbing, and Internet services to promoters.

PROGRAM NAME: FIRST ENERGY STADIUM

OBJECTIVES: Provide a source of public relaxation and entertainment through the ownership and leasing of Cleveland Browns Stadium for the play of professional football games and the presentation of other entertainment and public attractions.

ACTIVITIES: Monitor lease agreement compliance.

PROGRAM NAME: PUBLIC AUDITORIUM AND CONFERENCE CENTER

OBJECTIVES: Provide a venue for meetings, trade shows, theatrical events and receptions.

ACTIVITIES: Coordinate the daily operations of the facility, including overall planning, labor management, fiscal activities and maintenance.

PROGRAM NAME: SECURITY FUNCTIONS

OBJECTIVES: To provide security for persons using the Public Auditorium and Conference Center and to provide information as requested.

ACTIVITIES: Maintaining the building security equipment and providing the needed labor force to ensure the users safety.



PUBLIC AUDITORIUM

PROGRAM NAME: THEATRICAL EVENT ADMINISTRATION

OBJECTIVES: To provide promoters with assistance in producing profitable and successful theatrical events and meetings.

ACTIVITIES: Supplying skilled administration and labor in all areas pertaining to theatrical events and meetings.

PROGRAM NAME: WEST SIDE MARKET

OBJECTIVES: Provide a venue where quality food products can be bought and sold.

ACTIVITIES: Supervise Tenant contract compliance, fiscal and maintenance activities, rent structure development and overall planning.



PUBLIC AUDITORIUM

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 440,377	\$ 432,886	\$ 503,470	\$ 558,908
Seasonal	—	—	4,931	—
Part-Time Permanent	506,932	339,204	443,081	486,637
School Guards	1,995	1,470	1,427	—
Longevity	4,500	4,300	3,675	3,975
Separation Payments	45,895	26,909	2,842	—
Bonus Incentive	—	1,000	3,000	3,000
Overtime	131,043	79,786	182,896	100,000
	\$ 1,130,741	\$ 885,556	\$ 1,145,321	\$ 1,152,520
Benefits				
Hospitalization	\$ 82,416	\$ 81,037	\$ 98,659	\$ 92,384
Prescription	16,655	15,522	14,398	19,383
Dental	3,873	3,025	3,778	4,143
Vision Care	500	496	520	585
Public Employees Retire System	151,366	120,522	165,586	162,542
Fica-Medicare	14,929	12,261	16,362	16,765
Workers' Compensation	11,071	22,387	19,214	12,520
Life Insurance	344	287	320	500
Unemployment Compensation	3,071	816	532	5,000
Clothing Allowance	1,155	1,050	1,453	2,030
Tool Insurance	150	—	150	150
Clothing Maintenance	1,250	1,625	1,685	1,725
Union Welfare Payment	26,794	15,090	21,210	25,000
	\$ 313,575	\$ 274,117	\$ 343,867	\$ 342,727
Other Training & Professional Dues				
Professional Dues & Subscript	\$ 50	\$ —	\$ —	\$ 250
	\$ 50	\$ —	\$ —	\$ 250
Utilities				
Brokered Gas Supply	\$ 2,354	\$ 1,742	\$ 1,900	\$ 2,518
Gas	3,051	1,218	1,307	2,060
Electricity	459,680	451,225	498,616	525,000
Steam	421,458	521,515	484,818	500,000
	\$ 886,542	\$ 975,700	\$ 986,640	\$ 1,029,578



PUBLIC AUDITORIUM

Expenditures (Continued)

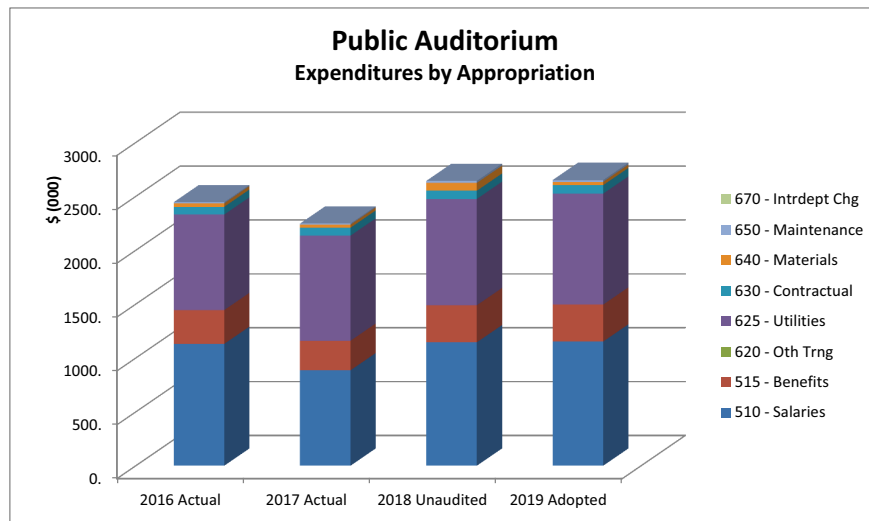
	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Contractual Services				
Professional Services	\$ 500	\$ 500	\$ 50	\$ 575
Parking In City Facilities	2,264	2,412	2,471	2,000
Equipment Rental	—	—	—	2,500
Other Contractual	67,770	69,462	72,001	71,500
Credit Card Processing Fees	1,656	1,074	1,679	2,250
	\$ 72,190	\$ 73,448	\$ 76,201	\$ 78,825
Materials & Supplies				
Electrical Supplies	\$ 7,672	\$ 19,121	\$ 40,387	\$ 7,000
Hygiene And Cleaning Supplies	7,497	6,639	10,296	12,000
Painting Equipment & Supplies	—	—	—	500
Plumbing Supplies And Equip	—	1,198	3,000	2,000
Motors And Pumps	15,566	—	6,250	3,000
Lumber, Glass, And Drywall	—	—	—	1,000
Other Supplies	552	54	123	1,000
Safety Equipment	—	—	—	500
Batteries	—	—	—	200
Just In Time Office Supplies	1,393	1,421	986	1,000
Building Maintenance Supplies	—	—	11,650	2,690
	\$ 32,680	\$ 28,432	\$ 72,693	\$ 30,890
Maintenance				
Maintenance Machinery & Tools	\$ —	\$ —	\$ —	\$ 400
Maintenance Fire Apparatus	5,215	950	750	1,000
Maintenance Vehicles	—	—	—	4,000
Maintenance Utility Systems	—	—	—	6,000
Maintenance Misc. Equipment	—	—	—	1,000
Maintenance Building	4,930	9,091	18,137	4,120
	\$ 10,145	\$ 10,041	\$ 18,887	\$ 16,520
Interdepart Service Charges				
Charges From Telephone Exch	\$ 96,935	\$ 124,191	\$ 133,480	\$ 125,000
Charges From Radio Comm System	23,656	14,785	10,921	13,675
Charges From Print & Repro	3,584	1,380	2,019	2,150
Charges From Central Storeroom	127	323	321	425
Charges From M.V.M.	12,876	11,149	9,927	11,705
Charges From Division Of Maint	—	—	—	500
Charges From Waste Collection	—	—	—	12,000
Charges From Parks Maintenance	—	2,947	—	10,000
	\$ 137,178	\$ 154,775	\$ 156,668	\$ 175,455
	\$ 2,583,103	\$ 2,402,069	\$ 2,800,278	\$ 2,826,765



PUBLIC AUDITORIUM

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges For Services	\$ 1,053,680	\$ 590,432	\$ 799,091	\$ 650,000
Grant Revenue	2,195	—	—	—
Miscellaneous	449,892	429,713	450,364	439,316
Transfers In	1,082,196	1,400,000	1,750,000	1,503,173
Interest Earnings/Investment Income	62	670	1,264	—
	\$ 2,588,024	\$ 2,420,815	\$ 3,000,720	\$ 2,592,489





PUBLIC AUDITORIUM

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	Budget 2018	Budget 2019		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Deputy Commissioner	26,273.96	91,088.19
1	1	1			
<u>PROFESSIONALS</u>					
1	1	1	Building Stationary Engineer	20.05	27.55
1	1	1			
<u>SERVICE & MAINTENANCE</u>					
3	2	3	Custodial Worker	16.86	18.86
2	2	2	Guard	17.64	18.64
1	1	1	Municipal Service Laborer	18.86	19.62
6	5	6			
<u>SKILLED CRAFT</u>					
1	1	1	Electrical Worker	47.03	58.79
1	1	1	Plumber	49.64	62.05
2	2	2			
10	9	10	TOTAL FULL TIME		
48	35	48	TOTAL PART TIME		
58	44	58	TOTAL DIVISION		



WESTSIDE MARKET GENERAL OPERATIONS

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 261,977	\$ 278,938	\$ 244,937	\$ 291,905
Part-Time Permanent	28,381	29,387	29,989	30,327
Longevity	1,625	2,450	2,150	1,975
Bonus Incentive	—	—	2,000	1,000
Overtime	13,459	21,510	17,901	20,000
	\$ 305,443	\$ 332,285	\$ 296,977	\$ 345,207
Benefits				
Hospitalization	\$ 76,707	\$ 91,592	\$ 72,704	\$ 88,013
Prescription	15,706	15,335	10,453	17,170
Dental	3,882	3,739	3,014	4,364
Vision Care	319	350	282	392
Public Employees Retire System	41,951	46,810	40,906	53,631
Fica-Medicare	4,284	4,644	4,157	6,709
Workers' Compensation	14,861	6,539	8,750	6,940
Life Insurance	212	207	163	296
Clothing Allowance	1,230	1,260	830	2,910
Tool Insurance	150	300	150	300
Clothing Maintenance	400	350	250	550
	\$ 159,701	\$ 171,126	\$ 141,661	\$ 181,275
Other Training & Professional Dues				
Professional Dues & Subscript	\$ 50	\$ 65	\$ 50	\$ 1,640
	\$ 50	\$ 65	\$ 50	\$ 1,640
Utilities				
Brokered Gas Supply	\$ 33,739	\$ 32,211	\$ 16,917	\$ 20,305
Gas	22,225	13,922	10,805	12,975
Electricity	220,289	241,627	257,804	273,769
Security & Monitoring System	2,579	1,655	3,300	7,000
	\$ 278,832	\$ 289,414	\$ 288,827	\$ 314,049
Contractual Services				
Professional Services	\$ 35,000	\$ 10,262	\$ 35,635	\$ 38,000
Travel- Non-Training	—	—	44	—
Mileage (Private Auto)	238	274	224	500
Security Services	—	79,000	89,000	89,000
Janitorial Services	237,750	224,400	222,050	227,940
Other Contractual	185,553	190,969	227,872	199,000
	\$ 458,541	\$ 504,905	\$ 574,826	\$ 554,440



WESTSIDE MARKET GENERAL OPERATIONS

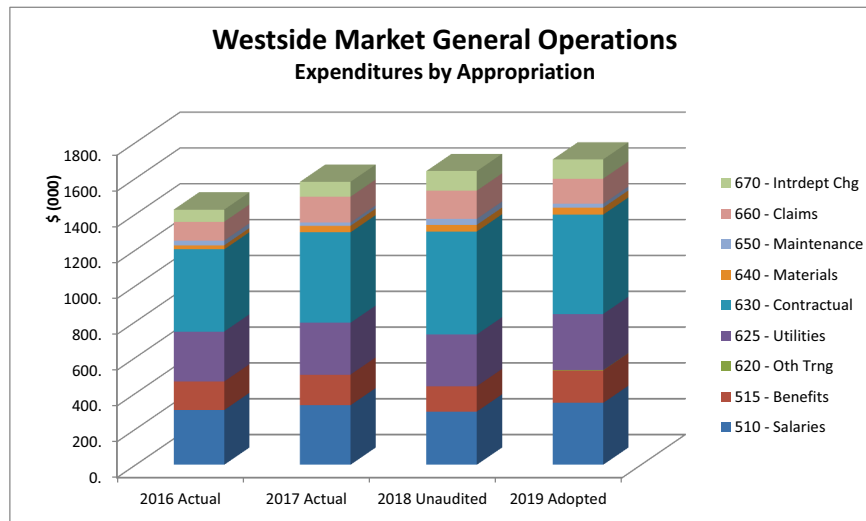
Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Materials & Supplies				
Chemical	\$ —	\$ 1,563	\$ —	\$ 1,600
Fire/Ems Apparatus Parts	1,694	—	450	450
Salt & De-Icer	1,000	957	—	1,000
Boilers, Heaters & Cool Equip	12,477	28,768	16,167	16,500
Small Equipment	—	—	10,693	2,000
Electrical Supplies	5,531	2,705	2,072	6,000
Hygiene And Cleaning Supplies	—	—	—	1,000
Doors, Shutters And Windows	—	—	5,799	4,600
Plumbing Supplies And Equip	—	—	435	2,800
Medical Supplies	—	—	—	450
Other Supplies	863	1,183	1,149	1,350
Just In Time Office Supplies	1,170	1,049	583	1,183
	\$ 22,735	\$ 36,226	\$ 37,348	\$ 38,933
Maintenance				
Maintenance Machinery & Tools	\$ 600	\$ —	\$ —	\$ —
Maintenance Fire Apparatus	750	800	—	900
Maintenance Utility Systems	8,465	—	—	—
Maintenance Building	16,846	17,345	33,691	20,800
	\$ 26,661	\$ 18,145	\$ 33,691	\$ 21,700
Claims, Refunds, Maintenance				
Indirect Cost	\$ 105,062	\$ 144,474	\$ 157,171	\$ 140,470
	\$ 105,062	\$ 144,474	\$ 157,171	\$ 140,470
Interdepart Service Charges				
Charges From Telephone Exch	\$ 14,932	\$ 24,919	\$ 3,141	\$ 2,895
Charges From Print & Repro	1,719	2,680	2,327	3,215
Charges From M.V.M.	7,578	7,602	14,947	15,000
Charges From Waste Collection	39,187	37,917	82,494	80,000
Charges From Parks Maintenance	4,350	10,204	6,316	6,000
	\$ 67,765	\$ 83,322	\$ 109,225	\$ 107,110
	\$ 1,424,790	\$ 1,579,961	\$ 1,639,777	\$ 1,704,824

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges For Services	\$ 1,214,336	\$ 1,470,447	\$ 1,356,120	\$ 1,366,000
Miscellaneous	1,950	4,221	6,413	—
Interest Earnings/Investment Income	7,442	10,909	17,684	—
	\$ 1,223,728	\$ 1,485,577	\$ 1,380,216	\$ 1,366,000

WESTSIDE MARKET GENERAL OPERATIONS



COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	Budget 2018	Budget 2019		Minimum	Maximum
ADMINISTRATORS & OFFICIALS					
1	1	1	Manager of Markets	23,647.11	86,215.32
1	1	1			
PROFESSIONALS					
1	1	1	Supervisor of Markets	20,800.00	49,942.38
1	1	1	Assistant Administrator	20,800.00	73,868.59
2	2	2	Building Stationary Engineer	20.05	27.55
4	4	4			
SERVICE & MAINTENANCE					
1	1	1	Municipal Service Laborer	18.86	19.62
1	1	1			
6	6	6	TOTAL FULL TIME		
1	1	1	TOTAL PART TIME		
7	7	7	TOTAL DIVISION		

Debt Service Fund



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



	<u>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Unaudited</u>	<u>2019 Budget</u>	<u>\$ Change</u>	<u>% Change</u>
DEBT SERVICE						
RECEIPTS	\$ 62,206,079	\$ 66,882,928	\$ 85,585,093	\$ 70,316,794	\$ (15,268,299)	-18%
EXPENDITURES	65,749,293	65,607,631	72,152,208	78,184,436	6,032,228	8%
Net	\$ (3,543,214)	\$ 1,275,297	\$ 13,432,885	\$ (7,867,642)	\$ (21,300,527)	-159%
Decertifications	—	—	—	—	—	%
Beginning Balance	24,374,552	20,831,338	22,106,635	35,539,520	13,432,885	61%
Ending Balance	<u>\$ 20,831,338</u>	<u>\$ 22,106,635</u>	<u>\$ 35,539,520</u>	<u>\$ 27,671,878</u>	<u>\$ (7,867,642)</u>	<u>-22%</u>
FT Staffing Levels	2	2	2	2	—	%

**2018 ACTIVITY**

Effective June 20, 2018, the City issued \$80,435,000 Various Purpose General Obligation Bonds, Series 2018. The proceeds of these bonds will be used to pay costs of permanent improvements to roads and bridges, to parks and recreation facilities and to various other public facilities. A large portion of the Road and Bridge Bonds will be used to convert the City's streetlights to LED lighting.

On June 27, 2018, Public Power System Revenue Refunding Bonds, Series 2018, were issued in the amount of \$47,245,000. The bonds were issued to currently refund \$14,860,000 of outstanding Series 2008A Public Power System Bonds and \$37,575,000 of outstanding Series 2008B-1 Public Power System Bonds. As a result of this refunding, the City realized net present value debt service savings of \$5,039,000 or 9.6%.

Effective July 19, 2018, the City issued \$55,245,000 Subordinate Lien Income Tax Bonds, Series 2018A. These bonds were issued for public facility improvements and specifically for the purchase and rehabilitation or construction of a new police headquarters.

On October 4, 2018, the City issued \$87,940,000 Airport System Revenue Bonds, Series 2018A, and \$21,745,000 Airport System Revenue Bonds, Series 2018B. The Series 2018A Bonds were issued to advance refund \$80,330,000 of outstanding public facilities improvement and bridge and roadway improvement Subordinate Lien Income Tax Bonds issued in 2013, 2014 and 2015. The City decided to refund these bonds at this time due to a provision in the new federal tax laws that eliminates tax-exempt advance refunding bonds after December 31, 2017. As a result of this refunding, the City achieved \$3,483,000 of net present value debt service savings or 4.3%.

In addition, the City entered into new direct placements with several banks for three series of variable rate bonds. The \$69,900,000 2010B Stadium Certificates of Participation will continue to be held by Wells Fargo Municipal Capital Strategies, LLC until March 2021. In May 2018, the City entered into a direct placement on the \$21,860,000 2013A Taxable Economic and Community Development Bonds (Core City) with PNC Bank, National Association upon the expiration of the old direct placement. Also in May, the City entered into a new direct placement with RBC on the \$90,800,000 Water Revenue Bonds, Series AA, 2015.



2019 ACTIVITY

In 2019, the City is planning or reviewing the feasibility of the following financings:

- Issuance of approximately \$35 million of general obligation bonds to fund various public improvements to roads and bridges, recreation facilities and other public facilities;
- Replacement or extension of the direct placement on the 2013A Airport System Revenue Bonds when it expires in April 2019;
- Replacement of the Airport Series 2008D and Series 2009D letters of credit when they expire in June 2019;
- Replacement of the Water Series U and Series V direct placements when they expire in December 2019; 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, 2018 the City's Bond Ratings for various types of obligations were as follows:

	Investors Service	Standard & Poor's	Fitch Ratings
General Obligation Bonds	A1	AA+	A+
Subordinate Lien Income Tax Bonds**	A1	AA+	N/A
Nontax Revenue Bonds*	A2	A+	N/A
Waterworks Revenue Bonds	Aa1	AA+	N/A
Water Pollution Control Bonds	Aa3	A+	N/A
Subordinate Lien Water Revenue Bonds	Aa2	AA	N/A
Cleveland Public Power Revenue Bonds	A3	A-	N/A
Airport Revenue Bonds**	A3	A	BBB+
Stadium Certificates of Participation Series	A3	A	N/A
Parking Revenue Bonds+	A2	AA	N/A

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

*On February 23, 2018, S&P Global Ratings raised its rating on the City's Nontax Revenue Bonds to A+ from A.

**On August 29, 2018, Moody's Investors Service raised its rating on the City's Airport Revenue Bonds to A3 (stable) and S&P Global Ratings announced it had raised its rating on Airport's Bonds to A (stable).

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 \$552,645,519 and unvoted debt limit (5.5%) is \$289,480,986. At January 1, 2019, the City had capacity under the indirect debt limitation calculation per the Ohio Revised Code to issue approximately \$140 million in additional unvoted debt. However, the debt limitations are not expected to affect the financing of any currently planned facilities or services.



	2017 Actual	2018 Unaudited	2019 Budget
Water Revenue Bonds + EXPENDITURES:			
Principal	\$ 44,720,000	\$ 36,405,000	\$ 37,060,000
Interest	25,863,375	22,788,164	22,910,355
Total Expenditures	\$ 70,583,375	\$ 59,193,164	\$ 59,970,355
RECEIPTS			
Utility Reimbursement	\$ 70,583,375	\$ 59,193,164	\$ 59,970,355
Total Receipts	\$ 70,583,375	\$ 59,193,164	\$ 59,970,355
Airport System Revenue Bonds + EXPENDITURES:			
Principal	\$ 39,765,000	\$ 38,535,000	\$ 39,970,000
Interest	30,168,424	29,894,180	28,865,717
Total Expenditures	\$ 69,933,424	\$ 68,429,180	\$ 68,835,717
RECEIPTS			
Enterprise Reimbursement	\$ 69,933,424	\$ 68,429,180	\$ 68,835,717
Total Receipts	\$ 69,933,424	\$ 68,429,180	\$ 68,835,717
Ohio Water Development Authority Loans - Water + EXPENDITURES:			
Principal	\$ 7,661,466	\$ 7,909,175	\$ 8,165,519
Interest	2,404,039	2,190,392	1,969,360
Total Expenditures	\$ 10,065,505	\$ 10,099,567	\$ 10,134,879
RECEIPTS			
Utility Reimbursement	\$ 10,065,505	\$ 10,099,567	\$ 10,134,879
Total Receipts	\$ 10,065,505	\$ 10,099,567	\$ 10,134,879
+ Amounts shown above are actual amounts paid to bondholders or swap counterparties during the year and therefore may not match the debt service amounts in the budget of enterprise funds which reflect deposit requirements in anticipation of these payments.			
Water Pollution Control Revenue Bonds+ EXPENDITURES:			
Principal	\$ 550,000	\$ 570,000	\$ 590,000
Interest	1,584,250	1,562,250	1,545,150
Total Expenditures	\$ 2,134,250	\$ 2,132,250	\$ 2,135,150
RECEIPTS			
Utility Reimbursement	\$ 2,134,250	\$ 2,132,250	\$ 2,135,150
Total Receipts	\$ 2,134,250	\$ 2,132,250	\$ 2,135,150



	<u>2017 Actual</u>	<u>2018 Unaudited</u>	<u>2019 Budget</u>
Ohio Water Development Authority Loans - Water Pollution Control + EXPENDITURES:			
Principal	\$ 176,901	\$ 24,060	\$ 24,060
Interest	2,293	—	—
Total Expenditures	\$ 179,194	\$ 24,060	\$ 24,060
RECEIPTS			
Utility Reimbursement	\$ 179,194	\$ 24,060	\$ 24,060
Total Receipts	\$ 179,194	\$ 24,060	\$ 24,060
Public Power System - Revenue Bonds + EXPENDITURES:			
Principal	\$ 8,785,000	\$ 7,705,000	\$ 5,640,000
Interest	9,116,666	8,569,901	8,453,175
Total Expenditures	\$ 17,901,666	\$ 16,274,901	\$ 14,093,175
RECEIPTS			
Utility Reimbursement	\$ 17,901,666	\$ 16,274,901	\$ 14,093,175
Total Receipts	\$ 17,901,666	\$ 16,274,901	\$ 14,093,175
Parking Facilities Revenue Refunding Bonds + EXPENDITURES:			
Principal	\$ 3,040,000	\$ 3,200,000	\$ 3,370,000
Interest	1,092,525	932,925	764,925
Total Expenditures	\$ 4,132,525	\$ 4,132,925	\$ 4,134,925
RECEIPTS			
Enterprise Reimbursement	\$ 4,132,525	\$ 4,132,925	\$ 4,134,925
Total Receipts	\$ 4,132,525	\$ 4,132,925	\$ 4,134,925

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



	2016	2017	2018	2019
	ACTUAL	ACTUAL	UNAUDITED	BUDGET
PROPERTY TAXES	\$ 17,421,584	\$ 17,630,470	\$ 18,036,711	\$ 19,588,177
INTERGOVERNMENTAL REVENUE	4,578,765	4,558,138	1,595,270	1,887,628
RESTRICTED INCOME TAX	26,294,760	27,120,879	36,621,915	36,507,411
GENERAL FUND INCOME TAX	5,305,264	6,909,729	5,662,760	5,678,928
INVESTMENT EARNINGS	77,929	263,711	699,092	613,700
BOND FEES & SERVICES	116,502	84,920	124,511	75,000
NOTE / BOND PROCEEDS	3,262,406	4,446,565	17,174,128	-
TRANSFERS FROM OTHER SUBFUNDS	1,607,323	1,679,979	1,154,507	1,559,328
TIF / DEVELOPER RECEIPTS	523,168	508,103	554,348	363,260
GENERAL FUND TRANSFER	2,421,644	3,882,123	4,340,633	4,338,325
FEDERAL SUBSIDY	508,637	492,168	474,729	456,179
DRAW/(ADD) OF FUND BALANCE	4,360,445	(1,266,622)	(13,485,996)	7,962,897
TOTAL RECEIPTS	\$ 66,478,427	\$ 66,310,163	\$ 72,952,608	\$ 79,030,833



	2017 Actual	2018 Unaudited	2019 Budget
Unvoted Tax Supported General Obligation Bonds			
Bonds Redeemed	\$ 22,500,000	\$ 24,700,000	\$ 25,340,000
Interest on Bonds	10,982,025	11,567,505	13,435,026
Transfer to Escrow Agent	—	—	—
	<u>\$ 33,482,025</u>	<u>\$ 36,267,505</u>	<u>\$ 38,775,026</u>
Subordinated Income Tax Bonds (Police & Fire Pension)			
Bonds Redeemed	\$ 2,315,000	\$ 3,985,000	\$ 4,245,000
Interest on Bonds	1,705,875	1,548,375	1,342,625
Other	—	—	—
	<u>\$ 4,020,875</u>	<u>\$ 5,533,375</u>	<u>\$ 5,587,625</u>
2013A Core City Fund			
Bonds Redeemed	\$ 800,000	\$ 850,000	\$ 900,000
Interest on Bonds	398,958	549,878	600,000
Transfer to Escrow Agent			
Other			
	<u>\$ 1,198,958</u>	<u>\$ 1,399,878</u>	<u>\$ 1,500,000</u>
Lower Euclid TIF Bonds			
Bonds Redeemed	\$ 208,000	\$ 194,000	\$ 218,000
Interest on Bonds	135,163	151,260	145,260
	<u>\$ 343,163</u>	<u>\$ 345,260</u>	<u>\$ 363,260</u>
Nontax Revenue Refunding Bonds - Stadium			
Bonds Redeemed	\$ 1,365,000	\$ 1,420,000	\$ 1,475,000
Interest on Bonds	262,650	208,050	151,250
	<u>\$ 1,627,650</u>	<u>\$ 1,628,050</u>	<u>\$ 1,626,250</u>
2014 Core City Bonds			
Bonds Redeemed	\$ 1,250,000	\$ 1,270,000	\$ 1,300,000
Interest on Bonds	304,728	284,728	259,328
Transfer to Other Subclass	—	41,000	—
	<u>\$ 1,554,728</u>	<u>\$ 1,595,728</u>	<u>\$ 1,559,328</u>
2015 Core City Bonds			
Interest on Bonds	\$ 505,632	\$ 505,632	\$ 505,633
	<u>\$ 505,632</u>	<u>\$ 505,632</u>	<u>\$ 505,633</u>
Subordinate Lien Income Tax Bonds			
Bonds Redeemed	\$ 8,535,000	\$ 10,915,000	\$ 11,490,000
Interest on Bonds	11,031,112	12,205,589	15,044,582
Transfer to Other Subclass	985,989	—	—
	<u>\$ 20,552,101</u>	<u>\$ 23,120,589</u>	<u>\$ 26,534,582</u>



	2017 Actual	2018 Unaudited	2019 Budget
Subordinate Lien Inc. Tax Bonds (2014A)			
Bonds Redeemed	\$ 890,000	\$ 925,000	\$ 940,000
Interest on Bonds	1,348,831	811,231	792,732
Transfer to Other Subclass	83,667	—	—
	<u>\$ 2,322,498</u>	<u>\$ 1,736,231</u>	<u>\$ 1,732,732</u>
Sinking Fund Operations			
Personnel	\$ 196,513	\$ 200,234	\$ 215,977
Other	506,020	600,167	630,420
	<u>\$ 702,533</u>	<u>\$ 800,401</u>	<u>\$ 846,397</u>
Total Expenditures	<u><u>\$ 66,310,163</u></u>	<u><u>\$ 72,952,608</u></u>	<u><u>\$ 79,030,833</u></u>



Debt Service Fund

Unvoted Tax Supported Obligations

PURPOSE	MONTH DUE	ISSUE DATE	MATURITY DATE	INTEREST RATE	12/31/18 BALANCE	2019 PRINCIPAL	2019 INTEREST	TOTAL DUE
BRIDGES & ROADS	JUNE/DEC.	2011	2029	VAR	1,745,000	725,000	86,275	811,275
BRIDGES & ROADS	JUNE/DEC.	2012	2030	VAR	14,745,000	950,000	707,100	1,657,100
BRIDGES & ROADS	JUNE/DEC.	2016A	2033	VAR	21,580,000	1,100,000	797,050	1,897,050
BRIDGES & ROADS	JUNE/DEC.	2018	2043	VAR	58,730,000	1,325,000	2,674,300	3,999,300
CEMETERY IMPROVEMENT	JUNE/DEC.	2011	2031	VAR	175,000	30,000	8,319	38,319
CEMETERY IMPROVEMENT	JUNE/DEC.	2012	2032	VAR	390,000	20,000	18,900	38,900
PARKS & RECREATION	JUNE/DEC.	2011	2031	VAR	795,000	35,000	37,031	72,031
PARKS & RECREATION	JUNE/DEC.	2012	2032	VAR	3,070,000	160,000	148,350	308,350
PARKS & RECREATION	JUNE/DEC.	2016A	2027	VAR	565,000	55,000	23,100	78,100
PARKS & RECREATION	JUNE/DEC.	2018	2046	VAR	16,440,000	305,000	721,938	1,026,938
PUBLIC FACILITIES	JUNE/DEC.	2011	2029	VAR	1,640,000	680,000	81,081	761,081
PUBLIC FACILITIES	JUNE/DEC.	2012	2030	VAR	10,480,000	675,000	502,500	1,177,500
PUBLIC FACILITIES	JUNE/DEC.	2016A	2026	VAR	4,235,000	475,000	167,600	642,600
PUBLIC FACILITIES	JUNE/DEC.	2018	2031	VAR	5,265,000	310,000	240,500	550,500
REFUNDING JUDGMENT BONDS	JUNE/DEC.	2016B	2033	VAR	4,260,000	0	207,882	207,882
SERIES 2005 REFUNDING	APR/OCT	2005	2023	VAR	27,200,000	9,650,000	1,496,000	11,146,000
SERIES 2007C REFUNDING	MAY/NOV	2007C	2027	VAR	11,180,000	1,050,000	586,950	1,636,950
SERIES 2012 REFUNDING	JUNE/DEC.	2012A	2021	VAR	8,505,000	2,725,000	340,200	3,065,200
SERIES 2015 REFUNDING	JUNE/DEC.	2015	2029	VAR	56,735,000	5,050,000	2,766,750	7,816,750
SERIES 2016 REFUNDING	JUNE/DEC.	2016A	2032	VAR	19,400,000	20,000	823,200	843,200
Total					<u>267,135,000</u>	<u>25,340,000</u>	<u>12,435,025</u>	<u>37,775,025</u>

Internal Service Funds



This fund group provides services to other City Divisions. Their operations are supported by charges to user Divisions.



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

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

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

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

Internal Service Funds Goals

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

Internal Service Funds Cost Strategy

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



Internal Service Fund Revenue Reimbursement Strategy

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

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

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

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

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

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

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

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



	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget	\$ Change	% Change
SINKING FUND						
RECEIPTS	\$ 736,903	\$ 693,858	\$ 894,511	\$ 751,142	\$ (143,369)	-16%
EXPENDITURES	729,133	702,533	800,401	846,397	45,996	6%
Net	\$ 7,770	\$ (8,675)	\$ 94,110	\$ (95,255)	\$ (189,365)	-201%
Decertifications	2,050	—	—	—	—	—
Beginning Balance	—	9,820	1,145	95,255	—	—
Ending Balance	\$ 9,820	\$ 1,145	\$ 95,255	\$ —	\$ (95,255)	%
FT Staffing Levels	2	2	2	2	—	%
TELEPHONE EXCHANGE						
RECEIPTS	\$ 7,581,535	\$ 7,219,718	\$ 8,142,575	\$ 9,155,677	\$ 1,013,102	12%
EXPENDITURES	7,335,784	7,300,486	7,919,001	9,165,488	1,246,487	16%
Net	\$ 245,751	\$ (80,768)	\$ 223,574	\$ (9,811)	\$ (233,385)	-104%
Decertifications	501	1,625	65,666	—	—	—
Beginning Balance	5,457	251,709	172,566	461,806	—	—
Ending Balance	\$ 251,709	\$ 172,566	\$ 461,806	\$ 451,995	\$ (9,811)	-2%
FT Staffing Levels	18	18	17	18	1	6%
RADIO						
RECEIPTS	\$ 3,380,247	\$ 3,539,221	\$ 2,659,084	\$ 3,562,477	\$ (132,916)	-4%
EXPENDITURES	2,936,583	3,226,503	3,164,539	3,895,823	836,642	28%
Net	443,664	312,718	(505,455)	(333,346)	\$ (969,558)	-219%
Decertifications	48,580	72	116	—	—	—
Beginning Balance	33,651	525,895	838,685	333,346	—	—
Ending Balance	\$ 525,895	\$ 838,685	\$ 333,346	\$ 0	\$ (525,894)	-100%
FT Staffing Levels	6	8	6	8	2	25%
MOTOR VEHICLE MAINTENANCE						
RECEIPTS	\$ 15,472,936	\$ 18,512,465	\$ 18,938,933	\$ 17,795,082	\$ (1,143,851)	-6%
EXPENDITURES	15,253,739	16,194,408	17,958,341	19,641,859	1,683,518	9%
Net	\$ 219,197	\$ 2,318,057	\$ 980,592	\$ (1,846,777)	\$ (2,827,369)	-288%
Decertifications	65,988	89,326	106,849	—	—	—
Beginning Balance	66,769	351,954	2,759,338	3,846,778	—	—
Ending Balance	\$ 351,954	\$ 2,759,338	\$ 3,846,778	\$ 2,000,001	\$ (1,846,777)	-48%
FT Staffing Levels	70	75	79	78	(1)	-1%

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget	\$ Change	% Change
PRINTING & REPRODUCTION						
RECEIPTS	\$ 2,208,257	\$ 2,372,123	\$ 2,243,049	\$ 2,677,859	\$ 434,810	19%
EXPENDITURES	2,178,547	2,151,372	2,387,603	2,881,545	493,942	21%
Net	\$ 29,710	\$ 220,751	\$ (144,554)	\$ (203,686)	\$ (59,132)	41%
Decertifications	620	1,226	39,071	—	—	—
Beginning Balance	56,862	87,192	309,169	203,686	—	—
Ending Balance	\$ 87,192	\$ 309,169	\$ 203,686	\$ —	\$ (203,686)	-100%
FT Staffing Levels	12	12	13	15	2	15%
STOREROOM						
RECEIPTS	\$ 497,592	\$ 487,895	\$ 503,993	\$ 546,884	\$ 42,891	9%
EXPENDITURES	508,019	485,752	507,056	596,406	89,350	18%
Net	\$ (10,427)	\$ 2,143	\$ (3,063)	\$ (49,522)	\$ (46,459)	1,517 %
Decertifications	—	—	584	—	—	—
Beginning Balance	60,285	49,858	52,001	49,522	—	—
Ending Balance	\$ 49,858	\$ 52,001	\$ 49,522	\$ —	\$ (49,522)	-100%
FT Staffing Levels	1	1	1	2	1	100%
HEALTH SELF INSURANCE FUND						
RECEIPTS	\$ 73,366,931	\$ 79,775,357	\$ 79,797,155	\$ 88,163,989	\$ 8,366,834	10%
EXPENDITURES	67,801,693	74,441,262	80,665,753	88,163,989	7,498,236	9%
Net	\$ 5,565,238	\$ 5,334,095	\$ (868,598)	\$ —	\$ 868,598	-100%
Decertifications	120	3,202	17,504	—	—	—
Beginning Balance	4,980,274	10,545,632	15,882,929	15,031,835	—	—
Ending Balance	\$ 10,545,632	\$ 15,882,929	\$ 15,031,835	\$ 15,031,835	\$ —	%
PRESCRIPTION SELF INSURANCE FUND						
RECEIPTS	\$ 15,338,964	\$ 14,616,978	\$ 12,398,438	\$ 17,600,213	\$ 5,201,775	42%
EXPENDITURES	13,980,940	13,621,819	13,839,493	17,600,213	3,760,720	27%
Net	\$ 1,358,024	\$ 995,159	\$ (1,441,055)	\$ —	\$ 1,441,055	-100%
Decertifications	—	—	—	—	—	—
Beginning Balance	1,308,936	2,666,960	3,662,119	2,221,064	—	—
Ending Balance	\$ 2,666,960	\$ 3,662,119	\$ 2,221,064	\$ 2,221,064	\$ —	%



SINKING FUND GENERAL OPERATIONS

Debt Service

Sinking Fund Commission

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

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

DEBT MANAGEMENT POLICY

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

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

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

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

PROGRAM NAME: DEBT ADMINISTRATION AND RECORD MAINTENANCE

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

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



SINKING FUND GENERAL OPERATIONS

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

PROGRAM NAME: DEBT ISSUANCE AND COMPLIANCE

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

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



SINKING FUND GENERAL OPERATIONS

Expenditures

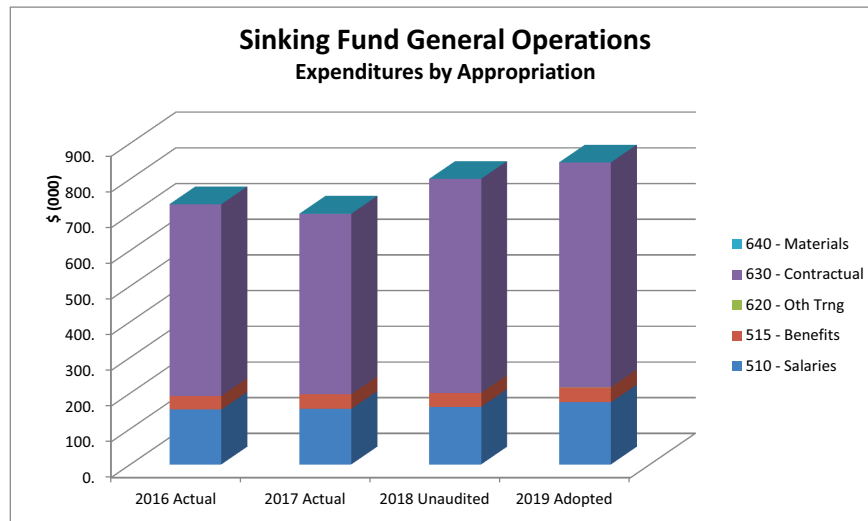
	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 153,013	\$ 153,992	\$ 159,410	\$ 173,429
Longevity	575	575	875	875
Vacation Conversion	—	1,265	—	—
Bonus Incentive	—	—	1,000	—
	\$ 153,588	\$ 155,833	\$ 161,285	\$ 174,304
Benefits				
Hospitalization	\$ 10,091	\$ 10,530	\$ 10,383	\$ 9,820
Prescription	2,389	2,101	1,749	2,298
Dental	453	453	453	488
Vision Care	112	117	117	130
Public Employees Retire System	21,509	21,646	22,369	24,567
Fica-Medicare	2,170	2,185	2,280	2,515
Workers' Compensation	1,544	3,580	1,531	1,755
Life Insurance	75	69	67	100
	\$ 38,343	\$ 40,680	\$ 38,949	\$ 41,673
Other Training & Professional Dues				
Professional Dues & Subscript	\$ —	\$ 261	\$ 261	\$ 270
	\$ —	\$ 261	\$ 261	\$ 270
Contractual Services				
Professional Services	\$ 208,229	\$ 175,455	\$ 262,803	\$ 230,000
County Aud & Treas Coll Fee	328,940	330,216	337,026	400,000
	\$ 537,170	\$ 505,670	\$ 599,829	\$ 630,000
Materials & Supplies				
Postage	\$ 33	\$ 89	\$ 77	\$ 150
	\$ 33	\$ 89	\$ 77	\$ 150
	\$ 729,134	\$ 702,533	\$ 800,401	\$ 846,397

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Miscellaneous	\$ 116,502	\$ 84,920	\$ 124,511	\$ 75,000
Other Shared Revenue	17,637	8,939	—	—
Transfers In	602,764	600,000	770,000	676,142
	\$ 736,903	\$ 693,858	\$ 894,511	\$ 751,142



SINKING FUND GENERAL OPERATIONS



COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	Budget 2018	Budget 2019		Minimum	Maximum
			ADMINISTRATORS & OFFICIALS		
1	1	1	Assistant Secretary Of Sinking Fund	27,325.56	108,011.58
1	1	1			
			PROFESSIONALS		
0	0	1	Sr Budget & Mgmt Analyst	26,273.96	88,147.99
1	1	0	Budget Analyst	20,800.00	58,534.37
1	1	1			
2	2	2	TOTAL FULL TIME		



TELEPHONE EXCHANGE

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 935,720	\$ 963,157	\$ 889,773	\$ 1,022,899
Longevity	6,700	4,450	3,400	4,175
Vacation Conversion	—	5,713	—	—
Separation Payments	23,241	868	36,113	66,000
Bonus Incentive	—	2,500	4,500	—
Overtime	11,356	4,029	10,070	—
	\$ 977,017	\$ 980,718	\$ 943,857	\$ 1,093,074
Benefits				
Hospitalization	\$ 167,457	\$ 175,567	\$ 141,444	\$ 165,214
Prescription	33,204	33,524	20,857	32,805
Dental	8,583	8,577	7,037	8,941
Vision Care	992	995	821	1,000
Public Employees Retire System	133,293	136,461	124,699	156,110
Fica-Medicare	12,396	13,123	12,647	15,158
Workers' Compensation	9,620	22,864	9,676	9,811
Life Insurance	613	563	519	896
Clothing Allowance	4,500	4,500	2,700	4,500
Clothing Maintenance	3,375	3,375	2,025	2,625
	\$ 374,034	\$ 399,550	\$ 322,424	\$ 397,060
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ 1,720	\$ —
Tuition & Registration Fees	2,503	—	1,077	2,800
Professional Dues & Subscript	24	—	—	—
	\$ 2,526	\$ —	\$ 2,797	\$ 2,800
Utilities				
Cellular Servicess	\$ 505,442	\$ 547,601	\$ 757,699	\$ 682,500
At&T Equipment	95,640	176,453	190,764	325,000
Telephone-Ohio Bell	4,634,738	4,471,573	5,044,819	5,725,000
Telephone-Long Distance	20,000	50,000	254	61,950
Telephone	513,583	486,822	444,081	535,500
Data Communication (Telephone)	10,000	—	10,000	51,450
Security & Monitoring System	21,869	38,771	23,393	52,500
	\$ 5,801,272	\$ 5,771,221	\$ 6,471,011	\$ 7,433,900
Contractual Services				
Professional Services	\$ 28,637	\$ 27,236	\$ 32,716	\$ 30,000
Advertising And Public Notice	—	—	—	1,500
Parking In City Facilities	—	13,644	11,667	11,000
Pager Rental	2,433	1,785	244	3,154



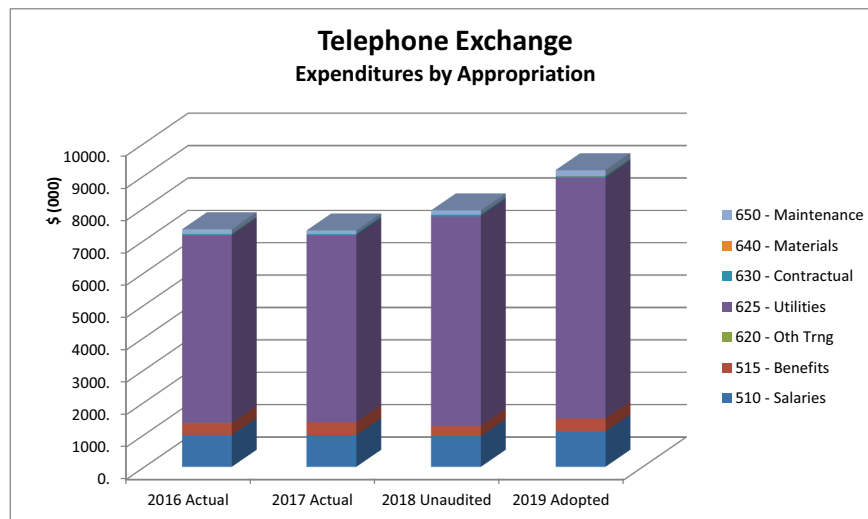
TELEPHONE EXCHANGE

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
	\$ 31,070	\$ 42,665	\$ 44,627	\$ 45,654
Materials & Supplies				
Computer Supplies	\$ 2,099	\$ 130	\$ —	\$ —
Computer Hardware	9,358	776	10,285	3,000
Hardware & Small Tools	—	—	—	1,000
Other Supplies	—	—	—	11,000
Just In Time Office Supplies	—	—	—	3,000
	\$ 11,457	\$ 906	\$ 10,285	\$ 18,000
Maintenance				
Maintenance Contracts	\$ —	\$ —	\$ 123,000	\$ 25,000
Computer Software Maintenance	123,107	68,423	1,000	150,000
Maintenance Electrical Equip	—	37,004	—	—
Maintenance Building	15,300	—	—	—
	\$ 138,407	\$ 105,426	\$ 124,000	\$ 175,000
	\$ 7,335,784	\$ 7,300,486	\$ 7,919,001	\$ 9,165,488

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges For Services	\$ 60,909	\$ 100,479	\$ 39,080	\$ 50,000
Miscellaneous	7,516,189	7,111,339	8,090,987	9,105,677
Interest Earnings/Investment Income	4,438	7,899	12,508	—
	\$ 7,581,535	\$ 7,219,718	\$ 8,142,575	\$ 9,155,677





TELEPHONE EXCHANGE

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Customer Support Call Center Manger	65,000.00	105,625.89
1	1	1	Manager Of Telecommunications	30,214.95	114,691.24
<u>2</u>	<u>2</u>	<u>2</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
2	2	2	Billing Clerk	10.00	17.81
5	5	5	Telephone Operator	10.00	18.72
<u>7</u>	<u>7</u>	<u>7</u>			
<u>PROFESSIONALS</u>					
1	1	1	Administrative Manager	27,193.55	117,672.49
1	0	1	Assistant Commissioner	23,647.11	94,883.60
1	1	1	Supervisor Administration Services-Data	20,800.00	62,770.08
<u>3</u>	<u>2</u>	<u>3</u>			
<u>TECHNICIANS</u>					
1	1	1	Telecommunications Analyst I	14.53	46.40
5	5	5	Telecommunications Tech	33.76	35.03
<u>6</u>	<u>6</u>	<u>6</u>			
<u>18</u>	<u>17</u>	<u>18</u>	TOTAL FULL TIME		
<u>18</u>	<u>17</u>	<u>18</u>	TOTAL DIVISION		



OFFICE OF RADIO COMMUNICATIONS

Brad A. Handke, Administrative Manager

Mission Statement

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

PROGRAM NAME: WIRELESS COMMUNICATIONS BUILDING PERMIT APPLICATIONS

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

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

PROGRAM NAME: LEASE OF FACILITIES FOR WIRELESS COMMUNICATIONS USE

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

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

PROGRAM NAME: ORC SERVICE CENTER FACILITIES

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

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

PROGRAM NAME: RADIO NETWORK PARTICIPATION

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

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

PROGRAM NAME: RADIO SYSTEM ADMINISTRATION

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

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



OFFICE OF RADIO COMMUNICATIONS

PROGRAM NAME: ***RADIO SYSTEM MAINTENANCE & OPERATION***

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

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

OFFICE OF RADIO COMMUNICATIONS

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 343,180	\$ 387,836	\$ 414,279	\$ 458,889
Longevity	2,125	2,250	2,550	2,850
Separation Payments	—	—	5,506	—
Bonus Incentive	—	2,500	1,000	500
Overtime	15,760	196	81	—
	\$ 361,065	\$ 392,782	\$ 423,416	\$ 462,239
Benefits				
Hospitalization	\$ 69,521	\$ 86,074	\$ 99,492	\$ 110,068
Prescription	14,603	14,248	14,388	21,351
Dental	3,576	4,048	5,101	6,019
Vision Care	413	458	553	573
Public Employees Retire System	51,069	53,440	59,289	64,643
Fica-Medicare	5,128	5,557	5,888	6,702
Workers' Compensation	4,151	9,133	4,158	4,675
Life Insurance	263	255	259	400
Clothing Allowance	2,230	2,730	2,675	450
Clothing Maintenance	920	920	1,100	200
	\$ 151,875	\$ 176,865	\$ 192,901	\$ 215,081
Other Training & Professional Dues				
Travel	\$ 4,164	\$ 6,941	\$ 5,833	\$ 10,000
Tuition & Registration Fees	—	4,647	2,910	15,000
	\$ 4,164	\$ 11,588	\$ 8,743	\$ 25,000
Utilities				
Brokered Gas Supply	\$ 35	\$ 237	\$ 135	\$ 161
Telephone	—	75,420	—	75,500
Gas	3,967	3,862	4,010	4,812
Electricity	15,294	16,242	17,608	18,488
Electricity - Other	72,505	69,830	69,570	73,048
	\$ 91,801	\$ 165,591	\$ 91,322	\$ 172,009
Contractual Services				
Professional Services	\$ 420	\$ 240	\$ 2,340	\$ 110,800
Parking In City Facilities	1,095	1,045	660	1,302
Taxes	2,415	2,412	9,140	12,000
Property Rental	301,325	310,868	278,459	324,033
	\$ 305,255	\$ 314,564	\$ 290,599	\$ 448,135



OFFICE OF RADIO COMMUNICATIONS

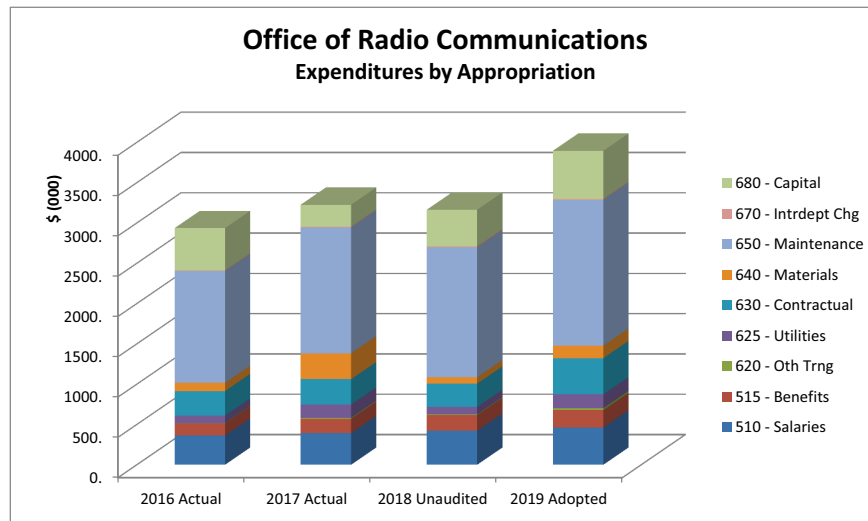
Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 500
Computer Hardware	—	—	—	10,000
Computer Software	—	250,000	—	—
Hardware & Small Tools	—	1,417	3,275	10,000
Small Equipment	34,989	25,102	8,767	35,000
Other Supplies	67,255	44,841	67,208	100,000
Just In Time Office Supplies	—	—	48	—
	\$ 102,244	\$ 321,359	\$ 79,299	\$ 155,500
Maintenance				
Maintenance Contracts	\$ 1,209,465	\$ 1,452,288	\$ 1,437,594	\$ 1,528,666
Computer Software Maintenance	—	—	—	30,000
Maintenance Utility Systems	175,160	107,761	175,025	250,000
	\$ 1,384,625	\$ 1,560,049	\$ 1,612,619	\$ 1,808,666
Interdepart Service Charges				
Charges From Telephone Exch	\$ 6,210	\$ 7,221	\$ 7,005	\$ 6,449
Charges From Print & Repro	2,103	82	82	108
Charges From Central Storeroom	—	—	—	12
Charges From M.V.M.	1,365	2,138	2,796	2,624
	\$ 9,678	\$ 9,441	\$ 9,883	\$ 9,193
Capital Outlay				
Radio Equipment	\$ 330,742	\$ 262,066	\$ 375,000	\$ 350,000
Other Equipment	163,906	12,197	68,843	250,000
Transfer To Water Capital Proj	31,229	—	11,912	—
	\$ 525,877	\$ 274,263	\$ 455,756	\$ 600,000
	\$ 2,936,583	\$ 3,226,503	\$ 3,164,539	\$ 3,895,823

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges For Services	\$ 338,227	\$ 300,403	\$ 307,902	\$ 297,386
Miscellaneous	3,033,544	3,222,015	2,316,135	3,225,091
Interest Earnings/Investment Income	8,476	16,803	35,048	40,000
	\$ 3,380,247	\$ 3,539,221	\$ 2,659,084	\$ 3,562,477

OFFICE OF RADIO COMMUNICATIONS



COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	Budget 2018	December 2018		Budget 2019	Minimum
ADMINISTRATORS & OFFICIALS					
1	1	1	Supervisor of Radio Services	26.38	27.45
1	1	1			
PROFESSIONALS					
1	1	1	Administrative Manager	27,193.55	117,672.49
1	1	1	Assistant Administrator	20,800.00	73,868.59
0	0	2	Systems Analyst	20,800.00	68,251.13
2	2	4			
TECHNICIANS					
5	3	3	Radio Technician	19.85	22.94
5	3	3			
8	6	8	TOTAL FULL TIME		
8	6	8	TOTAL DIVISION		



MOTOR VEHICLE MAINTENANCE

Jeffrey L. Brown, Commissioner

Mission Statement

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

PROGRAM NAME: AUTO BODY WORK

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

ACTIVITIES: Make minor and major auto body repairs.

PROGRAM NAME: EMERGENCY REPAIRS AND TOWING

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

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

PROGRAM NAME: FUELING

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

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

PROGRAM NAME: NEW VEHICLE PREPARATION

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

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

PROGRAM NAME: PREVENTIVE MAINTENANCE

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

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

PROGRAM NAME: ROUTINE MAINTENANCE

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

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

MOTOR VEHICLE MAINTENANCE

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 3,655,486	\$ 3,685,965	\$ 3,962,422	\$ 4,256,235
Injury Pay	—	—	19,614	—
Longevity	33,175	32,925	32,125	33,025
Vacation Conversion	—	7,692	—	—
Separation Payments	36,570	7,351	10,070	—
Bonus Incentive	2,400	4,400	7,300	30,000
Overtime	63,761	73,879	111,167	75,000
	\$ 3,791,393	\$ 3,812,213	\$ 4,142,698	\$ 4,394,260
Benefits				
Hospitalization	\$ 791,697	\$ 822,679	\$ 822,639	\$ 887,761
Prescription	157,330	147,424	122,888	177,545
Dental	42,576	41,504	42,016	47,820
Vision Care	3,960	4,073	4,179	4,931
Public Employees Retire System	525,677	527,669	577,148	610,996
Fica-Medicare	45,522	46,748	51,581	62,846
Workers' Compensation	42,564	97,752	48,145	69,847
Life Insurance	2,652	2,436	2,509	3,884
Unemployment Compensation	774	63	11,518	—
Clothing Allowance	9,610	8,763	9,960	10,020
Tool Insurance	29,150	29,700	31,350	33,000
Clothing Maintenance	200	200	200	775
	\$ 1,651,712	\$ 1,729,012	\$ 1,724,134	\$ 1,909,425
Other Training & Professional Dues				
Tuition & Registration Fees	\$ 810	\$ 2,266	\$ 3,556	\$ 2,060
Professional Dues & Subscript	2,579	2,528	2,578	4,120
	\$ 3,389	\$ 4,794	\$ 6,134	\$ 6,180
Utilities				
Brokered Gas Supply	\$ 73,146	\$ 54,123	\$ 74,655	\$ 89,586
Gas	31,885	29,129	46,861	56,233
Electricity	20,952	18,958	32,340	33,957
Electricity - Other	1,724	2,257	874	917
Security & Monitoring System	6,179	—	5,000	6,592
	\$ 133,887	\$ 104,467	\$ 159,730	\$ 187,285
Contractual Services				
Professional Services	\$ 1,800	\$ —	\$ —	\$ 3,090
Medical Services	—	—	—	750
Parking In City Facilities	24,646	25,379	26,032	24,800
Towing	125,000	105,180	49,960	154,500



MOTOR VEHICLE MAINTENANCE

Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Special Assessment	22,000	18,000	19,750	20,000
Other Contractual	19,383	6,476	97,543	12,750
	\$ 192,829	\$ 155,035	\$ 193,285	\$ 215,890
Materials & Supplies				
Computer Supplies	\$ —	\$ —	\$ —	\$ 500
Computer Software	—	—	—	500
Fuel	3,382,872	3,625,465	5,047,327	5,874,000
Fuel Tax	733,421	773,005	878,361	875,000
Chemical	5,000	7,500	—	7,500
Air Compressor Parts	60,000	75,000	30,000	50,000
Fire/Ems Apparatus Parts	209,902	159,970	282,600	180,220
Auto & Light Truck Parts	902,557	946,944	1,101,728	1,230,000
Heavy Truck Parts	1,820,505	1,911,603	1,706,959	1,750,000
Construction Equipment Parts	90,000	150,000	220,000	120,000
Snow Removal Equipment Parts	18,000	5,000	—	96,000
Clothing	24,964	25,993	24,999	23,600
Sweeper Parts	89,909	387,125	273,000	400,000
Welding Supplies & Equipment	3,099	5,099	3,000	3,000
Hygiene And Cleaning Supplies	6,257	10,883	17,269	6,000
Painting Equipment & Supplies	14,998	10,000	20,000	15,450
Shop Supplies	50,504	19,339	50,231	1,000
Other Supplies	1,150	27,238	29,430	1,000
Greenhouse Maintenance Suppl	—	—	32	—
Anti-Freeze	25,000	25,000	15,713	25,000
Motor Oil & Lubricants	170,000	155,816	116,999	300,000
Batteries	100,000	100,000	100,000	100,000
Tires	619,736	730,000	639,974	669,500
Just In Time Office Supplies	1,706	2,994	5,868	3,708
Building Maintenance Supplies	—	—	—	1,000
	\$ 8,329,579	\$ 9,153,973	\$ 10,563,489	\$ 11,732,978
Maintenance				
Computer Hardware Maintenance	\$ —	\$ 10,225	\$ 10,872	\$ 10,000
Computer Software Maintenance	19,024	24,635	23,380	18,000
Maintenance Machinery & Tools	1,000	52,699	41,697	20,000
Fuel Pump Repair & Maintenance	89,998	103,438	99,989	50,000
Generator Repair	90,000	5,000	74,289	51,500
Accident Repair-Other Vehicles	115,597	91,304	44,586	103,000
Accident Repair-Safety Vehicles	123,696	126,571	93,801	128,750

MOTOR VEHICLE MAINTENANCE

Expenditures (Continued)

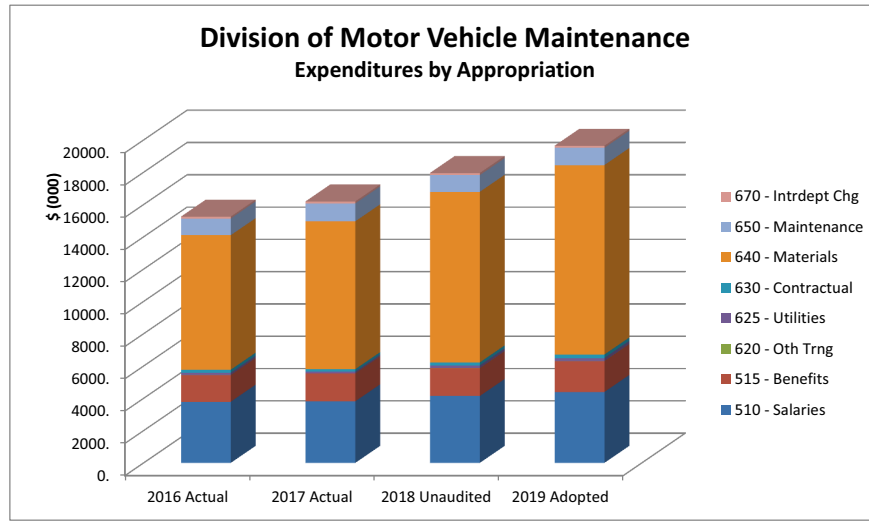
	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Heavy Truck Repair	40,000	30,000	153,242	85,000
Frame Repair & Alignment	—	—	—	51,500
Hydraulic Repair Cyl Pmps Mtrs	100,000	50,000	99,998	100,000
Glass Repair	19,856	19,671	24,810	10,000
Radiator & Gas Tank Repair	20,000	10,000	20,000	51,500
Maintenance Building	26,235	12,880	76,767	10,300
Repair Of Overhead Doors	1,647	39,892	4,982	15,450
Spring Repair	231,327	330,041	132,185	225,980
Tire Repair Road Service	96,393	104,077	58,465	51,500
Transmission Repair	60,000	100,000	75,000	80,000
Cushman Repair	—	—	—	2,500
	\$ 1,034,773	\$ 1,110,434	\$ 1,034,062	\$ 1,064,980
Interdepart Service Charges				
Charges From Telephone Exch	\$ 68,315	\$ 83,795	\$ 89,762	\$ 82,632
Charges From Radio Comm System	8,969	6,052	4,544	6,015
Charges From W.P.C.	1,077	—	6,745	1,500
Charges From Print & Repro	11,353	8,068	8,188	10,651
Charges From Central Storeroom	63	49	159	63
Charges From Division Of Maint	1,168	—	—	10,000
Charges From Waste Collection	25,234	26,516	25,411	20,000
	\$ 116,177	\$ 124,480	\$ 134,809	\$ 130,861
	\$ 15,253,739	\$ 16,194,408	\$ 17,958,341	\$ 19,641,859

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges For Services	\$ 7,270	\$ 33,442	\$ 431,821	\$ 26,000
Miscellaneous	15,451,323	18,437,663	18,405,458	17,669,082
Interest Earnings/Investment Income	14,343	41,360	101,653	100,000
	\$ 15,472,936	\$ 18,512,465	\$ 18,938,932	\$ 17,795,082



MOTOR VEHICLE MAINTENANCE





MOTOR VEHICLE MAINTENANCE

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	Budget 2018	December 2018		Budget 2019	Minimum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Assistant Commissioner of Motor Vehicle Maintenance	26,273.96	98,678.77
1	1	1	Commissioner of Motor Vehicle Maintenance	40,314.82	145,820.32
2	2	2	Superintendent of Motorized Equipment	26,273.96	78,184.48
1	1	1	Superintendent of Vehicles Administrative Services	20,800.00	78,184.48
5	5	5			
<u>ADMINISTRATIVE SUPPORT</u>					
1	1	1	General Storekeeper	19.25	27.29
1	1	1	Principal Clerk	14.88	21.97
4	4	4	Storekeeper	16.66	22.71
6	6	6			
<u>PROFESSIONALS</u>					
4	4	4	Buyer	20,800.00	53,516.01
1	1	1	Fleet Management Data Manager	30,000.00	73,734.66
1	1	1	Project Coordinator	27,325.56	99,702.63
6	6	6			
<u>SKILLED CRAFT</u>					
21	21	20	Automobile Repair Worker	12.60	22.26
4	4	4	Automobile Repairman Unit Leader	17.78	27.01
3	3	3	Heavy Duty Auto Body Repair Worker	15.73	23.56
26	27	27	Heavy Duty Mechanic	15.75	26.65
4	4	4	Heavy Duty Unit Leader	23.85	33.07
1	1	1	Welder/Fabricator	18.36	26.64
59	60	59			



MOTOR VEHICLE MAINTENANCE

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
<u>SERVICE & MAINTENANCE</u>					
1	1	1	Tanker Truck Driver	26.37	26.90
1	1	1	Tire Repair Worker	14.08	20.56
2	2	2			
78	79	78	TOTAL FULL TIME		
78	79	78	TOTAL DIVISION		



PRINTING & REPRODUCTION

Michael Hewett, Commissioner**Mission Statement**

The Division of Printing and Reproduction is committed to providing innovative, sustainable and cost-effective design, print and mail solutions to the City of Cleveland.

The duties of the Commissioner of Printing and Reproduction are as follows: to administer and control the affairs of the division; to supervise the design, printing and mailing of material required for use by the City of Cleveland; to develop specifications, evaluate bids, recommend the lease, rental or purchase of all photocopiers; and to perform additional duties which may arise by codified ordinance or by the Director of Finance.

The Division of Printing and Reproduction is responsible for producing all forms, stationery, manuals, directories, reports, brochures, newsletters, posters and other literature used by City departments, divisions, boards, bureaus, council and Cleveland Municipal Court.

The Division of Printing and Reproduction operates a production facility at 1735 Lakeside Avenue. The division also oversees a full-service copy center and mailroom at City Hall.

PROGRAM NAME: COPY CENTER

OBJECTIVES: Provide a variety of fast turnaround photocopying services.

ACTIVITIES: Process assignments as requested. Offer technical assistance to customers.

PROGRAM NAME: PRINTING SERVICES

OBJECTIVES: Provide comprehensive reprographic services to the City of Cleveland.

ACTIVITIES: Print materials requested by City Divisions. Provide mail services. Administer the City's photocopier and paper contracts.



PRINTING & REPRODUCTION

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 576,531	\$ 594,230	\$ 802,577	\$ 788,655
Longevity	4,575	4,925	4,925	6,200
Vacation Conversion	—	3,087	—	—
Bonus Incentive	—	3,000	3,000	—
Overtime	1,844	1,154	922	5,500
	\$ 582,951	\$ 606,396	\$ 811,424	\$ 800,355
Benefits				
Hospitalization	\$ 102,562	\$ 107,774	\$ 99,915	\$ 130,020
Prescription	21,458	22,432	17,041	28,254
Dental	5,498	5,693	5,919	7,827
Vision Care	735	755	789	1,037
Public Employees Retire System	80,976	83,837	179,238	112,347
Fica-Medicare	8,192	8,551	9,092	10,402
Workers' Compensation	21,563	13,775	—	8,429
Life Insurance	443	414	422	746
Clothing Allowance	810	698	540	1,000
Clothing Maintenance	—	2,426	2,426	3,000
	\$ 242,238	\$ 246,355	\$ 315,383	\$ 303,062
Other Training & Professional Dues				
Travel	\$ —	\$ —	\$ —	\$ 2,500
Tuition & Registration Fees	350	1,777	350	2,000
Other Training Supplies	—	—	—	1,000
Professional Dues & Subscript	1,488	3,131	2,188	2,500
	\$ 1,838	\$ 4,908	\$ 2,538	\$ 8,000
Utilities				
Brokered Gas Supply	\$ —	\$ 725	\$ 943	\$ —
Gas	1,039	572	685	1,954
Electricity	31,332	33,680	36,639	38,471
Security & Monitoring System	2,358	2,358	2,358	3,000
	\$ 34,729	\$ 37,334	\$ 40,626	\$ 43,425
Contractual Services				
Professional Services	\$ 34,917	\$ —	\$ 4,258	\$ 2,000
Janitorial Services	15,000	15,000	15,000	15,000
Parking In City Facilities	118	225	310	350
Photocopy Machine Rental	572,939	590,637	575,249	700,000
Other Contractual	—	—	—	1,500
	\$ 622,974	\$ 605,863	\$ 594,817	\$ 718,850



PRINTING & REPRODUCTION

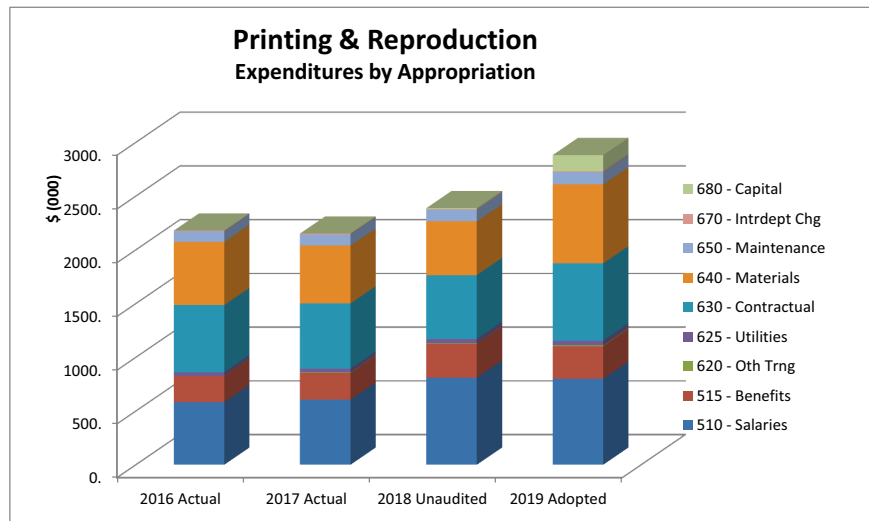
Expenditures (Continued)

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Materials & Supplies				
Office Supplies	\$ —	\$ —	\$ —	\$ 1,000
Computer Hardware	5,928	5,644	6,527	10,000
Computer Software	4,174	6,249	8,632	10,000
Small Equipment	—	—	10,046	7,500
Electrical Supplies	—	—	—	2,000
Hygiene And Cleaning Supplies	—	—	—	1,000
Paper And Other Printing Suppl	574,480	521,813	471,406	700,000
Other Supplies	—	—	—	500
Just In Time Office Supplies	3,068	3,193	3,153	3,000
	\$ 587,650	\$ 536,899	\$ 499,763	\$ 735,000
Maintenance				
Maintenance Contracts	\$ 99,942	\$ 105,761	\$ 107,640	\$ 110,000
Maintenance Machinery & Tools	—	—	1,000	3,000
Car Washes	—	—	—	150
Repair Of Overhead Doors	—	—	—	500
	\$ 99,942	\$ 105,761	\$ 108,640	\$ 113,650
Interdepart Service Charges				
Charges From Telephone Exch	\$ 3,302	\$ 3,784	\$ 3,925	\$ 3,613
Charges From M.V.M.	2,923	4,072	1,546	2,590
Charges From Division Of Maint	—	—	—	3,000
	\$ 6,224	\$ 7,856	\$ 5,471	\$ 9,203
Capital Outlay				
Transfer To Capital Project	\$ —	\$ —	\$ 8,940	\$ 150,000
	\$ —	\$ —	\$ 8,940	\$ 150,000
	\$ 2,178,547	\$ 2,151,372	\$ 2,387,603	\$ 2,881,545

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges For Services	\$ 3,387	\$ 3,301	\$ 60	\$ —
Miscellaneous	2,194,809	2,362,430	2,231,589	2,677,860
Interest Earnings/Investment Income	3,061	6,392	11,399	—
	\$ 2,201,257	\$ 2,372,123	\$ 2,243,049	\$ 2,677,860

PRINTING & REPRODUCTION





PRINTING & REPRODUCTION

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	2	2	Asst. Commissioner of Printing and Reproduction	23,647.11	93,401.98
1	1	1	Commissioner of Printing and Reproduction	40,314.82	145,820.32
1	1	1	Printing Foreman	28,404.92	57,522.83
<u>3</u>	<u>4</u>	<u>4</u>			
<u>ADMINISTRATIVE SUPPORT</u>					
2	2	2	Principal Clerk	14.88	21.97
<u>2</u>	<u>2</u>	<u>2</u>			
<u>PROFESSIONALS</u>					
1	1	1	Desktop Publishing Specialist	20,800.00	64,170.48
<u>1</u>	<u>1</u>	<u>1</u>			
<u>SERVICE AND MAINTENANCE</u>					
1	1	1	Mailing Specialist	20,800.00	55,734.65
0	2	2	Print Shop Helper	12.85	16.35
<u>1</u>	<u>3</u>	<u>3</u>			
<u>SKILLED CRAFT</u>					
5	1	3	Copy Center Operator	10.00	20.49
<u>5</u>	<u>1</u>	<u>3</u>			
<u>TECHNICIANS</u>					
1	1	1	First Press Operator	12.00	24.33
1	1	1	Print Services Tech Specialist	10.00	40.00
<u>2</u>	<u>2</u>	<u>2</u>			
<u>14</u>	<u>13</u>	<u>15</u>	TOTAL FULL TIME		
<u>14</u>	<u>13</u>	<u>15</u>	TOTAL DIVISION		



STOREROOM & WAREHOUSE

Expenditures

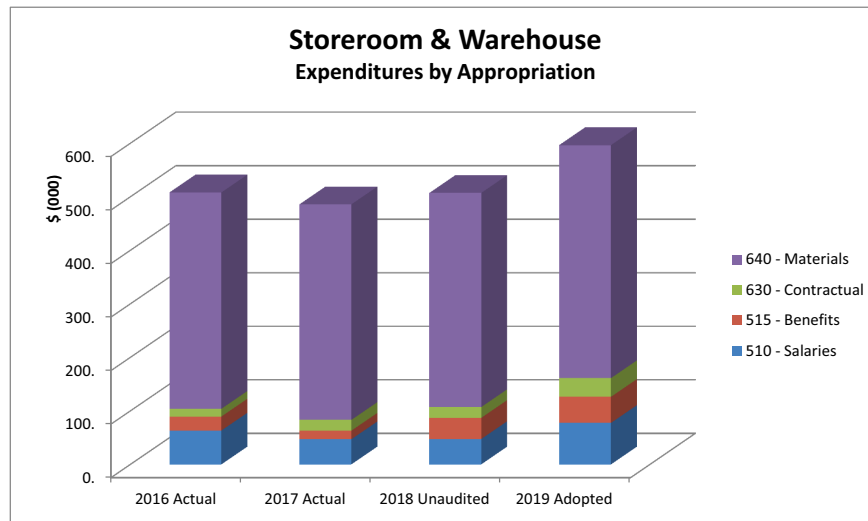
	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 61,925	\$ 45,995	\$ 46,925	\$ 76,547
Longevity	1,050	475	475	475
Bonus Incentive	—	500	—	—
Overtime	280	—	—	500
	\$ 63,255	\$ 46,970	\$ 47,400	\$ 77,522
Benefits				
Hospitalization	\$ 11,985	\$ 6,128	\$ 21,879	\$ 28,310
Prescription	2,615	1,050	1,744	5,334
Dental	674	257	562	1,507
Vision Care	129	81	81	150
Public Employees Retire System	9,242	6,496	6,627	11,040
Fica-Medicare	880	656	647	1,123
Workers' Compensation	556	1,267	7,944	502
Life Insurance	60	34	34	98
Clothing Allowance	—	—	—	220
Clothing Maintenance	—	—	—	400
	\$ 26,142	\$ 15,970	\$ 39,517	\$ 48,684
Contractual Services				
Equipment Rental	\$ 14,517	\$ 20,139	\$ 20,139	\$ 25,000
Other Contractual	—	—	—	10,000
	\$ 14,517	\$ 20,139	\$ 20,139	\$ 35,000
Materials & Supplies				
Office Supplies	\$ —	\$ 2,673	\$ —	\$ 200
Postage	400,000	400,000	400,000	435,000
Computer Supplies	4,105	—	—	—
	\$ 404,105	\$ 402,673	\$ 400,000	\$ 435,200
	\$ 508,019	\$ 485,752	\$ 507,056	\$ 596,406

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Miscellaneous	\$ 497,220	\$ 487,142	\$ 502,559	\$ 546,884
Interest Earnings/Investment Income	372	753	1,434	—
	\$ 497,592	\$ 487,895	\$ 503,993	\$ 546,884



STOREROOM & WAREHOUSE



COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	Budget 2018	December 2018		Budget 2019	Minimum
ADMINISTRATIVE SUPPORT					
1	0	1	Messenger	10.00	16.66
1	1	1	Storekeeper	16.66	22.71
2	1	2	TOTAL FULL TIME		
2	1	2	TOTAL DIVISION		



HEALTH SELF INSURANCE FUND

Expenditures

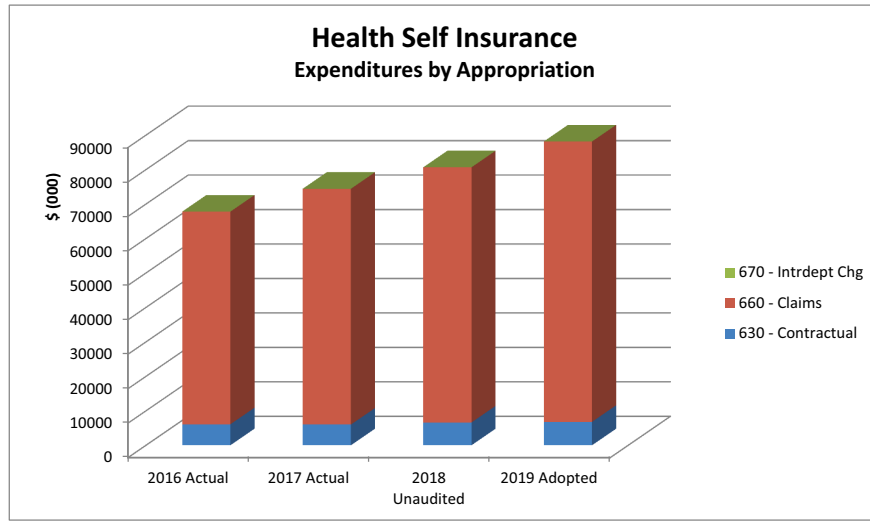
	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Contractual Services				
Professional Services	\$ 335,950	\$ 35,950	\$ 125,000	\$ —
Stop Loss Insurance Med Mutal	1,595,631	1,792,386	2,032,697	1,736,158
Admin Fee Med Mutual	1,916,615	1,958,787	2,052,944	2,020,894
Admin Fee Anthem	1,026,039	928,256	985,271	1,215,701
Stop Loss Insurance Anthem	1,139,632	1,064,880	1,039,278	1,379,314
Wellness Expense Anthem	42,407	65,295	140,436	100,000
Wellness Expense Medical Mutual	42,464	50,391	21,003	100,000
Healthcare Consulting	—	—	—	75,000
Other Contractual	—	104,517	225,000	175,000
	\$ 6,098,739	\$ 6,000,462	\$ 6,621,629	\$ 6,802,067
Claims, Refunds, Maintenance				
Claims Healthcare Med Mut	\$ 39,020,908	\$ 45,059,152	\$ 48,341,304	\$ 53,879,020
Claims Healthcare Anthem	22,127,480	22,957,950	25,653,860	27,472,904
ACA Reinsurance Fee	549,983	420,094	39,808	—
	\$ 61,698,371	\$ 68,437,196	\$ 74,034,972	\$ 81,351,924
Interdepart Service Charges				
Charges From Print & Repro	\$ 4,586	\$ 3,605	\$ 9,151	\$ 10,000
	\$ 4,586	\$ 3,605	\$ 9,151	\$ 10,000
	\$ 67,801,695	\$ 74,441,263	\$ 80,665,752	\$ 88,163,991

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges For Services	\$ 73,326,065	\$ 79,740,043	\$ 79,757,102	\$ 88,163,993
Miscellaneous	40,866	35,313	40,057	—
	\$ 73,366,931	\$ 79,775,356	\$ 79,797,159	\$ 88,163,993



HEALTH SELF INSURANCE FUND





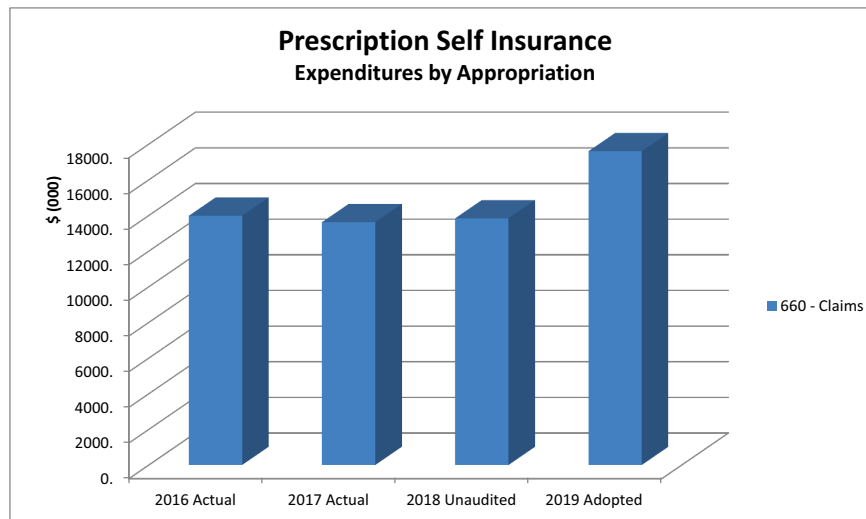
PRESCRIPTION SELF INSURANCE FUND

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Claims, Refunds, Maintenance				
Claims Health Care	\$ 13,980,941	\$ 13,621,819	\$ 13,839,493	\$ 17,600,212
	\$ 13,980,941	\$ 13,621,819	\$ 13,839,493	\$ 17,600,212
	\$ 13,980,941	\$ 13,621,819	\$ 13,839,493	\$ 17,600,212

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Charges For Services	\$ 15,313,237	\$ 14,616,979	\$ 12,398,437	\$ 17,600,213
Miscellaneous	25,727	—	—	—
	\$ 15,338,964	\$ 14,616,979	\$ 12,398,437	\$ 17,600,213



Agency Funds



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



	<u>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Unaudited</u>	<u>2019 Budget</u>	<u>\$ Change</u>	<u>% Change</u>
CENTRAL COLLECTION AGENCY						
RECEIPTS	\$ 9,244,179	\$ 9,654,345	\$ 10,895,025	\$ 12,583,200	\$ 1,688,175	15%
EXPENDITURES	9,273,918	10,142,165	10,656,837	12,656,482	1,999,645	19%
Net	\$ (29,739)	\$ (487,820)	\$ 238,188	\$ (73,282)	\$ (311,470)	-131%
Decertifications	4,737	501,052	106,521	—	—	—
Beginning Balance	478,543	453,541	466,773	811,482	—	—
Ending Balance	<u>\$ 453,541</u>	<u>\$ 466,773</u>	<u>\$ 811,482</u>	<u>\$ 738,200</u>	<u>\$ (311,470)</u>	<u>-38%</u>
FT Staffing Levels	76	82	92	108	16	17%



CCA INCOME TAX ADMINISTRATION

Nassim M. Lynch, Administrator

Mission Statement

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

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

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

PROGRAM NAME: AUDIT

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

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

PROGRAM NAME: COLLECTION

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

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

PROGRAM NAME: COMPLIANCE

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

ACTIVITIES: Verify that all individuals and businesses subject to the tax, file returns and pay all taxes due, including penalties and interest due for late payment of taxes.

PROGRAM NAME: DATA ENTRY

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

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

PROGRAM NAME: RECORD RETENTION

OBJECTIVES: To provide retention filing and legally secure storage of all tax records by the municipal income tax ordinance.

ACTIVITIES: Maintenance of tax records, assuring accessibility to Central Collection Agency staff.

PROGRAM NAME: TAXPAYER ASSISTANCE

OBJECTIVES: To provide information and assistance to all taxpayers in the area served by CCA.

ACTIVITIES: Work with the member communities to reduce the number of errors on returns filed through individual assistance and tax educational programs.



CCA INCOME TAX ADMINISTRATION

Expenditures

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Salaries and Wages				
Full Time Permanent	\$ 3,884,143	\$ 4,077,291	\$ 4,700,170	\$ 5,444,644
Part-Time Permanent	295,656	267,080	185,440	337,006
Longevity	30,700	34,775	36,700	37,650
Vacation Conversion	—	25,464	—	—
Separation Payments	8,448	15,149	18,112	20,000
Bonus Incentive	—	20,000	24,000	—
Overtime	173,052	215,983	259,412	250,000
	\$ 4,391,998	\$ 4,655,742	\$ 5,223,834	\$ 6,089,300
Benefits				
Hospitalization	\$ 703,157	\$ 737,696	\$ 755,057	\$ 987,395
Prescription	142,374	130,794	114,600	202,704
Dental	35,658	35,606	38,951	56,346
Vision Care	4,922	4,987	5,598	7,390
Public Employees Retire System	614,188	639,144	717,430	824,577
Fica-Medicare	60,046	63,580	71,635	81,631
Workers' Compensation	45,118	106,585	60,550	73,509
Life Insurance	2,930	2,703	2,942	5,396
Unemployment Compensation	—	2,423	2,423	—
	\$ 1,608,392	\$ 1,723,518	\$ 1,769,185	\$ 2,238,948
Other Training & Professional Dues				
Travel	\$ 1,840	\$ 6,600	\$ 6,369	\$ 8,000
Tuition & Registration Fees	1,806	1,585	1,591	2,000
Professional Dues & Subscript	13,750	14,840	25,859	38,000
	\$ 17,395	\$ 23,024	\$ 33,819	\$ 48,000
Utilities				
Electricity	\$ 31,959	\$ 32,307	\$ 33,603	\$ 35,283
Steam	143,595	150,550	154,651	159,290
	\$ 175,554	\$ 182,857	\$ 188,253	\$ 194,573
Contractual Services				
Professional Services	\$ 1,196,713	\$ 1,211,137	\$ 1,192,365	\$ 1,148,000
Mileage (Private Auto)	8,336	11,298	10,520	16,000
Freight Expense	—	625	—	—
Advertising And Public Notice	1,994	2,447	3,174	5,000
Parking In City Facilities	2,300	1,320	1,320	3,200
Insurance And Official Bonds	580	—	—	800
Property Rental	24,059	34,177	29,931	22,000
Other Contractual	24,318	25,170	24,373	40,000
State Auditor Examination	36,000	37,000	35,000	40,000

CCA INCOME TAX ADMINISTRATION

Expenditures (Continued)

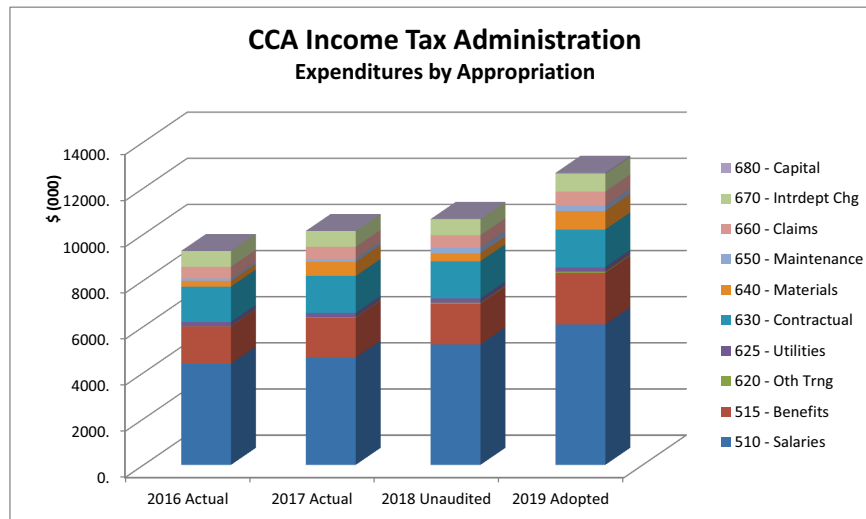
	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Bank Service Fees	85,726	107,518	195,434	170,000
Credit Card Processing Fees	158,949	174,996	124,900	190,000
	\$ 1,538,975	\$ 1,605,687	\$ 1,617,016	\$ 1,635,000
Materials & Supplies				
Office Supplies	\$ 2,668	\$ 4,723	\$ 361	\$ 7,000
Postage	193,109	280,229	234,548	470,000
Computer Supplies	—	—	—	4,500
Computer Hardware	17,411	186,922	26,132	208,000
Computer Software	8,668	112,478	36,973	57,000
Office Furniture & Equipment	4,087	—	967	5,000
Other Supplies	594	151	347	2,000
Batteries	—	—	—	500
Just In Time Office Supplies	15,290	25,475	37,762	42,000
	\$ 241,827	\$ 609,978	\$ 337,090	\$ 796,000
Maintenance				
Maintenance Office Equipment	\$ 13,706	\$ 7,066	\$ 50,880	\$ 21,500
Maintenance Contracts	2,336	2,340	2,336	5,100
Computer Hardware Maintenance	13,193	31,152	23,666	95,000
Computer Software Maintenance	74,940	98,661	164,601	108,400
Car Washes	192	240	375	500
	\$ 104,366	\$ 139,458	\$ 241,857	\$ 230,500
Claims, Refunds, Maintenance				
Court Costs	\$ 11,381	\$ 12,017	\$ 15,791	\$ 25,000
Indirect Cost	499,550	496,296	526,099	590,293
	\$ 510,931	\$ 508,313	\$ 541,890	\$ 615,293
Interdepart Service Charges				
Charges From Telephone Exch	\$ 51,289	\$ 51,306	\$ 58,049	\$ 53,438
Charges From Print & Repro	201,580	208,868	213,759	275,733
Charges From M.V.M.	6,611	8,413	7,084	9,697
Charges From Division Of Maint	425,000	425,000	425,000	425,000
	\$ 684,479	\$ 693,587	\$ 703,892	\$ 763,868
Capital Outlay				
Office Equipment	\$ —	\$ —	\$ —	\$ 10,000
Automobiles	—	—	—	35,000
	\$ —	\$ —	\$ —	\$ 45,000
	\$ 9,273,918	\$ 10,142,165	\$ 10,656,837	\$ 12,656,482



CCA INCOME TAX ADMINISTRATION

Revenues

	2016 Actual	2017 Actual	2018 Unaudited	2019 Budget
Miscellaneous	\$ 2,760,866	\$ 2,856,346	\$ 3,232,746	\$ 3,775,200
Due To Member Municipalities	1,800	1,800	1,650	2,000
Income Tax	6,440,000	6,650,000	7,280,000	8,806,000
Interest Earnings/Investment Income	41,513	146,199	380,629	—
	\$ 9,244,179	\$ 9,654,345	\$ 10,895,024	\$ 12,583,200





CCA INCOME TAX ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	Budget 2018	December 2018		Minimum	Maximum
<u>ADMINISTRATORS & OFFICIALS</u>					
1	1	1	Asst. Income Tax Administrator	26,273.96	125,000.00
1	1	1	Income Tax Administrator	42,758.15	152,224.32
1	1	1	Chief Bureau of Accounts and Collections	22,333.40	85,000.00
1	1	1	Chief of Tax Auditing Bureau	22,333.40	85,000.00
4	4	4			
<u>ADMINISTRATIVE SUPPORT</u>					
2	1	2	Accountant Clerk II	10.00	19.33
2	2	2	Customer Service Rep-Call Center	13.03	19.32
21	16	22	Income Tax Tracer	12.60	20.62
3	3	3	Junior Cashier	11.14	18.55
3	1	3	Junior Clerk	12.83	15.46
1	1	1	Principal Cashier	14.66	25.96
1	1	1	Principal Clerk	14.88	21.97
1	1	1	Private Secretary to the Director	20,800.00	52,504.47
1	1	1	Stock Clerk	13.11	19.93
35	27	36			
<u>PROFESSIONALS</u>					
1	1	1	Accountant IV	20,800.00	65,610.28
4	4	4	Administrative Manager	27,193.55	117,672.49
12	9	10	Assistant Administrator	20,800.00	73,868.59
3	3	3	Assistant Director of Law	26,250.00	93,199.31
9	8	8	Auditor	20,800.00	65,000.00
1	1	1	Fiscal Manager	23,647.11	97,175.21
2	2	2	Income Tax Supervisor	20,800.00	72,000.00
1	1	1	Personnel Administrator	26,273.96	91,088.49
1	1	1	Project Leader / Applications	45,000.00	101,400.83
7	5	7	Senior Tax Auditor	20,800.00	65,000.00
4	4	4	Supervising Tax Auditor	20,800.00	67,000.00
12	12	14	Tax Auditor I	14.39	21.60
10	7	9	Tax Auditor II	15.48	23.77
67	58	65			



CCA INCOME TAX ADMINISTRATION

COMPARISON OF STAFFING LEVEL

Budget 2018	No. of Employees		Position	Salary Schedule	
	December 2018	Budget 2019		Minimum	Maximum
PARA-PROFESSIONALS					
2	2	2	Paralegal	20,800.00	48,254.00
2	2	2			
TECHNICIANS					
1	1	1	Citizens Info Representative	10.00	21.09
1	1	1			
109	92	108	TOTAL FULL TIME		
PART TIME					
1	1	1	Administrative Manager	27,193.55	117,672.49
3	0	2	Assistant Administrator	20,800.00	73,868.59
2	1	1	Auditor	20,800.00	65,000.00
1	1	1	Income Tax Tracer	12.60	20.62
11	10	12	Student Aide	10.00	11.94
18	13	17	TOTAL PART TIME		
127	105	125	TOTAL DIVISION		



Legislative Branch		\$	7,776,787
Judicial Branch		\$	42,689,411
Executive Branch			
General Government			21,523,112
Department of Aging			1,565,325
Department of Human Resources			3,211,965
Department of Law			13,803,235
Department of Finance			23,409,862
Department of Public Health			9,814,037
Department of Public Safety			367,137,482
Department of Public Works			78,835,906
Department of Community Development			2,175,618
Department of Building and Housing			13,213,325
Department of Economic Development			1,906,694
Nondepartmental			64,072,272
Total Executive Branch			600,668,833
TOTAL GENERAL FUND			651,135,031
Special Revenue Funds			103,527,888
Internal Service Funds			142,791,720
Enterprise Funds			842,274,603
Agency Funds			12,656,482
Debt Service Funds			78,184,436
TOTAL APPROPRIATIONS FOR 2019			<u><u>\$ 1,830,570,160</u></u>

GENERAL FUND

LEGISLATIVE BRANCH

Council and Clerk of Council		\$	7,776,787
I Personnel and Related Expenses	\$		5,545,200
II Other Expenses			2,231,587
TOTAL LEGISLATIVE BRANCH			<u><u>\$ 7,776,787</u></u>

JUDICIAL BRANCH

Municipal Court - Judicial Division		\$	25,268,464
I Personnel and Related Expenses	\$		21,515,670
II Other Expenses			3,752,794



Appropriation Ordinance

Municipal Court - Clerk's Division		\$	12,576,522
I Personnel and Related Expenses	\$	10,797,239	
II Other Expenses		1,779,283	
Municipal Court - Housing Division		\$	4,844,425
I Personnel and Related Expenses	\$	4,520,649	
II Other Expenses		323,776	
TOTAL JUDICIAL BRANCH		\$	<u>42,689,411</u>

EXECUTIVE BRANCH

GENERAL GOVERNMENT

Office of the Mayor		\$	3,670,285
I Personnel and Related Expenses	\$	3,548,899	
II Other Expenses		121,386	
Office of Capital Projects		\$	7,068,848
I Personnel and Related Expenses	\$	6,420,878	
II Other Expenses		647,970	
Office of Quality Ctrl & Perf Mgmt		\$	1,330,410
I Personnel and Related Expenses	\$	1,136,605	
II Other Expenses		193,805	
Landmarks Commission		\$	210,092
I Personnel and Related Expenses	\$	198,062	
II Other Expenses		12,030	
Board of Building Standards and Appeals		\$	164,262
I Personnel and Related Expenses	\$	139,534	
II Other Expenses		24,728	
Board of Zoning Appeals		\$	248,554
I Personnel and Related Expenses	\$	224,972	
II Other Expenses		23,582	
Civil Service Commission		\$	1,799,831
I Personnel and Related Expenses	\$	804,479	
II Other Expenses		995,352	



Community Relations Board		\$	1,720,558
I Personnel and Related Expenses	\$		1,658,019
II Other Expenses			62,539
City Planning Commission		\$	2,430,009
I Personnel and Related Expenses	\$		2,087,962
II Other Expenses			342,047
Boxing and Wrestling Commission		\$	25,846
I Personnel and Related Expenses	\$		25,846
Office of Sustainability		\$	1,067,015
I Personnel and Related Expenses	\$		663,619
II Other Expenses			403,396
Office of Equal Opportunity		\$	891,252
I Personnel and Related Expenses	\$		743,162
II Other Expenses			148,090
Office of Budget & Management		\$	896,150
I Personnel and Related Expenses	\$		845,230
II Other Expenses			50,920
TOTAL GENERAL GOVERNMENT		\$	21,523,112
DEPARTMENT OF AGING			
Department of Aging		\$	1,565,325
I Personnel and Related Expenses	\$		1,245,893
II Other Expenses			319,432
TOTAL DEPARTMENT OF AGING		\$	1,565,325
DEPARTMENT OF HUMAN RESOURCES			
Department of Human Resources		\$	3,211,965
I Personnel and Related Expenses	\$		1,633,024
II Other Expenses			1,578,941
TOTAL DEPARTMENT OF HUMAN RESOURCES		\$	3,211,965



Appropriation Ordinance

DEPARTMENT OF LAW

Department of Law		\$	13,803,235
I Personnel and Related Expenses	\$	7,743,697	
II Other Expenses		6,059,538	
TOTAL DEPARTMENT OF LAW		\$	13,803,235

DEPARTMENT OF FINANCE

Finance Administration		\$	4,693,190
I Personnel and Related Expenses	\$	1,161,908	
II Other Expenses		3,531,282	
Division of Accounts		\$	2,215,982
I Personnel and Related Expenses	\$	1,367,084	
II Other Expenses		848,898	
Division of Assessments and Licenses		\$	5,080,117
I Personnel and Related Expenses	\$	3,623,996	
II Other Expenses		1,456,121	
Division of Treasury		\$	935,719
I Personnel and Related Expenses	\$	812,557	
II Other Expenses		123,162	
Division of Purchases and Supplies		\$	763,905
I Personnel and Related Expenses	\$	732,027	
II Other Expenses		31,878	
Bureau of Internal Audit		\$	1,473,890
I Personnel and Related Expenses	\$	789,365	
II Other Expenses		684,525	
Division of Financial Reporting and Control		\$	1,575,205
I Personnel and Related Expenses	\$	1,548,230	
II Other Expenses		26,975	



Information Systems Services		\$	6,671,854
I Personnel and Related Expenses	\$		3,292,389
II Other Expenses			3,379,465

TOTAL DEPARTMENT OF FINANCE		\$	23,409,862
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DEPARTMENT OF PUBLIC HEALTH

Public Health Administration		\$	1,628,091
I Personnel and Related Expenses	\$		1,203,011
II Other Expenses			425,080

Division of Health		\$	5,148,122
I Personnel and Related Expenses	\$		2,696,116
II Other Expenses			2,452,006

Division of Environment		\$	2,120,041
I Personnel and Related Expenses	\$		1,636,120
II Other Expenses			483,921

Division of Air Quality		\$	917,783
I Personnel and Related Expenses	\$		584,378
II Other Expenses			333,405

TOTAL DEPARTMENT OF PUBLIC HEALTH		\$	9,814,037
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DEPARTMENT OF PUBLIC SAFETY

Public Safety Administration		\$	6,546,078
I Personnel and Related Expenses	\$		3,849,001
II Other Expenses			2,697,077

Division of Police		\$	207,633,646
I Personnel and Related Expenses	\$		195,433,144
II Other Expenses			12,200,502

Division of Fire		\$	101,626,504
I Personnel and Related Expenses	\$		97,297,717
II Other Expenses			4,328,787



Appropriation Ordinance

Division of Emergency Medical Services		\$	32,738,147
I Personnel and Related Expenses	\$	29,035,824	
II Other Expenses		3,702,323	
Division of Animal Control Services		\$	2,871,789
I Personnel and Related Expenses	\$	2,209,426	
II Other Expenses		662,363	
Division of Correction		\$	8,468,803
I Personnel and Related Expenses	\$	662,403	
II Other Expenses		7,806,400	
Office of Professional Standards		\$	1,694,727
I Personnel and Related Expenses	\$	1,228,477	
II Other Expenses		466,250	
Police Review Board		\$	159,422
I Personnel and Related Expenses	\$	147,542	
II Other Expenses		11,880	
Community Police Commission		\$	758,779
I Personnel and Related Expenses	\$	417,175	
II Other Expenses		341,604	
Police Inspector General		\$	234,094
I Personnel and Related Expenses	\$	223,394	
II Other Expenses		10,700	
Department of Justice		\$	4,405,493
I Personnel and Related Expenses	\$	2,224,553	
II Other Expenses		2,180,940	
TOTAL DEPARTMENT OF PUBLIC SAFETY		\$	367,137,482

DEPARTMENT OF PUBLIC WORKS

Division of Public Works Administration		\$	3,356,822
I Personnel and Related Expenses	\$	3,153,319	
II Other Expenses		203,503	



Division of Recreation		\$	15,201,696
I Personnel and Related Expenses	\$		10,552,082
II Other Expenses			4,649,614
Division of Parking Facilities-On Street		\$	1,243,355
I Personnel and Related Expenses	\$		1,167,799
II Other Expenses			75,556
Division of Property Management		\$	8,267,310
I Personnel and Related Expenses	\$		6,030,017
II Other Expenses			2,237,293
Division of Park Maintenance and Properties		\$	16,516,101
I Personnel and Related Expenses	\$		10,528,568
II Other Expenses			5,987,533
Division of Waste		\$	30,245,627
I Personnel and Related Expenses	\$		17,298,863
II Other Expenses			12,946,764
Division of Traffic Engineering		\$	4,004,995
I Personnel and Related Expenses	\$		3,003,213
II Other Expenses			1,001,782

TOTAL DEPARTMENT OF PUBLIC WORKS		\$	78,835,906
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DEPART OF COMM DEVELMT DIRECTOR'S OFFICE

Department of Comm Development Director's Office		\$	2,175,618
I Personnel and Related Expenses	\$		644,724
II Other Expenses			1,530,894

TOTAL DEPARTMENT OF COMMUNITY DEVELOPMENT		\$	2,175,618
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DEPARTMENT OF BUILDING AND HOUSING

Building and Housing Dir Office		\$	2,702,691
I Personnel and Related Expenses	\$		1,992,042
II Other Expenses			710,649



Appropriation Ordinance

Division of Code Enforcement		\$	8,692,274
I Personnel and Related Expenses	\$	8,382,127	
II Other Expenses		310,147	
Division of Construction Permit		\$	1,818,360
I Personnel and Related Expenses	\$	1,792,717	
II Other Expenses		25,643	
TOTAL DEPARTMENT OF BUILDING AND HOUSING		\$	13,213,325
DEPARTMENT OF ECONOMIC DEVELOPMENT			
Economic Development		\$	1,906,694
I Personnel and Related Expenses	\$	1,888,011	
II Other Expenses		18,683	
TOTAL DEPARTMENT OF ECONOMIC DEVELOPMENT		\$	1,906,694
NONDEPARTMENTAL			
County Auditor Deductions		\$	1,066,000
II Other Expenses	\$	1,066,000	
Other Administrative		\$	18,865,626
II Other Expenses	\$	18,865,626	
Transfers to Other Funds		\$	44,140,646
II Other Expenses	\$	44,140,646	
TOTAL NONDEPARTMENTAL		\$	64,072,272
TOTAL EXECUTIVE BRANCH		\$	600,668,833
TOTAL GENERAL FUND		\$	651,135,031



SPECIAL REVENUE FUND

Restricted Income Tax Fund		\$ 53,878,638
II Other Expenses	\$ 53,878,638	
Street Construction, Maintenance & Repair Fund		\$ 35,006,687
I Personnel and Related Expenses	\$ 18,687,998	
II Other Expenses	16,318,689	
Schools Recreation & Cultural Activities Fund		\$ 1,125,000
II Other Expenses	\$ 1,125,000	
Division of Public Auditorium & Stadium-Stadium		\$ 13,517,563
II Other Expenses	\$ 13,517,563	
TOTAL SPECIAL REVENUE FUNDS		<u><u>\$ 103,527,888</u></u>

DEBT SERVICE FUND

Sinking Fund Commission		\$ 78,184,436
III Debt Service	\$ 78,184,436	
TOTAL DEBT SERVICE FUNDS		<u><u>\$ 78,184,436</u></u>

INTERNAL SERVICE FUND

Sinking Fund Commission		\$ 846,397
I Personnel and Related Expenses	\$ 215,977	
II Other Expenses	\$ 630,420	
Information Systems Services-Telephone Exchange		\$ 9,165,488
I Personnel and Related Expenses	\$ 1,490,134	
II Other Expenses	7,675,354	
Radio		\$ 3,895,823
I Personnel and Related Expenses	\$ 677,320	
II Other Expenses	3,218,503	
Division of Motor Vehicle Maintenance		\$ 19,641,859
I Personnel and Related Expenses	\$ 6,303,685	
II Other Expenses	13,338,174	



Appropriation Ordinance

Division of Printing and Reproduction		\$	2,881,545
I Personnel and Related Expenses	\$	1,103,417	
II Other Expenses		1,778,128	
City Storeroom and Central Warehouse		\$	596,406
I Personnel and Related Expenses	\$	126,206	
II Other Expenses		470,200	
Health Self Insurance		\$	88,163,989
II Other Expenses	\$	88,163,989	
Prescription Self Insurance		\$	17,600,213
II Other Expenses	\$	17,600,213	
TOTAL INTERNAL SERVICE FUNDS		\$	142,791,720

ENTERPRISE FUNDS

DEPARTMENT OF PUBLIC UTILITIES

Utilities Administration		\$	7,048,597
I Personnel and Related Expenses	\$	5,638,593	
II Other Expenses		1,410,004	
Division of Fiscal Control		\$	8,064,724
I Personnel and Related Expenses	\$	6,425,479	
II Other Expenses		1,639,245	
Division of Water		\$	389,976,157
I Personnel and Related Expenses	\$	88,944,492	
II Other Expenses		301,031,665	
Division of Water Pollution Control		\$	30,194,535
I Personnel and Related Expenses	\$	11,045,178	
II Other Expenses		19,149,357	
Division of Cleveland Public Power		\$	218,687,458
I Personnel and Related Expenses	\$	27,130,014	
II Other Expenses		191,557,444	
TOTAL DEPARTMENT OF PUBLIC UTILITIES		\$	653,971,471



DEPARTMENT OF PORT CONTROL

Divisions of Cleveland Hopkins & Burke Lakefront

Airports - Operations		\$ 169,960,333
I Personnel and Related Expenses	\$ 35,010,215	
II Other Expenses	134,950,118	

TOTAL DEPARTMENT OF PORT CONTROL		<u>\$ 169,960,333</u>
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DEPARTMENT OF PUBLIC WORKS

Division of Cemeteries		\$ 1,768,000
I Personnel and Related Expenses	\$ 1,284,829	
II Other Expenses	483,171	

Golf Course Fund		\$ 1,422,535
I Personnel and Related Expenses	\$ —	
II Other Expenses	1,422,535	

Division of Parking Facilities-Off Street Parking		\$ 10,620,675
I Personnel and Related Expenses	\$ 1,443,047	
II Other Expenses	9,177,628	

Division of Public Auditorium		\$ 2,826,765
I Personnel and Related Expenses	\$ 1,495,247	
II Other Expenses	1,331,518	

Division of West Side Market		\$ 1,704,824
I Personnel and Related Expenses	\$ 526,482	
II Other Expenses	1,178,342	

Division of Property Management - East Side Market		\$ —
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Division of Property Management - East Side Market		
II Other Expenses	\$ —	

TOTAL DEPARTMENT OF PUBLIC WORKS		<u>\$ 18,342,799</u>
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TOTAL ENTERPRISE FUNDS		<u>\$ 842,274,603</u>
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Appropriation Ordinance

AGENCY FUND

Central Collection Agency		\$	12,656,482
I Personnel and Related Expenses	\$	8,328,248	
II Other Expenses		4,328,234	
TOTAL AGENCY FUND		\$	12,656,482

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.



Glossary

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.



Glossary

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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DEPARTMENT OF FINANCE

Sharon Dumas

Finance Director

OFFICE OF BUDGET AND MANAGEMENT

Gregory Cordek

Budget Administrator

Nicole Gallagher

Deputy Budget Administrator

Maya Claytor

Deputy Budget Administrator

Stanley Kolenda

Senior Budget and Management Analyst

Tina Magistro

Senior Budget and Management Analyst

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Michele Reese

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Daniel Hinkel

Budget Analyst

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Division of Printing

Desktop Publishing and Printing Support

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REFERENCE DOCUMENTS

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

- 2017 Comprehensive Annual Financial Report
- Bureau of Labor Statistics
- Department of Commerce
- Ohio Labor Market Information; Leading Indicators

Position Salary Bands taken from updates to Ordinance No. 323-15, passed March 30, 2015



City of Cleveland

Mission Statement

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